Australian Government

Department of Foreign Affairs and Trade

Australian NGO Cooperation Program (ANCP) Thematic Review

Gender Equality and Women's Empowerment

March 2016

Acknowledgements

This review was a collaborative undertaking and reflects the contribution and participation of a range of stakeholders including seven ANCP NGOs and the Australian Department of Foreign Affairs and Trade (DFAT). The review was led by Debra Hartley an independent consultant, and Heather Fitt and Julie Hart (DFAT). The review included fieldwork in Vanuatu and Timor Leste undertaken in August and September 2014, learning events in Sydney and Melbourne in March 2015, and a presentation at the DFAT-ACFID Gender Working Group Meetings in October 2014 and June 2015.

ANCP NGO staff from head office, country office and field office all readily made themselves available for a range of teleconferences, roundtable meetings and field visits and in the preparation of documentation for review. Those NGOs and representatives from the ACFID Gender thematic working group and ANCP Monitoring Evaluation and Learning (ANCP MEL) Reference Group further facilitated the Review process by commenting on a range of planning documents for the Review.

DFAT staff from the Gender Equality Section (GEQ), Office of Development Effectiveness (ODE), NGO section and Posts in Timor Leste and Vanuatu were generous with their time and inputs. The Review Team would like to express gratitude to the participating ANCP NGOs, their in-country partners and partner communities who generously shared their time and stories with the review team.

The following ANCP NGOs and their partners participated in the review:

› Anglican Overseas Aid (AOA) - The Anglican Church of Melanesia Board of Mission (ACOMBM)

› CARE Australia – CARE Vanuatu

› Family Planning New South Wales (FPNSW) - Cooperativa Café Timor (CCT)

› International Women's Development Agency (IWDA) - Covalima Community Centre (CCC)

› Oxfam Australia - Youth Challenge Vanuatu (YCV), Wan Smolbag and Leadership Vanuatu.

› WaterAid Australia - WaterAid Timor Leste with Lutu ba Futuru

› World Vision Australia – World Vision Vanuatu

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Abbreviations

ACOMBM	The Anglican Church of Melanesia Board of Mission
ACFID	Australian Council for International Development
ADPlan	Annual Development Plan (ANCP)
ANGO	Australian NGO
ANCP	Australian NGO Cooperation Program
AOA	Anglican Overseas Aid
BESIK	*Be'e Saneamentu no Ijiene iha Komunidade* (DFAT WASH program in Timor Leste)
CBO	Community Based Organisation
CCC	Covalima Community Centre
CCT	Cooperativa Café Timor
CI	CARE International
DFAT	Department of Foreign Affairs and Trade
FPNSW	Family Planning New South Wales
GAD	Gender and Development
GLA	Governance, Leadership and Accountability (Oxfam)
IWDA	International Women's Development Agency
LBF	Luta ba Futuru
MDGs	Millennium Development Goals
M&E	Monitoring and Evaluation
MELF	Monitoring, Evaluation and Learning Framework (ANCP)
NGO	Non-Government Organisation
ODE	Office of Development Effectiveness (DFAT)
PWSPD	Pacific Women Shaping Pacific Development (DFAT)
QAI	Quality at Implementation (DFAT) *now known as Aid Quality Check (AQC)*
WASH	Water, Sanitation and Hygiene
WID	Women in Development
WVA	World Vision Australia

Executive Summary

Purpose and Method

The 2014 Australian NGO Cooperation Program (ANCP) Thematic Review focused on the theme of gender equality and women's empowerment. Designed to facilitate collaborative learning, the purpose of the Review was to provide an insight into how gender equality and women's empowerment is addressed in ANCP supported projects in Timor Leste and Vanuatu; and identify opportunities for shared learning on how ANCP activities can continue to better target gender equality and women's empowerment. For the full Terms of Reference, refer Annex 1.

Key Findings

Participant ANCP NGOs most able to demonstrate a contribution toward gender equality and women's empowerment were those presenting a strong organisational (internal) commitment and operational framework for actioning gender in their (external) programming.

Effective Gender Approaches

ANCP programs that demonstrated the greatest impact on gender equality and women's empowerment were those engaging with both men and women. These were the organisations working within a 'gender and development' model rather than the more traditional 'women in development' approach. ANCP NGOs working in the Pacific (particularly Vanuatu) are working with Youth as the change agents in gender equality arguing it is more likely to achieve a sustained attitudinal change.

