AusAID’s Support to Women’s Leadership

**An Evaluability Assessment**

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Prepared for AASSO

9 October 2013 (version 1.2)

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Acknowledgements

Thanks are given to Lauren Coutts and Lisa Horsburgh for their assistance with the research.

# Executive Summary

The following report is intended to help guide ODE to design an evaluation of AusAID’s support for women’s leadership. The report synthesises evidence collected through an evaluability assessment. This involved a review of the international literature, documents from seven AusAID programs which have supported women’s leadership, and tracer studies from five Award programs.[[1]](#footnote-1) The range of programs listed within AidWorks as supporting women, leadership, gender equality and or women’s empowerment were also reviewed to help identify the broader population of programs that could be assessed through a future evaluation.

Agreeing on a definition of women’s leadership is necessary as it influences the purpose, focus questions, selection of programs, and appropriate methods to use in the future evaluation. Building on AusAID’s *Developmental Leadership Program’s* definition of leadership, and in the absence of an agreed definition in the international literature, the review proposes a working definition of women’s leadership. This is:

A political process of **women** mobilising people and resources in pursuit of shared and negotiated goals within government, private sector, and civil society.

Achieving positive change in women’s leadership involves shifts in multiple domains – agency, relations and structural conditions. Changes in these domains form an enabling environment for women’s leadership.

Important aspects of this definition are that women’s leadership extends beyond political representation to include their involvement and influence within government, private sector and civil society. Equally important is that support for women’s leadership needs to extend beyond strengthening women’s agency (their skills, confidence etc.), to also address the relations governing the lives of women and men (women’s linkages into coalitions, women and men sharing household decision-making etc.), and structural conditions (quotas for women’s representation, men exercising inclusive leadership etc.) which either provide opportunities or barriers for women to exert leadership.

This understanding of women’s leadership is described in a conceptual framework (Section 4.6). The framework outlines the relationships between women’s leadership, the enabling domains (agency, relations and structural conditions), strategies believed to support women’s leadership, and the development outcomes towards which women’s leadership is intended to contribute.

Interestingly, as a collective sample, the AusAID programs reviewed appeared to support this broader definition of women’s leadership in line with the recommended practices in the international literature. However, the lack of a specific definition of women’s leadership within the program descriptions might indicate the need for stronger focus on this in program design, implementation, and consequently monitoring and evaluation.

Conclusive evidence exists internationally that women’s leadership programs (specifically programs supporting quotas and political reservation) are contributing to some gender equality and other development outcomes (e.g. improved community services, changed perceptions regarding roles and aspirations of girls and more girls attending school). Other outcomes (e.g. women taking on greater responsibility in decision-making bodies and women influencing policy) are reported in grey literature but need to be further verified through more in-depth synthesis of existing records, or possibly further research.

The sample of AusAID programs reviewed suggests that some significant development outcomes are being achieved as a result of supporting women’s leadership. However, limited data was available for most programs on AidWorks or the AusAID website (including many key documents not being available such as program designs and final reports, and many of the reports which were available provided little relevant information), and it was difficult to assess the quality of the data that was available (as information on methods, sources etc. was not included).

AusAID Awards have increased women’s agency, in some cases built stronger and more equitable gender relations, and increased women’s access to decision-making positions within work places (possibly supporting some changes in structural conditions). However, generally, there appears to be limited data available on changes resulting from women’s leadership (e.g. influence on policies, resourcing allocations etc.). Indications from the tracer studies reviewed are that this information would need to be collected through additional primary data.

In a review of over forty international evaluations, studies and case studies on women’s leadership, and the seven AusAID programs, no verifiable data was found establishing that women’s leadership programs have contributed towards concrete economic empowerment outcomes. However, some data was found linking women’s economic empowerment to women’s leadership outcomes (e.g. access to assets was found to increase women’s decision-making in the household). Scholarship tracer studies indicate that the Awards have contributed to women increasing their income through career advancement. Linking this to women’s economic empowerment (i.e. the ability to own assets, control their income and have financial literacy) would require further exploration.

Based on this evaluability assessment, four focus areas for the evaluation of women’s leadership are proposed (see Table 1 on page 23) for details on the pros and cons and suggested evaluation approaches for each option). These include:

* Coherence of approaches used within a country to support women’s leadership
* Longitudinal synthesis of outcomes and lessons from programs currently being implemented (e.g. *Empowering Women for Poverty Reduction: MAMPU, Pacific Leadership Program*, or the *Pacific Women’s Program*)
* The linkages between women’s economic empowerment and women’s leadership
* Scholarships and Women’s Leadership

Ultimately the purpose of the evaluation will need to be decided considering factors such as the opportunity to align and build on AusAID’s strategic focus, and available resources for the evaluation.

# Introduction

## Purpose of the evaluability assessment

In June 2013, ODE contracted a small team to conduct an evaluability assessment of AusAID’s support to women’s leadership. The purpose of this assessment was to help guide ODE in its decision on whether to conduct an evaluation at a later stage of AusAID’s support for women’s leadership, and to provide options for the possible focus of this evaluation. The evaluation would form part of a larger series of reviews into AusAID’s support for women’s economic empowerment.

An evaluability assessment can be understood as a systematic process that helps identify whether an evaluation is justified, feasible, and likely to provide useful information.[[2]](#footnote-2)

As guided by ODE, the core elements of this evaluability assessment included:

* Clarifying the theory – i.e. how is women’s leadership understood in the international literature, and within AusAID policies, strategy and program documents.
* Exploring the quality of the evidence available – i.e. what is the quality of data available on the outcomes of women’s leadership internationally and within AusAID programs.
* Considering options for a potential future evaluation.

## Evaluability assessment questions

The questions addressed through this review included: [[3]](#footnote-3)

1. How does AusAID define women’s leadership (policies / strategies / programs)? How does this compare to other donor approaches and the international literature?
2. Is there adequate data currently available (in AusAID and other donor contexts) to assess the effectiveness of women’s leadership programs on: i) gender equality outcomes; and ii) development outcomes? What is the quality of this data?
3. Is there adequate data from the scholarships program to assess outcomes in gender equality, women’s leadership and women’s economic empowerment? If so, what is the nature of this data? (e.g. considering how outcomes for women differ from those for men.)
4. Is there evidence to link women’s economic empowerment and women’s leadership outcomes? What does existing evidence say and what is the quality of this evidence?
5. How have evaluations of women’s leadership including scholarships been approached?[[4]](#footnote-4) What did the evaluations focus on and / or overlook regarding women’s leadership? What methods were used for assessing women’s leadership and women’s economic empowerment*?*
6. How might an evaluation on women’s leadership and women’s economic empowerment be approached to address missing gaps, unanswered questions and / or other considerations?

# Methods

The methods are discussed in detail in Annex 2. A brief summary is included here for the purposes of understanding the approach taken, and to guide interpretation of the results.

The work was carried out during the period June to September 2013. Team members and allocation of days included Team Leader (23.5 days), Senior Gender Specialist (9.5 days), and Assistant M&E and Gender Specialist (14 days). A detailed work plan was developed by the review team; however, several changes needed to be made to this plan as it became clear what data was available within the time-frame for the review.

### Review of AusAID program documents

The first step in the review of AusAID program documents was to identify the broader ‘population’ of AusAID programs that supported women’s leadership. One hundred and twenty two possible programs were identified from AidWorks using the search terms: women, leadership, gender, and empowerment (see Annex 6). From this list, a sample of 11 programs was selected using the following criteria: degree of focus on women’s leadership; length of time implemented (at least 2.5 years); and diversity of approaches and sectors. From the initial sample of 11 programs, seven had sufficient documents to proceed with the review. Program documents were sourced from AidWorks, internet searching, and in several cases from AusAID program staff.

Drawing on information from the literature review and the first three programs reviewed, a template was developed for reviewing the programs’ approach to women’s leadership, and the expected and actual outcomes achieved. Criteria were also developed by which to assess the quality of data available (see Annex 4).

### Review of scholarship tracer studies

A brief review was conducted of the nature and quality of data available on the AusAID scholarship program’s influence on women’s leadership. Tracer studies from five scholarship programs were reviewed. These included: Cambodia (two studies), Laos, Indonesia, Vietnam, and South Asia. Studies were selected based on their methodological quality: the first four were rated highly through a meta-analysis of post-award studies,[[5]](#footnote-5) and the South Asia program was selected as being of high quality by the review team. The findings of the meta-analysis were also examined in this review.

### Conflicts of interest

No known conflicts of interest existed. The team members had not been involved with any of the programs reviewed through the study.

### Limitations

The primary limitation for the review of AusAID programs was the paucity of documents available. Although five of the seven programs were larger than $3 million, it was difficult to obtain complete sets of program documents and reports (e.g. design documents, final completion reports or evaluations and Quality at Implementation reports) from AidWorks or the AusAID website (noting that AusAID does not currently have a centralised database for program documents). In addition, many of the documents which were available had limited information on outcomes relevant for women’s leadership, or explanations that would have aided an assessment of the quality of the data available. The short time-frame available for the review restricted sourcing additional documents from AusAID program staff through follow-up contact. There were also challenges in using the data from AidWorks to identify the broader sample of programs which might support women’s leadership. This is because some programs (e.g. the *Basic Education Development Program* assessed through this study) support women’s leadership as a means to an end, and so do not necessarily describe women’s leadership within the program description included on AidWorks.

Timing constraints also limited the analysis of further scholarship tracer studies. However, consistent data was found between all five studies examined, so it is assumed that adding several more studies would have been of minimal value. A further limitation was that most of the studies did not include their survey instruments or raw data in the reports. So, while further sex-disaggregated data might have been collected during the tracer studies, this was not available for the review. Ideally, the review would have also looked at data from the Australian Leadership Awards Scheme. However, limited data was available on the outcomes of these programs in the time-frame available.

A further limitation of the study was that the timing restricted consultation with AusAID. Consultation on the draft report is planned by ODE with the AusAID gender unit. This will be important to identify significant gaps in the assessment, as well as areas of relevance and need to inform the future evaluation study.

The options presented for the evaluation study were informed by the limitations and challenges experienced during this evaluability assessment. For example review of a smaller number of programs in-depth is recommended to allow time for data sourcing by the review team and or ODE, and consultation with stakeholders.

# Findings

## Defining women’s leadership

#### How does AusAID define women’s leadership? How does this compare to other donor approaches and the international literature?

The literature review[[6]](#footnote-6) identified that there is no explicit definition for ‘women’s leadership’ within the reviewed policy, strategy and program documents of AusAID. AusAID’s *Developmental Leadership Program* (DLP) defines ‘leadership’ broadly as:

A **political process** involving the skills of mobilising people and resources in pursuit of a set of shared and negotiated goals … leadership is important for development in both the public and private sectors and in their relationships. It refers not only to national political leaders but equally to leadership at sub-national levels and in all sectors of society – in businesses and business organisations, trades unions, NGOs, professional associations, churches and the bureaucracy – and in the relations between them.[[7]](#footnote-7)

The evaluability assessment team suggests that this definition be used as a starting point in thinking about a definition for women’s leadership, recognising that women’s leadership extends beyond women’s participation in politics, to women’s leadership in coalitions, networks, committees, groups, businesses, public sector agencies, non-government organisations, civil society organisations and faith-based organisations.

In conceptualising ‘women’s leadership’ it is critical to go beyond the DLP definition and think about the theory / ies of change underlying efforts to promote women’s leadership. Drawing on the work of the World Bank, CARE and Oxfam[[8]](#footnote-8), we suggest that the theory / ies of change for women’s leadership should incorporate changes at multiple levels: agency, relations and structural conditions.

This literature review finds that women’s capacity, knowledge and skills (e.g. their **‘agency’**) is a necessary pre-condition for exercising leadership. Engagement at this level prepares women with the confidence to take on leadership roles. While often the primary focus of leadership programs (e.g. scholarship awards), this level of change represents just one component that contributes to women’s leadership. At the **relations** level, women’s leadership can be supported by promoting joint household decision-making with men (in areas such as household spending, health and education), encouraging men and women to share in household tasks and care-giving, and facilitating linkages between women and coalitions and other types of collective action. This level of change is often neglected in women’s leadership programs; however it represents an essential precondition in order to ensure that gains at the agency and structural conditions level can be sustained. At the **structural conditions** level, critical elements include challenging harmful cultural and social norms, advocating for policy change including quotas and political reservation, and importantly, encouraging men to use more inclusive means of decision-making in their own leadership roles.

This approach to the theory / ies of change for women’s leadership recognises that the root causes of gender inequality which contribute to women’s lack of leadership are complex. A multi-level approach to change is required, recognising that promoting women’s agency alone is not enough if socio-cultural norms and practices reinforce inequality in other spheres. It recognises that women’s lack of capacity is not the sole cause of women not being involved in leadership, but that these causes are complex and multi-dimensional. The literature review highlights that change needs to take place not only in the capacities of individual women, but also in the households in which they live and the social, cultural, economic and political structures that influence how women are expected to behave. Engaging men is crucial at all levels of this change, in order for gains to be sustained.

While the seven AusAID programs reviewed did not appear to have defined women’s leadership specifically, an implicit definition could be inferred from the program description and intended outcomes. Increasing women’s political participation was a common feature (four programs supported this at the national level and three at the local level).[[9]](#footnote-9) Interestingly, and in line with the DLP definition, increasing women’s participation and leadership within civil society was also common (five programs). While the scholarships program focuses primarily on women’s agency, most of the other programs reviewed aimed to support women’s agency as well as their involvement in networks and coalitions (relations), and some worked to address structural barriers to women’s leadership (e.g. quotas, men’s attitudes to gender equality). One program also aimed to increase women’s involvement and leadership within the private sector.

None of the programs focussed on increasing women’s involvement in peace-building processes, or on increasing women’s leadership within household decision making and resource allocation (another important aspect of relations).

As a collective sample, the AusAID programs reviewed appeared to support elements of women’s leadership in line with the recommended practices in the international literature. However, the lack of a specific definition of women’s leadership within the program descriptions might indicate the need for stronger focus on this in program design, implementation, and consequently monitoring and evaluation.

## Adequacy of Data Available to Assess Women’s Leadership

#### Is there adequate data currently available (in AusAID and other donor contexts) to assess the effectiveness of women’s leadership programs on: i) gender equality outcomes; and ii) development outcomes? What is the quality of this data?

There is a growing body of published journal articles that document a causative relationship between women’s leadership and other outcomes; however it should be noted that these primarily relate to the impact of quotas or political reservation programs and tend to focus on India. These studies found that having women in political roles increased community services such as health care, roads, childcare, sanitation and water supply. The presence of women leaders was also found to change perceptions regarding the roles and aspirations of girls, and resulted in more girls attending school.

Several donors report more anecdotally on the effectiveness of women’s leadership programs, citing results such as women taking on greater responsibility in committees and other decision-making bodies, women influencing policy, and women having increased confidence. It should be noted however that these evaluations do not as comprehensively verify the results of women’s leadership (in contrast with the published journal articles that track the outcomes from political reservations and quotas). This suggests that the relationship between women’s leadership programs and other outcomes reported by donors should at this stage be interpreted as more a relationship of association than of causation.

It is usually assumed that women leaders will act on behalf of women’s interests and greater gender equality, but the literature suggests that is not necessarily the case. Measurement should also capture the extent to which women’s leadership results in actions to improve the conditions of women’s lives and to promote greater gender equality, rather than reinforcing the gender status quo.

#### Review of range of AusAID Programs which might support women’s leadership

The Developmental Leadership Program’s Stocktake of AusAID Leadership Programs in April 2011 identified 51 potential programs. Some of these were primarily directed towards women, though most aimed to support both women and men. This list is a useful starting point, but would need to be updated for the evaluation to include new programs which have an important focus on women. For example the women’s leadership program in Indonesia, *Empowering Women for Poverty Reduction: MAMPU* and the *Pacific Women’s Program* were finalised after this list had been prepared.

In response to the broader definition of leadership suggested in this evaluability assessment, the team wanted to cast a wider net for potential programs which might support women’s leadership. A review of AidWorks by ODE using the search terms: women, leadership, gender, and empowerment identified 122 potential programs. Of these, 79 specifically mentioned ‘women’, ‘girls’ and / or ‘gender equality’ in either the program title or program description. These 79 programs were found to be within programmatic themes such as (but not limited to): basic service improvement, economic empowerment, education, Gender Based Violence, health, leadership, governance, livelihoods (or cutting across several of these categories).

As noted under limitations, there were challenges in using AidWorks to identify the programs which might support women’s leadership. This is because some programs (e.g. the *Basic Education Development Program* assessed through this study) support women’s leadership as a means to an end, and so do not necessarily describe women’s leadership within the program description included on AidWorks.

Depending on the purpose and focus determined for the evaluation, AidWorks, together with the Leadership Stocktake do provide a useful starting point to identify the range of possible programs to examine. As noted elsewhere though, further investigation is required beyond AidWorks to investigate whether sufficient data exists on these programs for them to be included in the evaluation study. This would include sourcing documents from the AusAID website, initiative managers, S Drive and Post filing systems, which has implications for the time required to retrieve documents.

**Review of selected AusAID Program Documents:** From the documents available it appears that a wide range of outcomes relevant to women’s leadership were both expected and in many cases achieved[[10]](#footnote-10).

The most common **immediate** outcome was increased agency of women (6 / 7 programs), followed by strengthened coalitions and networks (5 / 7), and women having greater influence over decision-making in committees and in government (4 / 7). Two programs had contributed to women participating more actively in political processes, and another two to supporting women having a more equal share in household decisions and resources. One program indicated women had become more active economically (e.g. increased income), though this was for a small number of beneficiaries.

The most common **longer-term** outcomes achieved were increased attention to issues of importance for women in decision-making and improved services and accessibility to services for women (four programs). Three programs had helped to weaken gender stereotypes and promote broader societal aspirations for women and girls. Two had resulted in policies and laws that better reflected women’s needs and concerns, and another two in greater community acceptance of women’s human rights. Only one program had resulted in reduced tolerance for violence against women (out of two programs which had expected this outcome), and another in reduced levels of poverty (again out of two programs which had expected to achieve this).

While these outcomes were reported, there was often little detail provided, including of their reach or quality. For example, the Independent Progress Report for the *Pacific Leadership Program* (PLP) noted that data was often not disaggregated by sex, and there was little data on women’s participation and access to benefits as a result of the program. The review noted that this is partly because PLP had not ‘effectively embedded gender equality into its core program or its monitoring and evaluation systems’. Since the review, the program has identified the need to strengthen both its work with gender equality and women’s leadership, and how it captures outcomes through its M&E system. Thus this program could be expected to generate more useful information for an evaluation of women’s leadership in the future.

The reports available for the *Strengthening Parliamentary Democracy in Timor-Leste* program included no information on how the program had influenced or impacted on the female MPs involved, or the communities they represent. The independent *Mid Term Review for the Women in Leadership Program* also in Timor-Leste was quite negative about the results achieved by that stage of the program, and no independent completion review was available.

#### Quality of AusAID program data available

It was very difficult to assess the quality of data reported, as in nearly all cases the source of data, methods used to collect or analyse data, or whether the results were made in comparison to a baseline were not reported.

The reports available for the programs the *Australian Community Development and Civil Society Strengthening Scheme* (ACCESS) in Indonesia and *Basic Education Development Program* (BEDP) in Papua New Guinea though, did indicate that useful data for a broader evaluation of women’s leadership had been collected by the programs. For example this included the formation of coalitions involving women, and their influence on local government decision making through ACCESS (QAI 2012), and the influence of supporting local women’ leaders on school management for BEDP (QAI 2010).

For all programs reviewed, it is expected that a more thorough investigation of program documents (e.g. implementers’ annual and completion reports) would reveal useful information to inform a broader evaluation of the program’s influence on women’s leadership, particularly regarding immediate outcomes.

Assessing the longer-term outcomes from women’s leadership might be more difficult, and might require the collection of additional primary data (beyond that provided by implementers). This is a consequence of several factors such as the implementers generally not being accountable for these outcomes and thus often not being resourced or required to monitor them, some of these outcomes not being assessable until after the programs have completed, and in many cases the complexity of factors that influence these results beyond women’s leadership.

Overall, the literature review indicates that women’s leadership programs are contributing to gender equality and other development outcomes, and that some of these outcomes could be more substantially verified through synthesis of existing records, or further research. The review of a sample of AusAID programs which support women’s leadership suggests that some significant outcomes are being achieved. However, it was not possible to determine the quality of this evidence from the documents available.

## Adequacy of data from the scholarships program

AusAID’s Australia Awards (i.e. long- and short-term scholarships and fellowships) are an important component of Australia’s investment in education, and of the overall AusAID portfolio. The aims of the Awards are to:

* develop capacity and leadership skills so that individuals can contribute to development in their home country; and
* build people-to-people linkages at the individual, institutional and country levels.

AusAID has provided scholarships as part of its aid program since the Colombo Plan (1949–1957), and the budget allocation to Awards has continued to increase over recent years. In 2013, AusAID is offering 4,300 Awards across 108 developing countries – an increase of nearly 2000 awards since 2010, and an estimated expenditure of $331 million (for the 2012*–2*013 financial year)[[11]](#footnote-11). The top 100 awardees studying at post-graduate level receive an Australian Leadership Award in addition to the academic program award[[12]](#footnote-12).

AusAID aims to ensure gender equity within the awards program. In 2012, 51% of the long-term awards and 47% of Australian Award Fellowships were received by women[[13]](#footnote-13). The top five represented countries by Award Scholarships currently in Australia include Indonesia (387 women), Vietnam (359 women), Papua New Guinea (142 women), Philippines (152 women) and Bangladesh (70 women). Women outnumber male award recipients in Vietnam and the Philippines[[14]](#footnote-14), but represented slightly less than 50% of awardees in the other three countries. Within the Award Fellowships announced in May 2013, 5.3% of the funding was allocated to award qualifications focused on gender (compared to 35.3% on health and 20.3% on governance for example).

### How have the scholarship programs influenced women’s agency, relations and structural conditions?

The scholarship programs reviewed[[15]](#footnote-15) appear to have increased women’s agency (i.e. skills, knowledge and confidence), in some cases built stronger relations (e.g. trust by colleagues and supervisors – though less data was available on this), and increased women’s access to decision-making positions within work places (possibly supporting some change in structural conditions in these organisations and agencies). These results are discussed below (see Annex 4 for the analysis for each program).

**Agency:** Considerable data was available on the positive influence of the scholarship program on women’s agency within all tracer studies reviewed. For example:

* Increase in women’s knowledge, skills, confidence, motivation, ambition (Cambodia, Laos, Indonesia), and increased prestige (Indonesia). More self-reliance, confidence expressing opinions, analytical thinking style, and confidence to assume an equal role in the workplace (South Asia). Women’s increase in knowledge and skills was generally equal to that of male awardees.

**Relations:** These were less commonly reported outcomes for women (and men). Examples included:

* Greater trust from colleagues (Cambodia and Laos), greater support from supervisors and colleagues (Indonesia), greater appreciation, and formal acknowledgement in the work place (Indonesia); being perceived more positively in work settings and communities (South Asia).
* Focus groups in South Asia presented a range of views on the changes between husbands and wives, when women studied in Australia. While several indicated their study experience had not changed their role in the family (they had reportedly always been strong women), one woman indicated that it had changed a lot. ‘*We did have stereotypical roles before we left. Now my husband takes care of the baby while I work. It’s changed him as well. We changed roles but it didn’t spoil the relationship’.*
* Upon return post-scholarship, women appeared to be less involved in the alumni associations in Vietnam and Cambodia, although the reasons for this were not clear. Women in Cambodia also felt less supported than men by their supervisors to use their new skills and knowledge.

**Structural Conditions:** Examples of structural conditions for women were noted, including some differences between women and men:

* Female awardees gained increased roles in policy making (Laos, Indonesia, Vietnam), and in management and supervisory roles (Laos).
* Female awardees were promoted to higher positions than they had before on return (Cambodia, Laos, Vietnam, Indonesia, and South Asia).
* In several countries, changes in structural conditions appeared to be more unevenly experienced between women and men than changes in agency. In Laos, women had a greater increase in terms of the extent of their influence on policy, but fewer women influenced policy than men. In South Asia, women consistently took longer than men to find employment. Data from the Indonesian program relating to structural conditions was not disaggregated by sex.
* The 2011 meta-analysis[[16]](#footnote-16) noted that 38% of graduates (not sex disaggregated) believed they have been promoted because of their new qualification. Of these, female graduates were significantly less likely to have been promoted (26% of female graduates were promoted compared to 54% of male graduates)[[17]](#footnote-17).

### How have the scholarship programs influenced women’s leadership?

In line with the broader evaluability assessment, this review of scholarship programs defines women’s leadership as: ‘A political process of women mobilising people and resources in pursuit of shared and negotiated goals (within government, private sector, and civil society)’. Using this definition, several examples of women’s leadership were identified as outcomes of the scholarship programs.

* Women awardees believed they had made a positive contribution to development in Indonesia and Cambodia. Most alumni in South Asia rated their studies as highly relevant to their country’s needs.
* Awardees believed they had made a positive impact on their organisations, e.g. 64% of respondents in Vietnam felt their enhanced skills and knowledge had helped meet their current organisations’ needs. (Report noted no significant difference between men and women).
* Awardees had contributed to developing and implementing policies. For example, in Vietnam, 59% of respondents felt that they had made a medium or great contribution to policy development, though men were significantly more likely to report contributions in this area (data not sex-disaggregated).
* Awardees had used leadership skills that they gained while in Australia on return to their home country in Indonesia and Laos (data not sex-disaggregated).
* The majority of awardees had passed on skills and knowledge to others (which could be considered an aspect of women mobilising others) in Laos and Indonesia, although leadership skills were noted as the least transferable of the skills gained in Laos (not sex-disaggregated).

### What is the nature and quality of data available from scholarship program’s on women’s leadership?

**Lack of sex-disaggregated data:** The 2011 meta-analysis reviewed the quality of survey design and content for 17 Post-Award surveys of scholarship alumni. Data quality was assessed considering sampling design, sufficiency in sample size, representativeness of the target population and questionnaire pre-testing. Of the 17 post-award surveys, five were rated as high quality, six of medium quality and six of low quality. Significantly, the data was not disaggregated by sex in the majority of the surveys.

This evaluability assessment reviewed three of the studies rated by the meta-analysis as high quality, and as having sex-disaggregated data about awardees’ promotions post return. Even among these studies, however, not all data was disaggregated by sex. For example, questions around awardees’ influence on policies in their work place (an important question for an evaluation of women’s leadership) were not reported by sex. Similarly, much of the data which could potentially indicate an increase in women’s access to income as a result of the Awards was not sex disaggregated.

**Lack of recognition of gender equality:** Of the five studies reviewed, only the Vietnam study had an explicit focus on gender equality as an outcome of the scholarship program. Consequently, ‘gender’ tends to be interpreted within the studies quite simplistically as the number of women participating within the programs, and the increase in women’s skills and promotions. There also appeared to be an assumption in some studies that equality of opportunity to participate and in short-term outcomes corresponded to an increased equality of development outcomes. For example, the Laos study suggested that because women awardees were promoted and gaining seniority within the workplace at rates equal to or exceeding those for men, ‘the scholarship programs have proven to be an important and effective mechanism for redressing the gender imbalance in the professions…’. This appears to be a bold statement considering the data available for the study. It also appeared that the studies did not analyse gender-related barriers to women participating in the Awards (e.g. limitations faced by women due to cultural expectations about their responsibility for child-bearing and care-giving).

**Mixture of quantitative and qualitative data:** Another limitation in using the tracer studies for an evaluation of women’s leadership is that the overwhelming majority of the data collected is quantitative, with limited in-depth qualitative data by which to interpret the results and explore women’s’ experiences and opportunities for leadership in the context of other influences. The South Asia study did provide considerable data from focus groups and face-to-face interviews. Several of the studies included brief case studies on female awardees; however, generally the focus was on awardees’ experiences in Australia, which is of limited relevance to an evaluation of women’s leadership. The nature of women’s leadership with its interplay of agency, relations and structural conditions requires a broader dataset in order to interpret the results. The 2009 Cambodian tracer study acknowledged this limitation and recommended a range of approaches be used in future studies to explore the outcomes of the program, e.g. in-depth institutional analysis and detailed individual case studies.

**Challenge in assessing the influence of the Awards:** The meta-analysis noted that the results of the post-award studies should be interpreted with caution, as it is difficult to isolate the influence of the scholarship from other factors – particularly the longer it is since the scholarship occurred. In regards to women’s leadership for example, we do not know what opportunities for promotion there were for women before the scholarship (the baseline), or whether these women would have been promoted anyway (the counterfactual[[18]](#footnote-18)). For example, one focus group member in the South Asia study noted that they had always been strong women within their families, and they did not think their study experience had changed their views about the role of women.

Longitudinal studies following women pre and post award would provide greater insight into the specific contribution of the scholarship program. While awardees within the existing studies had experienced various lengths of time since graduation, no awardees were interviewed over different points of time to understand change for those individuals in more depth. This is occurring in at least one scholarship M&E system now (in Papua New Guinea), which might provide useful data in the future.

### Is there adequate data from the scholarships program to assess outcomes in women’s leadership?

Based on the sample reviewed, there appears to be considerable data on the influence of the Awards on the enabling environment for women’s leadership, particularly in regards to women’s agency (skills, confidence), and some data on changes in relations (trust from colleagues) and structural conditions (promotions). However, generally, there appears to be limited data available on changes in women’s leadership (e.g. influence on policies, resourcing allocations etc.). While these outcomes might well be being achieved through the programs, indications from the tracer studies reviewed are that this information would need to be collected through additional primary data.

## Linkages between women’s leadership and women’s economic empowerment

#### Is there evidence to link women’s economic empowerment and women’s leadership outcomes? What does existing evidence say and what is the quality of this evidence?

In a review of over 40 international evaluations, studies and case studies focused on women’s leadership, no verifiable data was found establishing that women’s leadership programs have concrete economic empowerment outcomes.

Some data was found linking women’s economic empowerment and women’s leadership outcomes. This includes findings that microfinance can increase women’s roles in leading businesses. Women’s engagement in paid work was found to increase women’s decision-making in the household, and women’s access to assets and microfinance was also found to increase their decision-making at home. This suggests that economic empowerment initiatives can contribute to the level of ‘relations’ at the household level within efforts to promote women’s leadership. There is a need for more detailed literature search, and possibly analysis on this topic to establish the nature of this association.

Two of the AusAID programs (*Strengthening Parliamentary Democracy in Timor-Leste*[[19]](#footnote-19), and *Advancing Gender Equality in the Pacific Governance*[[20]](#footnote-20)) had some evidence to link women’s leadership to improvements in gender-responsive budgeting. While this is an important outcome for contributing to a more gender-equitable allocation of public resources, it does not necessarily lead to women’s economic empowerment.

The *Independent Mid Term Review for the Pacific Leadership Program* also noted that the program had increased the involvement of the private sector in regional economic policy-making and had started to work on local economic development. Although women’s involvement in these reform processes was not noted, many of the partners supported by this program involve women in leadership positions.

The ACCESS program in Indonesia was the only program which claimed a direct link between the program’s activities and an increase in income for women involved in women’s groups. However, the Independent Progress Report noted that the causal linkages were ambiguous. It was also unclear if this was a result of program activities related to women’s leadership or to other types of activities such as microfinance programs. The remaining three programs did not note any linkage between women’s leadership and women’s economic empowerment.

While the scholarship tracer studies did not explicitly look for changes in women’s economic empowerment, several results indicated that this was a likely outcome for women. For example:

* 84% of women felt that the knowledge and skills gained had opened new career opportunities for them (compared to 82% of men) (Laos).
* Many respondents had secured additional work, and 90% of women (and 93% of men) felt their chances of earning greater income had increased (Cambodia).
* In Vietnam, the scholarships had increased the promotional prospects for those in the NGO and private sectors, but not markedly in the public sector.
* Awardees reported improved financial status following promotions or other achievements at work (Indonesia – although this data was not sex disaggregated, or quantified).
* Most graduates reported their standard of living had improved significantly (Laos) (not sex disaggregated).

In summary, the literature review suggests caution in expecting that women’s leadership programs will result in economic empowerment outcomes, but noted stronger evidence that women who are empowered economically are able to exert leadership in some sectors.

While the AusAID initiatives did not provide evidence of a link between women’s leadership and women’s economic empowerment, admittedly, this was from a small sample which did not include programs with the dual objectives of supporting women’s leadership and women’s economic empowerment (although efforts were made to find programs with this intention).

The Award tracer studies suggest that increasing women’s agency has contributed to an increase in their opportunity for increased income through career advancement. It would be interesting to investigate if the changes for these women went beyond increasing their ability to earn income to any change in the ability to control income, to own assets and to have financial literacy (i.e. a more complete definition of economic empowerment).

## Other evaluations of women’s leadership

#### How have evaluations of women’s leadership including scholarships been approached? What did the evaluations focus on and / or overlook regarding women’s leadership? What Methods were used for assessing women’s leadership and women’s economic empowerment?

The literature review identified several evaluations of women’s leadership of interest to inform a future evaluation by ODE (all mentioned in the discussion below). Methods for assessing women’s leadership within these evaluations tended to be similar, and included literature reviews, key informant interviews, focus group discussions, surveys and in the case of one evaluation, the use of indices.[[21]](#footnote-21)

The focus areas varied between the evaluations. While some focused primarily on the immediate results of increasing women’s agency through capacity building, others took a broader approach to evaluating leadership. For example, the Oxfam *Women in Leadership* project evaluation in Sierra Leone[[22]](#footnote-22) explored the structural constraints that limit women’s leadership, including male resistance and the existing chiefdom system of governance that is biased towards men. The CARE *Power to Lead Alliance* evaluation[[23]](#footnote-23) evaluated the types of opportunities that existed for girls to practice their leadership skills and compared the level of engagement girls and boys had within such opportunities. As well as assessing girls’ self-confidence and decision-making, the program looked at the relationships and social networks that influence girls. The ‘enabling environment’ was also a focus within this evaluation, including capturing community attitudes towards girls. The research informing AusAID’s ‘Women Leading Change’ document[[24]](#footnote-24) also explored other issues that influence women’s leadership, such as women’s access to child care programs. Women’s multiple roles and responsibilities remain an often-neglected area within women’s leadership evaluations but are topics that deserve greater exploration.

The types of issues analysed within published academic research on women’s leadership are also useful to consider. The India-focused studies placed emphasis on the impact of having women in leadership roles, and tracked changes such as perceptions in the role and status of girls who had female role models as leaders.[[25]](#footnote-25) These studies captured correlations with time girls spend on household chores, the age girls married, the number of children they had and the types of jobs they obtained in the future. While this type of research is not always possible, looking at an issue like community perceptions can generate useful and compelling evidence for women’s leadership programs.

Importantly, the literature highlighted the need for more diverse monitoring and evaluation approaches for women’s leadership and the enabling environment for women’s leadership. Measurement should capture changes in the three dimensions of agency, relations and structural conditions, not only changes in women’s agency alone. As noted earlier, the literature also emphasises the need to test the assumptions made about women’s leadership, e.g. that women leaders will act on behalf of women’s interests and greater gender equality.

## A conceptual framework for women’s leadership

The following conceptual framework is intended as a starting point to be further explored and tested through an evaluation of women’s leadership. The framework was informed primarily by the literature review, and also by the analysis of a sample of AusAID programs which support women’s leadership.

The framework includes a suggested definition of women’s leadership and how this links to the enabling domains of women’s agency, relations and structural conditions. The strategies which are believed to support women’s leadership are outlined, as well as the development outcomes which women’s leadership is intended to contribute towards. Based on the literature review, the aspects of this framework or theory which are supported by strong evidence, and those based more on assumptions are highlighted. The framework is also presented as a diagram (Figure 2). This diagram is deliberately simple for maximum clarity of the core concepts.

It is important to note that individual strategies have intentionally not been linked to specific enabling environment changes or development outcomes in the diagram. The reason for this is that while it may be possible to predict specific changes for a few of these strategies based on the evidence from specific contexts (e.g. women’s political representation), drawing generalisations about the changes resulting from the strategies may be premature. More evidence is needed before direct connections at the global level can be made. Not all of the connections are automatic and not all of them are tested in enough contexts to constitute a body of evidence (e.g. men exercising inclusive leadership and men and women sharing equitably in household tasks and caregiving).

### Defining women’s leadership

Drawing on the work of AusAID’s *Developmental Leadership Program* (DLP)[[26]](#footnote-26), the following definition of women’s leadership is proposed by the evaluability assessment team:

A political process of **women** mobilising people and resources in pursuit of shared and negotiated goals within government, private sector, and civil society.

According to the literature review, achieving positive change in women’s leadership involves shifts in multiple domains – agency, relations and structural conditions. Changes in these domains form an ‘enabling environment’ for women’s leadership.

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| While the AusAID programs reviewed had not defined women’s leadership specifically, an implicit definition could be inferred from the program description and intended outcomes. Increasing women’s political participation was a common feature, but equally was increasing women’s leadership within civil society. One program also aimed to increase women’s involvement and leadership within in the private sector. |

### The enabling environment for women’s leadership

The literature review emphasised that changes at the three levels of agency, relations and structural conditions are necessary in order to promote and support women’s leadership.

**Agency** is about women having the knowledge, confidence and skills to exercise leadership, and to take on leadership roles. While often the primary focus of leadership programs, this level of change is just one component that contributes to women’s leadership.

Change at the **relations** level, includes ‘the power relations through which [a woman] must negotiate her path’.[[27]](#footnote-27) Relations can include women being connected with others (both women and men) through coalitions, networks and other forms of collective action. It can also include changes at the household level (e.g. around equity of household decision-making, women being free from violence) – an area often neglected in women’s leadership programs. These household relations represent a critical contribution to ensuring that gains at the agency and structural conditions level can be taken up and sustained.

**Structural conditions** include the accepted cultural and social rules, norms and institutions that surround and condition women’s choices and chances.[[28]](#footnote-28) Change at the structural level can include changes in policies and laws that support women’s leadership (such as quotas and reservations for women, with some evidence indicating that a critical mass of women e.g. 30% is needed to effect change[[29]](#footnote-29)). Together with other changes in agency and relations (e.g. women having increased capacity to influence and negotiate, and changes in relations between men and women), these structural changes can result in women having greater influence in government, business and community structures.