Successful approaches were informed by quality analysis of the local context, identifying entry points and working with partner organisations to conceptualise gender within the cultural, political and social environment. The Review highlighted the importance of cultural context and the time needed to achieve shifts in attitudes and behaviours with respect to gender.

Strong Organisational Commitment

The Review found all seven participant ANCP NGOs had a gender policy but found most were grappling with translating policy into practice. However, practical guidance on how organisations plan to mainstream gender or their gender policy with partners and in projects –i.e. some form of a gender action plan - has the greatest effect on development outcomes.

ANCP In-country Partners

The Review found a lack of gender policies and consideration of gender throughout the program cycle amongst in-country partners. In-country partners expressed a lack of experience in how to measure progress towards gender equality and women's empowerment. Most in-country partners expressed the need for continued assistance and support in developing their capacity to monitor and evaluate gender equality and women's empowerment in their programs.

The combination of traditional training, participatory analysis, action research and reflection, and advice on design and approaches to monitoring and evaluation (M&E) throughout different stages of programming was seen to be particularly successful in a number of projects reviewed.

Program Planning and Design

While most of the ANCP programs reviewed demonstrated a reasonable consideration of gender through their design processes; program documentation, however, often contained negligible detail on either the process or outcomes of gender analysis. The Review noted that those partners effectively integrating gender into programming actively engaged in participatory gender planning processes; many of them reported personal and organisational transformations in their understanding of gender and development. **The review highlighted the importance of documenting the outcomes of gender analysis undertaken as part of program design**.

Monitoring and Evaluation

The Review found a lack of effective, consistent monitoring and evaluation of gender outcomes. This is evidence of a gap in understanding about how to capture gender as part of a broader M&E framework. While gender analysis and planning were increasingly apparent in the design of ANCP NGO programs, evidence of robust accountability systems for gender was lacking.

Challenges

It is common for 'Gender' terminology to be difficult to translate in certain contexts. **ANCP NGOs have had to grapple with the local perceptions and interpretations of the term 'gender' and respond appropriately.** The familiarity with available tools is also seen as a constraint. Secular agencies were noted to be addressing gender much more explicitly in their programs than their faith based counterparts. ANCP NGOs particularly emphasised the need to broaden timeframes, apply moderate approaches and have realistic expectations of what change can be achieved.

Ways Forward

There is scope for greater sharing of gender resources, tools, information and learning including mapping of resources for training and better practice. **This Review demonstrated the potentially transformative impact of introducing (or re-packaging) some foundational tools for participatory development practice and program planning.** These tools are referenced throughout the report.

This Review observed the benefits of NGOs working as networks or in broader partnerships and coalitions with a range of stakeholders including other Australian aid funded initiatives in-country to better address gender.

The Review Team noted a greater acceptance of gender within a more inclusive framework, where NGOs have broadened their rights based approaches to one of "inclusive development" and not separated out marginalised groups or subpopulations. For church-based agencies, a more tailored approach may be needed to challenge attitudes both in communities and with their own staff. The Review also identified a need for more comprehensive approaches to capacity building and training beyond once-off training workshops to include ongoing mentoring and training support throughout the program cycle.

This Review addresses priorities in the Gender Equality and Women's Empowerment Strategy.[1]

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[1] http://dfat.gov.au/about-us/publications/Pages/gender-equality-and-womens-empowerment-strategy.aspx

Introduction

Under the Australian NGO Cooperation Program (ANCP) Monitoring, Evaluation and Learning Framework (MELF), there is a commitment to carry out biennial Thematic Reviews and Meta-evaluations of ANCP NGO projects. Through the collaboration and shared learning generated by these thematic reviews, the Department of Foreign Affairs and Trade (DFAT) seeks to support a process of continuous improvement to build on the effectiveness and sustainability of activities delivered through the ANCP.

Gender was selected as the topic for review in response to recommendations made in the 2011 Thematic Review, the 2013 Meta-Evaluation and the 2013 Quality and Implementation (QAI) report which called for improvements in the documentation of gender analysis and shared learning, better attention to gender in evaluations and the need for improved gender reporting and analysis under the ANCP.

This report presents the findings of the 2014 Thematic Review (the Review) which focused on gender equality and women's empowerment across ANCP activities in two countries, Timor Leste and Vanuatu.

The purpose of the Review was to:

› Provide an insight into how Australian NGOs address gender equality and women's empowerment in ANCP supported projects in Timor Leste and Vanuatu.

› Identify opportunities for shared learning on how ANCP activities can continue to better target gender equality and women's empowerment.