The literature review emphasised that the causes which enable or restrict women’s leadership are complex and multi-dimensional, and closely linked to the root causes of gender inequality. Building women’s capacity or agency alone is not enough. Women’s ‘agency is constantly shaped – advanced and undermined – by the structural conditions and power relations that influence women’s choices.’[[30]](#footnote-30)

In practical terms, this means that supporting women’s leadership must go beyond strengthening women’s skills and knowledge and also address the broader cultural and social constraints which define women’s roles, and norms regarding masculinity. The literature review identified that changes in systems and structural conditions, and changes in household gender relations can create the space for leadership in other spheres.[[31]](#footnote-31) Men and women sharing equitably in household tasks and care-giving, and women being free from domestic violence, can have ripple effects into the broader community, because these transform inequality. Equally though, changes in the public sphere such as increasing women’s access to education, employment, and democratic rights can also improve dynamics at the household level. The point is that the strategies utilised to support women’s leadership should consider a mix of approaches which aim to achieve change in multiple spheres of women’s lives.

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| The AusAID Awards focuses primarily on, and has achieved improvements in women’s agency. The other programs reviewed aimed to support women’s agency as well as their involvement in networks and coalitions (relations), and some worked to address structural barriers to women’s leadership (e.g. quotas, men’s attitudes to gender equality). |

### Strategies to support women’s leadership

As discussed, a wide range of strategies, encompassing action at the levels of agency, relations and structural conditions, is needed in order to support women’s leadership.

Women’s choices and actions are influenced and at times controlled by men in many aspects of their lives. Consequently, a strategy which is gaining increased recognition is to work with men to promote women’s leadership. This can involve changing household relations by promoting joint household decision-making (in areas such as household spending, health and education), promoting non-violent methods of resolving conflicts between men and women, and encouraging men and women to share in household tasks and care-giving. Importantly, working with men also involves engaging men to become advocates for women’s rights, and to practice more inclusive means of decision-making in their own leadership roles at national and sub-national levels.[[32]](#footnote-32)

Other strategies to support women’s leadership include strengthening women’s knowledge, skills and aspirations (agency), e.g. through the use of scholarship awards and training programs for women.[[33]](#footnote-33) Another critical pathway that emerged from the literature is strengthening formal and informal networks, movements and coalitions, and linking women into women’s organisations and associations (relations).[[34]](#footnote-34)

Strengthening women’s representation in government can include efforts such as advocating for policy change including quotas or reserved seats for women, strengthening women’s caucuses, gender equality education for male politicians and direct assistance for developing and lobbying for legislation that promotes gender equality and the empowerment of women (structure).[[35]](#footnote-35)

Supporting women’s economic empowerment (i.e. ability to earn and control income, to own assets such as land and household property and to be financially literate), and advocating for equitable policies and laws are two other important strategies.

Less common, but still potentially valuable in the mix is developing the capacity of the media for gender-sensitive reporting; and, building an evidence base to promote the benefits of women’s leadership.

Addressing the barriers to women’s leadership (particularly structural and relational) requires donors to ensure that women’s leadership is promoted across and integrated into all sectoral programing in a coherent, explicit and visible manner. Strategies that support women’s agency through a small number of programs (such as civil society strengthening, scholarships, etc.) are unlikely to be effective if the bulk of donor investments are designed and implemented in a manner that is gender blind or reinforces the existing status quo.

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| **The AusAID programs reviewed utilised a wide range of strategies to support women’s leadership (**Figure 1**).** Most common among these were increasing women’s agency and supporting women and men to work together, research and dissemination of findings into areas of relevance for women’s leadership or gender equality, and support for women’s coalitions and networks (relations).  Four programs also used the strategies of community education on gender equality or women’s leadership, affirmative action (e.g. quotas) to increase women’s representation, removing barriers to women’s leadership in formal institutions (e.g. within political parties), providing resources, tools and manuals to women or women’s organisations, and sensitising men to gender equality.  Three programs reported the use of gender mainstreaming, though what this meant in practice was generally not explained. Three programs also supported legislative change and policy development on gender equality or women’s leadership (e.g. by government or civil society).  None of the programs promoted sharing of household tasks and care-giving between women and men, or support for men’s groups or coalitions on gender equality.  Figure 1 Strategies used to support women’s leadership (from a sample of seven AusAID programs) |

### Development outcomes

A strong body of literature identifies the changes that take place when women take on leadership roles. Published journal articles reveal correlations between having representation in government positions, and increased community services like healthcare,[[36]](#footnote-36) roads,[[37]](#footnote-37) childcare[[38]](#footnote-38) and water supply.[[39]](#footnote-39) There is also a connection between women in leadership and greater efforts to address violence against women,[[40]](#footnote-40) as well as greater reporting of crimes against women.[[41]](#footnote-41) Findings also show that having women in these positions changes perceptions regarding the roles and aspirations of girls (including reducing the time girls spend on household chores), and results in more girls attending school.[[42]](#footnote-42)

Findings from grey literature (for example, project documentation) highlight the benefits of women’s leadership more broadly, such as women having greater influence upon policy,[[43]](#footnote-43) taking on roles with greater responsibility,[[44]](#footnote-44) being more involved in community life,[[45]](#footnote-45) and being more confident to express their opinions.[[46]](#footnote-46) There is also evidence showing that a greater proportion of women in politics reduces the likelihood of violence being used to resolve conflicts, including international conflicts,[[47]](#footnote-47) and that women’s leadership supports economies at all levels (household, local, national) to be more stable, with more growth.[[48]](#footnote-48)

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| The AusAID programs reported that strengthening women’s leadership had contributed towards a range of development outcomes. These included: increasing attention to issues of importance to women in decision-making; improved services and accessibility to services for women; weakening gender stereotypes and broader societal aspirations for women and girls; changing policies and laws to better reflect women’s needs and concerns; and greater community acceptance of women’s human rights. One program had resulted in reduced tolerance for violence against women, and another in reduced levels of poverty. It was not possible to ascertain the quality of this evidence from the documents available. |

### Assumptions

A few of the broader development outcomes in the conceptual framework are based on assumptions that require testing, rather than outcomes evidenced in the literature review. For example, women having more control over their lives could result from women having livelihood security and an increased role in household decision-making, but further literature searching or possibly primary research is needed to confirm this.

Similarly, women and girls having increased value and status at the household and community level is a logical anticipated result of women having livelihood security, men engaging in caregiving and household tasks, women being involved in decision-making, and women having greater credibility as leaders. This assumption around value and status is potentially critical for a range of other changes (including reduced violence and weakened stereotypes and broadened norms), and should be an intentional point of investigation for future evaluations on women’s leadership.

There is some evidence on how women’s leadership results in laws and policies that are more responsive to women’s needs, but again, there is a need for more systematic efforts to investigate this assumed relationship.

A further example is the assumption that women in formal positions of leadership will address gender inequalities rather than reinforcing them. However, women may not necessarily act, or be able to act in the best interests of other women or marginalised groups.[[49]](#footnote-49) Further, women in positions of power may even reinforce inequalities: their personal views may not reflect a consideration for gender equality, or they may feel the need to limit the extent to which they voice their concerns in order to remain in power or to be respected by men in leadership positions.

The pathways towards change are not always the same and depend entirely on the context. The linkages between the strategies, the enabling environment, and development outcomes are by no means guaranteed. These simply represent potential pathways to change and should be viewed as broad guidance when thinking about programming for women’s leadership, rather than a rigid formula.

**DEVELOPMENT OUTCOMES**

* Women have increased voice and visibility
* Changed norms, stereotypes and expectations on how women, men, girls and boys should behave are accepted
* Women have more control over their lives, including their sexual and reproductive health
* Policies and laws reflect the needs and concerns of women
* Women’s voices are heard during peace-building processes
* Communities have better access to more inclusive services
* Reduction in violence against women and girls
* Women and girls have increased value and status in households and communities
* Economies at household, local and national levels are more stable and communities are more resilient.

**ENABLING ENVIRONMENT**

**Changes in AGENCY**

* Women have increased capacity to lead
* Women have more credibility as leaders
* Communities recognise the importance of rights for women
* Women gain livelihood security

**Changes in RELATIONS**

* Women are connected into coalitions, networks and other collective groups within communities and work places
* Men and women share equitably in household tasks and care-giving
* Men and women practice more inclusive leadership
* Men and women practice non-violent communication and resolve conflicts peacefully.

**Changes in STRUCTURAL CONDITIONS**

* Policies and laws support women’s leadership (e.g. quotas for women)
* There is a critical mass of women in political office at national and sub-national levels
* Women have meaningful representation and participation in government, community structures, business, trade unions, churches, peace-building processes etc.
* Women have greater influence over decision-making in all spheres, and this contributes to improved decisions that reflect the needs of women and men.

**WOMEN’S LEADERSHIP**

*A political process of* ***women*** *mobilising people and resources in pursuit of shared and negotiated goals within government, private sector, civil society*

**STRATEGIES TO SUPPORT WOMEN’S LEADERSHIP**

* Strengthen men’s knowledge, skills and aspirations to support women’s leadership and rights, and to practice more inclusive leadership themselves
* Promote equitable sharing of household tasks and care-giving between men and women
* Strengthen women’s knowledge, skills, aspirations and confidence
* Strengthen women’s organisations
* Support women’s formal and informal networks, movements and coalitions (including with men) which advance gender equality and women’s empowerment
* Support women’s representation in government through quotas or reserved seats, strengthening women’s caucuses etc.
* Advocate for policies and laws to support women’s leadership and rights
* Build and disseminate an evidence base on the benefits of women’s leadership
* Develop the capacity of the media for gender-sensitive reporting
* Support women’s economic empowerment
* Promote non-violent communication and conflict resolution

Figure 2 Conceptual Framework for Women’s Leadership – for discussion

(NB the framework provides examples only and does not aim to be a comprehensive list of all strategies and factors).

# Options for a future evaluation of AusAID’s support for women’s leadership

## Lessons from the review of AusAID program documents and implications for a future ODE evaluation

The assumptions described under the conceptual framework highlight several areas which could be the focus of a future evaluation by ODE. The review of AusAID program documents also identified lessons which could guide the planning and conduct of this evaluation. Some of these lessons include:

* Changes in women’s leadership and the enabling environment, particularly relations and structural conditions can be slow, uncertain and complex. Linking these changes to development outcomes can also be very difficult in the context of multiple other influences. Compounding this is that many program implementers tend to measure outcomes they are accountable for, which means that longer-term or more difficult changes might not be monitored. These factors can make it particularly challenging to evaluate women’s leadership. This should be recognised in designing the scope and focus of an evaluation, with consideration given to identifying potential interim outcomes, and exploring options to monitor changes over time – not just through a one-off evaluation. For example, a longitudinal evaluation could help identify what changes have been sustained from improvements in gender-responsive budgeting, changes in cultural attitudes towards women’s leadership etc. Longitudinal evaluations can also support learning about women’s leadership and what works where and why to be applied immediately within ongoing programs.
* The importance of understanding the context in which programs are implemented in order to evaluate the significance of any influence on women’s leadership and gender equality. For example significant progress in one cultural context, might not be deemed sufficient in another context.
* Appreciating the importance of relations on women’s leadership emphasises the vital importance of gathering both male and female perspectives through any evaluation. In several programs, it appeared that only women’s perspectives had been collected.
* Programs which have supported women’s leadership as a means to an end (e.g. the *Basic Education Development Program* in Papua New Guinea) can provide important insights alongside those working primarily to support women’s and men’s leadership.
* Considerable time needs to be allocated to sourcing data for each program included in the evaluation to understand both the program’s strategies used, and any changes in women’s leadership and the context in which this has or has not occurred. While independent evaluations and AusAID’s Quality at Implementation reports provide useful overviews and some independent assessment, reports from program implementers and interviews with program implementers would also be needed. In many cases additional primary data would also need to be collected. This has implications for the time allocated, and the number of programs which could be evaluated.
* In the sample of programs reviewed, there appeared to be wide variation in the degree to which gender equality had been considered during the design, and supported during implementation (e.g. with gender advice, efforts to understand the existing gender equality context, use of deliberate strategies to improve gender equality etc.). Assessing the quality of implementation in regards to supporting women’s leadership and gender equality could be an important focus for a future evaluation to help interpret and understand any outcomes achieved, or not achieved.

These lessons have informed the options for the future evaluation described in the following section.

## How might an evaluation of women’s leadership be approached to address missing gaps, unanswered questions and / or other considerations?

There are many options for the focus of an evaluation of AusAID’s support for women’s leadership. Based on the review of the international literature, AusAID program documents and discussions with ODE, a number of options are suggested (see Table 1) including the relative pros and cons, and the possible approach the evaluation could take. These focus areas include:

* coherence of approaches used within a country to support women’s leadership;
* longitudinal synthesis of outcomes and lessons from programs currently being implemented (e.g. *Empowering Women for Poverty Reduction: MAMPU, Pacific Leadership Program*, or the *Pacific Women’s Program*);
* the linkages between women’s economic empowerment and women’s leadership; and,
* Scholarships and women’s leadership.

These options are not listed in priority order. All of them have merit, and all could include a balance of identifying outcomes, and areas for improvement. Ultimately the purpose of the evaluation will need to be decided considering factors such as the opportunity to align and build on AusAID’s strategic focus, and available resources for the evaluation.

Regardless of which option / s are selected, the following principles are suggested:

* **Keeping the scope narrow and deep:** The evaluability assessment identified the importance of using an expansive definition of women’s leadership (i.e. considering agency, structural conditions, and relations and how women are able to apply these in particular contexts to exert influence or leadership). The assessment also found considerable difficulty in sourcing data from AidWorks and the AusAID website. It is thus recommended that the evaluation select just a few cases (e.g. particular countries or programs) to focus on and that considerable time is allocated to sourcing data from AusAID initiative managers, S Drive and Post filing systems, and also from implementers. A narrow focus should also enable greater focus on the contextual opportunities and constraints to women’s leadership.
* **Ensuring utilisation of findings:** This could be aided by selecting programs still underway and likely to continue in some form; and by ensuring ownership by implementers including AusAID program staff, and local partners as much as possible.

Table 1: Options for an evaluation of AusAID’s support to women’s leadership

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| Focus Area | Purpose | Pros | Cons | Possible Approaches |
| 1. **Coherence of approaches used within a country to support women’s leadership** | To explore within a country program how well AusAID’s support for women’s leadership is integrated across programs / sectors (e.g. not just within specific women’s leadership programs). In Indonesia this could involve the Awards program, large-scale governance reform programs, and the program Empowering Women for Poverty Reduction: MAMPU.  This could explore:   * Coherence with the country strategy (and AusAID’s gender equality policy) relating to gender equality and women’s leadership. * Identify practical ways these programs could better address the structural and relational barriers that impact on women’s leadership. | * Helps ensure that women’s leadership and the promotion of gender equality are actively designed and implemented in all programs, not just programs working specifically with women leaders (e.g. to address some of the root causes of gender equality, and work with the gate-keepers of power which limit women’s opportunities for leadership). * Identifies opportunities for synergies and lessons between programs that will help to meet the country strategy and sustain outcomes. * Focusing country-specific will help ensure contextual factors are considered within the evaluation. | * None identified to date. | * Will need to choose a country and programs with opportunities for lessons more broadly within the agency. * Document review (e.g. design documents, M&E frameworks, annual reports etc.). Complemented by interviews with AusAID program managers and implementers. |
| 1. **Longitudinal synthesis of outcomes and lessons from programs currently being** **implemented (e.g. Empowering Women for Poverty Reduction: MAMPU, Pacific Leadership Program, or the Pacific Women’s Program)** | To work with significant long-term programs which support women’s leadership to synthesise and share lessons across programs, to test key assumptions, and where needed, to recommend improvements to M&E systems. E.g.:   * Ways that programs are working with men to address gender equality. * Ways that programs are supporting and collecting evidence of short and longer-term changes in women’s ‘relations’ (coalitions / networks) and structure. * Test key assumptions associated with WL (e.g. that women leaders advocate on behalf of women’s interests and greater gender equality; development outcomes that result from women’s leadership). | * Evaluation lessons can be used in real time by the programs. * Opportunity to synthesise cross-program learning to support improvements across the Agency. * Literature review highlighted the need for these lessons – e.g. exploration of a diversity of approaches to evaluate women’s leadership and the enabling environment for women’s leadership. | * Will require careful negotiating with the implementers and AusAID program managers to ensure the purpose and roles are clear, and there is ownership and willingness to be involved. | * Longer-term approach, could involve elements of Developmental Evaluation (Patton 2012), or Realist Synthesis (Pawson 2004). * Might involve a consultant working with the programs with periodic inputs over up to two years, with progressive communication milestones for AusAID and ODE. |
| 1. **The linkages between women’s economic empowerment and women’s leadership** | Understanding if, where and how women’s economic empowerment has led to women’s leadership, and how this can be sustained. This could look beyond women’s agency to examine changes in structural conditions and relations. Could look beyond the household level to identify examples within civil society, private sector and government. | * Some evidence was identified linking economic empowerment to women’s decision-making in the home in the literature review. * Value could be brought to microfinance programs etc. by better understanding the impact of, and how to support changes at the relations and structural conditions level (e.g. women influencing household expenditure) for sustaining gains made in women’s agency (e.g. women earning an income). | * Might have already been addressed under the larger economic empowerment evaluation underway. | * Further literature search including academic and grey literature. * Careful selection of AusAID programs to identify those that support WL and women’s economic empowerment. Could start with AidWorks, but involve AusAID program staff in guiding this selection. |
| Understanding if, where and how women’s leadership contributes to women’s economic empowerment. | * Could help to inform economic empowerment programs by advocating for an additional strategy (supporting women’s leadership) to achieve the intended outcome (economic empowerment). | * No literature identified supporting this link. | * Further literature review required. This could explore whether women having more leadership within civil society and government contributes towards women’s economic empowerment (e.g. influencing policies / budgeting that creates an enabling environment). |
| Exploring whether increases in women’s agency and promotions as a result of the AusAID scholarship Awards have contributed to women’s economic empowerment (i.e. do they have more control over resources and assets in their lives). | * Tracer studies provide some data that individual women are gaining increased income as a result of the Awards. Would be interesting to explore if this translates to their economic empowerment. | * Not necessarily a priority of the Awards program to contribute to change at this individual level. Could be more beneficial to examine how Awards contribute towards gender equality of development outcomes at an organisational or sectoral level (see below). | * Exploration with a selection of women at different levels / sectors through in-depth interviews. |
| 1. **Scholarships and Women’s Leadership** | Exploration of where and how the Awards program has supported women’s leadership. Could focus specifically on the Leadership Awards. | * An objective of the Awards is to support leadership; however the primary mechanism is by increasing women’s agency. This evaluation could help to promote understanding of the outcomes, opportunities and barriers of the Awards to support change beyond increasing women’s agency. * Could model how this data could be collected through Award tracer studies in the future. | * Limited data appears to be available through the existing tracer studies on outcomes for women beyond skills, knowledge and promotions. Additional data would be need to be collected. | * Synthesis of existing data from recent tracer studies (e.g. from 2009 onwards). * Collection of additional primary data would be required through in-depth interviews. This could be with women who completed the Awards e.g. six months, 18 months, three years ago etc. |
| Identifying how the design and implementation of Awards could be improved[[50]](#footnote-50). E.g.:   * To increase the likelihood of gender equality development outcomes (e.g. through targeted selection of women and men from sectors known to have a high impact on women’s equality)[[51]](#footnote-51). * To better understand and address barriers for women’s leadership pre, on and post Award (e.g. women’s childcare responsibilities)[[52]](#footnote-52). * To identify how the Australian Leadership Awards could better support women’s leadership. | * The Awards are a significant component of AusAID’s program. Identifying how its design and delivery could be improved for women’s leadership and gender equality development outcomes could be applied across the 108 recipient countries. | * None identified to date. | * This work would need to have strong ownership and commitment from the AusAID scholarships section. |

WL = women’s leadership.

Annex 1: Acronyms

AASSO Aid Advisory Services Standing Offer

ACCESS Australian Community Development and Civil Society Strengthening Scheme

AusAID Australia Agency for International Development

BEDP Basic Education Development Program

DLP Developmental Leadership Program

MAMPU Empowering Women for Poverty Reduction Program

ODE Office of Development Effectiveness

PLP Pacific Leadership Program

QAI Quality at Implementation

WL Women’s Leadership

Annex 2: Methods in detail

#### Literature review

The review of academic and grey literature involved: database searches; following reference lists from key articles; Google searches; wider reading, and sourcing documents from ODE. Databases searched included the *JSTOR*, *ProQuest 5000* and *Academic Search Premier*. Examples of search terms used included: ‘women’s leadership’, ‘leadership’, ‘theory of change + leadership’, ‘women + coalition’, ‘women + leadership + evaluation’ and ‘women + decision-making’.Key journals reviewed included *Development, Gender and Development, Institute of Development Studies Bulletin,* and the *Feminist Review*.

AusAID documents reviewed included strategy and policy documents regarding gender, governance, and relevant documents from the Developmental Leadership Program. Policy and strategy documents for a range of other donors and governments were also reviewed.

#### Program data analysis

##### Sample selection

The first step was to identify the broader ‘population’ of AusAID programs that supported women’s leadership. Data sources included the Developmental Leadership Program’s list (provided by ODE) of leadership programs complied in 2011, and a search of AidWorks using the search term ‘women’s leadership’ in their program description. However, when this identified few programs, the AidWorks search was broadened to include the terms: women, leadership, gender, and empowerment. This identified 122 potential programs.

From this possible list, a smaller sample of programs was selected using the following criteria:

* Programs which had a major focus on supporting women’s leadership, either as an end in itself, or as a means to an end.
* Length of time implemented. Priority was given to programs implemented for more than two and a half years to allow time for some outcomes to be achieved, evaluated and reported.
* Diversity of approaches and sectors. The team aimed to select programs which represented a range of approaches to supporting women’s leadership (e.g. political governance, enabling environment, coalition building etc.).
* Team’s experience of programs regarded as successful in building women’s leadership.

There was not time to allow input from specialists within AusAID (e.g. the gender thematic team, and DLP) to guide the selection. This is recommended for the future evaluation.

Ultimately the sample size, or number of programs was also determined by the time-frame available for the review and whether documents could be accessed by ODE and the review team.

In the end, from the initial sample of 11 selected programs, only seven had sufficient documents to proceed with the review.

#### Information sources

Ideally the documents reviewed would have included the Program Design Document, Final Evaluation, or Mid Term Review, the Quality at Implementation report (QAI), and the M&E Framework. However, for all programs only some of these documents were available.

Documents were primarily sourced from AidWorks, with some additional reports found through internet searching. AusAID program staff were also contacted by the review team and ODE staff, and in several cases this generated a few more documents.

Sourcing documents required considerable time by both the review team and ODE, and the lack of information found was a major impediment to the review (as well as a useful finding of the evaluability assessment).

#### Developing the review methodology and criteria for assessing quality of data

The review team developed a template for the program document review, including criteria to assess the quality of data available. This was tested and refined while reviewing the first three programs. The review template was also informed by the key factors identified through the concurrent literature review.

The quality of data was assessed considering several criteria. These included:

* Whether gender-based data was available. This included if:
  + Data was collected on outcomes relevant for women and or on gender equality and
  + Whether sex disaggregated data was reported.
* The quality of the data available considering:
  + If a baseline of women’s situation (could be retrospective) had been collected to enable assessment of change for the intended outcome
  + If the source of data was identified in reports
  + Whether data collection and analysis methods were explained
  + Whether data collection methods appeared suitable for the outcomes measured
  + If some form of independent assessment was available (i.e. independent from the implementer).

These criteria were collectively used to make an informed judgment on whether the data was ‘not sufficient’, ‘partially sufficient’ or ‘sufficient’ for the purposes of a broader assessment of women’s leadership.

#### Limitations

As noted, only limited data was available from AidWorks or the AusAID website for the programs selected. For some programs this is because their budget was less than AU$3 million and so they were not required to complete AusAID’s quality processes such as: Quality at Entry assessments, Quality at Implementations, have an independent evaluation conducted etc. But for several larger programs these requirements had also been waived, and no alternative documentation was supplied.

The findings reported are thus limited by the information available. It is expected that a more thorough investigation (e.g. through repeated follow up with AusAID staff for program documents) would help to identify future valuable information for the evaluation. However, sufficient time must be allocated for this data sourcing (i.e. possibly a month or more).

#### Overview of the sample selected

Seven programs were reviewed (see Table 2). Two had a total budget less than AU$3 million, and the remaining five had a budget greater than $3 million, three of these having a budget of $30 million or greater.

All programs are understood to have been completed except for the *Pacific Leadership Program* which is expected to complete in 2016.

Three of the programs were implemented by multilateral bodies (UNDP and UNIFEM); three by managing contractors, and one of the smaller programs was implemented jointly by a partner government (Vanuatu Council of Chiefs) and research organisation (Australian Centre for Peace and Conflict Studies Queensland University).

Four of the programs included support for political representation, though several of these also supported women’s leadership within civil society. The *Australian Community Development and Civil Society Strengthening Scheme* in Indonesia supported women’s leadership in community development and engagement with sub-national levels of government. The *Basic Education Development Program* in PNG supported community leaders locally to be active on school boards of management, and provincially to engage with the Education Department to improve service delivery. The *Vanuatu Kastom Governance Partnership* aimed to strengthen the enabling environment for women leaders by working primarily with men.

The programs were implemented in a range of regions and countries.

The programs selected, but not reviewed as insufficient data was available are included in Table 3.

Table 2: Programs Reviewed

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Program # | Program Name | Country | Primary implementing partner | Start Date\* | End Date | Broad Typology | <$3M | >$3M | Actual Budget |
| INI311 | *Vanuatu Kastom Governance Partnership Phase 3* | Vanuatu | Partner Government and Research Org | 2009 | 2013 | Enabling environment – working with men | Y |  | $2.8M |
| INH605 | *Women in Leadership and Decision Making* (project within PLP resource pool) | East Timor | Multi-lateral (UNIFEM) | 2007 | 2012 | Political representation – national, municipal and village levels | Y |  | $0.6M |
| INH528 | **Pacific Leadership Program** (PLP) | Pacific | Managing Contractor | 2007 | 2016 | Political representation and regional coalition building |  | Y | $84M |
| ING416 | *National Parliament Capacity Development ‘Strengthening Parliamentary Democracy in Timor-Leste’* | East Timor | Multi-lateral (UNDP) | 2003 | 2013 | Political representation – strengthening parliament’s institutional capacity |  | Y | $15.3M |
| 43646 | *Advancing Gender Equality in Pacific Governance: Strong women’s citizenships and leadership* | Pacific | Multi-lateral (UNIFEM) | 2007 | 2012 | Political representation – national and local levels; civil society leadership building |  | Y | $6.2M |
| ING429 | *The Australian Community Development and Civil Society Strengthening Scheme* (ACCESS) | Indonesia | Managing Contractor | 2008 | 2013 | Community Development and women’s engagement with government at local levels |  | Y | $30M |
| INF220 | *Basic Education Development Program* (BEDP) | PNG | Managing Contractor | 2004 | 2010 | Education – provincial and local women leaders |  | Y | $54M |

\*Although may have had earlier phases.

Table 3: Programs selected but not reviewed as insufficient data available

|  |  |  |
| --- | --- | --- |
| Program # | Program Name | Country |
| INI402 | *Gender Equality / Gender Based Violence* | PNG |
| ING813 | *Vanuatu Gender and Development Program* | Vanuatu |
| 56252 | *Women’s Leadership Mentoring Program (WLMP)* | Solomon Islands |
| INJ920 | *Women’s Leadership for Peace and Security in the Horn of Africa* | Africa |

Annex 3: Literature Review

Literature Review of

Women’s Leadership

Prepared for the Office of Development Effectiveness, AusAID as part of the Evaluability Assessment of Women’s Leadership

**Authors:**

Jessica Kenway – Team leader

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July 2013Abbreviations and Acronyms

AIDS Acquired immunodeficiency syndrome

AusAID Australia Agency for International Development

DFID UK Department for International Development

HIV Human immunodeficiency virus

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Executive Summary

In reference to the three main questions to be explored in this literature review, the following emerge as key findings.

##### How does AusAID define women’s leadership (policies/strategies/programs)? How does this compare to other donor approaches and international literature?

There is no explicit definition for ‘women’s leadership’ within the reviewed policy and strategy documents of AusAID. AusAID’s *Developmental Leadership Program* (DLP) defines ‘leadership’ broadly as:

A *political process* involving the skills of mobilising people and resources in pursuit of a set of shared and negotiated goals … leadership is important for development in both the public and private sectors and in their relationships. It refers not only to national political leaders but equally to leadership at sub-national levels and in all sectors of society – in businesses and business organisations, trades unions, NGOs, professional associations, churches and the bureaucracy – and in the relations between them.[[53]](#footnote-53)

It is suggested that this definition is used as a starting point in thinking about a definition for women’s leadership, recognising that women’s leadership extends beyond women’s participation in politics, to women’s leadership in coalitions, networks, committees, groups, businesses, public sector agencies, non-government organisations, civil society organisations and faith-based organisations.

In conceptualising ‘women’s leadership’ it is critical to go beyond the DLP definition and think about the theory/ies of change underlying efforts to promote women’s leadership. Drawing on the work of the World Bank, CARE and Oxfam, it is suggested that the theory/ies of change for women’s leadership should incorporate changes at multiple levels: agency, relations and structures.

This literature review finds that women’s capacity, knowledge and skills (e.g. their ‘agency’) is a necessary pre-condition for exercising leadership. Engagement at this level prepares women with the confidence to take on leadership roles. While often the primary focus of leadership programs (e.g. scholarship awards), this level of change represents just one component that contributes to women’s leadership. At the relations level, women’s leadership can be supported by promoting joint household decision-making with men (in areas such as household spending, health and education), encouraging men and women to share in household tasks and care-giving, and facilitating linkages between women and coalitions and other types of collective action. This level of change is often neglected in women’s leadership programs, and yet it represents an essential precondition in order to ensure that gains at the agency and structures level can be sustained. At the structures level, critical elements include challenging harmful cultural and social norms, advocating for policy change including quotas and political reservation, and importantly, encouraging men to use more inclusive means of decision-making in their own leadership roles.

This approach to the theory/ies of change for women’s leadership recognises that the root causes of gender inequality which contribute to women’s lack of leadership are complex. A multi-level approach to change is required, recognising that promoting women’s agency alone is not enough if socio-cultural norms and practices reinforce inequality in other spheres. It recognises that women’s lack of capacity is not the sole cause of women not being involved in leadership, but these causes are complex and multi-dimensional. The literature review highlights that change needs to take place not only in the capacities of individual women, but also in the households in which they live and the social structures that influence how women are expected to behave. Engaging men is crucial at all levels of this change in order for gains to be sustained.

##### Is there adequate data (in AusAID and other donor contexts) to assess the effectiveness of women’s leadership programs on i) gender equality outcomes; and ii) broader development outcomes? What is the quality of this data?

There is a growing body of published journal articles that document a causative relationship between women’s leadership and other outcomes; however it should be noted that these primarily relate to the impact of quotas or political reservation programs and tend to focus on India. These studies found that having women in political roles increased community services such as health care, roads, childcare, sanitation and water supply. The presence of women leaders was also found to change perceptions regarding the roles and aspirations of girls, and resulted in more girls attending school.

Several donors report more anecdotally on the effectiveness of women’s leadership programs, citing results such as women taking on greater responsibility in committees and other decision-making bodies, women influencing policy, and women having increased confidence. It should be noted however that these evaluations do not adequately verify the results of women’s leadership (in contrast with the published journal articles that track the outcomes from political reservations and quotas). This means that the relationship between women’s leadership programs and other outcomes reported by donors may be more a relationship of association than of causation.

The literature highlights the need for more diverse monitoring and evaluation approaches for women’s leadership. Measurement should capture changes in the three dimensions of agency, relations and structures, not only the changes in women’s agency alone.

It is usually assumed that women leaders will act on behalf of women’s interests and greater gender equality, but the literature suggests that is not necessarily the case. Measurement should also capture the extent to which women’s leadership results in actions to improve the conditions of women’s lives and to promote greater gender equality.

##### Is there evidence to link women’s economic empowerment and women’s leadership outcomes? What does existing evidence say and what is the quality of this evidence?

In a review of over forty evaluations, studies and case studies focused on women’s leadership, no verifiable data was found establishing that women’s leadership programs have concrete economic empowerment outcomes.

Some data was found linking women’s economic empowerment and women’s leadership outcomes. This includes findings that microfinance can increase women’s roles in leading businesses. Women’s engagement in paid work was found to increase women’s decision-making in the household, and women’s access to assets and microfinance was also found to increase their decision-making at home. This suggests that economic empowerment initiatives can contribute to the level of ‘relations’ at the household level within efforts to promote women’s leadership. There is a need for more detailed literature search, and possibly analysis on this topic to establish the nature of this association.

Purpose and scope of literature review

This literature review has been commissioned by the Office of Development Effectiveness and is one of three components within an Evaluability Assessment of the Australian Aid Program’s support for women’s leadership and the links to economic empowerment.

The key questions to be explored in this literature review are listed below. Broader conclusions on the questions will be drawn after the program analysis (component B) of the Evaluability Assessment is conducted. The four questions are as follows:

* How does AusAID define women’s leadership (policies/strategies/programs)? How does this compare to other donor approaches and international literature?
* Is there adequate data (in AusAID and other donor contexts) to assess the effectiveness of women’s leadership programs on i) gender equality outcomes; and ii) broader development outcomes? What is the quality of this data?
* Is there evidence to link women’s economic empowerment and women’s leadership outcomes? What does existing evidence say and what is the quality of this evidence?

Methodology

The process for the review of academic and grey literature involved: database searches; following reference lists from key articles; Google searches; wider reading, and sourcing documents from ODE. Databases searched included the *JSTOR*, *ProQuest 5000* and *Academic Search Premier*. Examples of search terms used included: ‘women’s leadership’, ‘leadership’, ‘theory of change + leadership’, ‘women + coalition’, ‘women + leadership + evaluation’ and ‘women + decision-making’.Key journals reviewed included *Development, Gender and Development, Institute of Development Studies Bulletin,* and the *Feminist Review*.

AusAID documents reviewed included strategy and policy documents regarding gender, governance, and relevant documents from the Developmental Leadership Program. Policy and strategy documents for a range of other donors and governments were also reviewed.

How AusAID defines women’s leadership and comparison to other donor approaches and international literature

The term ‘women’s leadership’ is mentioned within policy and strategy documents of AusAID, however, no explicit definition within the Agency was found during this review.[[54]](#footnote-54)

While AusAID’s *Developmental Leadership Program* (DLP) has not explicitly defined ‘women’s leadership’, it has done significant work in conceptualising ‘leadership’ more generally.[[55]](#footnote-55) It emphasises the importance of collective action and points out the need to consider leadership broadly, beyond just the skills and capacities of individuals. The DLP defines leadership as:

A *political process* involving the skills of mobilising people and resources in pursuit of a set of shared and negotiated goals … leadership is important for development in both the public and private sectors and in their relationships. It refers not only to national political leaders but equally to leadership at sub-national levels and in all sectors of society – in businesses and business organisations, trades unions, NGOs, professional associations, churches and the bureaucracy – and in the relations between them.[[56]](#footnote-56)

The DLP definition is useful for broadening the emphasis from individuals, to coalitions and networks as agents of change. It also helpfully suggests the importance of considering additional spheres for leadership in general (and thus women’s leadership) such as public sector agencies, businesses, trade unions, NGOs, professional or occupational associations, and civil society organisations. Taken alone though, the definition does not go far enough to help understand and define ‘women’s leadership’, and how this might differ from men’s leadership. The DLP has explored aspects of women’s leadership, specifically women’s coalitions, but these studies do not provide a conceptualisation of ‘women’s leadership’ specifically, rather they focus on mapping the factors that enable women’s coalitions to mobilise.[[57]](#footnote-57)

##### How do others define women’s leadership?

DLP’s work is useful because few donor policy and strategy documents actually define leadership,[[58]](#footnote-58) but it should be noted that the DLP’s conceptualisation of leadership is not a broader policy within AusAID adopted by other parts of the agency- rather, it is program-linked. In a review of 67 leadership programs, Lyne de Ver & Kennedy (2011) note that only nine programs actually expressed their conceptualization of leadership and only ten had some kind of theory of change. The nine programs which conceptualised leadership are: LEAD, the Abshire Inamori Leadership Academy, the African Leadership Initiative, the Mandela Rhodes Foundation, the Association for Women’s Rights in Development, the Oprah Winfrey Leadership Academy, Ashoka, LEAP Africa and AVINA. Lyne de Ver & Kennedy highlight a handful of these, specifically the following definitions:[[59]](#footnote-59)

* ‘By Leadership, we mean the will and capacity to use one’s own personality and abilities to guide, inspire, and develop fellow human beings to achieve excellence in any area of endeavour’ (Mandela Rhodes Foundation);
* Leadership is a collective process involving voice, impact and influence (Association for Women’s Rights in Development);
* Leadership is ‘rooted in the principle of ubuntu/botho which encompasses the ideas of humanity, compassion and service to others’ (The Oprah Winfrey Leadership Academy);
* Leadership is being a ‘change agent’ (LEAP Africa);

In the literature on women’s leadership more specifically, women’s political participation and representation is one of the more common ways in which women’s leadership is defined. One reason for this may be the MDG3 indicator that seeks measurement of the proportion of seats held by women in national parliament. This indicator provides helpful quantitative information about women’s representation in political office, however it represents just one sphere for women’s leadership to be outworked.

Other spheres for women’s leadership typically relate to women’s involvement in: coalitions and other types of collective action; and less formal groups like committees, associations and women’s groups.

Based on this literature review, it is suggested that the DLP’s definition could be one approach that is built upon to more explicitly define ‘women’s leadership’. In defining women’s leadership, it is also important to understand the theory/ies of change underlying efforts to support women’s leadership.

‘Theories of Change’, strategies, or approaches for how to support women’s leadership

Although AusAID has not explicitly defined ‘women’s leadership’, Pillar Two of the *Agency’s Gender Equality and Women’s Empowerment Thematic Strategy* describes AusAID’s approach to increasing women’s voice in decision-making, leadership, and peace-building. This approach positions ‘women’s leadership’ within ‘voice’ as follows:[[60]](#footnote-60)

* develop women’s leadership abilities in communities, for example, through participation in water supply management committees, school management committees, village health committees and village development committees;
* strengthen women’s groups and organisations in civil society, including at sub-national level, and help them to build coalitions (including with men) and influence policies and developments;
* build the capacities of women to participate in democratic processes as candidates and voters, and to hold governments and service providers to account;
* work with governments and civil society in partner countries to establish an enabling environment for women to participate in democratic processes and administrative decision-making;
* support the participation of women in peace-building processes by promoting the implementation of UN Security Council Resolution 1325.[[61]](#footnote-61)

In this strategy, women’s leadership has been situated within the broader area of ‘voice’ and is grouped alongside ‘decision-making’ and ‘peace-building’. The approach of Pillar 2 is useful for recognising that women’s voice can be supported within a range of spheres beyond political representation including communities, organisations, community structures, government and peace-building processes. This links to the DLP’s conceptualisation because it takes a broad approach and is not confined to political representation. Locating ‘peace-building’ within the area of ‘voice’ is also significant and reflects AusAID’s ongoing support for activities related to women, peace and security.[[62]](#footnote-62) This focus on peace-building is also evident in agencies like United Nations Development Fund for Women (UNIFEM, now UN Women) who document the need to ensure women’s participation in peace processes, in accordance with United Nations Security Council Resolution 1325. According to UNIFEM, these decision-making arenas ‘determine power and wealth-sharing patterns, social development priorities and approaches to reparations and justice for atrocities,’[[63]](#footnote-63) therefore it is critical for women to be involved. The World Bank suggests quotas to ensure women’s engagement in peace and post-conflict processes, as well as the creation of thematic units to deal with gender issues.[[64]](#footnote-64) The strategy also acknowledges the importance of the broader enabling environment in influencing women’s voice, for example through improved policies. [[65]](#footnote-65)

There is a need to go beyond ‘voice’ to understand the broader forces that shape women’s leadership. However the range of dimensions for women’s voice mentioned in Pillar 2 are helpful in supporting the theory that women’s leadership relates not only to individuals, but can and should incorporate collective action. This thread is explored in the literature referenced below.

##### Supporting women’s political representation

Donor support for increasing women’s political representation typically focuses on increasing the number of women elected; however, there is some recognition of the need to look beyond merely increasing the numbers of women in parliament. In an analysis of women’s leadership in Bangladesh, Nazneen & Tasneem (2010) write:

If we want politics to change, entry of women into formal politics is a necessary but not sufficient condition. We need to work on changing the patriarchal structure and culture within the political parties and systems.[[66]](#footnote-66)

A common criticism regarding efforts to promote women’s leadership is that programs tend to focus solely or predominantly on political leadership. A range of documents and policies reflect on the need to re-conceptualise women’s leadership more broadly.[[67]](#footnote-67) In proposing an ‘upside-down’ view to women’s political empowerment, Tadros (2011) writes:

The current policy focus on improving the count of women in parliament and local councils may have inadvertently led to a narrowing of the scope of possibilities to support women to engage politically. There are many...other spaces which provide critical junctures for women to assume leadership. These include non-governmental organisations, clubs and community centres, universities and schools as well as in the workforce.[[68]](#footnote-68)

##### A focus on women’s individual ‘agency’

Lyne de Ver & Kennedy (2011) noted that most programs surveyed implicitly defined ‘leadership’ as relating to the skills of individual leaders rather than as a shared process between leaders and groups.[[69]](#footnote-69) Leftwich, in analysing three reports focusing on the importance of leadership for growth and development, similarly observed that ‘leadership’ in these documents ‘appears as a free-standing virtue or variable, unrelated to any institutional context shaped by varied systems of power, authority and culture.’[[70]](#footnote-70)

What emerges across the bulk of the literature is that women’s leadership is similarly equated to strengthening women’s capacity, skills and knowledge – what is termed in the literature as ‘agency’. Tadros explains it like this:

Many programmes aiming to empower women politically share the same approach: the extension of short training modules to individual women on how to be effective leaders and run campaigns. This reductionist approach to capacity support demonstrates weak conceptualisations of how women engage politically and the reasons behind their inequitable participation in politics. Conceptually, it suggests that women rise to power exclusively on account of their individual capacities and practically, that it is their lack of know-how that is preventing them from engaging politically.[[71]](#footnote-71)

Similarly, while identifying a list of potential indicators focused on ‘empowerment’ for women, CARE noticed a strong focus on agency: ‘Over half of these indicators of empowerment require women to do more, be better, be different, to change their attitudes and practices, and make more use of knowledge.’[[72]](#footnote-72) CARE argues that while not explicitly stated, the way programs are designed implies that changing women’s capacity and knowledge changes the situation, but this type of messaging neglects to recognise that cultural, religious, familial, social and relational factors also play a role.

In an analysis by the United Nations Democracy Fund (UNDEF) in partnership with the United Nations Development Fund for Women (UNIFEM), one key lesson from Cambodia was the need to think more broadly about change in multiple dimensions:

Increasing space for women to have a voice depends on actions in the political, cultural, social and administrative arenas, all of which offer different leverage points. Involving people at many different levels recognizes that the position of women in society needs to be dealt with from the household up to national politics.[[73]](#footnote-73)

In Malawi, a qualitative study on women’s participation in politics identified the need to ‘challenge underlying attitudes and beliefs about women’s role in society’.[[74]](#footnote-74) In an evaluation of an Oxfam *Women in Leadership* project in Sierra Leone similar messaging emerges: ‘The findings of the review suggest that simply increasing women’s numerical representation on national and decentralised decision-making bodies will not, taken alone, be sufficient…’ It describes the way the ‘chiefdom system of governance’ (a structural constraint) marginalizes women and proposes the need for broader change.[[75]](#footnote-75)

Work by CARE, Oxfam and the World Bank provide useful frameworks for a broader conception of women’s leadership beyond agency. Oxfam emphasises the need for a transformative approach to supporting women’s leadership which is defined as:

A social change strategy which focuses on providing an enabling environment for the actualisation of the leadership potential of individuals; influencing others to bring about fundamental change and facilitating the empowerment of others … it includes every act of leadership identified in all arenas, including the home, formal and informal milieus, among others.[[76]](#footnote-76)

This definition is particularly interesting for the broad approach it takes to women’s leadership, its explicit recognition of the ‘enabling environment’ and the fact that it specifically references the ‘home’.[[77]](#footnote-77) This approach emphasises the need to address not just the individual empowerment of women to enable them to lead in political spheres, but also the relationships and surrounding environment that impacts on the lives of women.

CARE’s framework for women’s empowerment is also useful for understanding women’s leadership (empowerment and women’s leadership are two different concepts, but there is some overlap: for example, empowerment may be a step necessary for women’s leadership).[[78]](#footnote-78) CARE defines ‘women’s empowerment’ as ‘the sum total of changes needed for a woman to realize her full human rights – the interplay of changes in her own aspirations and capabilities (agency), in the environment that surrounds and conditions her choices (structure), and in the power relations through which she must negotiate her path (relations).[[79]](#footnote-79) This is described in more depth in the box below:[[80]](#footnote-80)

|  |
| --- |
| **Elements of CARE’s Framework for Women’s Empowerment**  Agencyreflects the aspirations, resources, actions and achievements of women themselves. Every woman has agency, and analyses, decides, and acts without CARE being involved. Sometimes she does so in ways that challenge gendered power inequities; sometimes, in ways that reinforce them. Empowerment entails a journey through which she increasingly uses her agency to expand options and challenge inequities  Structures are the accepted rules, norms and institutions that condition women’s choices and chances. Structures can be both tangible and intangible; behaviours and ideologies. Examples include kinship, economic markets, religion, caste and other social hierarchies, educational systems, political culture, forms of organization, and many, many more.  Relations are the vehicle through which women negotiate their needs and rights. Empowerment, in part, relies on individual women building relationships, joint efforts, coalitions, and mutual support, in order to claim and expand agency, alter inequitable structures, and so realize rights and livelihood security. |

This is a theory of change for ‘empowerment’ but is important for thinking about ‘women’s leadership’ because the dimensions it refers to (agency, structures and relations) form what is often termed as the ‘enabling environment’ for women’s leadership, and other gender equality issues. For ‘women’s leadership’ this type of framework draws attention to the changes that need to take place at multiple levels – the factors that are conducive to facilitating women’s leadership.

The rationale for this framework is: ‘agency is constantly shaped – advanced and undermined – by the structures and power relations that shape women’s choices.’[[81]](#footnote-81) The logic here is that strengthening women’s capacity, knowledge and leadership skills and even instituting affirmative action steps like quotas is not enough. Unless issues like culture, women’s position within the household and norms regarding masculinity are considered, it will create a situation where an unfair onus is placed on women to take on leadership roles while the structures that reinforce inequality, remain unchanged.

In practical terms, agency is about women having capacity, knowledge and skills to exercise leadership. Engagement at this level prepares women with the confidence to take on leadership roles. While women are often the primary focus of leadership programs (e.g. scholarship awards and training programs for women), this level of change represents just one component that contributes to women’s leadership. At the relations level, women’s leadership can be supported by promoting joint household decision-making with men (in areas such as household spending, health and education), encouraging men and women to share in household tasks and care-giving, and enabling women to make linkages with others through coalitions and other forms of collective action. As well as collective action, the household level changes within the sphere of ‘relations’ are often neglected in women’s leadership programs, however represent a critical precondition in order to ensure that gains at the agency and structures level can be sustained. At the structures level, critical elements include challenging harmful cultural and social norms, advocating for policy change including quotas and political reservation, and importantly, encouraging men to use more inclusive means of decision-making in their own leadership roles.

This three-fold approach is not unique to CARE; the World Bank’s 2012 *World Development Report* takes an almost identical approach to framing ‘female empowerment’ and the Oxfam International Youth Partnerships domains of change echoes this type of framing.[[82]](#footnote-82) It also has similarities to the ‘ecological’ approach, which recognises the other influences like relationships, family, community and culture, which impact upon an individual.[[83]](#footnote-83) It is a useful framework for the enabling environment and is helpful for understanding change across a range of gender equality issues where root causes of the issue are more complex, because it emphasises the need for change in all three dimensions.

Programs that focus on women ‘realising their potential’ in fact risk ‘calling forth heroic levels of agency without challenging an unfriendly terrain of structures and relations’.[[84]](#footnote-84) Women who are selected for participation in leadership programs, or who end up filling a quota in a government ministry or local council, take up these roles often at risk to their own well-being. In Pacific contexts for example, where leadership is usually constructed in terms of ‘big man leadership’ or ‘chiefly leadership’ (both forms which are dominated by men), thrusting women into positions of leadership without spending sufficient time on changing the surrounding environment (the structures and relations) creates problems for women.[[85]](#footnote-85) Women seeking political office in this context have experienced backlash in the form of violence.[[86]](#footnote-86) This is not unique to the Pacific: Waring (2011) explores how in Afghanistan, Bangladesh, India, Pakistan, Nepal and Sri Lanka, where traditional assumptions regarding the role and position of women restrict their mobility, women involved in politics risk rape and physical abuse.[[87]](#footnote-87) Women operating in these spheres also report experiencing sexual harassment (including solicitations for sexual favours), negative attitudes from male counterparts, name-calling and inappropriate language.[[88]](#footnote-88)

Insufficient change in structures relates not just to cultural attitudes, but also general ways of working that may explicitly or implicitly discriminate against women. Tinker finds that in a range of countries, women elected to parliaments experienced challenges with existing practices within parliaments, including having sessions scheduled late in the day, which clashed with family responsibilities.[[89]](#footnote-89) In Fiji, women faced multiple challenges in participating in council meetings because of issues including meetings being held after dark (raising security concerns), meetings being held in distant locations (causing problems related to transport access and cost) and meetings being held during hours where women have other responsibilities such as caring for children or cooking dinner.[[90]](#footnote-90)

There is a need to respond to some of this backlash, and to avoid further misunderstandings about women’s leadership in contexts where the idea of women being leaders is still quite new. The literature emphasises greater focus on challenging the cultural and social systems that perpetuate inequality: engaging in the area of structures and relations. Leadership is therefore not an isolated jump from an individual whose capacity has been built to parliamentary representation, but leadership in the public sphere starts with leadership at home,[[91]](#footnote-91) and small steps create the space for leadership in other spheres.

##### Changes at the household level

In the World Bank’s *World Development Report,* analysis of slow progress related to women’s agency mentions factors related to other areas of change also, specifically household power dynamics and an enabling environment for political participation.[[92]](#footnote-92) The literature review shows that engaging at the household level is not a commonly identified entry point when organisations are thinking about a theory of change for women’s leadership. For example, AusAID’s *Pacific Women Shaping Pacific Development* delivery strategy, while mentioning indicators for household dynamics, does not include the relationships, dynamics and decision-making at the household level within its theory of change.[[93]](#footnote-93)

For example, research conducted by Jad in the Occupied Palestinian Territories shows that in most cases, ‘family serves as a crucial medium for women’s entrance into public offices’. Family members here provided female candidates with logistical and moral support and also helped women to mobilise.[[94]](#footnote-94) Findings from a study in Bangladesh similarly highlight the importance of familial relationships. In this study of eighteen women in local government institutions, it was found that nearly all of them either had immediate family members or other relatives in politics as well. It was these relationships with other family members that inspired the women to enter politics.[[95]](#footnote-95) Despite the importance of families in supporting women’s entry into political positions, Tadros observes, ‘the family never feature in any of the capacity development programmes’.[[96]](#footnote-96)

In summary, women’s leadership seems to be perceived as divorced from the other aspects of women’s lives, although as this literature review shows, it is these dimensions that often shape the ability of women to lead. Engaging solely in the agency space is not enough because a woman may not be able to exercise her agency within her home or in public spaces. Installing a quota that now requires a woman to take on a leadership role in addition to her other roles, risks doing harm. Failing to engage with the structural forces that perpetuate inequality – culture, tradition, laws, norms – means changes will not be sustainable. Most importantly, leaving ‘men’ out of efforts to promote women’s leadership could hamper efforts to promote gender equality even further.

The need to work with men

The literature shows there is a very limited focus on working with men to promote women’s leadership. This section emphasises that, as critical players in influencing not just ‘relations’ but also the dimension of ‘structures’, men are vital to efforts that aim to promote women’s leadership.

The area of working with men to promote gender equality and women’s empowerment has been growing in importance over several years through the work of MenEngage and others.[[97]](#footnote-97) For example, in 2009, the United Nations Commission on the Status of Women recognised ‘the capacity of men and boys in bringing about change in attitudes, relationships, and access to resources and decision-making which are critical for the promotion of gender equality and the full enjoyment of all human rights by women’.[[98]](#footnote-98) In outlining policy approaches to involving men and boys in achieving gender equality and health equity, the WHO observes that men and masculinities play a direct role in maintaining gender inequalities. It explains:

Some men play a crucial role as ‘gatekeepers’ of the current gender order through their responsibilities as decision-makers and leaders within their families and communities. They may participate in sexist practices and maintain unjust gender relations by perpetrating violence against women (and subordinate men), controlling women’s reproductive and familial decision-making, limiting women’s access to and control over family and community resources and political power, or espousing patriarchal beliefs and norms that allow other men to engage in such actions. More broadly, patterns of gender injustice are tied to social constructions of masculinity – to the meanings given in any particular society to being a ‘man’, the identities and social relations associated with these, and the social organization of men’s lives and relations.[[99]](#footnote-99)

In presenting a case for the need to engage men and boys in promoting gender equality, Plan International traces the evolution of gender work, noting that despite the transition from WID (Women in Development) to GAD (Gender and Development) which was supposed to shift the focus from woman-centred programming to challenging the structural causes of inequality, in reality ‘programmes generally continued to work with women’. It argues that this perpetuated the belief that programming related to gender was for ‘women only’.[[100]](#footnote-100) This echoes the findings by Wendoh & Wallace across NGOs in The Gambia, Rwanda, Uganda and Zambia. They argue that gender in these contexts is ‘seen as an external and imported concept, divorced from people’s own analysis and understanding of gender in their communities and organisations. Men, and many women, felt alienated by the rather confrontational approach taken, and as a result many were hostile to the messages of gender equity’.[[101]](#footnote-101)

The benefits of engaging with men and boys to promote gender equality are becoming increasingly evident in the literature (e.g. WHO 2010[[102]](#footnote-102); Promundo 2012[[103]](#footnote-103)). Within the sphere of women’s leadership programs, however, few have an explicit emphasis on working with men. But when men are involved, the results can be significant. For example an employment promotion program for women in Vietnam (funded by the International Labor Organization) found that involving men in discussions about women’s roles resulted in shifts in division of labour at the household level, joint household decision-making, better communication between men and women and a better understanding of family violence. This was in addition to the main focus of promoting women’s participation and leadership in villages and communes.[[104]](#footnote-104)

The literature is still emerging in this area, but there is an increasing awareness of the need to engage men in promoting women’s leadership. For example, Chhoeun et al discuss how a local Cambodian NGO, Banteay Srei, recognized that although skills trainings were essential to increase women’s leadership capacity, there was ‘a corresponding need to increase awareness within male Commune Council and village authority membership of the need and value of female participation’.[[105]](#footnote-105) Here, promoting women’s leadership did not occur in a vacuum of capacity-building, however extended to engagement of male Commune Council members on good governance and gender equality.

The thinking behind engaging men in the area of women’s leadership is that men represent a crucial actor within the ‘structure’ and ‘relations’ space. In many contexts, dominant forms of masculinity influence decision-making and leadership in government as well as other entities, and men are the ones who are in power. If part of the rationale for women’s leadership is that women are able to bring something different to the leadership arena in terms of articulating their own needs and interests, as well as using different ways to influence change, then it follows that men could also exhibit these types of attributes if focus was placed on allowing these to develop. The focus on strengthening women’s capacity, encouraging them to express their opinions and be confident and assertive, are all skills and techniques that would also help men to be more effective and inclusive leaders. Building the capacity of men then represents steps towards changing the structure and relations that govern behaviour. This creates the enabling environment within which women’s leadership will be viewed more favourably. It can result in less resistance from men and it could improve the way ‘leadership’ is understood and practiced.

Engaging men must extend beyond the ‘public’ sphere alone. Kamlongera (2008), for example, argues that women’s role in political institutions would change if men shared in household responsibilities that are usually carried out by women. Her research underscores the need for a ‘supportive environment’[[106]](#footnote-106) at home that enables women to engage in the political arena.

Quality of evidence on effectiveness of ‘women’s leadership’ programs for gender equality and other development outcomes

Although ‘women’s leadership’ is rarely defined and programs often lack a theory of change, the discourse of donors and international agencies is very positive regarding the perceived impacts of women’s leadership. For example, the World Bank’s *World Development Report 2012* states that increasing women’s individual and collective agency produces better outcomes, institutions, and policy choices:

Working together, women can influence policies on gender equality and women’s empowerment so other women benefit, and when women are politically active as voters or politicians, policies that improve the welfare of the nation are more likely to be implemented.[[107]](#footnote-107)

According to Oxfam, women’s leadership programs have ‘benefits far beyond the individual women themselves and women tend to plough back benefits into their families’.[[108]](#footnote-108)

Despite strong rhetoric regarding the benefits of women’s leadership programs, Gill et al (2009) note that there is ‘surprisingly little existing research or analysis on the impact of women’s leadership’.[[109]](#footnote-109) Most of the published journal articles that exist tend to focus on the area of women’s political representation, specifically, the impact of quota or political reservation systems. Among these studies, results are mixed (see below) and nearly all the studies are set in India. Evaluations from donors and non-government organisations document the impacts of women’s leadership programs more broadly, but most of this evidence is anecdotal. This literature review strongly suggests a need for not just more evidence, but also deeper analysis on what happens when women are involved in leadership, for example how active they are in committees or what kinds of legislation they support.[[110]](#footnote-110)

##### The relationship between women in politics and change

A brief overview of some of the findings in published journals is below and reveals correlations between having women in political roles and increased community services like healthcare, roads, childcare and water supply. Findings also show that having women in these positions changes perceptions regarding the roles and aspirations of girls, and results in more girls attending school:

* In a study in India, Beaman et al (2012) found that having leadership positions in councils reserved for women had a positive ripple effect in the community, resulting in girls spending less time on household chores and changes in parents’ aspirations for girls. In this study, the rationale for the results outlined in the study was that the policy of reserving council positions made it easier for women to succeed, changed perceptions about what girls could achieve and provided girls with successful female role models.[[111]](#footnote-111)
* The World Bank (2011) cites studies by Htun & Weldon across 70 countries that show the combined influence of women’s collective movements, women in politics and democracy since 1975 upon changes in gender policies, specifically violence against women policies. The studies highlight that these movements promote more egalitarian family laws and address violence against women.[[112]](#footnote-112)
* Another study by Beaman et al (2010) found that the likelihood of a woman speaking in a village meeting in India increases by 25% when a local leadership position is reserved for a woman.[[113]](#footnote-113)
* In India and Nepal the theory that around one third of women is the critical mass for women’s influence was tested and expanded by Agarwal (2010). The study found that between one quarter and a third proportion of women is the critical mass required in decision-making bodies. It also emphasized that women’s participation in meetings is ‘a necessary intermediate step’ for influencing decisions.[[114]](#footnote-114)
* In India, Beaman et al (2009) found that being exposed to a female in a leadership role as chief councillor improved perceptions of the effectiveness of female leaders in general. Female leaders were rated as less effective when community members were exposed to them the first time, but this reduced as exposure increased. Although overall, the study did not reveal a reduction in public preference for male leaders, it did reveal that teenage girls exposed to female leaders wanted to marry later, have fewer children and obtain jobs that required higher education.[[115]](#footnote-115)
* Another study by Beaman et al (2006), found that in villages reserved for female leaders, pre-school children were more likely to be immunised and the disparity between school attendance of girls and boys was lesser than in villages where leadership positions were not reserved.[[116]](#footnote-116)
* Chattopadhyay & Duflo (2004) found women leaders in two states in India were better able to prioritise resources to benefit women, compared to men. In this study, one-third of all council seats and one-third of council heads were reserved for women. In both states women were more likely to make requests and complaints concerning water resources, compared to men. Additionally, there were 60% more drinking water projects in female-led councils than male-led *panchayats*. In West Bengal, where jobs building roads are more likely to go to women, there were more road projects in panchayat councils led by women.[[117]](#footnote-117)
* In a study by Bratton & Ray (2002) in Norway, a direct causal effect was established between the proportion of municipal seats held by women from the 1970s–1990s, and the level of childcare offered within the municipalities.[[118]](#footnote-118)

A GSDRC Helpdesk Research Report on the relationship between political quotas and women’s leadership outlines the mixed findings of additional published journal articles regarding quotas and political reservations. These include findings from India by Bardhan et al. (2010) that political reservations for women may result in positive outcomes only after a time lag, as women increase in confidence and as the public becomes more open to women’s leadership.[[119]](#footnote-119) In the Latin America region, studies have found that quotas do not necessarily increase women’s participation or political engagement.[[120]](#footnote-120) In Bangladesh, Panday (2008), in reviewing existing studies on women’s decision-making in political spheres, found that having more women involved in political processes as a result of quotas did not necessarily mean these women were able to meaningfully engage in decision-making processes. Culture and religion were found to be key factors restricting women’s participation.[[121]](#footnote-121) In contrast in India, a study by Iyer et al. (2011) revealed:

Having female political representation at the local government level induces strong positive and significant effects on reporting of crimes by women. It also induces greater responsiveness of law enforcement officials to crimes against women, as measured by the number of arrests as well as the quality of women’s interactions with police.[[122]](#footnote-122)

A study by Jayasuriya & Burke (2012) used a fixed effects estimator to suggest that countries with more women in parliament have faster growing economies, however as noted by the authors, the economic growth may be a benefit arising from ‘fairer societies’. Some effort was made to control for this by including primary school enrolment ratios as a ‘measure of gender equality’,[[123]](#footnote-123) but this may not necessarily account for other factors.

The findings above show primarily strong evidence from India but mixed results in other contexts. There is a need for more research on the benefits of having women in politics, especially in countries other than India.

##### Broader outcomes from women’s leadership programs:

Reports from donors and non-government organisations also point to other positive results from increasing women’s leadership. But it should be noted that these findings tend to be anecdotal (for example: accounts of direct personal experience, testimonials or generalisations that have been selected for inclusion into a report), but may not be representative or may be biased. Key findings include that when women play greater roles in committees and other decision-making bodies, and have increased confidence to voice their opinions, they have greater influence on policy. This literature review shows that these results relate to development outcomes more generally, rather than economic outcomes.

In AusAID’s *Women Leading Change* document, one example stated is the support of the Thailand Burma Border Consortium, which has implemented programs (including child care programs) to enable women’s involvement in management committees. The document anecdotally reports that women’s roles are changing, that women refugees have taken up leadership roles in the camps, and are able to control aspects like food distribution: ‘The changing role of women is shifting attitudes. Women’s capabilities are now recognised as critical to improving the running of these refugee camps.’[[124]](#footnote-124) In some cases, promoting women’s leadership may be an unintended outcome, as in AusAID’s *WASH project* (Water, Sanitation and Hygiene) in Vanuatu, where the requirement of women’s representation on water management committees led to women being able to participate in decision-making in additional forums.[[125]](#footnote-125)

A SIDA evaluation of programs in Kenya and Ethiopia reports that women’s forums and associations that were established in Ethiopia gave women experience and confidence in leadership, enabling them to progress to higher levels of responsibility in public roles.[[126]](#footnote-126) The evaluation notes that although women’s participation in decision-making bodies was monitored, there is a need for greater analysis on how women’s participation impacts the kinds of decisions that are made by these bodies.[[127]](#footnote-127)

In Cambodia, Oxfam reported that its partner organisation, Women for Prosperity, established forums for female councillors to gain experience in public speaking and to learn from other female councillors. Oxfam reports that participants in this program now are able to stand up to discrimination, contribute to council debates, and take on extra responsibilities, such as leading committees.[[128]](#footnote-128)

It is important to note that women in formal leadership positions may not necessarily act in the best interests of other women or marginalised groups.[[129]](#footnote-129) Further, women in positions of power may even reinforce inequalities: their personal views may not reflect a consideration for gender equality, or they may feel the need to limit the extent to which they voice their concerns in order to remain in power or to be respected by men in leadership positions. For example, Hassim describes how women in the African National Congress in South Africa ended up following the party line to approve the Communal Rights Act, despite the fact that the Act failed to provide land ownership and control rights to women, due to the political threat presented by a constituency which was antagonistic towards women’s interests.[[130]](#footnote-130) In other cases, women’s leadership may merely entrench the positions of elite or more powerful women.[[131]](#footnote-131) In Costa Rica, Sagot observes:

The passing of the quota legislation has also meant the arrival into power of many conservative women, closely connected to political and economic elites, who do not have any progressive agendas and who, in fact, act as strong opponents of the feminist movement, particularly on those issues related to sexual and reproductive rights.[[132]](#footnote-132)

There are additional issues related to the abilities of female leaders to act in the interests of women in general. Duflo writes: ‘even if we thought women leaders did a better job of understanding women’s needs, it would not necessarily follow that policies designed to guarantee greater representation by women would be an effective way to achieve this representation’.[[133]](#footnote-133) She gives the example that women may be in leadership roles, but if they are politically weak, they may not actually be able to influence decisions.

There is also evidence to show the results of women not being in leadership. The World Bank 2012 report stated that when women cannot participate in the labour force, are excluded from management roles or are unable to enter certain occupations because of law or customs, GDP growth can drop by as much as 2%.[[134]](#footnote-134) Making the case for the importance of women’s role in peace-building, a study by International Alert argued that decreasing the proportion of women in parliament by 5% means that a country is nearly five times as likely to use military violence in resolving international disputes.[[135]](#footnote-135) In the Solomon Islands, another study similarly concluded that states with a lower proportion of women in parliament were more likely to settle conflicts using violence.[[136]](#footnote-136)

Focusing resources on promoting women’s representation does not always automatically result in better outcomes. In Rwanda, where the proportion of women in the lower house was 56.3% in 2008, political repression, corruption and distrust continues to increase.[[137]](#footnote-137) Longman argues that Rwanda’s lack of political freedom affects women’s capacity to influence in political spheres. He draws on data from informant interviews to assert that women were placed in the National Assembly because the Rwandan Patriotic Front knew that women would not challenge them due to cultural norms.[[138]](#footnote-138)

Women becoming involved in leadership may not always benefit the individual women themselves, especially if systems and relations that prescribe women’s roles and responsibilities do not also shift. Douglas argues that given women’s lives are already overburdened, ‘[i]n Melanesia, as elsewhere, many women evidently avoid public leadership as a further burden...’[[139]](#footnote-139) A SIDA study points out that over-burdening women with additional leadership responsibilities may result in serious pressure being placed on family coping strategies, including ‘negative spill over’[[140]](#footnote-140) into family nutritional status.

There is a need for deeper consideration of what leadership actually means for women’s time and workloads. If women in leadership roles are still expected to fulfil their other roles, then leadership responsibilities can actually become another burden rather than a benefit.

##### Measuring what can be measured?

There is also a larger issue related to whether it is possible to accurately document the outcomes that result from women’s leadership. Batliwala & Pittman (2010) explore the challenges inherent in measuring change in areas like women’s rights and women’s empowerment. In analysing over 50 monitoring and evaluation frameworks and tools that are widely used by NGOs and other organisations, they found:

Very few M&E frameworks actually enable us to understand *how change happens or how gender relations have been altered* – of locating the most effective interventions for shifting the complex social power relations that mediate women’s access to resources and rights, security and autonomy.[[141]](#footnote-141)

Despite the challenges around capturing this type of change, in practice there are few examples of how to recognise this complexity. While most of the literature acknowledges a need to go beyond the simplistic MDG3 route of promoting women’s leadership through political representation, this area still remains a common focus within the monitoring and evaluation of leadership programs. For instance, AusAID’s Governance Strategy makes reference to the fact that ‘simply incorporating women, for example, into existing discriminatory structures, fails to address the underlying power inequalities that kept them out in the first place’. Despite this acknowledgement, the only two indicators that focus on women’s leadership are: ‘increased women’s participation in democratic processes at all levels’ and ‘number of women leaders and/or CSOs identified and supported to play a role in policy dialogue’. [[142]](#footnote-142) Both indicators here narrowly construct women’s leadership in terms of political participation of individuals.

It may be relatively easy to use and measure women’s political participation according to representation, but as this literature review shows, this is a narrow way of measuring women’s leadership. If the definition of women’s leadership extends more broadly towards multiple dimensions and includes both the public and private spheres, this creates considerable challenges for monitoring and evaluating change.

There is a need for greater analysis and thinking into monitoring and evaluation indicators and approaches that will capture changes across agency, relations and structures. Analysis must challenge the existing focus on measuring participation and capacity, and move towards more nuanced approaches that see change as multi-dimensional.

There is also a strong need to test assumptions (there appear to be many in this area), and to look at the influence of contextual differences, and how to best accommodate these in program design.

Evidence of links between economic empowerment and women’s leadership outcomes

The evidence linking women’s economic empowerment and women’s leadership outcomes is less persuasive. This review found that access to microfinance increases women’s roles in leading businesses. It also finds a relationship between women’s engagement in paid work and household decision-making. Women’s access to economic assets and microfinance was also found to increase women’s decision-making in the household.

##### Women’s economic empowerment providing opportunities for women’s leadership

There are some studies pointing to the association between economic empowerment and women’s leadership. For example Dollar and Gatti (1999) found that increasing per capita income also increased the number of women in parliament.[[143]](#footnote-143) In researching women’s political participation in Asia and the Pacific True et al. (2013) note that as well as access to political networks, money is a critical factor for women wanting to enter politics. They describe how personal skills and capacity are not the only factors, but clan-based exchange and material accumulation are critical for anyone entering politics in Melanesia.[[144]](#footnote-144) In this way, economic status and access to wealth can be seen as preconditions for involvement in politics in some contexts.

A study on the microfinance work of BRAC in Bangladesh found ownership of businesses increased from 37% to 93% after access to microfinance.[[145]](#footnote-145) Recognising that nearly all of BRAC’s loans are given to women, this represents a concrete relationship between economic empowerment and a leadership outcome. This is echoed by findings in Vanuatu, where microfinance helped mamas to ‘wake up’ and open their minds to the possibility of owning a business. In this impact assessment, it was found that the majority of members did not own a business before the access to microfinance.[[146]](#footnote-146)

A study by Kabeer in Egypt, Bangladesh and Ghana draws a correlation between women’s engagement in work and women’s decision-making. In all three countries, women who were engaged in either formal or semi-formal forms of paid work were generally more likely to report positive outcomes regarding a variety of indicators including decision-making roles and political participation, than women not involved in paid work.[[147]](#footnote-147) The Bangladesh findings from this study in particular show that women in paid work, especially those who engaged in paid work outside their homes, were more likely than other women to make decisions about their health, to decide to invest in a major asset using the income, and to choose their own clothes.[[148]](#footnote-148)

In studying microfinance programs in Bangladesh, Uzbekistan and the Philippines, the Asian Development Bank has tracked similar changes at the household level, reporting that microfinance programs across these three countries resulted in women having an increased role in decision-making regarding household spending, and increased sharing of household responsibilities between women and men.[[149]](#footnote-149) Other microfinance evaluations show an increase in women’s role as fund managers in their households, from 33% to 51% in the Philippines.[[150]](#footnote-150)

A 2012 Oxfam report from Ethiopia describes women experiencing greater respect from their husbands’, an increase in women’s social status and greater capacity to influence household decision-making that was ‘partly attributable to their increased contributions to household expenditures.’[[151]](#footnote-151)

A study in Ecuador found that in the flower industry, more than 80% of women managed their own wages. In many cases, this resulted in greater independence in household decision-making.[[152]](#footnote-152) In North-western Uganda, women having access to livelihood assets like land, poultry and bicycles resulted in women’s involvement in committees that supervised local projects, as well as increased household decision-making.[[153]](#footnote-153)

These household-level changes are not insignificant, as they represent the changes at the ‘relations’ level that are critical components to women’s leadership. This data suggests that access to economic resources can be a key factor in improving household decision-making of women.

It is important to note also that the positive impacts of women’s economic empowerment are not always evident. A randomized evaluation by Banerjee et al (2013) in India found no evidence that microcredit results in changes in household decision-making or social outcomes.[[154]](#footnote-154) In Pakistan, access to loans resulted in women having less decision-making power, and in another study loans given to women were actually used by their spouses, increasing tensions in the household.[[155]](#footnote-155)

##### Moving beyond an economic focus alone

In the SIDA evaluation of projects in Kenya and Ethiopia mentioned earlier, it was suggested that promoting women’s economic empowerment through ‘*a single, economic strategy’* may be ‘hit and miss’: ‘generally access to more income without other interventions is unlikely to change deep seated inequalities.’[[156]](#footnote-156) It is important to consider what a women’s economic empowerment program consists of, as it may sometimes be assumed that any economic intervention directed at women, whether providing alternative livelihoods, developing business skills or linking producers to markets, by default results in women’s economic empowerment. In reality, while some benefit may be derived from participation in new economic activities, unless a woman is able to control the income she earns, the degree to which she has been economically empowered will be limited. Again, this points to the need for a coherent theory of change that addresses the dimensions of not just agency, but also structures and relations. The World Bank puts it like this:

Economic growth can improve the material conditions for exercising agency, with women generally having more voice in wealthier households. But higher household incomes alone are not enough to eliminate the lower capacity of women to exercise agency. What matters are a woman’s own income and assets as well as her ability to leave the household; all of which increase her bargaining power and ability to influence household choices.[[157]](#footnote-157)

The International Center for Research on Women defines women’s economic empowerment in a way that acknowledges power and agency: ‘A woman is economically empowered when she has both the ability to succeed and advance economically and the power to make and act on economic decisions.’[[158]](#footnote-158) Its framework to measure women’s economic empowerment incorporates changes in agency, relations and structures. For example, ‘increased self-efficacy, ability to make decisions’ relates to changes in agency, because the focus is on increasing a women’s capacity. The reference to ‘increased control of household resources’ represents a change in relations, because in order for women to have increased control of these resources, existing gender relations at the household level need to shift. The reference to ‘access to new markets’ represents changes primarily at the structures level, because this requires a change in economic systems and market forces:



In an UNDEF-UNIFEM review in Cambodia, a lesson that emerged was:

Women’s economic empowerment needs to be promoted in tandem with political participation. This would encourage more equality at home, empower women to have a greater say in private and public, and provide access to the resources required for political contests.[[159]](#footnote-159)

Overall, there is both anecdotal and empirical evidence documenting the relationship between women’s economic empowerment and women’s leadership. There are correlations between economic empowerment programs and women’s decision-making at the household level, which is one aspect of change outlined in the suggested definition for women’s leadership. This suggests that promoting women’s leadership through economic empowerment can contribute to women’s leadership. While recognising the linkages between women’s economic empowerment and increased opportunities for women’s leadership in households, businesses, committees, coalitions, government and other spaces, it is important to acknowledge that the local context also shapes the change process. Changes need to happen at multiple levels and needs to go beyond an economic focus alone in order to be sustained over time. This literature review found no verifiable evidence that leadership programs lead to economic empowerment outcomes. Analysis of program documents may reveal more data.

Other linkages: Impact of scholarship programs upon leadership and economic outcomes

The literature review also examines the way scholarship programs can impact upon leadership and economic outcomes for women. The Commonwealth Scholarship Commission in the UK found that 44% of scholarship recipients from the Asia-Pacific region reported they were now making an impact through influencing government, including shaping policy. The majority of the alumni reported being able to find work in their home countries: 100% Pacific Islanders, 75% of Australians and New Zealanders and 97% of those from South-East Asia found work in their home country. In the Asia-Pacific region, it was found that in the last decade, 52% of these awards went to women and 48% were given to men.[[160]](#footnote-160) The World Bank has conducted tracer studies on scholarship recipients four years after their studies are completed and has found that many scholars attain leadership roles in their chosen career. It also found that 95.1% of scholars who returned to their home countries were able to find employment (36% of scholarships went to women).[[161]](#footnote-161) Other research by the World Bank highlights other kinds of benefits of scholarship programs, for example in Cambodia, scholarships increased school enrolment and attendance of girls by 30% to 43%.[[162]](#footnote-162)

The program analysis of AusAID’s scholarships program may reveal more trends regarding the impact of scholarships.