Purpose and Method

The key purpose of the biennial Thematic Review process is to inform and improve development practice based on the experiences of ANCP NGOs and their in-country partners. The Review was designed for collaborative learning and sharing among partners and the sector more broadly, and was not designed nor intended to evaluate the specific outcomes or impacts of individual ANCP activities. Rather it was designed to reflect on ANCP NGO strategies and approaches in regard to this specific aspect of practice and to identify common themes or areas for shared learning amongst practitioners.

The key questions guiding this review were as follows (Terms of Reference are at Annex 1):

1. To what extent are ANCP activities addressing gender equality and women's empowerment in Timor Leste and Vanuatu?

2. What evidence is there that the ANCP is contributing to gender equality and women's empowerment?

3. What are the major strengths and weaknesses of ANCP activities in promoting gender equality and women's empowerment?

4. Are there any trends or innovative practices evident in approaches to addressing gender equality and women's empowerment of ANCP activities?

5. How are lessons learnt being shared among ANCP NGOs and more broadly across other Australian aid programs?

Participants self-nominated for inclusion in the Review, with 15 projects proposed in response to a call for expressions of interest. Of these nominated projects, six were selected in addition to reviewing CARE's role as a coordinator and facilitator of in-country gender communities of practice. Projects and in-country partners from the following ANCP NGOs were included in this Review: Family Planning NSW (FPNSW), WaterAid Australia and International Women's Development Agency (IWDA) in Timor Leste; Oxfam Australia, Anglican Overseas Aid (AOA), CARE Australia and World Vision Australia (WVA) in Vanuatu. Annex 2 provides details of the projects.

NGO Learning Events were held in March 2015 in Sydney and Melbourne where selected NGOs shared their experiences with other accredited NGOs. The findings of the Review were also presented to the joint DFAT-Australian Council for International Development (ACFID) Gender Working Group meetings in October 2014 and June 2015.

As the review involved a collaborative learning approach between DFAT, the NGOs and the consultant, this report does not include specific recommendations or a DFAT management response. Ways forward are articulated at the end of the report and include actions that can be applied across the ANCP and the sector more broadly to strengthen gender equality programming in Australia's aid program.

Comments and quotes from staff interviewed as part of the review have been included but have been de-identified. The Executive Summary has been translated into Bislama and Tetum.

Integrating Gender into ANCP Programming

Effective Gender Approaches

Engaging with both Men and Women

ANCP programs that demonstrated the greatest impact on gender equality and women's empowerment were those engaging with both men and women. In the first instance it was noted that these were the organisations working within a 'gender and development' model rather than the more traditional 'women in development' approach. Fundamentally this involved analysis and consideration of men and women's roles and decision-making, in processes involving both men and women. Some programs (for example FPNSW/ CCT Sexual and Reproductive Health program) put men at the centre of their strategy with the underlying logic that it is often men whose behaviour and attitudes need to change to effect gender equality. Other ANCP NGOs nominated both male and female gender focal points to good effect, further emphasising that gender is everyone's business; these focal points (men in particular) provided role models and access points for men wanting to know more about gender and decision-making.

Context Specific Gender Analysis

The Review emphasised the need for a sound understanding of cultural context and local gender realities. To influence and achieve lasting change, NGOs need to identify 'entry points' and gatekeepers for gender and work collaboratively with these key influencers. This analysis is critical to bring partners on the gender journey, enabling individuals in these organisations to become aware of their own assumptions and behaviours in the first instance. These processes take time and require the building of trust and legitimacy. Gender needs to be framed within the local context, connected to local issues of justice, fairness or safety to avoid the perception that 'gender' is a foreign concept or construct.

Participatory Development (Good Practice)

Traditional good practice community development is informed and addressed by genuine engagement with community members, who actively participate in the development process. During this they are challenged to consider and ultimately address some of the power differentials existing in communities. Fundamental to this is the process of empowerment where women (in particular) can become agents of their own change process. **Participant ANCP ANGOs and in-country partners demonstrating the best success in integrating gender into their programs were using gender sensitive participatory methodologies. Where this was occurring, in-country partners were enthusiastic at using 'new' tools for planning and design, and (in some instances) evaluation.** This integration of gender as just good practice development is critical, particularly where extra time and cost is required to ensure a sound process.

Working with Youth and Emerging Sectors

ANCP NGOs working in the Pacific are firmly committed to working with Youth as the change agents in gender for the future. They presented convincing arguments (and some limited evidence) that a Youth focus is more likely to achieve the sustained attitudinal change required, most notably the work of Oxfam in its Wan Smol Bag project. However, caution should be applied to the relative context when considering youth as an agent for change. In some cases youth remain submissive and accountable to parents, elders and community leaders. In these situations youths can be active and great role models within specific youth empowerment programs but without the endorsement or support of those in power can lack influence beyond the project.