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Annex 4: Program Data Analysis Records

#### Summary information from AidWorks

|  |  |
| --- | --- |
| **Initiative Name & Number** | *Vanuatu Kastom Governance Partnership Phase 3*, INI311 |
| **Country / ies** | Vanuatu |
| **Initiative Period** | 1 October 2009 to 30 June 2013 |
| **Total Initiative Value** | $2,806,129.00 (including anticipated) |
| Program description: The Program’s objective is to strengthen governance in Vanuatu by exploring through research the role of *kastom* governance in Vanuatu, and using the findings as a basis for dialogue and community discussions (storians), to improve the ability of chiefs and their customary processes to more effectively address modern conditions particularly in the areas of community development, conflict resolution and the relationship between State and *kastom*. Increased inclusivity is intended through the involvement in research and storians of leaders of churches, women, youth and marginalised groups. | |
| **Team member reviewing** | Chris Bradley |

1. **What is the nature of the implementing partner / s?**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Partner | Managing Contractor / s | Government Partner / s | Research organisation | NGO / s | Multi-lateral Body | Bilateral Body | AusAID | Regional organisation. / s |
| **Primary (contracted partner)** |  | ✓ | ✓ |  |  |  | ✓ |  |
| **Secondary (collaborative partner)** |  |  |  | ✓ |  |  |  |  |

**Comments**: The program is a three-way partnership between AusAID, the Australian Centre for Peace and Conflict Studies (ACPACS) of the University of Queensland, and the Malvatumauri Vanuatu National Council of Chiefs (VNCC), a statutory body reporting to the Ministry of Justice and Community Services (Management Response to the MTR, July 2012:1). In-country work was managed by a Co-ordinator of VNCC and research planning and training was managed by a Co-ordinator at ACPACS (Brisbane).

A Partnership Leadership Group and a Partnership Reference Group of groups with similar interests, such as Mama Graon, the Stretim Rod bong Jastis Program, (both with AusAID funding), and the World Bank’s Jastis Blong Evriwan Program, and the Vanuatu Cultural Centre, were intended to act as continuing advisory bodies for implementation, but the roles were not formalised.

1. **To what extent does the program intend to focus on women and / or gender equality outcomes?**

|  |  |  |  |
| --- | --- | --- | --- |
| Program primarily focuses on women | Program intends to apply a gender equality approach throughout | Program includes some gender equality or women’s component / s | Program has no specific gender equality or women’s component / s |
|  |  | ✓ |  |

**Sources of evidence:** PDD (2006), MTR (May 2012), CR (Dec 2012), ODE VKGP Case Study (Sept 2010)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 1. **Has the initiative defined women’s leadership?** | **Yes** |  | **No** | ✓ |

1. **How has the initiative defined or conceptualised women’s leadership (i.e. even if it has not been formally defined, what aspects of women’s leadership does the program intend to contribute to)?**

|  |  |  |  |
| --- | --- | --- | --- |
| **Women’s agency** |  | **Participation in civil society** | **✓** |
| **Women’s relations (e.g. coalitions etc.)** |  | **Participation in public sector** |  |
| **Government structures and processes** |  | **Participation in private sector** |  |
| **Political participation, national level** |  | **Peace-building** |  |
| **Political participation, local level** |  | **Violence against women** | **✓** |
| Enabling environment (e.g. creating support for women’s leadership, publicising role models, educating electorates about women’s human rights, ensuring safety, dialoguing on gender issues) | | | **✓** |

**Sources of evidence**: PDD (2006), MTR (May 2012), CR (Dec 2012)

**Comments:** Women have little or no formal role in *kastom* governance, and virtually all chiefs are men, though there is disagreement on the extent to which male leadership was really prescribed by *kastom*, and a small number of female chiefs exist in some culture areas (Vanuatu is very culturally diverse). The program aimed to support greater inclusion of women in discussions about community governance, but intentionally did not recommend what form women’s involvement in future structures or processes should take.

1. **What are the strategies the program is using to strengthen women’s leadership?**

|  |  |  |  |
| --- | --- | --- | --- |
| **Building individual capacity of women through training, skill development, professional development opportunities, mentoring etc.** |  | **Addressing barriers to women’s leadership in formal institutions (e.g. within political parties)** |  |
| **Sensitising men to gender equality** |  | **Use of affirmative action (e.g. quotas) to increase women’s representation** |  |
| **Strengthening women’s organisations** |  | **Support to policy development on gender equality / women’s leadership (e.g. by government, private sector, churches etc.)** |  |
| **Supporting women’s coalitions or networks** |  | **Support to legislative change** |  |
| **Supporting men’s groups or coalitions on gender equality** |  | **Gender mainstreaming[[163]](#footnote-163)** |  |
| **Supporting women and men to discuss together, or work together on matters relating to gender equality / leadership** | **✓** | **Community education on gender equality / women’s leadership** |  |
| **Providing / improving facilities** |  | **Addressing violence against women** |  |
| **Providing resources, tools, manuals** |  | **Research and dissemination of findings** | **✓** |
| **Support media to be more gender-sensitive**  **(e.g. training journalists in gender-sensitive reporting)** |  | **Supporting women’s income generation** |  |
| **Promote sharing of household tasks and care-giving between men and women** |  | **Other** |  |

**Sources of evidence:** PDD (2006), MTR (2012), CR (2012), ODE VKGP Case Study (Sept 2010)

**Comments:** The program centred on conducting research and facilitating storians (community discussions) around issues of community governance and the role of *kastom*. Due to the sensitive nature of gender relations in Vanuatu the high degree of exclusion of women from formal *kastom* processes, the relatively small numbers of women present at storians, and the difficulties for women in confronting chiefly authority, the program held back from promoting ‘gender equality’ or rights-based strategies or solutions.

1. **What are the broad types of outcomes expected from an increase in women’s leadership? Which of these outcomes have been achieved? What are the gaps?**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Expected | Achieved |  | Expected | Achieved |
| **Immediate Outcomes** | | | | | |
| Enhanced personal agency of women (increased skills, knowledge, confidence etc.) |  |  | Women have greater influence over decision-making in committees, groups etc. | ✓ | ✓ |
| Women have greater relations (networks, coalitions and support) to achieve their desired changes |  |  | Women have greater influence over decision-making in government |  |  |
| Women actively participate in political processes |  |  | Women share more in household decisions and resources |  |  |
| Women become more active economically (e.g. increased employment, income, formal and informal business etc.) |  |  | Other |  |  |
| **Longer-term or Larger-scale Outcomes** | | | | | |
| Increased attention to issues of importance to women in decision-making fora | ✓ |  | Greater community acceptance of women’s human rights |  |  |
| Policies and laws increasingly reflect women’s needs and concerns |  |  | Weakened gender stereotypes, broader societal? cultural? aspirations for women and girls |  |  |
| Improved services and accessibility for women |  |  | Reduced tolerance or incidence for VAW |  |  |
| Reduction in levels of poverty |  |  | Other |  |  |

**Sources of evidence:** PDD (2006), MTR (2012), CR (2012), ODE VKGP Case Study (Sept 2010)

**Comments:** The achievements of the program in terms of benefits to women were that all 17 storians held in the various island provinces did include attendance by some women’s leaders, ranging from 15% to 55% of those present (CR:15-16). Attendance by women leaders was highest in Port Vila, where a greater number of experienced women’s leaders exists. Program reports did not indicate the extent of women’s active participation in the storians (as opposed to simply being present), nor describe gender issues raised in the research or discussed in the storians, nor outcomes resulting from the storians, other than mentioning that further *Public Fora on Women and Kastom* were requested by women’s leaders attending the Phase 3 Port Vila storian, and that two did take place.

There has been limited discussion on issues of relevance to women in action plans (MTR:18)

One radio program for youth on *Gender Roles and Kastom* was broadcast in May 2012.

Only two women out of 17 were trained as facilitators. One assistant co-ordinator and one researcher were female (totals unknown) (MTR:18)

One conference paper on women and custom based on research in Phase 1 of the Program in 2004 was published in 2007 (out of a total of 45 published items arising from the program’s work) : Brown, Anne, (2007), ‘Gender and Customary Governance in Vanuatu’, presented at the 10th Pacific Islands Political Studies Association Conference, Port Vila, Dec 2007 (CR:32).

1. **What is the quality of data available on outcomes for women?**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| For primary data collection and analysis | Weighting | Unknown / not at all (-1) | A little  (1) | Most / all  (2) | NA | Score |
| **Is gender-based data available?** | | | | | | |
| Was data collected on outcomes relevant for women and / or gender equality? | 2 |  | ✓ |  |  | 2 |
| Does the program have sex disaggregated data? | 2 |  | ✓ |  |  | 2 |
| Score on availability of gender based data |  |  |  |  |  | 4 / 8 |
| **What’s the quality of the data available?** | | | | | | |
| Has a baseline of women’s situation (could be retrospective) been collected or defined to enable assessment of change for the intended outcomes? | 1 | ✓ |  |  |  | -1 |
| Is the source of data identified in reports? | 1 |  | ✓ |  |  | 1 |
| Were data collection and analysis methods explained? | 1 |  | ✓ |  |  | 1 |
| Data collection methods appear suitable for the outcomes measured? | 2 |  | ✓ |  |  | 2 |
| Is some form of independent assessment available (e.g. IPR for initiatives >$3M, independent review commissioned by contractor etc.)? | 1 |  | ✓ |  |  | 1 |
| **Score on quality of data** |  |  |  |  |  | **4 / 12** |

**Sources of evidence:** PDD (2006), MTR (2012), CR (2012), ODE VKGP Case Study (Sept 2010)

**Comments:** Monitoring was done using the ‘action research’ model and ‘most significant change’ stories. This latter method can under-represent negatives outcomes, and may leave unexpressed any concerns women might have felt that their issues were not receiving sufficient attention.

All participants and facilitators of storians were asked to fill in evaluation forms, but no analysis by gender appears to have been done, or at least not included in reports available to the EA Team.

A Case Study of VKGP conducted for ODE in Sept 2010 includes two pages of discussion of the program’s approach to gender equality issues, identifying possible negative outcomes for women’s equality (see further discussion below).

**Overall assessment of quality of data currently available from the program document review**

|  |  |  |  |
| --- | --- | --- | --- |
| Category | Not Sufficient | Partially sufficient | Sufficient |
| **Score** |  | ✓ |  |
| **Reasons for assessment** | The program has some gender data, but it is superficial and would need supplementing by further data collection. | | |

**Sources of evidence:** MTR (2012), CR (2012), ODE VKGP Case Study (2010)

1. **Is there evidence to link women’s economic empowerment and women’s leadership outcomes? What does the evidence say?**

|  |  |  |
| --- | --- | --- |
| None | A little | A lot |
| ✓ |  |  |

1. **What is the quality of the evidence of women’s economic empowerment?**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| For primary data collection and analysis | Weighting | Unknown / not at all (-1) | A little  (1) | Most / all  (2) | NA | Score |
| 1. Was the data sex disaggregated data? | **2** |  |  |  | ✓ |  |
| 1. Was a baseline of women’s situation (could be retrospective) collected or defined to enable assessment of change for the intended outcomes? | **1** |  |  |  | ✓ |  |
| 1. Is the source of data identified in reports? | **1** |  |  |  | ✓ |  |
| 1. Were data collection and analysis methods explained? | **1** |  |  |  | ✓ |  |
| 1. Do data collection methods appear suitable for the outcomes measured? | **2** |  |  |  | ✓ |  |
| 1. Is some form of independent assessment available (e.g. IPR for initiatives >$3M, independent review commissioned by contractor etc.)? | **1** |  |  |  | ✓ |  |
| 1. Score (ticks by weighting) |  |  |  |  |  | 0 |

**Overall assessment of quality of data on women’s economic empowerment**

|  |  |  |  |
| --- | --- | --- | --- |
| Category | Not Sufficient | Partially sufficient | Sufficient |
| **Score** | ✓ |  |  |
| **Reasons for assessment** | No data available. This was not an intended outcome for this program. | | |

1. **What is the adequacy of gender considerations in design and implementation?**

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Source doc | Score for gender | Date | Relevant Comments | | | | | | Not available |
| QAE | n / a |  |  | | | | | | ✓ |
| QAI | n / a |  |  | | | | | | ✓ |
| IPR |  |  | ODE Case Study found a ‘limited engagement on gender issues’ p28. | | | | | | ✓ |
| FE | n / a |  |  | | | | | | ✓ |
| Gender Equality Framework | | | Yes |  | No | ✓ | N / A |  |  |

**Sources of evidence:** PDD (2006), MTR (2012), CR (2012).

**Comments:** The consideration of gender in design and implementation was weak, and may possibly have had negative effects for women by strengthening inherently patriarchal leadership customs and practices which support male interests over those of women.

The PDD recognised the sensitivity of gender roles in Vanuatu’s highly patriarchal as a risk (p20), but was optimistic that the program could negotiate this and still achieve increased gender equality:

‘There is a risk that this Partnership’s focus may be seen as excluding women from community governance roles, although this is certainly not intended and activities are designed to include women and men involved in community governance roles. The role of women in community governance in Vanuatu is not widely documented, and perceptions about women’s status vary widely according to gender, location, level of education and political persuasion. Partnership activities, including research, storians, follow-up support and institutional strengthening will all pay deliberate attention to the differential roles of women and men in community governance, paying particular attention to women’s leadership perspectives. The Partnership’s sensitive, staged but deliberate promotion of women’s participation in kastom governance is an important element in managing this risk.’

Implementation showed extreme caution around gender issues, due to the resistance to a human rights approach, which was perceived by many as an alien introduced concept. An approach based on an analysis of *kastom* values (e.g. respect, safety, reciprocity, the web of kinship ties) allowed some progress to be made in creating a space for women’s voice (CR:20). However, the ODE Case Study found that progress was in fact minimal. ‘Interviews with some chiefs who had attended the storians do not show evidence that they have changed their approach to handling violence and family disputes’ (p20), whereas other non-VKGP approaches, such as the Male Advocates training by the Vanuatu Women’s Centre, have had much more success in influencing chiefs to take a more pro-woman perspective in resolving domestic disputes (p29). It concluded that a ‘significant unintended outcome that AusAID faces is the risk that the Partnership activities may strengthen a chiefly system that includes practices detrimental to women’ (p20).

1. **What can be learnt from the initiatives to inform a future evaluation of AusAID’s support to women’s leadership?**

* Including this programme in a full evaluation of women’s leadership would allow a more in depth assessment of the reasons for the slow progress on women’s inclusion. Correctly interpreting the socio- cultural context of a program during design and implementation is crucial to any initiative aimed at changing gender power relations.
* Program documents suggest that the slow progress is due to appropriate sensitivity around gender issues, and the risks involved if AusAID were to encourage less subtle approaches. If this turns out to be the case, then much could be learned to inform AusAID’s future work. However, the lack of a strong gender research focus and the minimal attention given to discussing and reporting on gender issues in the implementation of the program could suggest insufficient attention to gender in the program design and failure to include ni-Vanuatu women leaders during both design and implementation. The MTR gave only one paragraph to gender, concluding that the program has had ‘varied success’ in reaching women and noting that it is ‘felt by different women’s organisations that the ni-Vanuatu management of the VKGP is not conducive to gender equality’ (MTR:18).
* The lower levels of women’s participation in storians in other islands and the high level of participation by eminent (and sceptical) women’s leaders in Port Vila, leading to two additional *Public Forums on Women and Kastom* (CR: 20) at these leaders’ request, suggests that the VKGP processes were not allowing for sufficient dialogue on the issue of gender and women’s role in governance. The Vanuatu Women’s Centre expressed the need to continue these fora, and a future evaluation could explore the views of both male and female leaders on future methods of developing more gender-inclusive form of governance at various levels which would still allow for a ‘more nuanced and culturally embedded understanding of rights’ (CR:24).
* This emphasises the importance of understanding the context in designing or evaluating programs that aim to address gender equality, and also the need for more rigorous monitoring of progress on gender quality, enabling adjustments to strategies to ensure that positive, rather than negative, outcomes are being achieved.
* The low level of attention given to gender equality and women’s leadership issues resulted in a deficit of relevant primary data, which would require a full evaluation to do some further data collection with key female and male stakeholders and program participants.

### Summary information from AidWorks[[164]](#footnote-164)

|  |  |
| --- | --- |
| **Initiative Name & Number** | Women in Leadership and Decision Making: INH605 |
| **Country / ies** | Timor-Leste |
| **Initiative Period** | 1 July 2007 to 16 November 2012 |
| **Total Initiative Value** | $610,462.76 (including anticipated) |
| Program description  UN Women’s Integrated Program for Women in Politics and Decision Making (IPWPDM) is designed to enhance and support women’s participation in politics and in decision making at the national, municipal and village (succo) levels. The initiative will complement work conducted by the UNDP Parliament Project and other programs under the Building Demand for Better Governance White Paper initiative. The program has two key components: one to provide support to women leaders at national level; and the other that aims to enhance rural women’s leadership and participation in nation building in Timor-Leste.  A no-cost extension of the project to 30 June 2012 was allowed for unspent funds to be used to support advocacy for a women’s agenda and women candidates in the 2012 national elections. | |
| **Team member reviewing** | Chris Bradley |

1. **What is the nature of the implementing partner / s**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Partner | Managing Contractor / s | Government Partner / s | NGO / s | Multilateral Body | Bilateral Body | AusAID | Regional organisation / s |
| **Primary (contracted partner)** |  | ✓ | ✓ | ✓ |  | ✓ |  |
| **Secondary (collaborative partner)** |  |  |  |  |  |  |  |

**Comments:** The program is managed by AusAID and implemented by UNIFEM (now UN Women), in cooperation with key CSOs, and in partnership with the Ministry of State Administration, National Parliament and the Office for the Promotion of Equality. (UNIFEM Concept Note, draft). Costs were shared with Irish AID, UNDEF and Norway, with Irish Aid contributing about 45%, and AusAID contributing the second largest share.

1. **To what extent does the program intend to focus on women and / or gender equality outcomes?**

|  |  |  |  |
| --- | --- | --- | --- |
| Program primarily focuses on women | Program intends to apply a gender equality approach throughout | Program includes some gender equality or women’s component / s | Program has no specific gender equality or women’s component / s |
| ✓ |  |  |  |

**Sources of evidence:** UNIFEM Concept Note (2006), AusAID MTR (2011), UN Women Final Progress Report (2012).

**Comments**: the primary targets were women, but many aspects of the program focused on enhancing male support for women’s leadership.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 1. **Has the initiative defined women’s leadership?** | **Yes** | **✓** | **No** |  |

The program’s definition of women’s leadership can be inferred from the program goals, which are: 1) Gender aware and effective women are elected to decision-making positions in national-level state institutions, at municipal and *suco* (village) levels; and 2) Elected women leaders at the national, municipal and *suco* levels are able to influence a gender responsive, rights-based agenda.

1. **How has the initiative defined or conceptualised women’s leadership (i.e. even if it has not been formally defined, what aspects of women’s leadership does the program intend to contribute to)?**

|  |  |  |  |
| --- | --- | --- | --- |
| **Women’s agency** | ✓ | **Civil society participation** | ✓ |
| **Women’s relations (e.g. coalitions etc.)** | ✓ | **Public sector participation** | ✓ |
| **Government structures and processes** | ✓ | **Private sector participation** |  |
| **Political participation, national level** | ✓ | **Peace-building** |  |
| **Political participation, local level** | ✓ | **Violence against women** |  |
| Enabling environment (e.g. creating support for women’s leadership, publicising role models, educating electorates about women’s human rights, ensuring safety) | | | ✓ |

**Sources of evidence:** AusAID MTR (2011), UN Women FPR (2012).

**Comments:** Women’s leadership is addressed in formal government structures from village to national level, supported by strengthened alliances and increased gender equality capacity not only of elected leaders but of the public service institutions at all levels which carry out political decisions.

The IPWPDM program has four components: building and supporting a Gender Resource Centre within the national Parliament; enhancing women’s participation in *suco* (village) councils; gender mainstreaming in line ministries; and enhancing women’s role in post-conflict nation building, of which AusAID directly supported the first two components. It builds on a previous program of AusAID support to women’s leadership through UNIFEM, which aimed at increasing women’s participation in *suco* and national elections both as participants and candidates, following the introduction of quotas for women’s representation at these levels.

1. **What are the strategies the program is using to strengthen women’s leadership?**

|  |  |  |  |
| --- | --- | --- | --- |
| **Building individual capacity of women** | **✓** | **Support to legislative / policy change** | ✓ |
| **Sensitising men to gender equality** | **✓** | **Addressing barriers to women’s leadership in formal institutions (e.g. political parties)** | ✓ |
| **Supporting women’s groups or coalitions** | **✓** | **Gender mainstreaming** | ✓ |
| **Supporting men’s groups or coalitions on gender equality** |  | **Mentoring** | ✓ |
| **Supporting partnerships between men and women on gender equality / leadership** | **✓** | **Media training** | ✓ |
| **Policy development on gender equality / women’s leadership** | **✓** | **Community education** | ✓ |
| **Use of affirmative action (e.g. quotas) to increase women’s representation** | **✓** | **Addressing violence against women** |  |
| **Providing / improving facilities** | **✓** | **Research and dissemination of findings** | ✓ |
| **Providing resources, tools, manuals** |  | **Income generation** |  |

**Sources of evidence**: AusAID MTR (2011), UN Women FPR (2012).

**Comments:** Men were sensitised to gender equality through community education, by being included in the training for potential candidates and candidates, during sensitisation for the leadership of political parties, by inclusion in capacity building by the Gender Equality Resource Centre for National Parliament, and by collaboration with the Women’s Caucus in Parliament.

1. **What are the broad types of outcomes expected from an increase in women’s leadership? Which of these outcomes have been achieved? What are the gaps?**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Expected | Achieved |  | Expected | Achieved |
| Increased attention to issues of importance to women in decision-making fora | ✓ | ✓ | Weakened gender stereotypes, broader aspirations for women and girls | ✓ | ✓ |
| Policies and laws increasingly reflect women’s needs and concerns | ✓ |  | Reduced tolerance for VAW | ✓ |  |
| Improved services and accessibility for women | ✓ | ✓ | Women share more in household decisions and resources |  | ✓ |
| Greater community acceptance of women’s human rights |  |  | Women become more active economically |  |  |
| Enhanced personal agency | ✓ | ✓ | Reduction in poverty |  |  |
| Enhanced professional capacity | ✓ | ✓ |  |  |  |

**Sources of evidence**: UNIFEM CN (2006), AusAID MTR (2011), UN Women MTR (2012).

**Comments:** At *suco* level, the proportion of females elected in the 2009 elections rose from 19% to 28% though there was no increase in women *suco* chiefs (2%), and elected females expressed the need for continuing support to enhance their capacity (FPR:15). Many community women still did not understand the importance of voting, and some polling stations are not accessible to women.

At national level, the proportion of female MPs elected in 2012 rose to 38%, but the proportion of ministerial or vice-ministerial positions held by women fell from 59% to 54% (FPR:15). The formation of a Women’s Caucus of female Parliamentarians is an effective and sustainable strategy for strengthening women’s leadership at this level. The Gender Resource Centre has been integrated into Parliamentary Support Services as the Centre for Capacity Building and Information for Gender Equality and now provides technical advice on gender equality issues to male and female MPs, including on the upcoming domestic violence legislation, Security Council Resolution 1325, and the penal code and the drafting of a Gender Equality Bill.

The Results Framework for the MTR was not available to the Evaluability Assessment Team.

Available program documentation did not identify any legislation passed benefitting women which could be attributable to the Program. The FPR found that more efforts are needed to ensure that national election data is disaggregated by sex and released to the public (p20).

Annex A of the FPR provides a one-page list of examples of how women elected to the *suco* councils benefitted from their training by: seeking other training, such as literacy; advocating on women’s issues such as family planning, education for girls, water and sanitation improvements; and providing assistance to the vulnerable. Out of 2,628 women trained on transformative leadership and politics (FPR:9), three examples were given of trained women initiating small income generating projects locally.

Email correspondence from AusAID to the implementers notes concerns that the final report ‘makes no reference to the poor findings of the mid-term review of the program, nor does it explain the significant delays that the program has experienced, leading to the return of our unspent funds. We had expected a more accurate reflection of the successes and challenges of the program’.

1. **What is the quality of data available on outcomes for women?**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| For primary data collection and analysis | Weighting | Unknown / not at all (-1) | A little  (1) | Most / all  (2) | NA | Score |
| **Is gender-based data available?** | | | | | | |
| 1. Was data collected on outcomes relevant for women and / or gender equality? | 2 |  |  | **✓** |  | 4 |
| 1. Does the program have sex disaggregated data? | 2 |  |  | **✓** |  | 4 |
| **Score on availability of gender based data** |  |  |  |  |  | **8 / 8** |
| **What’s the quality of the data available?** | | | | | | |
| 1. Has a baseline of women’s situation (could be retrospective) been collected or defined to enable assessment of change for the intended outcomes? | 1 |  | **✓** |  |  | **1** |
| 1. Is the source of data identified in reports? | 1 | **✓** |  |  |  | **-1** |
| 1. Were data collection and analysis methods explained? | 1 | **✓** |  |  |  | **-1** |
| 1. Data collection methods appear suitable for the outcomes measured? | 2 | **✓** |  |  |  | **-2** |
| 1. Is some form of independent assessment available? | 1 |  | **✓** |  |  | 1 |
| **TOTAL** |  |  |  |  |  | **-2 / 12** |

**Overall assessment of quality of data currently available from the program document review**

|  |  |  |  |
| --- | --- | --- | --- |
| Category | Not Sufficient | Partially sufficient | Sufficient |
| **Score** |  | x |  |
| **Reasons for assessment** | Considerable data is provided on the results achieved through the program, however no information was provided on how this data was collected, what the source of the data was etc. The independent review of the program was very negative on the progress at that stage, and no independent review was available at the completion of the project. | | |

**Sources of evidence:** UNIFEM CN (2006), AusAID MTR (2011), UN Women FPR (2012).

1. **Is there evidence to link women’s economic empowerment and women’s leadership outcomes? What does the evidence say?**

|  |  |  |
| --- | --- | --- |
| None | A little | A lot |
| ✓ |  |  |

**Comments**: See last remark above.

**Sources of evidence:** UNIFEM CN (2006), AusAID MTR (2011) UN Women FPR (2012).

1. **What is the quality of the evidence of women’s economic empowerment?**

N/A

1. **What is the adequacy of gender considerations in design and implementation?**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Source doc | Score for gender[[165]](#footnote-165) | Date | Relevant Comments (keep this brief, it’s not our main focus by any means) | | | | | |
| **QAE** | n / a |  |  | | | | | |
| **QAI** | n / a |  |  | | | | | |
| **IPR** | n / a |  |  | | | | | |
| **MTR** |  | 2011 | ‘Flaws in the programme design’ relating to the logic of the components, the formulation of results frameworks, UNIFEM’s weak management capacity, and different donor standards (p25), which affected implementation | | | | | |
| **FE / FPR / CR** |  | 2012 | UN Women’s report (completion report) presented only positive achievements | | | | | |
| **Gender Equality Framework** | | | Yes | ✓ | No |  | N / A |  |

**Sources of evidence:** UNIFEM CN (2006), AusAID MTR (2011), UN Women’s FPR (2012).

1. **What can be learnt from the initiatives to inform a future evaluation of AusAID’s support to women’s leadership?**

* Independent reviews are particularly important in programs where funding is shared by different donors, and where there might be weaknesses in management and co-ordination, as was the case in this program. AusAID’s MTR was able to identify problems in implementation and management which stemmed at least partly from different approaches, procedures, standards and levels of involvement by the different donors, and lack of a uniform method for allocating resources (p25-7).
* Different levels of satisfaction among the various target groups and beneficiaries (including some men) were recorded in the MTR, as were significantly different degrees of success in capacity enhancement at national and at *suco* levels which are relevant for future strategising (p26).
* It is difficult to attribute results to AusAID’s support when multiple other activities take place simultaneously (MTR:18). A full evaluation would be able to make a better assessment of some outcomes due to greater elapsed time (e.g. relevant to legislation, which is seldom a short-term outcome), and the ability to collected more focused information.
* This program is of interest because it used a broad range of strategies in the context of post-conflict re-construction, with considerable quantitative documentation of both male and female participation in and benefits from different elements of the program and election processes at *suco* and national levels, as well as useful knowledge products such as reviews of electoral legislation and processes, a *Strategic Framework* and *Roadmap for Enhancing Leadership and Women’s Participation in the 2012 Election and Beyond.*

### Summary information

|  |  |
| --- | --- |
| **Initiative Name & Number** | ING429 – The Australian Community Development and Civil Society Strengthening Scheme (ACCESS) Phase II |
| **Country / ies** | Indonesia |
| **Initiative Period** | 1 May 2008 – 30 April 2013 (in process to extend to April 2014) |
| **Total Initiative Value** | AU$29,611,430 |
| **Program description**  ACCESS Phase II enables Village Facilitators to increase citizens’ participation in local-level democratic governance, so that women, the poor and marginalised are able to demand good-quality services. The program works by engaging national level NGOs to facilitate the strengthening of local civil society organisations and local governments. These partners work to empower women, the poor and marginalised to participate in processes to set local development priorities (IPR 2010). The program operates in 20 districts in 4 provinces in eastern Indonesia and uses an asset based approach for CSO partners and community to maximise their own resources and strength prior to seeking external support (QAI). | |
| **Team member reviewing** | Jessica Kenway |

1. **What is the nature of the implementing partner / s?**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Partner | Managing Contractor / s | Government Partner / s | NGO / s | Multilateral Body | Bilateral Body | AusAID | Regional org / s | Research org |
| **Primary (contracted partner)** | X |  |  |  |  |  |  |  |
| **Secondary (collaborative partner)** |  | X |  |  |  |  |  |  |

**Comments:**

1. **To what extent does the program intend to focus on women and / or gender equality outcomes?**

|  |  |  |  |
| --- | --- | --- | --- |
| Program primarily focuses on women | Program intends to apply a gender equality approach throughout | Program includes some gender equality or women’s component / s | Program has no specific gender equality or women’s component / s |
|  | x |  |  |

Sources of evidence: QAI 2012

**Comments:**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| 1. **Has the initiative defined women’s leadership?** | **Yes** |  | **No** |  | **Unknown** | x |

1. **How has the initiative defined or conceptualised women’s leadership (i.e. even if it has not been formally defined, what aspects of women’s leadership does the program intend to contribute to)?**

|  |  |  |  |
| --- | --- | --- | --- |
| **Women’s agency** | x | **Participation in civil society** | x |
| **Women’s relations (e.g. coalitions etc.)** | x | **Participation in public sector** | x |
| **Government structures and processes** | x | **Participation in private sector** | x |
| **Political participation, national level** |  | **Peace-building** |  |
| **Political participation, local level** | x | **Violence against women** |  |
| Enabling environment (e.g. creating support for women’s leadership, publicising role models, educating electorates about women’s human rights, ensuring safety, dialoguing on gender issues) | | | x |
| **Other?** |  |  |  |

**Sources of evidence:** QAI 2012.

**Comments:** Aims to increase women’sengagement with local government to influence resource allocation. The program promotes equality and inclusiveness as a value, and insists on its implementation. E.g. the program has insisted on equal participation of women at all levels of the program (i.e. not just with beneficiaries, but also within CSOs). This has resulted in important gender equality outcomes (IPR 56). In December 2006 the Decentralisation Support Facility conducted a review to look at how gender and women’s issues had been addressed in five community-driven development projects in Indonesia, including ACCESS. The review mission found that ACCESS had the highest effectiveness rating in mainstreaming gender across five key aspects of the review (IPR 11).

1. **What are the strategies the program is using to strengthen women’s leadership*?***

|  |  |  |  |
| --- | --- | --- | --- |
| **Building individual capacity of women through training, skill development, professional development opportunities, mentoring etc.** | x | **Addressing barriers to women’s leadership in formal institutions (e.g. within political parties)** |  |
| **Sensitising men to gender equality** | x | **Use of affirmative action (e.g. quotas) to increase women’s representation** |  |
| **Strengthening women’s organisations** | x | **Support to policy development on gender equality / women’s leadership (e.g. by government, private sector, churches etc.)** | ? |
| **Supporting women’s coalitions or networks** | x | **Support to legislative change** |  |
| **Supporting men’s groups or coalitions on gender equality** | ? | **Gender mainstreaming[[166]](#footnote-166)** |  |
| **Supporting women and men to discuss together, or work together on matters relating to gender equality / leadership** | x | **Community education on gender equality / women’s leadership** | x |
| **Providing / improving facilities** |  | **Addressing violence against women** |  |
| **Providing resources, tools, manuals** |  | **Research and dissemination of findings** | x |
| **Support media to be more gender-sensitive**  **(e.g. training journalists in gender-sensitive reporting)** |  | **Supporting women’s income generation** | x |
| **Promote sharing of household tasks and care-giving between men and women** |  | **Other**  **Affirmative action in activities – increasing the involvement of women.** | x |

**Sources of evidence:** QAI 2012, 2011, 2010.

**Comments:** Ensuring emerging women leaders are organised and capable of negotiating with private sector and government. Raises gender equity awareness among CSO partners, community and local government. Increasing men’s involvement in village health service unit, which has usually been dominated by activities for mothers. Supports multi-stakeholder forums.

The program funded a study on women leadership and participation in developing public policy in South Sulawesi and NTB in 2010. The study found that the program had increased participation and strengthened women leadership in developing policy at the community level. It was unclear how the results of the study were disseminated or used.

1. **What are the broad types of outcomes expected from an increase in women’s leadership? Which of these outcomes have been achieved? What are the gaps?**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Expected | Achieved |  | Expected | Achieved |
| **Immediate Outcomes** |  |  |  |  |  |
| Enhanced personal agency of women (increased skills, knowledge, confidence etc.) | x | x | Women have greater influence over decision-making in committees, groups etc. | x | x |
| Women have greater relations (networks, coalitions and support) to achieve their desired changes | x | x | Women have greater influence over decision-making in government | x | x |
| Women actively participate in political processes |  |  | Women share more in household decisions and resources | ? | x |
| Women become more active economically (e.g. increased employment, income, formal and informal business etc.) | x | x | Other |  |  |
| **Longer-term or Larger-scale Outcomes** |  |  |  |  |  |
| Increased attention to issues of importance to women in decision-making fora | x | x | Greater community acceptance of women’s human rights |  |  |
| Policies and laws increasingly reflect women’s needs and concerns | x | x | Weakened gender stereotypes, broader societal, cultural aspirations for women and girls |  |  |
| Improved services and accessibility for women | ? | ? | Reduced tolerance or incidence for VAW |  |  |
| Reduction in levels of poverty |  |  | Other |  |  |

**Sources of evidence:** QAI 2012, 2011, 2010. IPR 2010.

**Comments:** NB the expected outcomes of the program were not known in detail, but assumed from the program objectives, and reports available.

QAI 2012 reports: ‘There is … evidence of significant increase of women moving to leadership positions both in community-based organisations and in village government structure. It provides opportunity for women to have a stronger position on addressing issues affecting their lives and family. In NTT and NTB there are 208 women holding strategic positions (village head, village government staff, local council board). At the beginning of the program, no woman has ever held these positions before’. QAI reports over 9000 women have increased income as a result of program support for women’s groups to be better organised and empowered, and to broaden their network and marketing coverage.

QAI 2011: Increase in gender responsive budgeting, decreased number of discriminative regulations against women, increased control of women in decision making at household and economic level.

IPR: Gender equality most cited example of behaviour change resulting from the program.

1. **What is the quality of data available on outcomes for women?**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| For primary data collection and analysis | Weighting | Unknown / not at all (-1) | A little  (1) | Most / all  (2) | NA | Score |
| **Is gender-based data available?** | | | | | | |
| Was data collected on outcomes relevant for women and / or gender equality? | 2 |  |  | x |  | 4 |
| Does the program have sex disaggregated data? | 2 |  |  | x |  | 4 |
| Score |  |  |  |  |  | 8 / 8 |
| **What’s the quality of the data available?** | | | | | | |
| Has a baseline of women’s situation (could be retrospective) been collected or defined to enable assessment of change for the intended outcomes? | 1 | x |  |  |  | -1 |
| Is the source of data identified in reports? | 1 | x |  |  |  | -1 |
| Were data collection and analysis methods explained? | 1 |  | x |  |  | 1 |
| Data collection methods appear suitable for the outcomes measured? | 2 |  |  | x |  | 4 |
| Is some form of independent assessment available (e.g. IPR for initiatives >$3M, independent review commissioned by contractor etc.)? | 1 |  |  | x |  | 2 |
| **Total Score (ticks by weighting)** |  |  |  |  |  | **5 / 12** |

Unfortunately the program implementers’ annual reports were not available for the review, and the QAI data does not provide much detail on results, or sources of evidence. Also, gender equality, or the quality of the M&E system was not a focus in the IPR (2010). However, the IPR did report evidence that confirmed some of the findings in the QAIs, and the impression given was of a relatively strong M&E system in place (rated 5 / 6 in 2012 QAI).

Evidence within the IPR included affirmative action by CSOs to increase representation of women; women more empowered in relation to their inclusion and participation in development planning, and that basic service delivery had improved in response to community demand. Four impact evaluation tools were used by the program including: Civil Society Index (CSI), Community and Local Government Impact Assessment, MSC stories and PEKA (capacity assessment for community based organisations) (IPR: 33). These are deemed appropriate for capturing qualitative in-depth data on changes relevant for gender equality and women’s leadership. Beneficiary feedback to IPR team indicated greater acceptance by men of women’s involvement as a significant change (p31). ‘Now women are involved at all stages of planning. We have a new school. We have water facilities. We’re able to lobby the government for financial resources. We’ve developed a Medium-term Development Plan.’

Program intending to use external research organisation for impact assessment, and internal studies by the implementing partner.

**Overall assessment of quality of data currently available from the program document review (considering if gender based data is available, and the quality of the data).**

|  |  |  |  |
| --- | --- | --- | --- |
| Category | Not Sufficient | Partially sufficient | Sufficient |
| **Score** |  |  | x |
| **Reasons for assessment** | There appears to be data available relevant to a larger evaluation of women’s leadership (e.g. formation of coalitions, influence on local government decision making etc.). However, this would need to be confirmed through a more detailed review of program reports. | | |

**Sources of evidence:** QAI 2012, QAI 2011

1. **Is there evidence to link women’s economic empowerment and women’s leadership outcomes? What does the evidence say?**

|  |  |  |
| --- | --- | --- |
| None | A little | A lot |
|  | x |  |

Program supports CSO partners to focus on specific women’s groups, particularly in local economic development. Program reports increase in income for these women as a result of activities (QAI 2012).

IPR notes that there was some evidence of economic improvements, but causal linkages were ambiguous (p31).

1. **What is the quality of the evidence of women’s economic empowerment?**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| For primary data collection and analysis | Weighting | Unknown / not at all (-1) | A little  (1) | Most / all  (2) | NA | Score |
| 1. Was the data sex disaggregated? | **2** |  |  | x |  | **4** |
| 1. Was a baseline of women’s situation (could be retrospective) collected or defined to enable assessment of change for the intended outcomes? | **1** | x |  |  |  | **-1** |
| 1. Is the source of data identified in reports? | **1** | x |  |  |  | **-1** |
| 1. Were data collection and analysis methods explained? | **1** | x |  |  |  | **-1** |
| 1. Do data collection methods appear suitable for the outcomes measured? | **2** | x |  |  |  | **-2** |
| 1. Is some form of independent assessment available (e.g. IPR for initiatives >$3M, independent review commissioned by contractor etc.)? | **1** | x |  |  |  | **-1** |
| **Total Score (ticks by weighting)** |  |  |  |  |  | **-1 / 16** |

**Overall assessment of quality of data on women’s economic empowerment**

|  |  |  |  |
| --- | --- | --- | --- |
| Category | Not Sufficient | Partially sufficient | Sufficient |
| **Score** |  | x |  |
| **Reasons for assessment** | Possible. But further review of detailed program documents required to decide. | | |

**Sources of evidence:**

1. **What is the adequacy of gender considerations in design and implementation?**

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Source doc | Score for gender | Date | Relevant Comments *(keep this brief, it’s not our main focus)* | | | | | | Not available |
| **QAE** |  |  |  | | | | | |  |
| **QAI** | 6 / 6 | 2012 |  | | | | | |  |
| **IPR** |  |  |  | | | | | |  |
| **Women’s Plan or Gender Equality Framework / Strategy** | | | **Yes** |  | No |  | Unknown | The Gender and Social Inclusion strategy applied in the program ensures that women, the poor and marginalised actively participate in activities. |  |

**Sources of evidence:**

1. **What can be learnt from the initiatives to inform a future evaluation of AusAID’s support to women’s leadership? (for this initiative, but primarily thinking more widely across AusAID’s other support for women’s leadership).**

* Need a range of documents to make this assessment. Program reports are essential to review the quality of data, and methods used. Other studies and reports such as the IPR and QAI’s help to give an assessment of perception of quality, but without the program reports, too many details are missing.

### Summary information

|  |  |
| --- | --- |
| **Initiative Name & Number** | Strengthening Parliamentary Democracy in Timor-Leste; Project Code ING416 |
| **Country / ies** | Timor-Leste |
| **Initiative Period** | Three phases: 2003*–2*006; 2006*–2*009; 2010*–2*013 |
| **Total Initiative Value** | US$15.3 million |
| Program description Support the National Parliament to strengthen its institutional capacity focusing on the five strategic areas of Parliamentary work: legislative support; oversight support; strengthening Parliamentary Administration and Secretariat Functions; Support Democratic Representation, Transparency and Accessibility; and Gender Mainstreaming | |
| **Team member reviewing** | Jessica Kenway / Lauren Coutts |

1. **What is the nature of the implementing partner / s?**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Partner | Managing Contractor / s | Government Partner / s | NGO / s | Multilateral Body | Bilateral Body | AusAID | Regional orgs | Research org |
| **Primary (contracted partner)** |  |  |  | UNDP |  |  |  |  |
| **Secondary (collaborative partner)** |  | National Parliament |  |  |  |  |  |  |

**Comments:**

1. **To what extent does the program intend to focus on women and / or gender equality outcomes?**

|  |  |  |  |
| --- | --- | --- | --- |
| Program primarily focuses on women | Program intends to apply a gender equality approach throughout | Program includes some gender equality or women’s component / s | Program has no specific gender equality or women’s component / s |
|  |  | x |  |

**Sources of evidence:** Strengthening Parliamentary Democracy in Timor-Leste, Project update, Q1 Report

**Comments:** The program seeks to develop legislative capacity over five broad areas; gender is only one of these components. In the description of the other components gender equality is either very minimal or absent.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 1. **Has the initiative defined women’s leadership?** | **Yes** |  | **No** | **x** |

1. **How has the initiative defined or conceptualised women’s leadership (i.e. even if it has not been formally defined, what aspects of women’s leadership does the program intend to contribute to)?**

|  |  |  |  |
| --- | --- | --- | --- |
| **Women’s agency** | x | **Participation in civil society** |  |
| **Women’s relations (e.g. coalitions etc.)** | x | **Participation in public sector** |  |
| **Government structures and processes** | x | **Participation in private sector** |  |
| **Political participation, national level** | x | **Peace-building** |  |
| **Political participation, local level** |  | **Violence against women** | x |
| **Enabling environment (e.g. creating support for women’s leadership, publicising role models, educating electorates about women’s human rights, ensuring safety, dialoguing on gender issues)** | | | x |
| **Enabling gender equality through changes in legislation** | x | Other? |  |

**Sources of evidence:**

**Comments:** Agency defined as increased capacity to lead.

1. **What are the strategies the program is using to strengthen women’s leadership*?***

|  |  |  |  |
| --- | --- | --- | --- |
| **Building individual capacity of women through training, skill development, professional development opportunities, mentoring etc.** | **x** | **Addressing barriers to women’s leadership in formal institutions (e.g. within political parties)** | **x** |
| **Sensitising men to gender equality** |  | **Use of affirmative action (e.g. quotas) to increase women’s representation** | **x** |
| **Strengthening women’s organisations** |  | **Support to policy development on gender equality / women’s leadership (e.g. by government, private sector, churches etc.)** | **x** |
| **Supporting women’s coalitions or networks** | **x** | **Support to legislative change** | **x** |
| **Supporting men’s groups or coalitions on gender equality** |  | **Gender mainstreaming[[167]](#footnote-167)** | **x** |
| **Supporting women and men to discuss together, or work together on matters relating to gender equality / leadership** | **x** | **Community education on gender equality / women’s leadership** |  |
| **Providing / improving facilities** |  | **Addressing violence against women** | **x** |
| **Providing resources, tools, manuals** | **x** | **Research and dissemination of findings** |  |
| **Support media to be more gender-sensitive**  **(e.g. training journalists in gender-sensitive reporting)** |  | **Supporting women’s income generation** |  |
| **Promote sharing of household tasks and care-giving between men and women** |  | **Other** |  |

**Sources of evidence:** 2012 Q1 Report, 2011 Annual Report, 2006 Project Document, 2010 QAI, 2009 QAI

**Comments:** UNDP through a program-established gender resource centre provides gender analysis of draft laws (including laws on gender equality, land, labour, pornography and human trafficking, domestic violence, poverty elimination) and budgets; making presentations / attending workshops / discussion groups on issues affecting gender equality, including reproductive health, HIV / AIDs, sex education, family planning, disaster risk reduction and climate change, and enhancing women’s participation as voters and candidates; creating an international gender advisor; creating a women’s caucus; sharing experience with other parliaments. Awareness raising on GBV with training for MPS, and women’s caucus making presentations on this to schools etc.

1. **What are the broad types of outcomes expected from an increase in women’s leadership? Which of these outcomes have been achieved? What are the gaps?**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Expected | Achieved |  | Expected | Achieved |
| **Immediate Outcomes** | | | | | |
| Enhanced personal agency of women (increased skills, knowledge, confidence etc.) | x | x | Women have greater influence over decision-making in committees, groups etc. | x | x |
| Women have greater relations (networks, coalitions and support) to achieve their desired changes | x | x | Women have greater influence over decision-making in government | x | x |
| Women actively participate in political processes | x | x | Women share more in household decisions and resources |  |  |
| Women become more active economically (e.g. increased employment, income, formal and informal business etc.) |  |  | Other |  |  |
| **Longer-term or Larger-scale Outcomes** | | | | | |
| Increased attention to issues of importance to women in decision-making fora | x | x | Greater community acceptance of women’s human rights | x | x |
| Policies and laws increasingly reflect women’s needs and concerns | x | x | Weakened gender stereotypes, broader societal? cultural? aspirations for women and girls |  |  |
| Improved services and accessibility for women |  |  | Reduced tolerance or incidence for VAW | x | x |
| Reduction in levels of poverty | x |  | Other |  |  |

**Sources of evidence:** 2012 Q1 Report, 2011 Annual Report, 2010 QAI, 2009 QAI

**Comments:** Strategies forincreasing women’s agency in the program include a focus on the Women’s Caucus – attending workshops, training, seminars, networking, capacity building, etc. Women have greater influence over decision-making through participation in committees, networks, etc. and thereby have a greater influence over decision-making in government.

The program has been effective in inducing longer-term change. Issues of gender equality are debated in parliament, and policies and legislation are more reflective of women’s needs. This includes a gender analysis being applied to draft legislation, as well as the passing of a Gender Equality Law and gender responsive budgeting. The Women’s Caucus has been actively involved on a poverty reduction committee, though no outcomes directly affecting the economic empowerment of women can be claimed in this area during the life of the program.

Greater acceptance of women’s human rights and a reduced tolerance for VAW are further outcomes of the program. MPs have both undergone gender-based violence training and made public presentations to raise community awareness of these issues and the importance of women’s human rights generally.

1. **What is the quality of data available on outcomes for women?**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| For primary data collection and analysis | Weighting | Unknown / not at all (-1) | A little  (1) | Most / all  (2) | NA | Score |
| **Is gender-based data available?** |  |  |  |  |  |  |
| 1. Was data collected on outcomes relevant for women and / or gender equality? | 2 |  |  | x |  | 4 |
| 1. Does the program have sex disaggregated data? | 2 |  |  | x |  | 4 |
| **Score** |  |  |  |  |  | **8 / 8** |
| **What’s the quality of the data available?** |  |  |  |  |  |  |
| 1. Has a baseline of women’s situation (could be retrospective) been collected or defined to enable assessment of change for the intended outcomes? | 1 |  | x |  |  | 1 |
| 1. Is the source of data identified in reports? | 1 |  |  | x |  | 2 |
| 1. Were data collection and analysis methods explained? | 1 | x |  |  |  | -1 |
| 1. Data collection methods appear suitable for the outcomes measured? | 2 | x |  |  |  | -2 |
| 1. Is some form of independent assessment available (e.g. IPR for initiatives >$3M, independent review commissioned by contractor etc.)? | 1 | x |  |  |  | -1 |
| **Total Score (ticks by weighting)** |  |  |  |  |  | **-1 / 12** |

There is little baseline data information available. The only description of the status of women in parliament before the program includes:

* Parliament has not consistently addressed gender issues in its policy discussions. Capacity does not exist among representatives, or staff, to conduct gender-sensitive policy analysis. (2006 Project Document)
* Women have not formed a caucus across party lines to deliberate on gender mainstreaming in national policies, despite some attempts. Party loyalties are strong. Moreover, there is no clear consensus as to what ‘gender’ is about. (2006 Project Document)

As such, while there is much discussion of initiatives taken there are fewer *measured* outcomes. We don’t know, for instance, how many female MPs there were at the start of the project versus the end (though we do know a quota was established before the 2012 elections). We can see that certain laws were passed that underwent a gender analysis and that various workshops and training occurred; however the outcomes from these activities is not measured (i.e. It can be assumed that they have had a positive impact on women’s leadership, but no efforts to qualify this were noted.)

**Overall assessment of quality of data currently available from the program document review (considering if gender based data is available, and the quality of the data).**

|  |  |  |  |
| --- | --- | --- | --- |
| Category | Not Sufficient | Partially sufficient | Sufficient |
| **Score** |  | x |  |
| **Reasons for assessment** | Lots of information on activities and there is data on some outcomes like legislative change. There is limited data from participants (MPs) about what the exact impact has been on them or on the communities they interact with. | | |

**Sources of evidence:**

1. **Is there evidence to link women’s economic empowerment and women’s leadership outcomes? What does the evidence say?**

|  |  |  |
| --- | --- | --- |
| None | A little | A lot |
|  | x |  |

Potential impacts from gender responsive budgeting; no actual evidence sited however.

1. **What is the quality of the evidence of women’s economic empowerment?**

NA.

1. **What is the adequacy of gender considerations in design and implementation?**

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Source doc | Score for gender | Date | Relevant Comments *(keep this brief, it’s not our main focus)* | | | | | | Not available |
| **QAE** |  |  |  | | | | | |  |
| **QAI** | 5 / 6 | 2009 |  | | | | | |  |
| **IPR** |  |  |  | | | | | |  |
| **Final Evaluation** |  |  |  | | | | | |  |
| **Women’s Plan or Gender Equality Framework / Strategy** | | | Yes |  | No |  | Unknown |  |  |

**Sources of evidence:**

1. **What can be learnt from the initiatives to inform a future evaluation of AusAID’s support to women’s leadership? (for this initiative, but primarily thinking more widely across AusAID’s other support for women’s leadership).**

* It would be helpful if future evaluations included a survey of male and female MPs, i.e. those people directly impacted by the project to strengthen women’s leadership in parliamentary democracy. A questionnaire could attempt to measure changes in perceived gender equality and attitudes towards women in positions of power. Case studies could provide more in-depth qualitative evidence.

### Summary information

|  |  |
| --- | --- |
| **Initiative Name & Number** | INF220 Basic Education Development Project ( BEDP) |
| **Country / ies** | PNG |
| **Initiative Period** | April 2004 – Dec 2010 |
| **Total Initiative Value** | $54,000,000 |
| Program description – Historically BEDP has focused on school infrastructure and capacity development at the primary and community school levels. This includes improving the management capacity of the School Board of Management and encouraging community ownership of the school facilities; providing a better teaching and learning environment for both teachers and students. BEDP operates in all 20 provinces providing capacity building to support National Department of Education (NDoE), Provinces, Districts and communities to plan, deliver and maintain school infrastructure. Capacity building activities have included the development and distribution of materials in infrastructure, maintenance and school management. This has been supported through training workshops.  NB This assessment has focused on the aspect of BEDP which included training and support District Women’s Facilitators to help facilitate increased involvement by women in school management. | |
| **Team member reviewing** | Jessica Kenway |

1. **What is the nature of the implementing partner / s?**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Partner | Managing Contractor / s | Government Partner / s | NGO / s | Multilateral Body | Bilateral Body | AusAID | Regional org / s | Research org |
| **Primary (contracted partner)** | x |  |  |  |  |  |  |  |
| **Secondary (collaborative partner)** |  | x |  |  |  |  |  |  |

**Comments:**

1. **To what extent does the program intend to focus on women and / or gender equality outcomes?**

|  |  |  |  |
| --- | --- | --- | --- |
| Program primarily focuses on women | Program intends to apply a gender equality approach throughout | Program includes some gender equality or women’s component / s | Program has no specific gender equality or women’s component / s |
|  | x |  |  |

**Sources of evidence:** Cluster Evaluation of Education Projects in PNG (2010)

**Comments:** Difficult to assessin the absence of a program design document being available. However, the central strategy of using DWFs, and the intended outcomes of increased girls’ enrolment at school suggest that a gender equality approach was applied throughout.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 1. **Has the initiative defined women’s leadership?** | **Yes** |  | **No** | **x** |

1. **How has the initiative defined or conceptualised women’s leadership (i.e. even if it has not been formally defined, what aspects of women’s leadership does the program intend to contribute to)?**

|  |  |  |  |
| --- | --- | --- | --- |
| **Women’s agency** | **x** | **Participation in civil society** | **x** |
| **Women’s relations (e.g. coalitions etc.)** | **x** | **Participation in public sector** | **x** |
| **Government structures and processes** |  | **Participation in private sector** |  |
| **Political participation, national level** |  | **Peace-building** |  |
| **Political participation, local level** |  | **Violence against women** |  |
| **Enabling environment (e.g. creating support for women’s leadership, publicising role models, educating electorates about women’s human rights, ensuring safety, dialoguing on gender issues)** | | |  |
| **Other?** |  |  |  |
| **Positive strong female role models** | **x** |  |  |

**Sources of evidence:** QAI 2010 (final).

**Comments:** While the program’s main intended outcome was to strengthen basic education, an important side benefit was building the leadership of local women – the DWFs. The program also increased the involvement by local women on the school Boards of Management – another leadership outcome.

Relationsinclude the network established between DWFs, and the relationships established between DWFs and Provincial Education Advisors (trained together, field visits together etc.).

Cluster evaluation: The project treated the exclusion of women as a key quality issue for educational outcomes, and placed great emphasis on encouraging women to participate in communal action and in decisions.

1. **What are the strategies the program is using to strengthen women’s leadership*?***

|  |  |  |  |
| --- | --- | --- | --- |
| **Building individual capacity of women through training, skill development, professional development opportunities, mentoring etc.** | **x** | **Addressing barriers to women’s leadership in formal institutions (e.g. within political parties)** |  |
| **Sensitising men to gender equality** | **x** | **Use of affirmative action (e.g. quotas) to increase women’s representation** |  |
| **Strengthening women’s organisations** |  | **Support to policy development on gender equality / women’s leadership (e.g. by government, private sector, churches etc.)** |  |
| **Supporting women’s coalitions or networks** | **x** | **Support to legislative change** |  |
| **Supporting men’s groups or coalitions on gender equality** |  | **Gender mainstreaming[[168]](#footnote-168)** |  |
| **Supporting women and men to discuss together, or work together on matters relating to gender equality / leadership** | **x** | **Community education on gender equality / women’s leadership** | **x** |
| **Providing / improving facilities** | **x** | **Addressing violence against women** |  |
| **Providing resources, tools, manuals** | **x** | **Research and dissemination of findings** |  |
| **Support media to be more gender-sensitive**  **(e.g. training journalists in gender-sensitive reporting)** |  | **Supporting women’s income generation** |  |
| **Promote sharing of household tasks and care-giving between men and women** |  | **Other** |  |

**Sources of evidence:** QAI 2010 (final), Cluster Evaluation (2010).

**Comments:** Cluster Evaluation: Part of BEDP’s strategy was to supplement the male-dominated provincial structures through whom they worked with an alternative voice and source of authority, the District Women Facilitators, who were trained to work in partnership with provincial counterparts as members of BOMF Teams to facilitate workshops with communities, BOMs and departmental officials. Many women stated that having a female presenter as part of the BOMF made a difference by actively involving women in the program and providing role models for communities. School visits were structured to allow separate inputs from men, women and youth, and presentations from the BOM facilitation teams included advocacy for gender equity, including the importance of women participating in all aspects of community life and sending girls to school. The workshops also covered HIV / AIDS and violence against women. DWFs were generally highly regarded and were asked for help on a wide range of topics (such as health, maternity issues, child development and HIV / AIDS) which they referred where appropriate.

1. **What are the broad types of outcomes expected from an increase in women’s leadership? Which of these outcomes have been achieved? What are the gaps?**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Expected | Achieved |  | Expected | Achieved |
| **Immediate Outcomes** |  |  |  |  |  |
| Enhanced personal agency of women (increased skills, knowledge, confidence etc.) | **x** | x | Women have greater influence over decision-making in committees, groups etc. | **x** | x |
| Women have greater relations (networks, coalitions and support) to achieve their desired changes | **x** | x | Women have greater influence over decision-making in government | **?** | ? |
| Women actively participate in political processes |  |  | Women share more in household decisions and resources |  |  |
| Women become more active economically (e.g. increased employment, income, formal and informal business etc.) |  |  | Other |  |  |
| **Longer-term or Larger-scale Outcomes** |  |  |  |  |  |
| Increased attention to issues of importance to women in decision-making fora | **x** | x | Greater community acceptance of women’s human rights |  |  |
| Policies and laws increasingly reflect women’s needs and concerns |  |  | Weakened gender stereotypes, broader societal? cultural? aspirations for women and girls | **?** | x |
| Improved services and accessibility for women | **x** | x | Reduced tolerance or incidence for VAW |  |  |
| Reduction in levels of poverty |  |  | Other |  |  |

**Sources of evidence:** Cluster Evaluation and QAI 2010

**Comments:**

**Expected outcomes:** Difficult to know the expected outcomes in the absence of a program design document, however these have been guessed here based on the strategies used, and the reports available from the program.

**Actual outcomes:** Cluster Evaluation: There is quantitative and qualitative evidence that the initial visits led to community mobilisation around school maintenance, participatory planning **and a greater recognition of women’s contribution.** But the intended cycle of visits proved hard to maintain, and there was a rapid drop off in the rate of repeat visits, return of school questionnaires and acquittals.

BEDP reports based on survey returns from seven provinces show that numbers of female BOM members increased between 2% (in Manus) and 54% (in East New Britain) between the first and second surveys. No information on the gender composition of BOMs is collected by the school census so it is not possible to undertake a more robust analysis of baseline and 2010 data based on a representative sample of primary schools.

Over 400 DWFs were trained, and the retention rate has been high. Of the DWFs who completed a self-assessment[[169]](#footnote-169), a large number indicated that the major benefits of the project included improved **self-confidence, more respect from men and women in their communities, attaining positions of trust and acting as role models for women and girls**.

One of BEDP’s legacies is a cadre of **education and standards officers** who became used to working with DWFs on the BOM facilitation **teams and to discussing gender roles and rights with communities**. However, this legacy will erode as staff turnover and will need reinforcing.

Another is the network of DWFs. While the DWFs selected were already quite confident and recognised as leaders in their communities, the DWF experience gave them a role in the education sector and greater **credibility**, particularly at the provincial level. Selecting strong women in the community was appropriate for providing ‘role models’ at the school community level. These women **return to their communities better informed and will be able to use their skills and knowledge beyond the life of the program**. The establishment of the network itself was a positive step, and the network has been used for other initiatives (e.g. distribution of textbooks, consultation on gender policy by the Department of Community Development). Some of the women have progressed beyond their role as a DWF (e.g. some now on Provincial Education Boards, in the judicial system, and one running for national parliament), and there is potential that other programs will utilise the DWF network. A number of DWFs are being encouraged to apply for a competency based certificate for community development workers.

1. **What is the quality of data available on outcomes for women?**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| For primary data collection and analysis | Weighting | Unknown / not at all (-1) | A little  (1) | Most / all  (2) | NA | Score |
| **Is gender-based data available?** |  |  |  |  |  |  |
| 1. Was data collected on outcomes relevant for women and / or gender equality? | 2 |  |  | x |  | 4 |
| 1. Does the program have sex disaggregated data? | 2 |  |  | x |  | 4 |
| Score |  |  |  |  |  | 8 / 8 |
| **What’s the quality of the data available?** |  |  |  |  |  |  |
| 1. Has a baseline of women’s situation (could be retrospective) been collected or defined to enable assessment of change for the intended outcomes? | 1 |  | x |  |  | 1 |
| 1. Is the source of data identified in reports? | 1 | x |  |  |  | -1 |
| 1. Were data collection and analysis methods explained? | 1 | x |  |  |  | -1 |
| 1. Data collection methods appear suitable for the outcomes measured? | 2 | x |  |  |  | -2 |
| 1. Is some form of independent assessment available (e.g. IPR for initiatives >$3M, independent review commissioned by contractor etc.)? | 1 |  |  | x |  | 2 |
| **Total Score (ticks by weighting)** |  |  |  |  |  | **-1 / 12** |

Unsure if baseline collected on women’s leadership (for the DWFs). But this was collected for women’s participation on the BOM, and girls’ enrolment in school etc.

Cluster Evaluation (2010) – BEDP … had drawbacks to their monitoring and evaluation system which make it difficult to trace significant and lasting outcomes. In particular, the BEDP baseline cannot easily be compared to current school census data because the two systems do not cover the same set of questions.

**Overall assessment of quality of data currently available from the program document review (considering if gender based data is available, and the quality of the data).**

|  |  |  |  |
| --- | --- | --- | --- |
| Category | Not Sufficient | Partially sufficient | Sufficient |
| **Score** |  | x |  |
| **Reasons for assessment** | The reports available indicate that useful data was collected (although not all of this was sighted for this review) on women’s leadership at various levels, and the influence of this (at least in the short-term) for school management. | | |

**Comments:** NB the assessment was made on the basis of the data available on the DWFs which was just one aspect of the program.

1. **Is there evidence to link women’s economic empowerment and women’s leadership outcomes? What does the evidence say?**

|  |  |  |
| --- | --- | --- |
| None | A little | A lot |
| X (not relevant for this project) |  |  |

1. **What is the quality of the evidence of women’s economic empowerment?**

N / A

1. **What is the adequacy of gender considerations in design and implementation?**

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Source doc | Score for gender | Date | Relevant Comments (keep this brief, it’s not our main focus) | | | | | | Not available |
| **QAE** |  |  |  | | | | | |  |
| **QAI** | 5 / 6 | 2010 |  | | | | | |  |
| **IPR** |  |  |  | | | | | |  |
| **Final Evaluation** |  |  |  | | | | | |  |
| **Women’s Plan or Gender Equality Framework / Strategy** | | | Yes |  | No |  | Unknown  x |  |  |

**Sources of evidence:**

1. **What can be learnt from the initiatives to inform a future evaluation of AusAID’s support to women’s leadership? (for this initiative, but primarily thinking more widely across AusAID’s other support for women’s leadership).**

* Some important outcomes achieved in women’s agency (e.g. DWFs and women on school BOMs), and relations, (changed attitudes of male Education Officers, networks between DWFs), and structure (positive role models of women leaders). However ICR noted that some of these outcomes were unlikely to be sustained once the project ended (which occurred in 2010), although the DWFs role as leaders might continue (they were already being used in a range of other programs and initiatives beyond BEDP).
* Women’s leadership was not necessarily an intended outcome of the program, but through a strong gendered approach employed (a full time gender advisor on the program, and the active support and resourcing for DWFs) this was one of the key outcomes of the program.
* Would be interesting to do a tracer study of a selection of DWFs.

### Summary information

|  |  |
| --- | --- |
| **Initiative Name & Number** | Pacific Leadership Program – INH528 |
| **Country / ies** | Pacific region and in four target countries: Samoa, Solomon Islands, Tonga and Vanuatu. |
| **Initiative Period** | 1 July 2007 to 30 December 2016 (one phase ended in 2013) |
| **Total Initiative Value** | $83,860,016.43 (including anticipated) |
| **Program description**  The Pacific Leadership Program aims to strengthen political governance in the Pacific region (including East Timor) through improving leadership practices at the local, national and regional levels. The program will be implemented through four focus areas: policy engagement; support for innovative leadership practice at national levels; development of a strategic research and analysis agenda; and partnerships with regional institutions.  The Program will be implemented by a range of delivery organisations in different countries across the Pacific. The Program will have a strategic engagement with the Pacific Islands Forum Secretariat, AusAID Country Programs and regional institutions, as well as provide grant funding to individual government, civil society and other organisations in each country.  The Program will be managed by a Program Secretariat (two AusAID seconded officers supported by a Program Support Contractor) and overseen by an Advisory Panel comprised of eminent Pacific Islanders, with AusAID and the Pacific Island’s Forum Secretariat. | |
| **Team member reviewing** | Jessica Kenway |

1. **What is the nature of the implementing partner / s?**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Partner | Managing Contractor / s | Government Partner / s | NGO / s | Multilateral Body | Bilateral Body | AusAID | Regional organisation / s | Research org |
| **Primary (contracted partner)** | ✓ |  |  |  |  | ✓ |  |  |
| **Secondary (collaborative partner)** |  | ✓ | ✓ |  | ✓ |  | ✓ |  |

**Explanation:**

PLP is managed by AusAID with implementation support by a managing contractor. The initiative then supports implementation by a wide range of organisations (over 40 organisations, networks or coalitions since inception) (QAI 2012).

1. **To what extent does the program intend to focus on women and / or gender equality outcomes?**

|  |  |  |  |
| --- | --- | --- | --- |
| Program primarily focuses on women | Program intends to apply a gender equality approach throughout | Program includes some gender equality or women’s component / s | Program has no specific gender equality or women’s component / s |
|  |  | ✓ |  |

**Sources of evidence:**

**IPR:** The Program has engaged with women leaders as a core part of its work, attempting to ensure equal participation and access to the Program.

While some activities within the program have a strong focus on gender equality, this does not seem to be applied universally across the program.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 1. **Has the initiative defined women’s leadership?** | **Yes** |  | **No** | **x** |

**IPR:** Although shaped by certain principles and beliefs, the Program does not impose any particular model of leadership; rather it encourages partners to reach their own locally appropriate understanding. Has not appeared to define women’s leadership.

1. **How has the initiative defined or conceptualised women’s leadership (i.e. even if it has not been formally defined, what aspects of women’s leadership does the program intend to contribute to)?**

|  |  |  |  |
| --- | --- | --- | --- |
| **Women’s agency** | **✓** | **Participation in civil society** |  |
| **Women’s relations (e.g. coalitions etc.)** | **✓** | **Participation in public sector** |  |
| **Government structures and processes** |  | **Participation in private sector** |  |
| **Political participation, national level** | **✓** | **Peace-building** |  |
| **Political participation, local level** |  | **Violence against women** |  |
| **Enabling environment (e.g. creating support for women’s leadership, publicising role models, educating electorates about women’s human rights, ensuring safety, dialoguing on gender issues)** | | | **✓** |
| **Other?** |  |  |  |

**Sources of evidence:**

**Comments:** Difficult to identify as PDD not available. However, from the reports available it appears PLP defines the leadership approach as developmental and political. Does not define women’s leadership specifically (QAI 2012). Following the recommendation in an IPR in mid*–2*012, AusAID intends to focus more on ‘understanding women’s leadership and gender equality (women’s leadership scoping study and consciously programming for women and men to advocate on gender equality’ (QAI 2012).

1. **What are the strategies the program is using to strengthen women’s leadership?**

|  |  |  |  |
| --- | --- | --- | --- |
| **Building individual capacity of women through training, skill development, professional development opportunities, mentoring etc.** | **x** | **Addressing barriers to women’s leadership in formal institutions (e.g. within political parties)** | **X?** |
| **Sensitising men to gender equality** |  | **Use of affirmative action (e.g. quotas) to increase women’s representation** |  |
| **Strengthening women’s organisations** | **x** | **Support to policy development on gender equality / women’s leadership (e.g. by government, private sector, churches etc.)** |  |
| **Supporting women’s coalitions or networks** | **x** | **Support to legislative change** |  |
| **Supporting men’s groups or coalitions on gender equality** |  | **Gender mainstreaming[[170]](#footnote-170)** |  |
| **Supporting women and men to discuss together, or work together on matters relating to gender equality / leadership** | **x** | **Community education on gender equality / women’s leadership** |  |
| **Providing / improving facilities** |  | **Addressing violence against women** |  |
| **Providing resources, tools, manuals** | **x?** | **Research and dissemination of findings** | **x** |
| **Support media to be more gender-sensitive**  **(e.g. training journalists in gender-sensitive reporting)** |  | **Supporting women’s income generation** |  |
| **Promote sharing of household tasks and care-giving between men and women** |  | **Other** |  |

**Sources of evidence:** QAI 2012, IPR 2012.

**Comments:** Difficult to identify as PDD not available. Significant focus on not just the activities but on ‘its way of working’ – i.e. working through partnerships. Builds ownership and sustainability. IPR: ‘a Program like PLP cannot ‘create’ successful leadership for development, but its ways of working do appear to increase significantly its ability to enable and augment existing potential. ‘ (p1).

QAI 2012 – PLP’s internal M&E efforts have also generated information about relevant leadership approaches in the region and about how best to contribute to local efforts in the exercise of leadership. Although, IPR noted that PLP partners commented that PLP ‘could do more to document who is doing what on women’s leadership in the Pacific, how the concept of Pacific leadership could more squarely address gender concerns, and holding more ‘think-tank’ type debates on these issues’.

1. **What are the broad types of outcomes expected from an increase in women’s leadership? Which of these outcomes have been achieved? What are the gaps?**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Expected | Achieved |  | Expected | Achieved |
| **Immediate Outcomes** | | | | | |
| Enhanced personal agency of women (increased skills, knowledge, confidence etc.) | **x** | ? | Women have greater influence over decision-making in committees, groups etc. | **?** |  |
| Women have greater relations (networks, coalitions and support) to achieve their desired changes | **x** | x | Women have greater influence over decision-making in government | **?** |  |
| Women actively participate in political processes |  |  | Women share more in household decisions and resources |  |  |
| Women become more active economically (e.g. increased employment, income, formal and informal business etc.) |  |  | Other |  |  |
| **Longer-term or Larger-scale Outcomes** | | | | | |
| Increased attention to issues of importance to women in decision-making fora | **?** |  | Greater community acceptance of women’s human rights |  |  |
| Policies and laws increasingly reflect women’s needs and concerns | **?** |  | Weakened gender stereotypes, broader societal? cultural? aspirations for women and girls |  |  |
| Improved services and accessibility for women |  | ? | Reduced tolerance or incidence for VAW |  |  |
| Reduction in levels of poverty | **x** |  | Other |  |  |

**Comments:** ODE review (Managing Performance Politics, Context and partnerships) found PLP had enhanced the capacity of 9 / 11 partner organisations and enhanced leadership capabilities in 6 / 11 (women are leaders of many of these program partners). IPR also found the program has engaged with women leaders, including young women. ‘The Program is starting to engage effectively on issues of women’s leadership at a strategic level, after a slow start. However it has not yet effectively embedded gender equality into its core program or its M&E systems’ (IPR).

**QAI 2012:** While PLP aims to contribute to a range of outcomes, the ones measured include:

* Specific development challenges being actively addressed
* Leaders working in coalitions driving developmental change
* Leaders are supported by improved leadership structure to drive development change
* Increased learning on Pacific leadership approaches, theory, practice and models

**QAI and IPR:** PLP has not overtly addressed how men’s leadership contributes to inequality of access and participation of women.

IPR notes key success have been: strengthening credible representation of private sector influence in regional economic policy-making fora; and securing the highest level of commitment regionally to addressing youth employment issues. Unclear of women’s role in this, or whether women’s interests better represented through these outcomes.

IPR noted limited follow up with attendees to assess application of any learnings or the value of capacity development events.

1. **What is the quality of data available on outcomes for women?**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| For primary data collection and analysis | Weighting | Unknown / not at all (-1) | A little  (1) | Most / all  (2) | NA | Score |
| **Is gender-based data available?** |  |  |  |  |  |  |
| Was data collected on outcomes relevant for women and / or gender equality? | 2 |  | x |  |  | 2 |
| Does the program have sex disaggregated data? | 2 | x |  |  |  | -2 |
| Score |  |  |  |  |  | 0 / 8 |
| What’s the quality of the data available? |  |  |  |  |  |  |
| Has a baseline of women’s situation (could be retrospective) been collected or defined to enable assessment of change for the intended outcomes? | 1 | x |  |  |  | -1 |
| **Is the source of data identified in reports?** | **1** | **x** |  |  |  | **-1** |
| Were data collection and analysis methods explained? | 1 | x |  |  |  | -1 |
| Data collection methods appear suitable for the outcomes measured? | 2 | x |  |  |  | -2 |
| Is some form of independent assessment available (e.g. IPR for initiatives >$3M, independent review commissioned by contractor etc.)? | 1 |  |  | x |  | 4 |
| **Total Score (ticks by weighting)** |  |  |  |  |  | **-1 / 12** |

**Overall assessment of quality of data currently available from the program document review**

|  |  |  |  |
| --- | --- | --- | --- |
| Category | Not Sufficient | Partially sufficient | Sufficient |
| **Score** | x |  |  |
| **Reasons for assessment** | The IPR found that data was not gender disaggregated, and there was little data on women’s participation and access to benefits. This is partly because PLP has not ‘effectively embedded gender equality into its core program or its M&E systems’. Thus limited data on outcomes achieved through the program relevant to women’s leadership were available for this review. The IPR notes some positive changes in regards to partner organisations’ leadership capability, but it is unclear how this has strengthen women’s or women’s coalitions / groups capacity.  However, the program has identified the need to strengthen both its work with gender equality and women’s leadership, and how it captures outcomes through its M&E system, so this could be expected to generate more useful information for an evaluation of women’s leadership in the future. | | |

**Source:** Based on IPR, QAI, ODE Policy review

**Comments:** The IPR also found the need to strengthen M&E of progress towards development objectives. This included the need to ‘...clarify program expectations regarding how proposed activities are expected to contribute to developmental change (and ultimately poverty reduction), over what timelines...’.

The revised MEF still seems to only define these areas very broadly. I.e. *Evaluation question 4:*

*Is the exercise of leadership which PLP has supported creating outcomes that might contribute to sustained developmental change? With a follow up comment:*

Gender issues will need to be clearly integrated into all these questions. This would need to in particular include: ensuring the collection of gender disaggregated data; assessing the ‘gender’ capacity and mix of partners; exploring how leadership (does or does not) lead to gender positive outcomes.

Note that gender evaluation of Gender Equality in Political Governance (GEPG) Programme (UNIFEM) intended to be conducted (by March 2012). TORs sighted, but not the data or final report for this review.

PLP indicates commitment to address the gaps identified. Data thus might be available in one to two years’ time. The management response to the IPR agreed that gender disaggregated data will be tracked and measured through the newly reinvigorated M&E framework, to capture information about how PLP is engaging and supporting leadership on gender equality.

1. **Is there evidence to link women’s economic empowerment and women’s leadership outcomes? What does the evidence say?**

|  |  |  |
| --- | --- | --- |
| None | A little | A lot |
|  | ✓ |  |

**What the evidence says:** PLP has been ‘instrumental in supporting coalition-driven, reform processes in ....strengthening the credible representation of private sector influence in regional economic policy-making fora’. ‘...it has recently begun to work with the Commonwealth Local Government Forum and some Local Governments around the issue of local economic development, with the Vanuatu Department of Women’s Affairs on decision-making, and with the International Union for Conversation and Nature (IUCN) on the issue of Green Economy’ (IPR 2012).

IPR notes caution that while the program is well placed to respond to opportunities to fast track poverty related results, but that generally progress in this area should be expected to be slow (in recognition of the complexity of the issues).

No data to link this to benefits for women specifically.