The Review highlighted evidence of the value of working (in some contexts) through non-traditional or new and emerging sectors such as Disaster Risk Reduction (DRR) or climate change, like in World Vision's Vanuatu Community-Based Disaster Risk Management Program.[2] Participating ANCP NGOs reported that within these emerging sectors, there is greater scope to push boundaries regarding gender because the rules, behaviours or structures are still being defined, providing an opportunity for NGOs to approach gender in novel ways in their programming. While not a new sector NGOs working in water, sanitation and hygiene (WASH) in Timor Leste note there is greater scope to incorporate a gender lens through networks and leverage as a national drive for change.

Organisational Commitment and Policy

The review found that **practical guidance on how organisations plan to mainstream gender with partners and in projects – i.e. some form of a gender action plan - has the greatest effect on development outcomes.** All seven participating ANCP NGOs had a gender policy in place and in the case of IWDA, a core commitment to gender equality detailed in their Constitution. Almost all acknowledged the difficulties of translating policy into practice. However, self-assessments undertaken as part of the Review demonstrated that even with policy commitment and adequate budgeting for gender, the existence of clear operational planning for gender was present to a moderate degree in ANGO headquarters and to a smaller degree in a number of in-country partners.

Around half of the participating ANCP NGOs had undertaken a gender audit and/or had an internal process for routine self-assessment against gender standards. The presence of gender considerations in organisational tools and systems was demonstrably stronger in participant ANCP NGOs which had participated in gender audits or similar internal reviews. The Review found that attention to gender equality and women's empowerment is becoming a core priority for an increasing number of ANCP NGOs. This was being driven by a demonstrated organisational commitment to gender, championed by senior management and Boards. Targeted budgeting for gender was evident in many participant ANCP NGOs, including recruitment and training of staff to undertake gender and development roles.

All agencies identified that operational planning for gender policies was still an area for improvement. Gender policy frameworks reviewed were detailed; clearly describing expectations at all levels of the NGO. The most effective policies were evidence based with clear explanatory models, supported by frameworks for translating policy into practice.

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[2] For more information on World Vision's gender tools/approaches, please contact: ancp@worldvision.com.au

Success in integrating gender into programming included comprehensive approaches to capacity building - often supported by specialist gender agencies or consultants.

While the need for organisational commitment was mirrored in in-country partner organisations, the Review found that key partner staff would benefit from targeted gender sensitivity awareness raising and training. The processes for these were many but included participation in action research and reflection activities, use of gendered tools for participatory analysis and planning and strong use of role models.

During the Review, ANCP NGOs spoke of the difficulties in prioritising multiple policy focus areas, with for example incorporating an 'inclusive development' or disability focus into their work. This perceived 'policy overload' often resulted in policy dilution and competition for time and resources on the ground. There were, however examples of ANCP NGOs overcoming this potential policy overload.

WaterAid demonstrated an innovative response to this dilemma in adopting a broader Equity and Inclusion Framework.[3] WaterAid have adopted equity and inclusion as a core principle, to ensure that they address all types of marginalisation and exclusion. This rights based approach has been mainstreamed across all aspects of policy, strategy and programming and is a long-term commitment for WaterAid. In addition to mainstreaming, WaterAid acknowledges there is an equally urgent need to ensure that its own organisational culture is inclusive and capable of supporting such an approach. The WaterAid guidance lays out the core responsibilities from Trustees and Directors to in-country staff, inclusive of all departments across the organisation e.g. human resources, communications, and internal audit. WaterAid's gender audits and commissioned research on gender, demonstrate its organisational commitment to gender equality.

Equally compelling is the holistic approach to gender policy taken by CARE Australia. In 2009 CARE International (CI) endorsed the CARE Gender Policy. The Policy is described as marking a milestone in the organisational history of CI, as it "not only commits CI to achieve gender equality and women's empowerment standards in Program Quality, but also to address organisational needs in order to 'walk the talk'." From the international Board down, CARE placed women's and girls' empowerment at the top of their agenda with a commitment to put "gender equality at the heart of all [its] work."[4] The CARE Gender policy was informed by a Strategic Impact Inquiry, a four year, multi country research effort which sought to understand whether and how CARE's programs were empowering women. Of particular interest for this Review is the resulting women's empowerment framework[5] which provides shared concepts and tools to understand cultural contexts, local realities, serving two important purposes:

› Understanding: through investigating and analysing the complex dynamics of poverty and the relationships between many aspects that influence women's lives; and

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[3] WaterAid (2010) Equity and Inclusion Framework: A Rights Based Approach, http://www.wateraid.org/what-we-do/our-approach/research-and-publications/view-publication?id=d98d98ad-b605-4894-97cf-0c7682e62b04

[4] CARE International (2011) : First Consolidated CI Gender Report on the Implementation of the CI Gender Policy http://www.care.org.au/document.doc?id=745

[5] CARE's Women's Empowerment Framework: http://pqdl.care.org/sii/Pages/Women's%20Empowerment%20SII%20Framework.aspx and the Strong Women, Strong Communities report which provides detail about the Framework's approach: https://www.care.org.au/wp-content/uploads/2014/12/Report-Strong-Women-Strong-Communities.pdf

›   Roadmap for Action: Creating programs that explicitly empower women and address other underlying causes of poverty[6]

›   Figure 1: CARE's Women's Empowerment Framework[7]
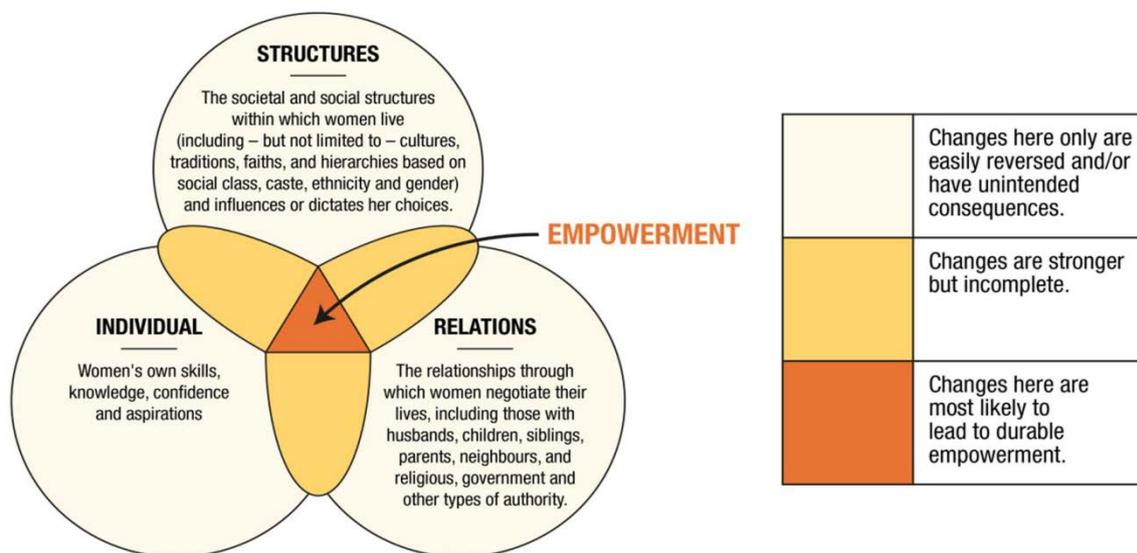
Both of these examples **demonstrate a strong organisational and senior leadership commitment to gender; a commitment which translates into appropriate resourcing for gender.** Of equal importance is the existence of a clear explanatory model or evidence base, supported by a framework for translating policy into practice. In different ways the WaterAid and CARE Frameworks provide staff with a tangible resource for understanding and applying gender in their programs. All agencies (including these two examples) identified that operational planning for gender was still an area for improvement (see Annex 5 for the template and collated Gender Self-Assessments).

All participating ANCP NGOs had a dedicated person responsible for gender in their headquarters but only half of the respondents felt that this was adequately carried through to a Country Office. Where gender focal points were present, they enjoyed a senior standing in the team (i.e. was not a tokenistic nomination) and individuals were familiar with local gender realities. One agency had both a male and female gender focal point which appeared effective in reinforcing that gender issues also involve men. While not systematically assessed, the presence of a gender focal point in the in-country office appeared to translate into improved organisational awareness and improved perceptions of inclusion of and accountability for gender in programs.

Approach to NGO Partnerships

The quality of ANCP program implementation is dependent on the capacity of partner organisations and their staff. This highlights the importance of both partner selection and capacity building of partners. The Review found that capacity in gender cannot be assumed and often significant investment is required before effective programming can commence.