IPR notes: ‘It is also no surprise that attributable results to date relate more to improvements in process and ‘enabling’ factors than changes in social or economic welfare (or poverty impact). Furthermore, these gains are vulnerable to set-backs, and positive impacts on broader development outcomes are by no means an inevitable outcome. The Program is trying to enhance the potential of leaders and their networks and coalitions to promote and seize opportunities for developmental change, if and when they occur. While opportunities may arise to expedite progress, helping to develop the leadership of reform-minded coalitions to deliver lasting impact on poverty is likely to be an uncertain and potentially slow process’. (IPR: 6).

1. **What is the quality of the evidence of women’s economic empowerment?**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| For primary data collection and analysis | Weighting | Unknown / not at all (-1) | A little  (1) | Most / all  (2) | NA |
| 1. Was the data sex disaggregated data? | 2 | X |  |  |  |
| 1. Was a baseline of women’s situation (could be retrospective) collected or defined to enable assessment of change for the intended outcomes? | 1 | X |  |  |  |
| 1. Is the source of data identified in reports? | 1 | X |  |  |  |
| 1. Were data collection and analysis methods explained? | 1 | X |  |  |  |
| 1. Do data collection methods appear suitable for the outcomes measured? | 2 | X |  |  |  |
| 1. Is some form of independent assessment available (e.g. IPR for initiatives >$3M, independent review commissioned by contractor etc.)? | 1 |  | x |  |  |
| **TOTAL** |  |  |  |  |  |

**Overall assessment of quality of data on women’s economic empowerment**

|  |  |  |  |
| --- | --- | --- | --- |
| Category | Not Sufficient | Partially sufficient | Sufficient |
| **Score** |  | x |  |
| **Reasons for assessment** |  | | |

1. **What is the adequacy of gender considerations in design and implementation?**

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Source doc | Score for gender | Date | Relevant Comments (keep this brief, it’s not our main focus) | | | | | | Not available |
| **QAE** |  |  |  | | | | | |  |
| **QAI** | 4 / 6 | 2012 |  | | | | | |  |
| **IPR** | 3 / 6 | 2012 |  | | | | | |  |
| **Final Evaluation** |  |  |  | | | | | |  |
| **Women’s Plan or Gender Equality Framework / Strategy** | | | Yes |  | No |  | Unknown  x |  |  |

1. **What can be learnt from the initiatives to inform a future evaluation of AusAID’s support to women’s leadership?**

* Essential to have time to communicate with the program implementers. AusAID staff at a minimum, but also with key implementing partner / s. Documents do not adequately describe – and often conflicts between various documents.
* Considering scale and time-frame of programs in looking for development outcomes, such as economic empowerment etc. Evaluation should attempt to define broad levels of outcomes that could be realistic based on different categories of programs (large and long-term: change at a particular level with certain reach, OR small and short term: change at particular localised areas). Need to recognise differences in context.
* Programs tend to measure outcomes they are accountable for, which means that longer-term or more difficult changes might not be monitored. This can have implications for a broader evaluation of women’s leadership.
* This program’s way of working helps build leadership. Program acknowledges that it can’t ‘create’ leadership, but rather can support by providing opportunities etc.
* PLP is starting to engage more strategically on issues of women’s leadership – could be an interesting program for ODE to work with over a longitudinal study. Noting specifically targeted women’s leadership programming in 2012 includes support for:
  + Coalitions: on Women in Shared Decision Making (Vanuatu), Improving Women’s Access to Credit (Solomon Islands), Sustainable Livelihoods in Ha’apai (Tonga).
  + Projects: UN WOMEN Gender Equality and Political Governance Program (Regional, PNG, Solomon Islands, and Vanuatu) and the Emerging Pacific Women’s Leadership Program (12 PI countries), RRRT Legislative Lobbying for developmental change (Tuvalu, Tonga, Samoa, Nauru, Solomon Islands, Kiribati and Vanuatu).
  + Organisations: Solomon Islands Women in Business, Solomon Islands YWCA (Rise Up), PIPSO Women in Business (Regional).

### Summary information

|  |  |
| --- | --- |
| **Initiative Name & Number** | Advancing Gender Equality in Pacific Governance, 43646 |
| **Country / ies** | Multiple: 3 Melanesian and at least one Micronesian and Polynesian countries will be supported to implement community based women citizens and leaders education over five years. All 15 Pacific Countries covered by UNIFEM Pacific will be offered an opportunity to develop capacity. |
| **Initiative Period** | Phase I: 1 July 2007 – 30 June 2012 |
| **Total Initiative Value** | AU$6.2 million |
| Program description Goal: Gender equality in the Pacific. Purpose: To increase political participation of women as active citizens and leaders. The Project will support national and sub-national activities for normative and actual change towards gender equality characterised by women’s increased political participation and representation. | |
| **Team member reviewing** | Jessica Kenway / Lauren Coutts |

1. **What is the nature of the implementing partner / s?**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Partner | Managing Contractor / s | Government Partner / s | NGO / s | Multilateral Body | Bilateral Body | AusAID | Regional org / s | Research org |
| **Primary (contracted partner)** |  |  |  | UNIFEM |  |  |  |  |
| **Secondary (collaborative partner)** |  |  |  |  |  |  | x |  |

**Comments:**

1. **To what extent does the program intend to focus on women and / or gender equality outcomes?**

|  |  |  |  |
| --- | --- | --- | --- |
| Program primarily focuses on women | Program intends to apply a gender equality approach throughout | Program includes some gender equality or women’s component / s | Program has no specific gender equality or women’s component / s |
| x |  |  |  |

**Sources of evidence:** 2007 UNIFEM Draft Design

**Comments:**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 1. **Has the initiative defined women’s leadership?** | **Yes** |  | **No** | **x** |

1. **How has the initiative defined or conceptualised women’s leadership (i.e. even if it has not been formally defined, what aspects of women’s leadership does the program intend to contribute to)?**

|  |  |  |  |
| --- | --- | --- | --- |
| **Women’s agency** | **x** | **Participation in civil society** | **x** |
| **Women’s relations (e.g. coalitions etc.)** |  | **Participation in public sector** |  |
| **Government structures and processes** | **x** | **Participation in private sector** |  |
| **Political participation, national level** | **x** | **Peace-building** |  |
| **Political participation, local level** | **x** | **Violence against women** |  |
| **Enabling environment (e.g. creating support for women’s leadership, publicising role models, educating electorates about women’s human rights, ensuring safety, dialoguing on gender issues)** | | | **x** |
| **Other?** |  |  |  |

Enabling Environment – work with media on coverage of female politicians and candidates, community education surrounding women’s rights and women as leaders

**Sources of evidence:** 2007 UNIFEM Draft Design

**Comments:**

1. **What are the strategies the program is using to strengthen women’s leadership*?***

|  |  |  |  |
| --- | --- | --- | --- |
| **Building individual capacity of women through training, skill development, professional development opportunities, mentoring etc.** | **x** | **Addressing barriers to women’s leadership in formal institutions (e.g. within political parties)** | **x** |
| **Sensitising men to gender equality** | **x** | **Use of affirmative action (e.g. quotas) to increase women’s representation** | **x** |
| **Strengthening women’s organisations** |  | **Support to policy development on gender equality / women’s leadership (e.g. by government, private sector, churches etc.)** | **x** |
| **Supporting women’s coalitions or networks** |  | **Support to legislative change** | **x** |
| **Supporting men’s groups or coalitions on gender equality** |  | **Gender mainstreaming[[171]](#footnote-171) (not defined)** | **x** |
| **Supporting women and men to discuss together, or work together on matters relating to gender equality / leadership** | **x** | **Community education on gender equality / women’s leadership** | **x** |
| **Providing / improving facilities** |  | **Addressing violence against women** | **x** |
| **Providing resources, tools, manuals** | **x** | **Research and dissemination of findings** | **x** |
| **Support media to be more gender-sensitive**  **(e.g. training journalists in gender-sensitive reporting)** | **x** | **Supporting women’s income generation** |  |
| **Promote sharing of household tasks and care-giving between men and women** |  | **Other** |  |

**Sources of evidence:** 2007 UNIFEM Draft Design

**Comments:**

1. **What are the broad types of outcomes expected from an increase in women’s leadership? Which of these outcomes have been achieved? What are the gaps?**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Expected | Achieved |  | Expected | Achieved |
| **Immediate Outcomes** | | | | | |
| Enhanced personal agency of women (increased skills, knowledge, confidence etc.) | x | x | Women have greater influence over decision-making in committees, groups etc. |  |  |
| Women have greater relations (networks, coalitions and support) to achieve their desired changes | x | x | Women have greater influence over decision-making in government | x | x |
| Women actively participate in political processes | x | x | Women share more in household decisions and resources |  |  |
| Women become more active economically (e.g. increased employment, income, formal and informal business etc.) |  |  | Other |  |  |
| **Longer-term or Larger-scale Outcomes** | | | | | |
| Increased attention to issues of importance to women in decision-making fora |  |  | Greater community acceptance of women’s human rights | x | x |
| Policies and laws increasingly reflect women’s needs and concerns |  |  | Weakened gender stereotypes, broader societal? cultural? aspirations for women and girls | x | x |
| Improved services and accessibility for women |  |  | Reduced tolerance or incidence for VAW |  |  |
| Reduction in levels of poverty |  |  | Other |  |  |

**Sources of evidence:** 2013 Bridge Reports

**Comments:** ‘BRIDGE’ training of key stakeholder groups has worked towards achievement of agency outcomes, through improved understanding of electoral systems and rights. Training has also facilitated greater community acceptance of women’s human rights and a weakening of gender stereotypes surrounding women’s capacity to lead.

Evidence of a strengthening of relations (women’s coalitions, networks) is witnessed through a successful campaign by women’s civil society organisations (networking with international parliamentary unions) to implement Temporary Special Measures for women in Parliament. This led to increased influence in government decision-making to a certain extent, as some countries had more women elected to political office (PNG had a historic high of three women elected in 2012).

Overall, however, while the program has generated greater awareness of the importance of women participating in politics, this has not resulted in an actual increase in numbers.

According to the 2012 Final Report: *After five years of operation the goal to advance gender equality in political governance is far from being achieved and the programme objective to increase the participation of women as active citizens and leaders has not been realised. Desk analyses indicate that numbers at the national and local level governments have not changed much. Awareness created through BRIDGE training has not translated into an actual increase in number of women participating in political governance.*

1. **What is the quality of data available on outcomes for women?**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| For primary data collection and analysis | Weighting | Unknown / not at all (-1) | A little  (1) | Most / all  (2) | NA | Score |
| **Is gender-based data available?** | | | | | | |
| 1. Was data collected on outcomes relevant for women and / or gender equality? | 2 |  |  | X |  | 4 |
| 1. Does the program have sex disaggregated data? | 2 |  | X |  |  | 2 |
| Score |  |  |  |  |  | 6 / 8 |
| **What’s the quality of the data available?** | | | | | | |
| 1. Has a baseline of women’s situation (could be retrospective) been collected or defined to enable assessment of change for the intended outcomes? | 1 |  |  | x |  | 2 |
| 1. Is the source of data identified in reports? | 1 |  | X |  |  | 1 |
| 1. Were data collection and analysis methods explained? | 1 |  | X |  |  | 1 |
| 1. Data collection methods appear suitable for the outcomes measured? | 2 |  | X |  |  | 2 |
| 1. Is some form of independent assessment available (e.g. IPR for initiatives >$3M, independent review commissioned by contractor etc.)? | 1 |  |  | X |  | 2 |
| **Total Score (ticks by weighting)** |  |  |  |  |  | **8 / 12** |

**Overall assessment of quality of data currently available from the program document review (considering if gender based data is available, and the quality of the data).**

|  |  |  |  |
| --- | --- | --- | --- |
| Category | Not Sufficient | Partially sufficient | Sufficient |
| **Score** |  | x |  |
| **Reasons for assessment** | Detailed description of goals and desired outcomes; limited quantitative data on results | | |

**Sources of evidence:**

1. **Is there evidence to link women’s economic empowerment and women’s leadership outcomes? What does the evidence say?**

|  |  |  |
| --- | --- | --- |
| None | A little | A lot |
| x |  |  |

While there is no evidence directly linking initiatives to economic empowerment, it should be noted that one of the activities of the program was Gender Responsive Budgeting.

1. **What is the quality of the evidence of women’s economic empowerment?**

N / A

1. **What is the adequacy of gender considerations in design and implementation?**

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Source doc | Score for gender | Date | Relevant Comments (keep this brief, it’s not our main focus) | | | | | | Not available |
| **QAE** |  |  |  | | | | | |  |
| **QAI** |  |  |  | | | | | |  |
| **IPR** |  |  |  | | | | | |  |
| **Final Evaluation** |  |  |  | | | | | |  |
| **Women’s Plan or Gender Equality Framework / Strategy** | | | Yes |  | No |  | Unknown |  |  |

**Sources of evidence:**

1. **What can be learnt from the initiatives to inform a future evaluation of AusAID’s support to women’s leadership? (for this initiative, but primarily thinking more widely across AusAID’s other support for women’s leadership).**

* The outcomes of the project so far are somewhat disappointing (in terms of an increase in women in parliament and leadership positions in civil society). However, GPEG could be included in a larger evaluation of women’s leadership, given that the stated goals of the project are directly linked to women’s capacity to lead and perceptions / acceptance of women’s leadership in the Pacific.

Annex 5: Analysis of Scholarship Tracer Studies

**Initiative Name:** Australian Development Scholarships (ADS) and Pre-ADS Program

**Country / Region:** Laos

**Data Sources examined:** Impact Study of the Australian Development Scholarships and Pre-ADS Programs in Lao PDR, February 2010, Enterprise & Development Consultants.

#### What data exists on the program’s influence on women’s leadership (e.g. women mobilising people and resources in pursuit of shared and negotiated goals within government, private sector, civil society)?

* Both male and female ADS and Pre-ADS graduates reported increased roles in policy making and management after their studies were completed. Female graduate involvement however, starting from a higher base of 7% before the scholarship, rose after the scholarship to a level comparable with that of males of 28%. At the level of ‘to a medium extent’ of involvement, the figures increased for females from 38% to 45%.
* For women, promotions and increased seniority within the workplace have occurred at rates equalling or exceeding those for men. Study claimed that ‘The scholarship programs have proven to be an important and effective mechanism for redressing the gender imbalance in the professions and the continuance and further development of the scheme is strongly supported by the evidence of the positive impact the scholarships are having’.
* Participation in management after graduation – female graduates started from a higher base than males with a 6% involvement ‘to a great extent’ before the scholarship rising to 29% after the scholarship, to be at approximately the same level of involvement as males. At the level of ‘to a medium extent’ of involvement in management, the figures for males rose from 34% to 46% and for females, slightly less, from 26% to 34%.
* 55% ADS recipients reported having supervisory roles before their studies in Australia and this figure jumped dramatically to 83% afterwards. Of those who commenced employment for the first time on completion of their studies, over half reported being given supervisory responsibilities.
* 46% of ADS grads and 52% of Pre-ADS grads reported passing on their skills and knowledge to a great extent, while 32% of ADS grads and 13% of Pre-ADS grads reported doing this to a medium extent. (Passing on knowledge as a form of mobilisation). It is noteworthy, however, that of these skills ‘leadership’ was listed as one of the least transferable.

**What data exists on the program’s influence on the pre-conditions or enabling environment for women’s leadership (e.g. its influence on women’s agency, relations, or structure)?**

* On average 93% reported gaining new knowledge and skills through their studies, including ‘leadership.’
* Slightly more male (62%) than female (55%) ADS graduates were promoted on return to work. However, more female than male ADS graduates received two or three subsequent promotions.
* Qualitative evidence of change in enabling environment
  + Vongduan’s experience: Colleagues ‘trusted her more than ever’; gained more responsibility, skills recognised by the University
  + Mai’s experience: inspiration gained in knowing that ‘women can achieve just as much as men’ and that gender roles can be broken; more confident that she could achieve her goals; felt that the changes made within her over the course of her education made her more confident that she could achieve results and drive towards her goals; felt ‘real affinity’ for equal rights, laws protecting women

**What data exists on the program’s influence on women’s economic empowerment?**

* 82% of male ADS graduates and an almost identical 84% of female ADS graduates reported that ‘to a great extent’ the knowledge and skills gained through their scholarship studies had opened up new job opportunities for them.
* Most of the ADS and Pre-ADS graduates who were interviewed stated that as a result of the scholarship their standard of living had improved significantly (not sex disaggregated).

**What data exists on the gender equality approach within the program?**

* Gender parity is an essential element within the selection process for the ADS.
* Currently 40 ADS awards annually, with 50% awarded to women. No major barriers to women’s participation noted.

**What is the quality of this data?**

|  |  |  |  |
| --- | --- | --- | --- |
| Criteria for Quality | Yes | No | Comment |
| Data sex disaggregated? | x |  | For some sections, though importantly not all (e.g. impact on standard of living) |
| Reasonable sample size given # of participants? | x |  | 399 total. The ratio of males to females within the sample, 55% male to 45% females, mirrored the distribution within the overall population. |
| Source of data identified? | x |  |  |
| Do data collection methods appear suitable for the outcomes measured? | x |  |  |

**Notes on data:** Case studies on five former ADS scholars (two were women).

**Ideas for the evaluation**

* Raw data not provided, and summary data not sex-disaggregated in some important cases. Needs further investigation to find raw data etc., and to check if this was sex-disaggregated. Analysis often very weak in terms of gender implications, as this was not a focus in the original evaluation questions.
* Case studies provide useful information to help interpret the results in the context of a woman’s life. However, case studies are often brief, and in this case only two focused on women’s experiences. Also, the gender issues were explored only briefly within the case studies, and much of the information is focused on their in-Australia experience which has limited value for an evaluation of women’s leadership.

**Initiative Name:** Australian Scholarships for Development in Vietnam (ASDiv) Program

**Country / Region:** Vietnam

**Data Sources examined:** 2011 Vietnam Tracer Study of Australian Scholarships Alumni, March 2012.

#### What data exists on the program’s influence on women’s leadership (e.g. women mobilising people and resources in pursuit of shared and negotiated goals within government, private sector, civil society)?

* 49% of respondents felt that they had made a medium or great contribution to the promotion of gender equality (no difference between male and female respondents). Contributions to the promotion of gender equality were more prevalent among those alumni working in NGOs and international organisations than among other employment types. Public sector respondents were among the lowest in reporting contributions to the promotion of gender equality; this is a concern given gender equality is an intended outcome of ASDiV.
* 59% of respondents felt that they had made a medium or great contribution to policy development, though men were significantly more likely to report contributions in this area (not sex-disaggregated).
* Only a third of respondents in senior positions were women. This was generally true across different types of organisations, with the exception of foreign companies in the private sector, where 44% of people in senior positions were women.
* 64% of respondents think that their enhanced skills and knowledge are helping meet their current organisation’s needs; no difference between men and women.

#### What data exists on the program’s influence on the pre-conditions or enabling environment for women’s leadership (e.g. its influence on women’s agency, relations, or structure)?

* More women in management (47%) than in senior positions (32%). This proportion increases in foreign companies (55%) and civil society organisations (67%). Of those women in management positions, a higher proportion (73%) are mid-career than men (64%); however a greater proportion of men are older alumni. Authors note that this may suggest a change in perspective on women’s leadership positions, which may translate into more women in senior positions in future.
* Majority of respondents report being in higher-level positions than before their studies; however, women are less likely to be promoted than men (62% vs 74%). Of those who had been promoted, 87% believed their Australian study had been a contributing factor.
* Qualitative examples of agency from individual case studies:
  + ‘The most significant change is myself. I am so confident raising funds.’
  + ‘It makes us so confident to face challenges.’

#### What data exists on the program’s influence on women’s economic empowerment?

* 97% of in-Vietnam alumni respondents are currently employed. Men and women are evenly distributed across the public sector, the private sector, NGOs and international agencies.
* Majority of respondents were employed in their field of study. For those in the public sector, the scholarship does not markedly enhance their promotion prospects. Those who seek new employment on return are in higher-level positions.

#### What data exists on the gender equality approach within the program?

* Men are more likely to stay in touch with people met while studying in Australia, suggesting men have more opportunities to socialise during their scholarship.
* 56% of alumni studying overseas are women (in proportion to the respondent population), which suggests there are few barriers to women undertaking further study.

#### What is the quality of this data?

|  |  |  |  |
| --- | --- | --- | --- |
| Criteria for Quality | Yes | No | Comment |
| Data sex disaggregated? | X |  |  |
| Reasonable sample size given # of participants? | X |  | Although women were over-represented (56.4% vs 43.6%), sample size is considered reasonable for the purposes of this evaluability assessment. |
| Source of data identified? | X |  |  |
| Do data collection methods appear suitable for the outcomes measured? | X |  |  |

* Tracer study sequence has produced high quality quantitative data on the general experience of alumni who return to Vietnam.

#### Ideas for the evaluation

The study noted:

* Gender differences in employment levels – particularly the public sector – should be monitored to see whether opportunities for more women to move from management to senior positions are being realised.
* It would be expected that the majority of those in senior positions would come from the public sector; and yet the study shows most alumni in positions of leadership are actually in the private sector (which ASDiV does not target). Moreover, a larger percentage than expected (65% of respondents) studying in the field of business and commerce were women. This might suggest it would be beneficial to target scholars in this area.
* If AusAID wishes to promote gender equity, it needs to target NGOs and international agencies associated with this type work, as well as developing strategies to support alumni working in other sectors to realise this goal.

**Initiative Name:** Australia Awards Scholarship Indonesia

**Country / Region:** Indonesia

**Data Sources examined:** O.I. Trianto and I. Patrick; Tracer Study Report – 2012. March 2013.

#### What data exists on the program’s influence on women’s leadership (e.g. women mobilising people and resources in pursuit of shared and negotiated goals within government, private sector, civil society)?

* 77% of respondents reported an increased role in policy-making, which suggests increased ability to affect change in the workplace. (not sex-disaggregated)
* 73% of alumni reported regularly using leadership skills gained in Australia. (not sex-disaggregated)
* 63% of alumni passed on knowledge and skills in their workplace to a great extent in formal training or teaching contexts. (not sex-disaggregated)
* 49% of alumni passed on knowledge and skills to a great extent in informal contexts. (not sex-disaggregated)
* Alumni perceived skills and knowledge gained to be relevant to Indonesia’s development needs. (not sex-disaggregated)
* Increasing activity of alumni at the policy level. (not sex-disaggregated)

#### What data exists on the program’s influence on the pre-conditions or enabling environment for women’s leadership (e.g. its influence on women’s agency, relations, or structure)?

* Of those who returned to their former workplace, 69% moved into a more senior position; of that number 51% were female and 49% male. A significant number of alumni saw a correlation between this change and the qualification gained.
* 59% of women working in the sample were professionals and 36% were managers (compared with 53% and 47% for men respectively). All alumni working as technicians and associate professionals were women.
* 65% of the sample felt they received support from their supervisor to a great extent (51% male 49% female).
* 71% of the sample felt they received support from their colleagues to a great extent (again, a sentiment shared evenly between men and women). Women more frequently reported a medium extent of support in this regard (25% compared to 16%).
* Alumni reported valuing increased trust from supervisors in implementing important initiatives, receiving appreciation from colleagues, and formal acknowledgement from their workplace.
* 48% of men and 52% of women rated their overall scholarship experience as very positive.
* In regards to linkages with Australia (university staff / alumni bodies; former students; local communities), men and women reported similar levels of interaction.
* Alumni reported that the scholarship experience had directly contributed to their career development and prestige (no sex disaggregated statistic).
* Reported soft skills gained included greater self-confidence.

#### What data exists on the program’s influence on women’s economic empowerment?

* Overall reintegration in the workforce following the scholarship period was rapid and all respondents to the survey were currently employed.
* Alumni reported improved financial status following promotion or other achievements at work (no sex disaggregated statistic).

#### What data exists on the gender equality approach within the program?

* Australia Awards Program target scholarships so that equal numbers are provided for men and women.
* No significant obstacles to women noted in the study (like lack of support from supervisors).
* Not possible to identify if women benefitted equally from the program from the data available.

#### What is the quality of this data?

|  |  |  |  |
| --- | --- | --- | --- |
| Criteria for Quality | Yes | No | Comment |
| Data sex disaggregated? | x |  |  |
| Reasonable sample size given # of participants? | x |  | Of the 219 interviewees, 49% male and 51% female |
| Source of data identified? | x |  |  |
| Do data collection methods appear suitable for the outcomes measured? | x |  | 213 face to face interviews, 6 completed survey by email. 76% of alumni confirmed their preference for a continuation of future tracer studies being conducted face to face |

* Survey targets reintegration to employment; relevance and use of knowledge and skills in the work context; relevance and use of knowledge and skills in the community involvement context, among other categories.

#### Ideas for the evaluation

* Soft-skill development (language and communication, cultural awareness, motivation and attitudinal change, analytical and learning skills) a desirable outcome of the scholarships.
* Suggests these skills are not currently valued outcomes of the awards program and should be formally recognised as such.
* Perhaps this relates to a growing / changing definition of leadership, i.e. one that emphasises the importance of soft-skills.

**Initiative Name:** Cambodia Scholarships Program

**Country / Region:** Cambodia

**Data Sources examined:** Australian Scholarships in Cambodia Tracer Study and Evaluation – 2009, S. Webb; Cambodia Review of the Awards Program, January 2012.

#### What data exists on the program’s influence on women’s leadership (e.g. women mobilising people and resources in pursuit of shared and negotiated goals within government, private sector, civil society)?

* Tracer Study: 95% women awardees felt they were making a contribution to Cambodia’s development (through human resource development, teaching others etc.). 99% of these women feel their contribution is at least partly as a result of their Australian qualification. Commonly emphasised long-term nature of change. ‘Scholarships do contribute to increasing the sum total of internationally qualified human resources in Cambodia’. But limited examples provided of tangible benefits.

#### What data exists on the program’s influence on the pre-conditions or enabling environment for women’s leadership (e.g. its influence on women’s agency, relations, or structure)?

* Tracer Study: Increase in agency of women – confidence, motivation, ambition, skills; though felt less supported than men by their supervisors on their return to use their new skills and knowledge (and reported less utilisation of skills).
* Tracer Study: Women promoted at least once (but slightly less common than for men). 39.3% of women were promoted higher (24), compared to 42.1% men (61).

#### What data exists on the program’s influence on women’s economic empowerment?

* Tracer Study: Many respondents have secured additional work. 90% of women and 93% of men feel their chance of higher income has increased somewhat or a lot.

#### What data exists on the gender equality approach within the program?

* Tracer Study: indicated that overall program had gender equity in scholars during three of the 1five years examined (and a fourth year when there were more women). English support appeared to lead directly to an increase in women participating. Generally, significantly lower levels of women participating.
* Review: women now represent 40% of ADS awards.
* Review: Affirmative action (for women, rural, people with a disability or working in the disability sector) has had limited success largely because of English language constraints. The most effective affirmative action program has been the Ministry ELT program for women[[172]](#footnote-172). The Tracer Study, contractor surveys and award statistics indicate this program has provided increased opportunity and success for women in accessing scholarships.
* Weighting is given to women up until the interview process (appears to have contributed to women appointed making up a greater percentage than women applicants).

#### What is the quality of this data?

|  |  |  |  |
| --- | --- | --- | --- |
| Criteria for Quality | Yes | No | Comment |
| Data sex disaggregated? | X |  |  |
| Reasonable sample size given # of participants? | X |  | 30% of tracer survey were women, which reflected the proportion of female scholars in the program (27%). |
| Source of data identified? | X |  |  |
| Do data collection methods appear suitable for the outcomes measured? | X |  |  |

#### Ideas for the evaluation

* Tracer Study: recommended exploration of whether the activities of the Australian Alumni Association of Cambodia are sufficiently accessible to women, and ways to maximise women’s participation.
* Only 18 ALA scholars at the time of the review, so not possible to compare.
* Study comprehensive for the questions it was required to address. Unless studies are designed to look at the broader aspects of women’s leadership, this won’t be included.
* The study recommended that ‘AusAID explore a range of approaches to this evaluative inquiry in addition to tracer studies, such as in-depth institutional analysis and detailed individual case studies, in order to deepen the understanding of how scholars experience their studies and their work life post-scholarships, and to inform choices about future developments in the scholarships program’.

**Initiative Name:** South Asia Scholarships Program (SASP)

**Country / Region:** South Asia (Bangladesh, Bhutan, India, Maldives, Nepal and Sri Lanka)

**Data Sources examined:** South Asia Scholarships Program (SASP) Tracer Study, October 2012.

#### What data exists on the program’s influence on women’s leadership (e.g. women mobilising people and resources in pursuit of shared and negotiated goals within government, private sector, civil society)?

* Most alumni are now in higher positions than when they left to study in Australia, but the time taken to be promoted varied from one country to another, mainly because of public service policies. Among those who did not return to existing positions, women consistently took longer than men to find employment. But there was no significant difference in time to promotion after returning between women and men.
* Most alumni rated their studies as highly relevant to their countries’ needs (80%) and 98% rated their studies as ‘highly relevant’ or ‘of some relevance’ to their current jobs.
* The types of outcomes directly attributable to skills or knowledge acquired during their studies in Australia were varied and represented contributions to many kinds of development-related activities. Contributions included developing and implementing policy and changes in management systems. Concrete outcomes which alumni attributed to their experience were as diverse as producing vaccines, setting up an international money transfer system, instituting an improved national system for monitoring communicable diseases, devising a dramatically cheaper way of treating severe respiratory disease in children, increasing revenue from excise and contributing to legal changes to support the cause of disadvantaged groups, and writing a research paper on female labour migration.
* Some outcomes also resulted from their experience of living and working in Australia (in addition to specific skills gained through studies).
* No significant difference between ALAS scholars and others. A total of 39 alumni who completed Australian Leadership Awards Scholarships responded to the survey. These alumni might have expected to move into leadership positions on return but their promotions did not differ markedly from other alumni with regard to immediate promotion. All ALAS alumni had been promoted to higher status positions by the time of the survey and, in this, the cohort differed from other alumni where 84% had moved to higher ranks. There were no differences between this group and the rest of the cohort with regards to measures of responsibility relating to supervising staff, finances, policy or technical matters. ALAS alumni reported receiving higher salaries than before their studies but so did the other alumni.

#### What data exists on the program’s influence on the pre-conditions or enabling environment for women’s leadership (e.g. its influence on women’s agency, relations, or structure)?

* A large proportion of respondents reported changes in attitudes and practices in their professional and personal lives, which they attributed to their study experiences. Changes regularly mentioned included a more analytical thinking style, openness to new theories or approaches, valuing diversity and listening to the opinions of others regardless of work or social status. A common comment identified in focus groups was that alumni were perceived differently and more positively in work settings and in their communities on their return. Most alumni reported increases in confidence, self-reliance and tolerance for other faiths and opinions. For those whose families accompanied them on their scholarships, these changes were experienced the family group as well. Women especially noted that they were more confident in expressing their opinions and assuming an equal role in the workplace.
* The most frequently mentioned skills were analytical / critical thinking skills, communication skills and technical skills, while cross-cultural and leadership skills were also highly important.
* ‘Men (who have travelled to Australia with their partners) have seen so much change in the role of women (the female awardees) are now more assertive, better problem solvers, make decisions ... Women are more vocal and confident whereas before they were more conservative.’ (FG1.BH)
* Alumni made clear that for many women there are still hurdles to jump but they are up to the challenge.
  + I have to say there is some discrimination I’m aware of (in IT field). I applied to X (a particular company). I matched all existing criteria for the job, was familiar with all the equipment, had the knowledge etc. I got a call from the head office of an IT company. They asked to speak to *Michael* F…. When I finally convinced them I (Michelle) was the person who had applied, they said they were looking for males not females. I told them ‘You won’t find a better man than me’. After that it took about 7 months to get a job. I knocked on every door. (FG1.SL)
  + What I learned was that I shouldn’t hold back because I am a woman. In any organisation you have to elbow others occasionally. I wouldn’t have this attitude if I hadn’t been to Australia. Now my outlook has changed. I feel I can do what my male colleagues can do. (FG3.BD)
* ‘We always did the dishes in Oz. It did change a lot. We did have stereotypical roles before we left. Now my husband takes care of the baby while I work. It’s changed him as well. We changed roles but it didn’t spoil the relationship.’ (BG3.BD)
* But, on gender, a couple of focus group members said there had always been strong women in their families, and they didn’t think their study experience had changed their views about the role of women (FG1.BD).

#### What data exists on the program’s influence on women’s economic empowerment?

* No direct data, but can be inferred from the promotions awardees gained.

#### What data exists on the gender equality approach within the program?

* Alumni consisted principally of public sector employees in professional and managerial positions. Males dominated managerial roles (60:40), while proportions were roughly equal in professional roles (52:48).
* No specific issues noted.

**What is the quality of this data?**

|  |  |  |  |
| --- | --- | --- | --- |
| Criteria for Quality | Yes | No | Comment |
| Data sex disaggregated? | X |  |  |
| Reasonable sample size given # of participants? | X |  | Target pop. of 1093 alumni, 714 (65%) were traced and 497 (70%) responded. Only 2% difference in response rates between women and men. |
| Source of data identified? | X |  |  |
| Do data collection methods appear suitable for the outcomes measured? | X |  | 47% of women and 53% of men were interviewed face to face. The remaining data was from online surveys. Focus groups also held – all had gender balance expect those held with women only. |

#### Ideas for the evaluation

Suggested in the study:

* In each country the tracer study identified a pool of female alumni. They present a target group whose career paths can be tracked and monitored to trace their on-going contributions to their countries of citizenship.
* The study reports that, generally, women took longer to find work than men. This could be a valuable area for further research.
* The study found that alumni awarded ALA scholarships, did not move into leadership positions any more quickly than other alumni. Although consolidation of awards has changed the distinction between ALA and ADS awards, this may be an area worth investigating, given the continuing emphasis on leadership in the Australia Awards.
* An issue to emerge regularly with alumni was the relative benefits in targeting individuals against identifying an area requiring support and committing a number of scholarships to create a body of in-country expertise.
* Useful questions on gender in several focus groups for the Tracer Study (although not explored through individual face to face questions):
  + Have your attitudes to the roles of men and women in the workplace, society and family changed at all since returning home. In what ways have they changed? What do you do differently now?
  + Can you think of any ways in which your learning in Australia both personally and academically might have influenced you to promote gender equality once back in your own country? PROMPT: Can you give some examples of how you did this and any outcomes you may have achieved as a result i.e. changes in policies, processes, workplace attitudes and practices.