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[6] CARE (2010) , Strong Women, Strong Communities: CARE's Holistic Approach To Empowering Women And Girls In The Fight Against Poverty, http://www.care.org.au/document.doc?id=368

[7] CARE (2014), Desk Review: Women's and girl's Empowerment Program, CARE international in Vanuatu

As accredited Australian NGOs, all organisations have in place sound systems and policy for in-country partner selection and capacity development. The Review found that ANCP ANGOs were strategic in their in-country partner selection; for example, WaterAid's partnership with Luta ba Futuru (LBF) in the Manufahi district of Timor Leste. WaterAid selected a local in-country partner on the basis of its core values (inclusion, rights, and connectedness to community) rather than its experience in the WASH sector, determining that it would be easier to transfer knowledge about the technical program aspects than to change attitudes and understanding of gender and rights. Similarly, FPNSW partnered with Cooperativa Café Timor (CCT), an established coffee growers cooperative, to be able to draw on their established network of health clinics to help select the communities in which to work and members for its peer education model.

Strategic partnerships were a strong theme emerging from this Review. Clear and obvious benefits were noted where ANCP NGOs were members of global NGO Confederations or networks. Beyond that, a significant number of the participating ANCP NGOs engaged in strategic partnerships at a country level to strengthen their specific approach to gender, address their capacity or have broader influence on gender in their operating context. This reflects organisational commitment and allocation of resources.

Partnerships with agencies with specialist gender expertise such as IWDA or CARE Australia were the most obvious. Some of the ANCP NGOs described practical and highly effective partnership arrangements with specialist agencies to facilitate gender research (WaterAid in Timor Leste) or gender training (Oxfam in Vanuatu). IWDA acknowledges these partnerships and collaborations as "fundamental to development effectiveness" working together to build capacity and strengths to advocate for gender equality and "create space for women's voices to be heard and amplify those voices through networking, advocacy and research".[8] These arrangements go beyond the provision of one off inputs, demonstrating a process of sustained engagement for learning. Oxfam noted that "partnership has enabled access to technical and other resources that would otherwise not have been readily available" (e.g. accessing disability inclusiveness from the Nossal Institute for Global Health, gender expertise from CARE) and that the "program will continue leveraging internal and external resources and expertise to benefit civil society for greater impact on the lives of women, men and young people."

ACFID's review on Partnerships for Effective Development[9] and DFAT's NGO Engagement Framework[10], highlighted an increased recognition of the need for multi stakeholder partnership models, and the creation of more effective networks of actors. The resulting coalitions are better placed to undertake collective action, often with ANCP NGOs shifting roles to become brokers rather than implementers. Oxfam's Governance, Leadership and Accountability (GLA) Program in Vanuatu proposal is illustrative of this approach:

> *We plan to develop effective coalitions and networks to help civil society actors come together and have greater voice and impact. We aim to link together civil society actors working on the same issues. The networks will provide a structure for information sharing and knowledge transfer as well as identifying and developing collaborative programmatic and policy/influencing action and ...*

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[8] Carnegie M, Rowland C & Crawford J (2013), Rivers and Coconuts: Conceptualising and measuring gender equality in semi-subsistent communities in Melanesia, IWDA, Gender Matters, Issue #2, http://www.iwda.org.au/2013/03/19/gender-matters-2-rivers-and-coconuts/

[9] Kelly L and Roche C (2014), Partnerships for Effective Development, ACFID, http://www.acfid.asn.au/resources-publications/files/partnerships-for-effective-development;

[10] NGO Engagement Framework: http://dfat.gov.au/about-us/publications/Pages/dfat-and-ngos-effective-development-partners.aspx

explore potential engagement with organisations working on gender issues and through all our interactions we will work to highlight the gender issues and analysis within each network.[11]

Networks have the potential to pull diverse groups and resources together, including government and public sector, donors, NGOs, multilateral actors and other private or civil society groupings. As members of networks, NGOs can deliver on their strengths to maximise their comparative advantage and retain their identities but come together to achieve goals they could not achieve in isolation.[12]

Leveraging Relationships to Enhance Outcomes

The Review observed numerous examples as well as opportunities for leveraging relationships not only between ANCP NGOs but also with the broader DFAT Aid program in-country. A range of networks and coalitions of both ANCP NGOs and local gender stakeholders were also shown to be effective in sharing knowledge and practice on gender equality and women's empowerment.