Annex 6: AusAID Programs Identified which could support Women’s Leadership (from AidWorks)

| **Initiative** | | **Initiative Status** | **Initiative Start Date** | **Initiative End Date** | **Initiative Manager** | **Initiative Public Description** | **Expense (AU$)** |
| --- | --- | --- | --- | --- | --- | --- | --- |
| INF039 | Prevention and Treatment of Fistula in Ethiopia | Active | 23/02/2001 | 30/06/2014 | Emma Stone | From 1993 Australia contributed over $1.77 million for various activities associated with the Addis Ababa Fistula Hospital (AAFH) to upgrade facilities including the operation theatre, building extensions, staff accommodation, a library and a pathology laboratory. The support included funding in 2004 and 2005 to construct, equip and furnish the Mekelle Hamlin Fistula Centre in Tigray region, one of five centres to be established over the next decade in regional areas around Ethiopia to improve rural women’s access to AAFH services. The Australian Government committed a further $2 million over the financial years 2005*–2*007 and $2 million over the financial years 2007*–2*009. Additional funding of *AU$*2.3 million for the Midwifery College was provided to support the prevention of fistula through the training of skilled birth attendants. Midwife training directly supports Millennium Development Goal 5 (reducing maternal mortality) and is in line with Australia’s interest in maternal health in Africa and AusAID’s future Africa strategy. After an initial intake of 12 students in October 2007, it is intended that college enrolments will increase to 60 students over the next two years. Australia’s funding will also support construction of the first 6 of 25 rural ante natal centres. The midwives will be posted to these centres to live and work once they are qualified. Australia will fund a volunteer under the AVI program to undertake activities such as teaching, mentoring and supporting midwifery students and teaching assistant. AusAID is now entering into a longer-term program of support to Hamlin Fistula Ethiopia to fund an integrated program of obstetric fistula prevention and treatment. A stronger focus on the new phase of funding is on supporting greater alignment and coordination between HFE and the Ethiopian Ministry of Health. | $8,275,617.24 |
| ING211 | HIV/AIDS PROGRAM FOR NORTH EAST INDIA | Active | 6/07/2005 | 30/12/2013 | Andrew Adzic | The goal of this project is to contribute to India’s response in reducing the risk and impact of HIV/AIDS. The proposed project will be carried out in the states of Nagaland, Mizoram, Meghalaya and Manipur in North East India, and will provide a comprehensive response to the HIV/AIDS pandemic. UNAIDS India Country office will be responsible for coordinating implementation. Australia’s contribution to the five year program will be $10 million. The key objectives of the program are: • To build the capacity of State AIDS Control Societies in the north east for strategic planning, coordination, monitoring and evaluation for integrated response to HIV-AIDS in each of the states of Nagaland, Manipur, Mizoram and Meghalaya; • To support advocacy and inter-sectoral collaboration through mainstreaming HIV and AIDS at the State level, and mobilising political leadership to support the response; • To promote sustainable care and support programs for HIV-affected women and children in the four states; and • To support State specific targeted interventions which focus on risk reduction and awareness raising. | $10,000,000.00 |
| ING238 | Supporting Peace in Mindanao | Active | 15/06/2005 | 30/06/2015 | Maria Totanes | SPIM provides a framework for Australian participation in (a) international efforts to build peace in conflict affected and prone areas in Mindanao; (b) peace advocacy, training and awareness raising activities aimed at building and sustaining a peace constituency in Mindanao; and (c) other donor or GOP initiatives aimed at fostering economic growth and peace and stability in Mindanao. Initiatives included within this scope are the Australian participation in ACT for Peace (UNMDP4) and Mindanao Trust Fund (MTF) Phases 1 and 2; support to Asia-Pacific Regional Interfaith Dialogue, MEDCo- administered Mindanao Investment Program (MIP), work of Mindanao Commission on Women (MCW) and enterprise development, initially through IFC. Separate agreements have been concluded with relevant multilaterals for some of these initiatives and have been funded separately. A SPIM initiative has been set up in Feb 2005 to capture small activities falling within the SPIM framework, like (a) Conflict-Resolving Media course; (b) MCW Bridging Program; (c) support for National Interfaith Dialogue; (d) PCD training and learning materials; (e) support to Gingoog SME and Community-based Environmental Conservation in Surigao Norte; (f) provision of books, et al for conflict affected areas; and (g) youth peace advocacy. Other activities are: (a) M&E Scoping Mission for ACT for Peace; (b) formulation of Mindanao peace and development strategy; and (c) support for MEDCo work on convergence of peace and development efforts in Mindanao. | $12,248,130.67 |
| ING741 | Cambodia Delivering Better Health - | Active | 1/03/2007 | 30/06/2016 | Socheat Chi | Between 1993 and 2003, Australia provided significant assistance to the health sector in Cambodia though project based assistance for health promotion, primary health care and immunisation. This program of assistance was withdrawn in 2003 in order to refocus aid delivery to the priority sectors of agriculture and governance in line with the Australian Cambodian Country Aid Strategy 2003 2007. The White Paper on the Australian Governments Overseas Aid Program released in mid*–2*006, outlined a comprehensive approach to doubling Australia’s aid budget to approximately *AU$*4 billion by 2010. This new policy directive identifies four themes for the aid program including increased support to social sectors. As a key theme of the White Paper, "Investing in People" prioritises health and education and outlines an approach to increased health assistance which focuses on basic services for women and children and on tackling major diseases such as HIV/AIDs and malaria. In response to the White Paper and an expected increase in bilateral funds in 07/08, the Cambodia Program undertook preliminary investigations to assess opportunities for future development assistance to the health sector in Cambodia. In October 2006, an Identification Mission was deployed to Cambodia. | $78,216,393.95 |
| ING813 | Vanuatu Gender and Democratic Governance Program | Active | 11/08/2006 | 30/06/2013 | Anna Naupa | Gender inequality remains one of the most challenging issues in Vanuatu, restricting economic and social progress, with root causes often lying in societal attitudes, norms and power structures. Despite ratifying the Convention on the Elimination of all forms of Discrimination Against Women (CEDAW) in 1995 and developing national policies on gender equality, as well as supporting key taskforces such as the National Family Protection Taskforce, the National CEDAW Committee and the National Gender Equality in Political Governance Committee, women in Vanuatu face still disadvantage on all other indicators of gender equality and empowerment: in high school, tertiary education, wage employment, and representation in Parliament. Women in Vanuatu face discrimination in land and property ownership, access to finance and labour laws. As a result, Vanuatu is off-track towards meeting Millennium Development Goal 3. Supporting the Vanuatu Government to improve gender equality has been flagged as a central theme for the new Vanuatu-Australia Partnership for Development (2013*–2*016). Similarly, Australia’s $320 million commitment to the Pacific Women Shaping Pacific Development (PWSPD) initiative requires the development of country- level programs prior to the next Forum Leaders Meeting in August 2013. | $1,023,048.44 |
| INH205 | PNG Sub-National Strategy | Active | 1/07/2007 | 31/12/2012 | Ire Olewale | The Sub National Strategy (SNS) was developed in response to GoPNG’s request to improving service delivery to the provinces, districts and local level governments through PNG’s decentralised system of Government. Hence, the goal of SNS is to improve service delivery for the men, women and children of PNG. The goal will be achieved through (a) GoPNG initiatives that aim to improve public administration and governance processes related to enhancing service delivery (under the provincial performance improvement initiative-PPII) (b) The performance of Bougainville and provinces of national interest to both governments (Special Case Provinces) and (c) Through the alignment of AusAID’s ongoing programs in PNG so that they are more responsive to service delivery challenges at the sub-national level. | $101,015,980.41 |
| INH523 | Governance for Growth Program | Active | 1/10/2007 | 30/06/2013 | Jennifer Kalpokas | The Governance For Growth (GFG) Program is a 10-year initiative jointly managed by the AusAID and the Government of Vanuatu (GoV). The program assists GoV address challenges to broad-based growth and effective service delivery that derived from weak governance. The design of the program responds to lessons learned from previous governance projects in Vanuatu, including, the need for long-term horizon over which to achieve and assess impact; the benefits to a collaborative partnership that recognises the importance of political leadership to success; the need for flexibility to allow AusAID to support reform champions within Government; the importance of focusing on poverty implementation and the delivery of tangible growth and improved service delivery outcomes; and the potential to use incentives and investment to back reform. The goal of the program is taken directly from the vision articulated in Vanuatu’s own Priorities and Action Agenda 2006*–2*015. The current four year focus of the program are in reform priorities of the GoV. These are telecommunication, aviation, power, public financial management, strengthening policy and planning arms of the Government and commodities marketing. Other reform priorities will also evolve over the four years which will form the next program of support. | $39,010,597.55 |
| INH528 | Pacific Leadership Program | Active | 1/07/2007 | 30/12/2016 | Sandra Kraushaar | The Pacific Leadership Program is a major initiative arising from the White Paper on the Australian Government aid. The PLP aims to strengthen political governance in the Pacific region (including East Timor) through improving leadership practices at the local, national and regional levels. The program will be implemented through four focus areas: policy engagement; support for innovative leadership practice at national levels; development of a strategic research and analysis agenda; and partnerships with regional institutions. The Program will be implemented by a range of delivery organizations in different countries across the Pacific. The Program will have a strategic engagement with the Pacific Islands Forum Secretariat, AusAID Country Programs and regional institutions, as well as provide grant funding to individual government, civil society and other organizations in each country. The Program will be managed by a Program Secretariat (two AusAID seconded officers supported by a Program Support Contractor) and overseen by an Advisory Panel comprised of eminent Pacific Islanders, with AusAID and the Pacific Island’s Forum Secretariat. | $37,407,719.05 |
| INH801 | Support to WHO Country Program | Active | 1/05/2008 | 30/06/2013 | Pablo Lucero | This initiative supports the World Health Organisation’s Rollback Malaria in Mindanao – Expansion and Consolidation Phase (2008*–2*012) or RBM-ECP. Following the successes of the present Roll Back Malaria project and in partnership with Global Funds, WHO will expand and consolidate, with the goal to reduce malaria transmission and deaths in high incidence provinces of Mindanao by 50% through the: \*provision of quality diagnosis and treatment in all health centres of malaria endemic areas and through the control of any malaria outbreak by surveillance \*enhancement of effective vector control by providing long life insecticide treated bed nets (LLINs) to most at risk populations (MARPs) and enhancement of community awareness and cooperation for sustained malaria control and elimination \*promotion and enhancement of public-private partnership at all levels and improvement of program effectiveness by operational research. RBM-ECP will institutionalise all key activities of the ongoing RBM project such as quality assurance of malaria microscopy, package for pregnant women, detection and management of epidemics. In terms of location, it will address the needs of 5 more provinces (Maguinadano, Lanao del Sur, Lanao del Norte, Agusan del Sur and Compostela Valley) in Mindanao and the province of Rizal in Luzon where incidence of malaria has increased in 2006 – 07 due to lack of financial and technical support. RBM-ECP will also support the Philippine Government’s Department of Health in its disease free initiative and malaria elimination in the Visayas. RBM-ECP also aims to share lessons on human resource development and best practices with the AusAID Pacific Malaria Initiative, as the Philippines may generate important lessons from MCP in Solomon Islands, Vanuatu and elsewhere in the region. | $4,516,302.44 |
| INH917 | Justice for the Poor East Asia and Pacific | Active | 1/07/2008 | 31/12/2014 | Daniel Woods | The Justice for the Poor research aims to make development projects more effective and equitable, and to manage the risk of conflict between people about development resources. Australian support has expanded Justice for the Poor’s research in Solomon Islands, Vanuatu, Papua New Guinea and East Timor. Australian assistance is also helping to improve regional knowledge sharing on areas including land and natural resources development, gender, the use of community-based paralegals (legal workers without formal qualifications), and multiple systems of law and justice . Jastis Blong Evriwan (J4P in Vanuatu) is helping key government agencies and other stakeholders manage and conduct research, develop policy and support pilot programs to improve how different systems of justice work together. Jastis Blong Evriwan has set up a reference group of government and non-government representatives to review its research, and to provide the research to policy makers in law and justice, land and other areas where there is a need for justice reform. The total value of this multi-country initiative is $13.4 million over four years, starting 2008-09. | $15,105,620.04 |
| INI286 | UNICEF Core Contributions 2008-09 to 2012-13 | Active | 1/07/2008 | 30/06/2013 | Robyne Leven | Core funding for UNICEF supports UNICEF to carry out programmes in accordance with the AusAID – UNICEF Partnership Framework 2008-15 and within the key focus areas as set out in UNICEF’s Medium Term Strategic Plan 2006*–2*013 and which are closely linked to achievement of the MDGs. These focus areas are young child survival and development, basic education and gender equality, HIV/AIDS and children, child protection from violence, exploitation and abuse and policy advocacy and partnerships for children’s rights. | $127,700,000.00 |
| INI402 | Gender Equality/Gender Based Violence | Active | 30/12/2008 | 30/06/2015 | Winifred Oraka | This initiative supports key Government of Papua New Guinea (GoPNG) agencies including the Department of Community Development, development partners and other stakeholders to advance gender equality in PNG and the elimination of gender based violence. The funding will go towards GoPNG and civil society led activities aimed at influencing PNG Government policy activities, developing gender networks and enhancing skills of men and women in PNG to influence change. The total value of this initiative is $6.0 million over 7 years, starting 2008-09. | $5,035,062.87 |
| INI447 | Support for Commission on Violence against Women | Active | 23/12/2008 | 30/06/2013 | Rosyidah Handayani | AusAID funding will support specific activities managed by the Indonesia National Commission on Violence against Women (Komnas Perempuan). The activity objectives are: (a) to advance the development of knowledge and expertise in addressing violence against women (VAW) among strategic groups and institutions; (b) to strengthen Komnas Perempuan’s managerial capacity and institutional development; (c) to clarify Komnas Perempuan’s legal basis and relationship to the Government’s financial and administrative agencies; (d) to increase Komnas Perempuan’s capacity to influence relevant policy debates affecting women’s rights; (e) to improve public access to Komnas Perempuan | $2,070,285.48 |
| INI476 | Violence Against Women | Active | 30/01/2009 | 30/06/2014 | Nilesh Goundar | The Fiji VAW Initiative provides a strategic engagement pathway for AusAID to contribute to collective efforts to eliminate VAW in Fiji. It is set within the context of Australia’s wider engagement and strategy on eliminating VAW in Melanesia and East Timor, taking forward the recommendations of the 2008 AusAID commissioned Violence against Women in Melanesia and East Timor: Building on Global and Regional Promising Approaches report. | $1,106,568.18 |
| INI506 | National Program for Community Empowerment | Active | 1/02/2009 | 30/06/2015 | Arief Sugito | PNPM reduces poverty by providing grants to communities and promoting community participation in development planning and management. It builds community capacity to develop representative organisations, provides grants to finance poverty alleviation activities, and improves the capacity of the national government and sub-national governments to partner with community organisations. This is consistent with the Indonesia program’s new Country Situation Analysis, approved by the Development Effectiveness Steering Committee in September 2012, which argues that Australian aid should work towards supporting Indonesia to use its own substantial resources to reduce poverty and growing levels of inequality. PNPM is one of Indonesia’s largest poverty reduction programs with an annual budget of approximately US$1.7 billion, and continues to perform well while covering almost 80,000 villages in Indonesia. Direct and indirect beneficiaries of PNPM are estimated at around 40 million people. AusAID has supported Indonesia’s National Program for Community Empowerment (PNPM) since 2009-10 ($215 million over five years). The value of AusAID support was increased by $99 million from 2012-13 to 2014-15, taking the total commitment to $314 million over six years (2009-10 to 2014-15). | $184,324,341.01 |
| INI598 | Fiji Women’s Crisis Centre Phase 5 | Active | 30/05/2009 | 30/06/2016 | Nilesh Goundar | The Fiji Women’s Crisis Centre (FWCC) provides technical support and mentoring to relevant organisations working in the Pacific region. FWCC aims to reduce individual and institutional tolerance of violence against women and increase availability of services such as: crisis counselling; legal advice; advocacy; multi- sectoral coordination; training, education and awareness; and other support services. The FWCC also is the secretariat for the Pacific Women’s Network Against Violence Against Women. The total value of this initiative is $6 million over 7 years, starting 2008-09. | $3,903,310.92 |
| INI661 | RAMSI – Machinery of Government | Active | 1/07/2009 | 30/06/2013 | Cheryl Seeto | The Regional Assistance Mission to Solomon Islands (RAMSI) Machinery of Government program focuses on strengthening the systems, processes and structures of central government agencies within the Solomon Islands Government. During 2011-13, program priorities are on targeted support in three key areas: public sector management; democratic governance; and the accountability institutions (Auditor General, Leadership Code Commission, and Ombudsman). Activities supported also include parliamentary strengthening and provincial strengthening with United Nations Development Programme. The total value of this initiative is $31 million over three years, starting 2009–2010. | $29,809,633.59 |
| INI674 | RAMSI – Policy and Coordination | Active | 1/07/2009 | 30/06/2013 | Lucy Carlsen | The Regional Assistance Mission to Solomon Islands (RAMSI) Policy and Coordination initiative objectives are to support work performed by the Regional Assistance Mission to Solomon Islands in relation to policy development, performance management, media and cross cutting issues. Activities funded assist gender, anti-corruption and capacity development issues. This initiative also funds support to media strengthening and the annual people’s survey. This is a $13 million initiative over three years, starting 2009-10. | $10,103,931.10 |
| INI767 | *Strongim Gavman* *Program* | Active | 1/07/2009 | 30/06/2015 | Ella Kinnear | The *Strongim Gavman Program* (SGP) is a whole-of-government engagement program involving Australian Government agencies who provide capacity development assistance and advice to counterpart Government of Papua New Guinea (GoPNG) agencies. Senior officials from the Australian public sector are placed in GoPNG agencies for two to three years to provide specific public service policy and strategic advice and capacity development, including administrative, leadership and management support. SGP officials can range from the Executive Level to Senior Executive Service officers. These officials work within broader aid program objectives to assist their counterpart agencies to achieve their mandated contributions to economic and sector outcomes. The total value of this initiative is $138.5 million over four years, starting 2009-10. | $103,620,696.24 |
| INI815 | Scholarships PNG | Active | 1/07/2009 | 30/06/2015 | Pakwasi Nyamekye | This initiative provides funding for approximately 400 new study programs for Papua New Guineas under the Australian Development Scholarships (ADS) program. The funding also supports the tender for and the management and implementation of a new initiative titled Scholarships PNG which will deliver the following programs: a) Scholarships – up to 130 ADS and 20 Australian Leaderships Awards Scholarships (ALAS) will be offered each year for three years. Scholarships PNG will improve outcomes of ADS and ALAS through new promotion, selection, mobilisation and reintegration activities; b) Professional Development – a new program to support civil society and professional PNG associations by providing professional and leadership development opportunities for members. Young leaders and women have an explicit priority under this program; and c) Careers in Development – ongoing support for a multi donor partnership titled Career in Development. This scholarship program addresses a priority development challenge facing PNG by up skilling, training and qualifying future leaders in PNG in the public and private sectors. The total value of this initiative is $33.0 million over four years, starting 2009-10. | $26,480,452.89 |
| INI820 | Violence Against Women (VAW) | Active | 1/07/2009 | 30/06/2015 | Jane Hardy | Violence Against Women (VAW) contains AusAID activities to eliminate violence against women and support women affected by violence in developing countries. | $13,858,336.04 |
| INI854 | *Strongim Yumi Tugeta* | Active | 1/08/2009 | 30/09/2014 | Siddhartha Chakrabarti | Australia supports the Solomon Island’s civil society through the Solomon Islands NGO Partnership Agreement (SINPA). Through the program, AusAID assists six Australian NGOs to work with six Solomon Islands NGOs responsible for improving health and livelihood opportunities of Solomon Islanders, particularly women and young people. Through the partnership, the program is working to improve the lives of families in more than 120 communities in the Solomon Islands. The total value of this initiative is $19.5 million over five years, starting 2009-10. | $16,828,704.37 |
| INI894 | Kiribati Health | Active | 23/03/2010 | 31/01/2015 | Kakiateiti Erikate | Kiribati faces major development challenges – being among the planet’s harshest environments with low per capita GDP, increasing poverty, rapid population growth, urbanisation, youth unemployment and high vulnerability to external forces. Recent studies on gender and health have confirmed the following: • Kiribati has the highest number (68%) of Violence Against Women cases out of 9 other pacific countries conducting the same study. • 70% of TB cases are in South Tarawa. • Increase infant mortality rate as a cause of pneumonia, diarrhoea and malnutrition South Tarawa suffers from severe overcrowding. This has resulted in the spread of communicable diseases, an increase in youth crime; alcohol consumption and domestic violence. While the Australia’s aid program will focus on the Partnership outcome areas, it is acknowledged that health have the capacity to impede development success therefore support to health will continue to remain a priority outside the partnership. | $1,799,459.90 |
| INI903 | Economic and Public Sector Program | Active | 1/05/2009 | 31/03/2015 | Geoff O’Keefe | The Economic and Public Sector Program (EPSP) is a significant initiative, conceived and designed collaboratively by the Governments of Papua New Guinea (PNG) and Australia. It replaces the existing Advisory Support Facility (ASF) and will address the needs of central agencies in their role as key enabling institutions supporting effective government in PNG, with a focus on the equitable delivery of services to the men and women of PNG. The funding of the EPSP focuses support on the use of advisory supports, targeted training, research and analysis, management support and twinning with Australian Government agencies to strengthen the capability and performance of the central agencies of GoPNG. The total value of this initiative is $100 million over five years, starting 2009-10. | $59,169,067.94 |
| INI984 | UNDEF Core Contribution (2009*–2*015) | Active | 1/07/2009 | 30/06/2015 | Erik Scholte | UNDEF was established in July 2005 as a Secretary-General’s Trust Fund with the primary purpose of supporting democratization efforts around the world. In consultation with its major donors, UNDEF has become clearly defined as a fund for civil society organizations; the large majority of UNDEF project funds go to local NGOs from countries in both the transition and consolidation phases of democratization. In this way, UNDEF is a new, distinct and unique programme of the United Nations aimed at strengthening the voice of civil society in the democratization process. It complements the UN’s other work – the work with Governments, such as that of UNDP – to strengthen democratic governance around the world. UNDEF’s projects aim to strengthen the voice of civil society, promote human rights, and encourage the participation of all groups in democratic processes. The Fund also supports a number of major global and regional projects with a normative and policy focus. In June 2009, the UN Secretary-General accepted the recommendations of the Advisory Board and approved the short list of projects for the Third Round of UNDEF funding. Successful applicants have been required to prepare project documentation and to cooperate with continuing due diligence requirements. Funding will be approved once the documentation has been accepted. In its first two Rounds of Funding, UNDEF supported 205 projects around the world – 158 projects in 95 countries, 34 regional projects covering a further 13 countries, and 13 global projects. They ranged from strengthening civil society leadership skills to promoting the participation of women and youth to media programmes allowing civil society to project its voice. UNDEF is located in the United Nations Office for Partnerships. UNDEF’s two governing bodies are the Advisory Board and the Programme Consultative Group. The Advisory Board consists of the seven largest Member State contributors to the Fund, six Member States to reflect r | $2,000,000.00 |
| INJ004 | Pacific Future Climate Leaders Program | Active | 1/11/2009 | 31/12/2013 | Ili Masivesi | The Future Climate Leaders Program was announced by the Prime Minister at the 2008 Pacific Islands Forum in Niue as part of an initial $14.8 million allocation under the International Climate Change Adaptation Initiative (ICCAI). The Future Climate Leaders Program aims to contribute to ICCAI objectives two and three (increase partner understanding of the impacts of climate change on their natural and socio- economic systems; and enhance partner country capacity to assess key climate vulnerabilities) by helping generate a Pacific leadership, from community to national level. The Program will achieve this aim by focusing on three key areas of engagement: scholarships, exchange programs and community education. | $2,941,000.00 |
| INJ037 | South Asia Water and Sanitation | Active | 1/07/2009 | 30/06/2014 | Russell Rollason | This initiative funds activities identified under the Water and Sanitation Initiative (WSI) in Bangladesh, Nepal, India and Sri Lanka. This funding will: 1) expand access to sustainable and safe rural water supply and sanitation; 2) support government reforms and build institutional capacity through providing policy advice and piloting initiatives; 3) improve health through better hygiene practices and improved water quality; and 4) support decentralization by channelling funds to programs that devolve decision-making to local government and communities. A particular focus will be adopted within activities to address the needs of the poor and other vulnerable groups, women and children. The total value of this multi-country initiative is $29.2 million over three years, starting 2009-10. | $30,943,456.44 |
| INJ056 | Women’s Economic Empowerment | Active | 1/07/2009 | 30/12/2016 | Rosemary Cassidy | This initiative supports various activities aimed at women and adolescent girls to improve gender equality. The expected outcomes of these activities are: 1) Assist adolescent girls to transition effectively from school to paid employment; 2) Improve the collection of gender statistics through the Evidence and Data for Gender Equality (EDGE) program; 3) Develop and implement a Monitoring and Evaluation system for use at country and regional levels; and 4) Support the preparation and dissemination of the World Development report 2012: Gender Equality and Development, and a companion report on gender equality and development in East Asia and Pacific. This initiative is undertaken in partnership with the World Bank, Minerals Council of Australia and the World Bank East Asia and Pacific region. The total value of this multi-country initiative is $6.7 million over five years, starting 2009-10. 5) World Bank’s Umbrella Facility for Gender Equality (UFGE) – the UFGE was established in May 2012 with the aim of strengthening awareness, knowledge and capacity for gender-informed policy making. The UFGE provides a single vehicle through which trust fund resources for gender will be channelled. It will consolidate fundraising for gender activities. The UFGE supports priorities identified in the 2012 World Development Report on Gender and Development and the World Bank’s gender mainstreaming strategy. Activities under the UFGE will complement, but not directly fund, gender mainstreaming in World Bank operations. | $5,992,523.36 |
| INJ060 | Balochistan-Early Childhood Development Project | Active | 1/01/2010 | 30/06/2015 | Aadia Asghar | This initiative provides funding to support the Early Childhood Development Project in Balochistan province Pakistan. This project aims to enhance the access to and quality of Early Childhood Education (ECE) (particularly for girls and poor communities) and increase the understanding and support for ECE among parents, communities and educators in Balochistan Province. The project is managed by the Aga Khan Foundation, a respected and well established NGO in Pakistan. The projects goals and outcomes are to: 1) influence the environments affecting the child, family, community, school and policy, so that it is supportive of young children’s overall development; and 2) ensuring that children are ready for school and schools are ready for children by providing a mix of formal and informal programmes involving partnerships between families, communities, civil society and government. The project also places emphasis on ensuring programmes reach disadvantaged children – whether disadvantaged through poverty, gender, remoteness or disability. The total value of this initiative is $4.8 million over five years, starting 2009-10. | $3,225,351.00 |
| INJ061 | Gilgit-Baltistan Education Development & Improvement | Active | 1/01/2010 | 30/06/2015 | Aadia Asghar | This initiative supports improvements in the access, quality and relevance of education in seven districts in Gilgit-Baltistan (formerly the Northern Areas) in Pakistan. The programmes focus is to strengthen the governance and management of education in the relevant education departments. The program takes a ‘whole of school’ approach through a school development plan which considers issues of leadership and management, teaching, learning environment, curriculum, the role of parents and communities, policies and systems. Expected outcomes are that in each of the seven districts two large secondary schools will become learning resource centres for at least three neighbouring primary/elementary schools. As well as increasing the capacity of primary schools, it will strengthen the crucial links between primary and secondary schools, with a focus on improving the rate of girl’s transitions from primary school to secondary school. The project will be managed by the Aga Khan Foundation (AKF), a respected and well established NGO in Pakistan. It will build on a previous AKF activity in Gilgit-Baltistan funded by the European Commission. AKF will implement the program activities through local partners. The total value of this initiative is $12.5 million over three years, starting 2009-10. | $12,468,000.00 |
| INJ103 | Chars Livelihoods Program -CLP | Active | 1/12/2009 | 31/12/2016 | Shaheen Mahmud | This initiative provides support to the Chars Livelihoods Program (CLP) phase II, which aims to improve the livelihood, income and food security of the almost one million extremely poor and vulnerable women, men and children living on the remotes Chars (river islands) in north- western Bangladesh. AusAID helps achieve the CLP goal to reduce poverty and environmental vulnerability by supporting CLP to provide income generating assets to those living on chars by creating opportunities for those people to better manage flooding and to earn an income from small scale agricultural activities. This phase continues a successful CLP phase I (2004*–2*009) which saw 700,000 people lifted out of extreme poverty through similar activities. The total value of this initiative is $15.4 million over four years, starting 2009-10. | $7,283,111.24 |
| INJ130 | Vietnam Human rights Program Phase 4 | Active | 1/02/2012 | 30/06/2015 | Thanh Tu Nguyen | The Vietnam Human rights Technical Cooperation Program (HRTCP) is run on an 18 month cycle and complements the annual Human Rights Dialogue process between Australia and Vietnam. The program is a practical way of taking forward the bilateral Human Rights dialogue, supporting the people who oversee and implement human rights obligations from day to day. Through this cooperation, Australian expertise has helped: improve capacity of relevant institutions in Vietnam to implement human rights treaty obligations; access to justice; human rights in criminal and civil procedures; legal information dissemination; and protection and advancements of the rights of women. The program has also supported the introduction and implementation of important legislative reforms such as the Criminal Procedure Code, the Civil Procedure Code, Law on Treaties, the Gender Equality Law, the Domestic Violence Law, the Law on Legal Aid, the Law on Complaints and Denunciations and the Ordinance on Grassroots Democracy. | $1,500,000.00 |
| INJ137 | Australia Indonesia Partnership for Justice | Active | 13/08/2009 | 31/12/2015 | Doddy Kusadrianto | The Australia Indonesia Partnership for Justice aims to increase public access to better quality legal information and services, particularly for the poor and marginalised. It will build on strong relationships developed under a previous program of assistance, the Australia Indonesia Legal Development Facility, and work with national level law and justice institutions to transform high-level reform commitments made over the past ten years into real improvements in the sector. The Program will target priorities which Indonesia has identified as being of critical importance to the sector and for which assistance is likely to bring about sustainable impact. Key law and justice sector partners, most notably the Supreme Court, Attorney General’s Department, Corruption Eradication Commission, the Ministry of Law and Human Rights, National Human Rights Commissions , and key civil society organisations (CSOs), will be supported to achieve the following outcomes: (a) Improved judicial dispute resolution systems for marginalised groups, including the poor, marginalised women, people with a disability, and people living with HIV/AIDS; (b) Prosecutorial agencies better able to process corruption cases; (c) Increased public access to legal information, particularly relating to human rights and anti- corruption; (d) Improved framework and delivery of a formal legal aid system; and (e) Increased capacity of civil society organisations and national commissions to support Indonesian law and justice sector reform effort. The total value of this initiative is $50.0 million over 7 years, starting 2009-10. | $13,389,121.89 |
| INJ142 | Improving Basic Services in Iraq | Active | 1/02/2010 | 30/06/2013 | Kathleen Bombell | The aim of this program is to improve the quality of life in Iraq. All projects under this initiative are aligned with the Basic Service Delivery pillar of the Iraq Program. The programs aim to strengthen areas in health, disability, water and sanitation, violence against women and children and mine action. The partners of these programs are proven performers in their field. | $29,172,920.00 |
| INJ185 | ExportkreditnÃ¤mnden HIV/AIDS Asia Regional Program. | Active | 1/02/2010 | 31/12/2013 | Van Duong | ExportkreditnÃ¤mnden (EKN) contribution to HIV/AIDS Asia Regional Program (HAARP) Vietnam Country Flexible Program (CFP) aims to effectively implement harm reduction strategies to reduce the spread of HIV associated with drug use among men and women in 5 South East Asian countries including Vietnam. HAARP has a strong focus on service delivery and aims to scale up coverage at the local and provincial levels and contribute to Universal Access Targets. The Vietnam CFP is implemented in 3 provinces of Vietnam (Tuyen Quang, Bac Kan, Hoa Binh) through the establishment of basic and comprehensive packages of services. The Program is executed by the Ministry of Health (Vietnam Administration of HIV/AIDS Control – VACC) jointly with the Ministry of Public Security, Ministry of Labour, Invalids and Social Affairs and civil society partners. Cost: $10 million over four years, where the RNG contributes $3 million. | $2,999,958.00 |
| INJ190 | UN Women Core Contribution FY09-10 to FY 15-16 | Active | 1/07/2009 | 30/06/2016 | Jane Hardy | UN Women Core Contribution | $30,500,000.00 |
| INJ313 | Church Partnership Program Phase 2 | Active | 1/07/2010 | 30/06/2016 | Florence Rahiria | This funding supports the Church Partnership Program (CPP) Phase 2. It will enable seven Australian faith-based Non-Government Organisations (ANGOs) and their Papua New Guinea (PNG) church partners to work together to better deliver services and conduct development activities in communities around PNG. CPP Phase 2 will continue the effective work of Phase 1 of the program ($33.4 million from 2004 to 2010) and will improve upon it. Phase 1 helped participating churches increase their individual and combined organisations capacities in a number of health and education activities in communities across PNG. Phase 2 incorporates recent review recommendations to move to a more cohesive approach through an increased focus on coordination among PNG churches, improved gender equality efforts, better coordination with the Government of PNG (GoPNG). The priorities of all churches are set out in a mix of Annual and Multi Year Activity Plans which align with the following goals: Improvements in education, health, peace building and reconciliation, community development, governance, organisational management and advocacy and engagement with GoPNG. The total value of this initiative is $50 million over 6 financial years, starting 2010-11. | $21,738,264.07 |
| INJ346 | WFP- Cox’s Bazar, Bangladesh project | Active | 10/06/2010 | 30/06/2013 | Sarah Barns | This initiative provides support to the United Nations World food Programme (WFP) in Bangladesh. The overall objective of this WFP project is to reduce hunger and under nutrition in Ukhia and Teknaf upazilas (county subdivisions) of Cox’s Bazar District. Specific objectives are: 1) to reduce prevalence of under nutrition among women and children to break the intergenerational cycle of under nutrition; 2) increase access to pre-primary and primary education for children; and 3) enhance food security for vulnerable households through safety nets/livelihood support. The three components of the activity are improving mother and child nutrition, increasing access to education and enhancing food security. The total value of this initiative is $5 million expensed over 1 financial year, 2009-10. | $5,000,000.00 |
| INJ369 | ADB Multi-donor Gender Trust Fund | Active | 1/07/2009 | 30/12/2013 | Sharon McIvor | The ADB Multi-donor Gender and Development Cooperation Trust Fund leverages larger amounts of ADBs loan facility resources to progress gender equality across Asia and Pacific. | $1,000,000.00 |
| INJ550 | PNG Microfinance Expansion Project | Active | 30/09/2010 | 30/06/2014 | Donald Mortimore | The Papua New Guinea (PNG) Microfinance Expansion Project is co-funded with the Asian Development Bank and the Government of Papua New Guinea (GoPNG). The objective of the Project is to increase private sector-led economic growth by supporting financial institutions to sustainably and safely provide financial services to men and women, particularly in rural PNG. The Project aims to increase the number of people engaged in income generating activities by at least 18,000. To address poor financial literacy, the project will undertake a large scale financial literacy training program targeting 120,000 clients and potential clients (at least 40 per cent of whom will be women). Business development skills training will be delivered to 22,000 clients. The Project has three main components: 1) at the macro level, the Project will support microfinance regulation and supervision through the Bank of PNG; 2) the project will build capacity at all levels of the microfinance sector it will work with: i) industry peak bodies to develop industry standards and services to improve advocacy, the quality of statistical data; ii) Microfinance Institutions (MFIs) to improve the quality of their loan portfolios, create new and innovative financial products, and ensure MFI staff have a sound understanding of the socio-economic and socio-cultural issues affecting existing and prospective clients, including women; iii) the project will also support clients by providing financial literacy training and business development training, including for women; and 3) the third component of the Project will support expanded micro and small enterprise lending by establishing a risk sharing facility through the PNG Treasury. The aim of this facility is to encourage small financial service providers to channel more of their collected deposits into lending rather than into bank deposits and government securities. The total value of this initiative is $6.9 million over four years, starting 2010-11. | $5,062,500.00 |
| INJ557 | Women, Peace and Security – Implementing UNSCR1325 | Active | 1/07/2010 | 30/06/2016 | Fiona Johnstone | Women, Peace and Security – Implementing UNSCR1325 | $4,169,549.36 |
| INJ579 | The Strategic Partnership Arrangement with BRAC | Active | 21/12/2011 | 30/03/2016 | Ameena Chowdhury | The Strategic Partnership Arrangement with BRAC is an innovative approach to delivering aid through NGOs. It allows BRAC to decide how to allocate pooled funds from development partners for its programs delivering basic health and education services and livelihoods assistance building resilience amongst the poorest and most marginalised communities, in particular women and children. | $82,000,000.00 |
| INJ629 | Coordination of United Nations Mine Action | Active | 1/01/2011 | 30/12/2013 | Christine Pahlman | The initiative provides funding of $900,000 over the period 2011 to 2013 for the coordination of United Nations Mine Action. The funding will be provided through the United Nations Mine Action Service (UNMAS) Voluntary Trust Fund for Assistance in Mine Action. Activities funded under the Trust Fund include, but are not limited to, assessment missions to evaluate the scope of mine/exploded remnants of war problems; emergency mine action where rapid intervention is required; coordination and operational activities in UN-managed mine action programs; oversight of Landmine Impact Surveys; coordination, policy development and implementation; public outreach and advocacy initiatives; and development of international mine action standards. Australia’s funding leveraged with funds provided by other donors will contribute to ten outputs: - provision of coordination, policy and strategic guidance - support provided to programme initiation and evaluation - threats assessed and monitored - mine action standards developed and promoted - technical information provided - information and communication outreach conducted - gender mainstreaming in mine action promoted - Treaty implementation promoted - donor liaison conducted and resources managed - financial management performed. | $900,000.00 |
| INJ630 | Women’s Leadership Program | Active | 17/01/2011 | 30/06/2013 | Naomi Cook | The Indonesia program has started to develop an initiative to support women’s leadership as AusAID’s flagship gender initiative in Indonesia. This follows approval of a pre-concept note on 15 October 2010 and aligns with the Indonesia Program’s Gender Action Plan approved in 2008. | $1,660,619.19 |
| INJ742 | DPKO-UN Women Protection of Civilians | Active | 14/01/2011 | 30/06/2014 | Jo-Hannah Lavey | This funding will support the roll-out of the scenario-based training materials for military peacekeepers on prevention and response to sexual violence, by the UN Department of Peacekeeping Operations (DPKO) and the United Nations Entity for Gender Equality and the Empowerment of Women (UN WOMEN). | $305,000.00 |
| INJ768 | DAFA Phase III | Active | 4/01/2011 | 30/12/2015 | Cassandra Grant | The Development Assistance Facility for Afghanistan Phase III will run for three years (2012 – 2015), with the option of a two-year extension to Jun 2017. The goal of the DAFA Phase III is Afghanistan is developing the leadership and human capacity of women and men required to achieve sustainable economic and social development. The objectives of the DAFA Phase III to accomplish that goal are:  i. Support the Afghan Government, NGOs and private sector organisations to improve leadership and the operation of Government ministries and organisations in Afghanistan ii. Improve classroom teaching practices and learning outcomes for student’s  iii. Quickly and effectively provide the Government of Afghanistan, represented in Kabul and Uruzgan, with capacity development assistance it requires to fulfil its core functions  iv. Australia is recognised by the Government of Afghanistan and other development partners as an active and responsive contributor to the economic and social development of Afghanistan. The design consists of four components: a. Component 1 – Australia Awards (an expanded scholarships program) b. Component 2 – The Malaysia-Australia Education Project for Afghanistan (training of Afghan Master Teacher Trainers, and capacity building for Teacher Education Directorate officers and Teacher Training College leaders) c. Component 3 – Public Financial Management (improving budget execution in four GIRoA Line Ministries in Kabul and four Line Directorates in Uruzgan) d. Component 4 – AusAID Initiated Activities, including other services such as logistics and procurement (AusAID directed activities that respond to priority requests from GIRoA in the Afghanistan Program’s focus sectors, as per the  country strategy. In addition, the provision of program support functions such as contracting of O-based officers and, security and logistics support for in-country missions). | $10,910,783.45 |
| INJ794 | Funding to Phase 3 of MTV Exit 2011 | Active | 14/02/2011 | 30/06/2013 | Bronwyn Wex | A support to the MTV End Exploitation and Trafficking (EXIT) Foundation on MTV EXIT Asia III: A Campaign to Increase Awareness and Prevention of Trafficking in Persons – a regional and national education campaigns targeting: young people from at-risk communities; people that fuel the demand of trafficking; and key national anti-trafficking players including government, NGOs, youth leaders, and media organisations. | $1,942,768.21 |
| INJ806 | CARE – Empowerment through Education | Active | 1/05/2011 | 31/07/2014 | Murray O’Hanlon | This program builds on earlier work in the education sector in Afghanistan by CARE . The program will focus on three provinces: Parwan, Kapisa and Khost. Key objectives include: improving the quality of and access to basic community based education, with an emphasis on girls, where government does not have coverage; Building girl’ leadership skills by facilitating opportunities for them to engage in decision making and social support structures; and strengthening networks and collaboration with key stakeholders to advocate for the right of children and girls. CARE will extend its use of community based approaches to extend access to education into remote areas . | $2,953,908.00 |
| INJ832 | Restoring Food Production in Guatemala | Active | 1/03/2011 | 30/06/2011 | Andreas Zurbrugg | The project "Restoring food production and the livelihoods of rural women affected by rains in Guatemala" will assist approximately 5000 rural women increase their access to food and build back better their livelihoods. AusAID will provide $750,000 to the project in response to the tropical storms, torrential rains and volcanic eruptions in Guatemala in 2010. | $750,000.00 |
| INJ857 | Uruzgan Health & Education Program | Active | 15/05/2011 | 30/06/2015 | Murray O’Hanlon | The goal of the Program is to enhance access, quality and use of basic health and education services for Uruzgan, with a particular focus on women and girls. | $18,697,887.00 |
| INJ869 | South Asia Food and Nutrition Security Initiative | Active | 1/05/2011 | 30/09/2014 | Gopi Menon | South Asia Food and Nutrition Security Initiative (SAFANSI) forms part of the Government’s commitment to advance Millennium Development Goals (MDG) in South Asia: MDG 1C reduce hunger; MDG 4 reduce child deaths; and MDG 5 improve maternal health. Malnutrition’s most devastating impact is on foetal growth, and during the first two years of a child’s life. Malnutrition accounts for up to 40% of child deaths each year. Despite healthy levels of economic growth, many of South Asia’s countries have persistent and unacceptable levels of malnutrition with complex causality. South Asia has both the highest rates and the largest numbers of malnutrition in the world. Gender inequality and social exclusion are at the heart of the malnutrition problem in South Asia. About 23% (336 million) of the population in South Asia are routinely hungry, without access to enough calories, every day. This is greatly undermining human development and limiting South Asia’s productivity with potential GDP loss estimates up to 3%. The funding of this initiative for SAFANSI will be a grant payment to a multi-donor trust fund administered by the World Bank, who will oversee activities to advance MDGs 1c, 4 and 5. The total value of this multi-country initiative is $5.77 million over three years, starting 2010-11. | $5,770,000.00 |
| INJ885 | Communication for Effective Social Service Delivery-Ph2 | Active | 2/05/2011 | 30/11/2012 | Shoaib Tayyab | This initiative supports the Communication for Effective Social Service Delivery Phase 2 (CESSD II) project in Pakistan. The project is implemented by Cowater International Inc. and aims to improve the quality of basic social services in 11 districts of Khyber-Pakhtunkhwa province (KPK) and to increase access to and use of these services, particularly by girls and women. The key objectives of the program are: 1) more effective and accountable delivery of gender-responsive: primary education; basic health services; and community-managed water supply; and 2) enabling environment for improved social service delivery. Expected Outcomes of CESSD II following these objectives are: a) enhanced involvement of citizens in social service delivery supported by the government; and b) strengthened and sustained mechanisms for improved social services, particularly in health (including safe drinking water) and education. The total value of this initiative is $3.7 million over *two year*s, starting 2010-11. | $3,676,431.00 |
| INJ931 | Tanzania Maternal and Child Health | Active | 20/05/2011 | 31/08/2013 | Amanda Jennings | This initiative supports a package of three activities that provide a platform for AusAID to expand its maternal and child health program in Tanzania. The objective is to strengthen the capacity of government and communities to improve Maternal and Child Health (MCH) outcomes. Grant funding is provided to: 1) the Global Health Alliance Western Australia (GHAWA) – GHAWA goal is to Improve Nursing and Midwifery capacity for tutors, nurses and midwives, in 2 public and private health training institutions and their associated practice sites; 2) the African Medical and Research Foundation (AMREF). The goal of the AMREF program is to increase access to Integrated Management of Childhood Illnesses (IMCI) and treatment of micronutrient deficiencies in children under five years old. AMREF specific objectives are a) to increase by 40% the proportion of children receiving appropriate treatment in the community and health facilities for malaria, pneumonia and diarrhoea by 2013; and b) to reduce the proportion of children with micronutrient deficiencies by 15% in target districts by 2013; and 3) the United States Agency for International Development (USAID) for Family Planning Commodities Program (FPC). The USAID FPC activity supports the Tanzania Ministry of Health and Social Welfare’s (MoHSW) objective: lift the Contraceptive Prevalence Rate (CPR) from 26% (2.2 million Tanzanian women using modern contraception) to President Kikwete’s objective of 60% CPR, or approximately 5.4 million women using an effective method of their choice by 2015. The expected results of the USAID EPI/MC activity are (together with other donors): – 6.7 million children 9 months to five years will get the measles vaccine – 8 million children will get bOPV – 7.1 million children 9 to 59 months will get Vitamin A – 6.2 million children will get deworming tablets. The total value of this multi- country initiative is $9.2 million over *two year*s, starting 2010-11. | $9,228,981.00 |
| INJ955 | South Asia Gender Initiative | Active | 24/05/2011 | 30/06/2013 | Caroline Mills | The proposed development objective of the South Asia Gender Initiative is to assist the region in meeting its MDG targets on gender equality and empowerment of women through supporting strategic analytical work on gender, financing the preparation and supervision of stand-alone projects, and monitoring and evaluating gender related interventions. The SAGE Initiative will engage in three primary areas: improving women’s labour force participation rates; closing gender gaps in school enrolment; and improving reproductive and maternal health and reducing early pregnancy and marriage. The approach to scaling up work aimed at promoting gender equalities and empowering women in South Asia would be three pronged: • support analytical work to push forward the thinking and approaches to redressing gender issues in the region, including working with the World bank to ensure that there is uptake of research/knowledge products and putting in place a good M&E system to measure impact on policy and institutional change; • finance strategic stand-alone projects that target the most salient gender issues based on joint project selection process and a clear process for determining highest priority needs; and • improve monitoring and evaluation (M&E) of gender related work, including undertaking rigorous impact assessments. This aligns with gender unit’s priorities, particularly measuring gender equity outcomes and impact, rather than just monitoring gender issues. | $2,000,000.00 |
| INK022 | Tunisia Electoral Support | Active | 7/06/2011 | 30/06/2013 | Nicole Ella | This Initiative is for the provision of electoral assistance for: (a) immediate support to the upcoming election of Tunisia’s National Constituent Assembly (NCA) via the UNDP’s ‘Support to the Electoral Process in Tunisia’ (SEPT) Program, and;(b) Longer term support to the UNDP through the Tunisia Basket Fund for support to Electoral Processes with a focus on outcome 3.1 of the Basket Fund 2012 Workplan "The Capacity of women to participate in Electoral processes as candidates is built". | $1,000,000.00 |
| INK119 | Laos Program Gender Activities | Active | 15/08/2011 | 30/06/2014 | Manivanh Phoumavong | Activities to promote gender equality and mainstreaming throughout the Laos Country Program, including: gender comic book competition, training for government counterparts, networking workshop, adolescent girls initiative of the World Bank (vocational training, career guidance, entrepreneurship) and other ad hoc gender focused activities. | $218,457.66 |
| INK207 | Kiribati Gender | Active | 30/12/2011 | 30/12/2015 | Kakiateiti Erikate | Recently, the Government of Kiribati developed and endorsed a policy on Eliminating Sexual and Gender Based Violence, and an accompanying “National Action Plan for Eliminating Sexual and Gender Based Violence in Kiribati” (NAP). This policy and national action plan comes after the release of the Family Health and Safety study of 2009 which documented extremely high levels of domestic violence, and other forms of violence, in the country. The recently endorsed policy and national action plan demonstrates the Government’s strong commitment to take action to address this issue.  UN Women, in partnership with AusAID, has held several discussions with the Government of Kiribati and other UN agencies about the support needed by the government to implement the national action plan in the coming years and decades. | $572,985.00 |
| INK222 | EVAW Budget Measure 2011-12 to 2014-15 | Active | 1/07/2011 | 30/06/2015 | Jane Hardy | Eliminating Violence Against Women Budget Measure for FY 2011-12 to 2014-15 | $3,524,556.95 |
| INK391 | Laos Australia Rural Livelihoods Program | Active | 9/02/2012 | 30/12/2016 | Dulce Simmanivong | AusAID will deliver the greater part of its rural development assistance through the Integrated Sustainable Rural Livelihoods program. Under the draft Rural Development Delivery Strategy, Australia’s rural development support will contributes to improved economic livelihoods, in particular, assisting poor families to obtain adequate incomes and that women have equitable access to development opportunities. AusAID, in partnership with key development stakeholders, focuses on improving inclusive access to finance, productive assets and market opportunities. There will be a focus on improving access to safety nets and income generation while building up household capacity to access financial services and markets. AusAID adopts an integrated approach driven by the intention to create a holistic and complete pathway that sees poor households graduate from poverty to improved sustainable incomes and food security. | $5,816,370.80 |
| INK492 | World Food Programme in Afghanistan in 2012 & 2013 | Active | 1/05/2012 | 30/06/2016 | James O’Brien | The World Food Programme (WFP) manages Protracted Relief and Recovery Operations (PRRO) in Afghanistan to support vulnerable populations affected by ongoing conflict, natural disasters and poverty with a focus on malnourished children and pregnant and lactating women. This initiative provides support for the WFP to deliver relief food assistance to tackle food security challenges in Afghanistan. | $9,000,000.00 |
| INK496 | Pacific Gender Equality and Women’s Empowerment | Active | 2/04/2012 | 30/06/2022 | Felicity O’Brien | The Pacific Division is developing a new initiative on gender equality and women’s empowerment in the Pacific, to be announced at the Pacific Islands Forum Leaders meeting in August 2012. The Australian Prime Minister is highly supportive of highlighting the importance of gender equality at the Forum meeting, and of a new package of Australian support. A new gender initiative is likely to focus on areas of high strategic importance, which require specific funding and action in order to make progress: women’s economic empowerment, leadership and ending violence against women. These are also areas where our responses and programming in recent years have not been as comprehensive, or have not attracted sufficient levels of investment and funding. These areas of focus are consistent with the agency’s Gender Thematic Strategy Promoting Opportunities for All released in November 2011. The Pacific Gender Equality and Women’s Empowerment initiative will be developed in two phases. A concept note on programming options will be presented to the Executive for consideration on 7 May 2012. The initiative will be designed over three months, following endorsement of the concept note. Both steps will require the input of consultants with expertise in each of the areas mentioned above, as well as specific design expertise. Inputs will be managed by a cross-agency working group, consisting of Pacific Division staff, Governance and Social Development Branch, and Gender, Financial Inclusion and Rural Development Advisers. | $2,089,300.83 |
| INK514 | Human Rights Technical Cooperation Program 2012-16 | Active | 6/08/2012 | 30/06/2016 | Weiqing Sun | The goal of the HRTCP is to build commitment of the Chinese Government to apply human rights principles and practices. The objective of the program is that Australian and Chinese agencies will collaborate on key Chinese-identified priorities for human rights reform; developing relationships, trust and influence over time. Implementation of the program will draw on the experience and expertise of the AHRC; and will involve engaging progressively and at different levels, building networks and coalitions of leaders, and advocating for human rights. Activities, such as exchanges, study tours and workshops, will facilitate dialogue on human rights practice between Chinese and Australian individuals and organisations. | $2,373,474.15 |
| INK523 | Cambodia Law and Justice Sector Support | Active | 1/07/2012 | 30/06/2016 | Chhay Ros | The goal of the Cambodia Criminal Justice Assistance Partnership is: Prosperous, safe and secure communities in Cambodia. The purpose of Australian support to the Cambodian criminal justice sector is to: Contribute to building safer communities and reducing overcrowding in prisons by helping Cambodia put into practice its relevant policies and laws. The design has four end-of-program outcomes that focus results on the partnership themes so that by the end of the program in June 2017 there will be clear progress towards the goal: Outcome 1 – Criminal justice is managed to reduce prison overcrowding - Intermediate Outcome 1a: Reduced number and proportion of pre-trial detainees in prisons - Intermediate Outcome 1b: More effective non- custodial sentencing system - Intermediate Outcome 1c: Improved custody for prison detainees Outcome 2 – Women, youth and children are safer and communities have less crime - Intermediate Outcome 2a: Community works better together to demand and deliver safety - Intermediate Outcome 2b: Police engage with community and respond to demands for safety - Intermediate Outcome 2c: Cambodians have greater awareness of the law, their legal rights & responsibilities - Outcome 3 – Communities, police, courts and prisons use data to support management - Intermediate Outcome 3: Communities, police, courts and prisons use strengthened systems for evidence-based performance management - Outcome 4 – Mutually accountable partnership  - Intermediate Outcome 4: CCJAP Partnership is managed for mutual accountability Key principles of engagement that inform the design include: Partnership; Mutual accountability; Alignment with RGC systems and policies; Efficiency; Effectiveness; Scale-up; Sustainability; Flexibility; and Information sharing. | $1,724,576.96 |
| INK529 | Somalia Humanitarian Assistance 2011-12 | Active | 25/04/2012 | 30/04/2013 | Niamh Dobson | While the 2011 famine has eased, approximately 2.34 million people (31% of the population) still need life-saving assistance in Somalia. The humanitarian situation is expected to deteriorate in May 2012, when the benefit of the current harvest will be reduced due to below normal rains. Continued conflict and civil insecurity are driving food insecurity in parts of Somalia and are likely to precipitate further population displacements, deterioration of livelihoods, and pressure on humanitarian assistance. This spending initiative is for the provision of $7 million in humanitarian assistance to Somalia comprising: (a) $4 million through the Common Humanitarian Fund (CHF) for Somalia, through the United Nations Development Programme; and (b) $3 million for the Interim Phase of the Joint Health and Nutrition Programme (JHNP), a joint UNICEF, United Nations Population Fund (UNFPA) and World Health Organisation (WHO) program providing lifesaving health and nutrition services for women and children. | $7,000,000.00 |
| INK536 | Ending Violence Against Women in Cambodia | Active | 1/05/2012 | 31/12/2015 | Socheat Chi | Ending violence against women and girls at home, in their communities and in disaster and conflict situations is one of the four pillars of Australia’s gender equality strategy. This strategy highlights that a more strategic and targeted focus is needed in areas where progress has been slow and that the highest levels of expenditure will be in the countries with the most severe gender gaps. Cambodia meets this criterion as it ranks 99 out of 145 countries in the Gender Inequality Index (GII) of the 2011 Human Development Report (HDR), which is one of the lowest rankings in the region. The program will work with the Ministry of Women’s Affairs (MOWA) of the Royal Government of Cambodia (RGC), the Ministries of Interior and Justice (through CCJAP) and Cambodian Civil Society to deliver a comprehensive response to VAW. In the short term, we will: • support the development of a new National Action Plan on Violence Against Women (NAPVAW) that is fully costed, evidence based, and developed in consultation with communities, survivors of violence, Civil Society Organisations (CSO) and whole of government, to identify a comprehensive and coordinated response to VAW.; • support a prevalence study that will ensure resources are well targeted to need; and to provide a baseline to measure program impact over the next five years. In the medium term (July-December) we will undertake a joint design with UN Women to: • identify the best modality for civil society support for providing victim assistance services, legal aid, advocacy and community awareness/behaviour change; and • assess the feasibility of integrating the legal enforcement aspects of the NAPVAW into the new phase of assistance to the justice sector); Longer term (by early 2013): we will have: • an Agreement with UN Women to manage a civil society program window and • integrated feasible components of NAPVAW into the 2013 CCJAP Annual Plans, leveraging additional funding to make real improvements | $2,776,060.53 |
| INK562 | Lao-Australian Professional Development Institute | Active | 11/05/2012 | 30/06/2017 | Julie Hudson | Lao-Australian Professional Development Institute – human resource development and capacity building for targeted individuals and organisations in the public service, civil society organisations and the private sector, with preference to those working in the areas of women’s empowerment and disability. Program participants will be equipped with the skills to develop and apply sound public policies and practices in support of national development priorities. The program will include management of the Australia Awards scholarships program in Laos, Australian Development Scholarships (ADS), Australian Leadership Award Scholarships (ALAS), Australian Leadership Award Fellowships (ALAF), Laos-Australia National Scholarships (LANS) and Pre-ADS. | $119,847.12 |
| INK584 | Women in emerging Arab democracies | Active | 22/05/2012 | 30/06/2013 | Nicholas Murphy | By bringing diverse women from Australia and the Arab world together, this initiative aims to discuss issues of importance and exchange ideas in relation to women and their roles in building and sustain democratic practices in both regions. | $146,196.00 |
| INK586 | Vanuatu Women’s Centre Phase 6 | Active | 4/10/2012 | 30/06/2016 | Helen Corrigan | The Vanuatu Women’s Centre Phase 6 Program Against Violence Against Women will expand the centre’s direct assistance to women and children who suffer violence in Vanuatu. It will strengthen community education and advocacy to achieve universal acceptance of women and children’s human rights in Vanuatu and an end to violence and discrimination. The program has the following components: • Components 1 &2: counselling, legal assistance and support through the main centre in Port Vila, and branches in Torba, Sanma, Tafea and a proposed new branch in Malampa • Component 3: community education for social change through selected partnerships e.g. with schools, faith-based organisations, youth groups and through media campaigns and a national conference • Component 4: legal advocacy, lobbying and human rights training to reduce discrimination and improve gender equality in law, policy and practice (e.g. a comprehensive family law and a no-drop policy for Police) • Component 5: management, training and technical assistance to improve program management and facilities, including purchase of, renovation and relocation to new premises. | $1,850,179.00 |
| INK714 | Empowering Indonesian Women for Poverty Reduction | Active | 2/07/2012 | 30/06/2016 | Rosyidah Handayani | Empowering Indonesian Women for Poverty Reduction Program (MAMPU) aims to improve the welfare of poor women in Indonesia. The program will work with Government, civil society, parliamentarians and the private sector to target improvements to selected policy and regulatory reforms that constrain progress on poverty reduction, particularly for women. The program will focus on five thematic areas where reform would make a significant difference for poor women. These are: • increasing women’s access to jobs and removing workplace discrimination • improving women’s access to government programs for social protection • improving conditions for women’s overseas labour migration • strengthening women’s leadership for better health and reproductive rights. • strengthening women’s leadership to address violence against women The program will work with all stakeholders to analyse constraints, identify and test solutions, work with the media, and use an evidence base to advocate for change. | $2,421,489.98 |
| INK815 | Ending Violence Against Women in East Timor | Active | 2/10/2012 | 31/12/2014 | Nurima Ribeiro Alkatiri | A new Ending Violence Against Women program will be implemented from 2014 to achieve the broad purpose of ‘helping end violence against women and girls’. | $163,900.86 |
| INK862 | Gender Action Plan 2012 – 2015 | Active | 1/03/2013 | 30/06/2016 | Thu-Hang Nguyen | The AusAID Vietnam Gender Action Plan 2012- 2015 will allow Australia to continue supporting Vietnam to implement its gender equality agenda, to address the gap of donor’s support. | $300,000.00 |
| INK880 | Afghanistan -Ending Violence Against Women BM -B58 | Active | 13/12/2012 | 30/06/2015 | Jane Hardy | Afghanistan – Ending Violence Against Women BM | $4,299,371.94 |
| INK912 | Pakistan-Australia Prevention of Blindness Project | Active | 31/01/2013 | 30/07/2014 | Bethany Wellings | The broad outcome of this $5.5 million investment is to strengthen the capacity of the health system in Pakistan so that it can deliver sustainable eye care services to poor women, children and men, and thereby reduce the prevalence of avoidable blindness. It would achieve this by strengthening the management and governance capacity of provincial Departments of Health in the delivery of comprehensive eye care services. | $1,520,000.00 |
| INK917 | EVAW review of programs | Active | 21/12/2012 | 21/12/2013 | Felicity O’Brien | Independent Review of programs in the Pacific aimed at Ending Violence against Women. | $318,674.26 |
| INK927 | ADF XI – Core Grant | Active | 18/12/2012 | 30/06/2022 | Jim Downey | The ADF is the highly concessional lending arm off the Asian Development Bank (ADB). The ADF is a crucial financing source to help ADF member countries overcome development challenges. ADF contributions have helped countries increase economic growth and expand the access of women and children and the poor to quality education and health care, reliable electricity and other social services, as well as economic opportunities. The Fund is replenished every four years with the most recent replenishment, ADF XI, concluding in Manilla in 2012. | $102,951,918.00 |
| INK948 | Humanitarian Protection-Standby Capacity Projects | Active | 11/03/2013 | 30/07/2014 | Sally Laird | This core contribution will enable- - GenCap to meet the increasing demands for technical support to gender equality programming in humanitarian action. The project will also continue to capture the impact and good practice in gender mainstreaming. GenCap includes a comprehensive monitoring and evaluation component to assess the added value of the GenCap Advisors from its inception. - ProCap to continue its predictable and effective deployment of senior personnel. The officers have proven protection expertise that will provide essential field support for the protection in emergency and complex humanitarian situations. | $650,000.00 |
| INK969 | Support to Vulnerable Communities in Cox’s Bazar | Active | 4/04/2013 | 30/06/2014 | Sarah Barns | The overall objective of this project is to reduce hunger and under nutrition in Ukhia and Teknaf Upazilas of Cox’s Bazar District. The specific objectives include: 1. Reduced prevalence of under nutrition among women and children to break the intergenerational cycle of under nutrition. 2. Increased access to pre-primary and primary education for children. 3. Increased productive assets of ultra-poor households through diversified economic activities. | $900,000.00 |
| INL019 | Travel for Global Ambassador for Women and Girls | Active | 1/07/2012 | 30/09/2014 | Sharon McIvor | AusAID will provide funding to DFAT to cover travel and associated costs for the Global Ambassador for Women and Girls (or their representative) where that travel is eligible to be reported as Official Development Assistance (ODA), including to locations outside of Australia to advocate for gender equality women’s empowerment in ODA Eligible countries. | $79,771.50 |
| INL087 | Supporting UN One Plan III 2012 – 2016 | Active | 1/06/2013 | 30/05/2016 | Thu Phuong Nguyen | By supporting implementation of the One Plan III, Australia together with the UN and other bilateral donors can create programmatic synergies in responding to national priorities articulated in the 2011 – 2020 Socio – Economic Development Strategy and the 2011 – 2015 Socio-Economic Development Plan. Australia’s contribution will be ear-marked on two focus areas (a) outcome 1.3 climate change and disaster risk management and (b) outcome 2.4 Gender equality and HIV. These two focus areas align with the 2010*–2*015 Vietnam-Australia Joint Aid Strategy objective of advancing climate change adaptation and mitigation and cross- cutting priorities of gender and HIV/AIDS. They are also consistent with the Australian aid program’s strategic goals of Sustainable economic development and Promoting opportunities for all. Continued support for Delivering as One was also recommended by the 2011 Australian Multilateral Assessment Review. | $2,563,176.36 |