The DFAT Posts in both Timor Leste (Dili Post) and Vanuatu (Port Vila Post) play a significant role in advancing gender equality in the aid program in both countries. There was evidence of significant buy in from the Dili Post with an active gender focal point, extensive reviews and stocktakes of gender and a working gender action plan. There was pro-active collaboration between DFAT's bilateral projects in Timor Leste on aspects of social inclusion, notably between the BESIK project and WaterAid, but also cooperation between the Ending Violence against Women (EVAW) program and ANCP NGOs and their in-country partners.

Discussions with WaterAid demonstrated active and mutually beneficial links with this strongly gendered program, with frequent adoption of BESIK gender tools and resources, participation in training and shared learning. In part, these effective relationships may be due to a strong WASH sector in Timor Leste and the suggestion by some ANCP NGOs that while good gender practice in partner programs is essential, it will be through the joint action of sectoral groups such as WASH that institutional change is more likely to occur.

Port Vila Post was equally committed, best demonstrated through their support to the Pacific Women Shaping Pacific Development Program (PWSPD) and the opportunities for engagement with the NGO sector beyond service delivery to a platform for advocacy.[13] While not investigated fully in this report, it is important to note the critical role of advocacy with governments at all levels to create a supportive legal, policy and cultural environment to achieve gender equality. Given the work of ANCP NGOs such as CARE and Oxfam in Vanuatu to date, there is scope to leverage mutual benefit within this DFAT initiative. Sound relationships with the DFAT Port Vila Post and gender focal point will facilitate this collaboration. ANCP NGOs are also collaborating with and leveraging DFAT funding to support gender aware local NGOs such as Wan Smol Bag and the Vanuatu Women's Centre, through contributions to core costs for activity programming.

ANCP In-Country Partners

Using the same criteria for Gender Self-Assessment with ANCP ANGOs, in-country partners in both Timor Leste and Vanuatu[14] assessed their formal organisational commitment ('Political

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[11] Oxfam (2013), Governance, Leadership and Accountability Program, Program Proposal 2013-16

[12] Kelly and Roche (2014), Op. cit.

[13] PWSPD Vanuatu Country Plan FY 2013-2016.

[14] Did not include Wan Smol Bag.

Will') to gender as negligible.[15] One in-country partner had a gender policy, with another in process of working on a family violence statement. One out of six considered gender when allocating financial resources and one of six perceived that their organisation had a clear operational plan for gender, including monitoring and evaluation.

In contrast, these same partners assessed themselves as having moderate to very good 'Organisational Culture' on gender issues and in some instances were observed by the Review Team to be making good progress with integrating gender into their institutional practices. **This shows that the existence of a gender policy framework in local NGOs may not be the best indicator of an organisation's commitment to gender.** Instead, many in-country partners identified as a first step the need to develop their own individual (family) and organisational understanding of gender, before developing policies or addressing gender in their programming. **The importance of commitment by the leadership team was seen as fundamental to this process.** The Review found it was obvious where local partners had not yet made this transition at the organisational level, and consequently, attention to gender in programming was not yet evident. For those performing well, the turning point for a number of NGOs had come through participatory external evaluation, action research or reflection activities – processes which both engaged and challenged in-country partner staff and communities and in many instances increased not only their understanding but also their confidence around gender.

An example of this was the research conducted in Timor Leste by WaterAid (in partnership with IWDA).[16] The research set out to make visible the gendered outcomes of the WaterAid WASH program and to provide a learning opportunity for WaterAid staff, in-country partner organisations and participating community members. The methodology aimed to promote active empowering roles for participants. Results of the research identified changes in 'practical gender needs' but also provided space for highlighting 'strategic gender interests'. The Review Team noted that the research process did change attitudes and understanding of WaterAid staff and in-country partners (and reportedly community members), and influenced WaterAid's subsequent ANCP activities in Timor Leste. During field visits with WaterAid Timor Leste staff and in-country partners, there was frequent reference back to this work (and other research) and how participation in the process had been transformative, in terms of their practical understanding of gender.

IWDA's in-country partner in Suai, Timor Leste, the Covalima Community Centre (CCC) was an example of innovative and effective practice supporting shifts in organisational culture. The CCC provides support for women's savings clubs and micro-business. When relating the experience of participating in IWDA gender training, CCC staff became animated when describing their own personal transformation. In 2013, IWDA facilitated gender awareness training with 34 CCC staff and their husbands or wives and representatives of in-country partner NGOs and community based organisations (CBOs). The training addressed basic gender concepts and provided a safe forum on how to address gender equality in their own lives, within their organisations and through their program work. CCC staff reported this process as transformative for them, their colleagues and families in gaining a genuine and personalised understanding of gender roles and decision-making. CCC staff reported that outside of the training, men helped out more at home with the housework, wives reported increased respect and consideration and valuing of each other's roles and contributions. Being able to relate to and address these issues on a

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[15] Self Assessments considered four Domains: Political Will, Organisational Culture, Accountability and Technical Capacity, refer to Annex 5.