1. See Annex 3 (Literature Review), Annex 4 (Program Data Analysis) and Annex 5 (Analysis of Scholarship Tracer Studies). **AusAID Programs analysed** included: Vanuatu Kastom Governance Partnership Phase 3 (INI311), Women in Leadership and Decision Making (project within PLP resource pool) (INH605), Pacific Leadership Program (INH528), National Parliament Capacity Development ‘Strengthening Parliamentary Democracy in Timor-Leste’ (ING416), Advancing Gender Equality in Pacific Governance: Strong women’s citizenships and leadership (43646), The Australian Community Development and Civil Society Strengthening Scheme (ING429), Basic Education Development Program (INF220).

   **Scholarship Tracer Studies** reviewed included: Cambodia, Laos, Indonesia, Vietnam, and South Asia. [↑](#footnote-ref-1)
2. Juvenile Justice Evaluation Centre, Program Evaluation Briefing Series, Evaluability Assessment: Examining the Readiness of a Program for Evaluation, 2003*;* Mathison, S (2005) *Encyclopedia of Evaluation,* SAGE Publications, cited in the ODE TOR for this review. [↑](#footnote-ref-2)
3. A series of questions for the evaluability assessment were proposed by ODE in the TOR. These were refined by the review team in consultation with ODE to those included in this report. [↑](#footnote-ref-3)
4. The question was originally posed as AusAID evaluations. This was changed to ‘donor’ evaluations to capture the experience beyond AusAID. In addition, two of the four sub-questions proposed have been addressed under different evaluability assessment questions. These include: How has women’s leadership been defined and approached by AusAID? Is this consistent with international practice? And what were the findings of the evaluations? [↑](#footnote-ref-4)
5. Dita Nugroho and Petra Lietz, Australian Council for Educational Research, November 2011 (Draft). [↑](#footnote-ref-5)
6. See Annex 3. [↑](#footnote-ref-6)
7. Leftwich, A 2009, ‘Bringing Agency Back In: Politics and Human Agency in Building Institutions and States, Synthesis and Overview Report’*,* Research Paper 06, Developmental Leadership Program, Canberra. [↑](#footnote-ref-7)
8. There are several reasons for focusing on the work of the World Bank, CARE and Oxfam. Firstly, their approaches are multi-faceted and the levels of intervention they suggest allow for changes in women’s leadership across the spheres mentioned in the broad definition adopted in this Evaluability Assessment. These organisations also support the emphasis on the ‘enabling environment’ which is being increasingly reflected in the strategies and policies of donors. For example AusAID’s gender strategy is centred around four thematic pillars which as a whole address not just women’s capacity, skills and knowledge (evident across all pillars), but also the level of relationships between men and women (perhaps most explicitly through the pillar on violence against women and girls), and the level of structural change (also evidence across all pillars). Other donors also shape the discussion on gender in this way, for example DFID’s strategy on women and girls explicitly states that results across all its four pillars are dependent on improvements in the enabling environment. SIDA’s gender strategy goes beyond access to opportunities and knowledge for women, but emphasises power structures, men’s roles and masculinities, and relationships between men and women. See: AusAID, 2011, ‘Promoting Opportunities for All – Gender Equality and Women’s EmpowermentThematic Strategy’,November 2011, AusAID, Canberra; DFID, 2011, ‘A New Strategic Vision for Girls and Women: Stopping Poverty Before it Starts’, DFID, London, 2011; and SIDA, 2005, ‘Policy Promoting Gender Equality In Development Cooperation’, SIDA, Stockholm, 2005. [↑](#footnote-ref-8)
9. For example, the Women in Leadership and Decision Making initiative in East Timor definition of women’s leadership was inferred from the program goals, which included gender aware and effective women elected to decision-making positions in government, and are able to influence a gender responsive, rights-based agenda. [↑](#footnote-ref-9)
10. Assessing the expected and achieved outcomes was made quite difficult by the absence of design documents for most of the programs, and final reports for several of the programs. [↑](#footnote-ref-10)
11. AusAID Information Brief: Australia Awards – May 2013. [↑](#footnote-ref-11)
12. What is involved in the Leadership Awards in practice was not clear from the documents available. This should be clarified during the future evaluation study. [↑](#footnote-ref-12)
13. Ibid (for all text in this paragraph). [↑](#footnote-ref-13)
14. It was not clear from the documents available whether this is a deliberate policy. [↑](#footnote-ref-14)
15. Studies reviewed included: **Cambodia:** S. Webb,Australian Scholarships in Cambodia Tracer Study and Evaluation – 2009; Cambodia Review of the Awards Program, January 2012. **Laos:** Enterprise & Development Consultants, Impact Study of the Australian Development Scholarships and Pre-ADS Programs in Lao PDR, February 2010; **Indonesia**; O.I. Trianto and I. Patrick; Tracer Study Report – 2012. March 2013; **Vietnam:** 2011Vietnam Tracer Study of Australian Scholarships Alumni, March 2012; **South Asia:** South Asia Scholarships Program (SASP) Tracer Study, October 2012. See Annex 5. [↑](#footnote-ref-15)
16. Dita Nugroho and Petra Lietz, Australian Council for Educational Research, November 2011 (Draft). [↑](#footnote-ref-16)
17. Of the 17 surveys assessed, only five provided sufficient data for awardees promotion since return to be analysed by gender. These included Cambodia, China, Laos, the Philippines and Vietnam. [↑](#footnote-ref-17)
18. The counterfactual attempts to define a hypothetical situation that would occur in the absence of the program. [↑](#footnote-ref-18)
19. Initiative ING 416: 2012 Q1 Report, 2011 Annual Report. [↑](#footnote-ref-19)
20. Initiative 43646: 2013 Bridge Reports. [↑](#footnote-ref-20)
21. Specifically the use of the Girls’ Equity Index and Girls’ Leadership Index in Miske Witte and Associates 2011, Power to Lead Alliance: Empowering Girls to Learn and Lead. Final Evaluation Report for CARE USA, CARE USA. [↑](#footnote-ref-21)
22. Roseveare, C.M 2006, Evaluation of Oxfam Women in Leadership (WIL) Project in Sierra Leone. Full Report, Oxfam Great Britain, London. [↑](#footnote-ref-22)
23. Miske Witte and Associates 2011, Power to Lead Alliance: Empowering Girls to Learn and Lead. Final Evaluation Report for CARE USA, CARE USA. [↑](#footnote-ref-23)
24. AusAID 2011, Women Leading Change. AusAID’s Support for Women’s Leadership and Decision Making, AusAID, Canberra. [↑](#footnote-ref-24)
25. See: Beaman, L, Duflo, E, Pande, R & Topalova, P 2012, ‘Female Leadership Raises Aspirations and Educational Attainment for Girls: A Policy Experiment in India’, *Science*, 335: 582-586; Beaman, L, Chattopadhyay, R, Duflo, E, Pande, R & Topalova, P 2009, ‘Powerful Women: Does Exposure Reduce Bias?’ *Quarterly Journal of Economics,* 124 (4): 1497–540. [↑](#footnote-ref-25)
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27. Martinez, E 2006, ‘The Courage to Change: Confronting the Limits and Unleashing the Potential of CARE’s Programming for Women. Synthesis Report: Phase 2 CARE International Strategic Impact Inquiry on Women’s Empowerment’, CARE International, v-vi. [↑](#footnote-ref-27)
28. Ibid. [↑](#footnote-ref-28)
29. Agarwal, B 2010, ‘Does Women’s Proportional Strength Affect Their Participation? Governing Local Forests in South Asia’, *World Development,* 38 (1): 98–112. [↑](#footnote-ref-29)
30. Martinez, E 2006, ‘The Courage to Change: Confronting the Limits and Unleashing the Potential of CARE’s Programming for Women. Synthesis Report: Phase 2 CARE International Strategic Impact Inquiry on Women’s Empowerment’, CARE International, 6. [↑](#footnote-ref-30)
31. Oxfam Novib 2011, ‘Women Leading Change. Experiences Promoting Women’s Empowerment, Leadership, and Gender Justice. Case studies of five Asian organizations’, Oxfam Novib. [↑](#footnote-ref-31)
32. World Health Organization (WHO) 2010, *Men and Gender Policy Brief: Policy Approaches to Involving Men and Boys in Achieving Gender Equality and Health Equity, WHO, Geneva; Van Hung, N 2007, ILO/Japan Asian Regional Programme on Expansion of Employment Opportunities for Women (EEOW) – Vietnam Chapter. Report of Independent Final Evaluation,* ILO, Hanoi; Chhoeun, T, Sok, P & Byrne, C 2008, ‘Citadel of Women’: Strengthening Female Leadership in Rural Cambodia, Gender & Development, (16:3): 535-547, 540. [↑](#footnote-ref-32)
33. Martinez, E 2006, ‘The Courage to Change: Confronting the Limits and Unleashing the Potential of CARE’s Programming for Women. Synthesis Report: Phase 2 CARE International Strategic Impact Inquiry on Women’s Empowerment’, CARE International; Lyne de Ver, H & Kennedy, F 2011, ‘An Analysis of Leadership Development Programmes Working in the Context of Development’, Research Paper 11, Developmental Leadership Program, Canberra. [↑](#footnote-ref-33)
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38. Cited in UNIFEM 2009, *Progress of the World’s Women 2008/2009. Who Answers to Women? Gender and Accountability,* UNIFEM, New York, 29. [↑](#footnote-ref-38)
39. Chattopadhyay, R & Duflo, E 2004, ‘Women as Policy Makers: Evidence From a Randomized Policy Experiment In India’, Econometrica, (72:5): 1409–1443. [↑](#footnote-ref-39)
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42. Beaman, L, Duflo, E, Pande, R & Topalova, P 2012, ‘Female Leadership Raises Aspirations and Educational Attainment for Girls: A Policy Experiment in India’, *Science*, 335: 582-586; Beaman, L, Duflo, E, Pande, R & Topalova, P 2006, ‘Women Politicians, Gender Bias, and Policy-making in Rural India’, The State of the World’s Children 2007 Background Paper, UNICEF. [↑](#footnote-ref-42)
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44. Byron, G & Örnemark, C 2010, *Gender Equality in Swedish Development Cooperation. Final Report*. SIDA, Stockholm, 70. [↑](#footnote-ref-44)
45. AusAID 2011, *Promoting Opportunities for All – Gender Equality and Women’s Empowerment*. Thematic Strategy November 2011, AusAID, Canberra. [↑](#footnote-ref-45)
46. Oxfam Great Britain 2008, ‘Women’s Leadership and Participation: Overview’, Programme Insights, Oxfam Great Britain, Oxford, 13. [↑](#footnote-ref-46)
47. Caprioli, M 2000, ‘Gendered Conflict,’ *Journal of Peace Research*, 37(1): 51-68, 61. [↑](#footnote-ref-47)
48. World Bank, 2011, *World Development Report 2012: Gender Equality and Development*, World Bank, Washington. [↑](#footnote-ref-48)
49. Oxfam Great Britain 2008, ‘Women’s Leadership and Participation: Overview’, Programme Insights, Oxfam Great Britain, Oxford, 14. [↑](#footnote-ref-49)
50. Based on the meta-analysis and this evaluability assessment, one area for improvement appears to be the quality of data collected on the gender equity and equality of Awards (i.e. looking beyond equity of women’s participation in the program to assess equality of opportunities for promotion and influence, and to better understand the barriers experienced by women both on and post award). This should be a requirement for all tracer studies and evaluations. The 2011 meta-analysis team noted that they intended to develop a methodology for how scholarships data would be collected consistently in the future. It is unclear if this occurred, and if so, how well the recommended approach included a gendered perspective. Similarly, it is understood that draft guidelines for conducting tracer studies of Award Programs have been developed. The first point of call for future work in this area should be to assess the quality of gender advice contained in these guidelines, and how well they are being followed. [↑](#footnote-ref-50)
51. For example how could the selection process better target women and men from particular sectors, areas of work or stakeholder groups to help create a critical mass of expertise, and to achieve a greater likelihood of development outcomes that benefit women? Priority areas might include work migration policy in Indonesia, regulation of the informal economy in PNG, health departments for sexual and reproductive health etc. (areas which, from the experience of the review team, have a proportionally high impact on women). The review notes that in 2013 only 5.3% of AusAID Award funding was allocated to qualifications focused on gender. [↑](#footnote-ref-51)
52. The meta-analysis found that female graduates from Cambodia, China, Laos, the Philippines and Vietnam were significantly less likely to have been promoted (26%) than male graduates (54%). Considering this, how could the programs better support women and men awardees during and after the scholarship to create a greater enabling environment for women’s leadership (e.g. through gender equality training, supporting networks of women, increasing the relevance of Alumnus for female scholars, or providing mentors for female scholars in Australia)? [↑](#footnote-ref-52)
53. Leftwich, A., ‘Bringing Agency Back In: Politics and Human Agency in Building Institutions and States, Synthesis and Overview Report’*,* Research Paper 06, Developmental Leadership Program, Canberra, 2009 [↑](#footnote-ref-53)
54. AusAID, ‘Promoting Opportunities for All – Gender Equality and Women’s Empowerment’. Thematic Strategy November 2011, AusAID, Canberra; AusAID, ‘Effective Governance’. Thematic Strategy, November 2011, AusAID, Canberra. [↑](#footnote-ref-54)
55. See: Leftwich, , ‘Bringing Agency Back In’, 2009; Leftwich, A. & Wheeler, C., ‘Politics, Leaders and Coalitions in Development – Findings, Insights and Guidance from the DLP’s First Research and Policy Workshop. Frankfurt 10 -11 March 2011’, Canberra, 2011 [↑](#footnote-ref-55)
56. Leftwich, A., , ‘Bringing Agency Back In’, 2009, [↑](#footnote-ref-56)
57. Tadros, M., , ‘Working Politically Behind Red Lines: Structure and Agency in a Comparative Study of Women’s Coalitions in Egypt and Jordan’, Research Paper 12, Developmental Leadership Program, Canberra, 2011; Hodes, R., Thorpe, J. and Stern, O., , ‘Structure and Agency in the Politics of a Women’s Rights Coalition in South Africa: The Making of the South African Sexual Offences Act, 2007’, Research Paper 13, Developmental Leadership Program, Canberra, 2011 [↑](#footnote-ref-57)
58. Policy and Strategy documents that were reviewed are as follows: AusAID,, ‘Promoting Opportunities for All – Gender Equality and Women’s EmpowermentThematic Strategy’,November 2011, AusAID, Canberra; AusAID, ‘Effective Governance. Thematic Strategy’*,* November 2011, AusAID, Canberra; Department for International Development (DFID), ‘A New Strategic Vision for Girls and Women: Stopping Poverty Before it Starts’, DFID, London, 2011; World Bank, ‘World Development Report 2012: Gender Equality and Development’, World Bank, Washington, 2011; Canadian International Development Agency (CIDA), ‘Gender Equality Policy and Tools’, CIDA, Quebec, 2010; Swedish International Development Cooperation Agency (SIDA), ‘Policy Promoting Gender Equality In Development Cooperation’, SIDA, Stockholm, 2005; USAID,, ‘Gender Equality and Female Empowerment Policy’, USAID, Washington D.C, 2012; Commission of the European Committees (EC), ‘Communication From the Commission to the European Parliament and the Council’, Gender Equality and Women Empowerment in Development Cooperation’, EC, Brussels, 2007. [↑](#footnote-ref-58)
59. Cited in Lyne de Ver, H & Kennedy, F.,, ‘An Analysis of Leadership Development Programmes Working in the Context of Development’, Research Paper 11, Developmental Leadership Program, Canberra, 2011 [↑](#footnote-ref-59)
60. AusAID,’Promoting Opportunities for All’,2011. [↑](#footnote-ref-60)
61. Resolution 1325 focuses on including a gender perspective in post-conflict reconstruction, rehabilitation, reintegration, repatriation and resettlement. [↑](#footnote-ref-61)
62. AusAID ‘Women, Peace and Security. AusAID’s implementation of United Nations Security Council Resolution 1325’, AusAID, Canberra, 2010 [↑](#footnote-ref-62)
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64. World Bank, ‘World Development Report 2012’ . p308. [↑](#footnote-ref-64)
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167. To be defined below. [↑](#footnote-ref-167)
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169. Only 22% of active DWFs completed the self-assessment. This low return rate was due to the change in focus of the project, as the self-assessment was completed after the third and final workshop, which was not held in many instances. [↑](#footnote-ref-169)
170. To be defined below. [↑](#footnote-ref-170)
171. To be defined below. [↑](#footnote-ref-171)
172. Introduction of the open category of awards has also had a positive effect on increasing the number of women awardees – many capable women work in the NGO and private sectors. [↑](#footnote-ref-172)