[16] Kilsby, D (2012) "Now we feel like respected adults" : Positive Changes in gender roles and relations in a Timor Leste WASH Program; ACFID Research in Development Series, report number 6, http://www.acfid.asn.au/resources-publications/publications/acfid-research-in-development-series/

personal level better enabled participants to consider how to address these issues both in their organisations and their programming.

All projects reviewed had some element of promoting the participation and voice of women. Some ANCP NGOs promoted this through using female role models in their own organisations (e.g. WaterAid's female water engineer) or through requisite quotas of women on committees. Others focused on working with or through women's groups or organisations, enabling and empowering them to envision their own agenda for equality. **It was noted that these approaches were most effective when opportunity was combined with participatory planning or review processes and skills building for women.**

Almost all ANCP NGO implementing partners were able to articulate the importance of gender in their projects. Partners related well to 'stories of change' and were frequently able to relate how their activities had influenced women's voice in decision-making or contributed to their economic empowerment. Those in-country partners who had participated in gendered participatory planning processes (e.g. CCC) could also describe the underlying pathways of change, including through increasing the confidence of women, demonstrating positive gender role modelling or improving the equality of decision-making (about family planning).

Areas where in-country partners expressed a lack of experience was in how to 'measure' gender. Almost all in-country partners expressed the need for continued assistance and support in developing their capacity to monitor and evaluate gender equality and women's empowerment in their programs. **Sustained mentoring of in-country partners across the project cycle would appear to be the most successful approach (in this sample of projects), with the addition of simple tools to aid the development of gendered outcomes and indicators.**

Stories, such as the one below from IWDA, frequently capture the results of a project's efforts in gender and are used with increasing frequency by ANCP NGOs and their in-country partners; and included in performance reporting for ANCP.

ANCP Performance Report Case Study: Women's Economic Empowerment

Beatris do Santos is the leader of a micro-business group called Haburas Goronto in the rural village of Suai, Timor Leste. Haburas Goronto has 10 members and earns an income by selling tais (traditional Timorese fabric), chickens and sweet biscuits. Covalima Community Centre (CCC) provided the group with start-up funds and training in business, bookkeeping and leadership, along with regular opportunities to participate in a quarterly women's forum with representatives from nine other women-led micro business groups. Like other members of Haburas Goronto, Beatris uses the income she earns to pay for her children's schooling. She hopes that both of her children will finish high school and continue on to higher education. In the village where Beatris lives, almost 40 per cent of the population have never been to school. The group has given Beatris and the women of Haburas Goronto access to new opportunities, training and access to resources.

"This is the first time we ever had a group. This makes us happy because it is something new, and it is a women's group. Before, the village chief was never interested in us, we never received invitation for any activity, but now we receive them all the time"

Role Models and Mentoring

While there is a place for once off training workshops in gender and other development topics, the Review highlighted **the value of specialist gender agencies and gender consultants to engage as program mentors and facilitators throughout the programming cycle.**

The combination of traditional training, participatory analysis, action research and reflection, and advice on design and approaches to M&E throughout different stages of programming was seen to be particularly successful in a number of projects reviewed.

In addition, the use of role models was particularly evident in Timor Leste where organisational behaviours reflected good gender practice in both design and implementation. Male and female gender focal points (staff) proved effective for some NGOs, as did the recruitment of women to influential and traditionally male roles; a significant number of ANCP NGOs had strong female leaders (staff). A number of ANCP NGOs had instituted simple standard practices for planning or training workshops, for example ensuring that domestic tasks were shared equally between male and female participants. These seemingly small changes were reported to be powerful models for promoting dialogue about gender roles in the project and in the household.

Program Planning and Design

Attention to gender issues in activity design is essential to increase the likelihood that both women and men will participate in, benefit from and not be disadvantaged by development activities. The ANCP requires that all NGOs incorporate measures to address gender equality and women's empowerment in design, implementation, monitoring and evaluation and reporting and this is assessed at accreditation as well as in annual development plan (ADPlan) proposals. Even very limited attention to gender issues in design can make a significant difference to whether women benefit. Research on NGO effectiveness has confirmed a number of success factors that underlie high quality gendered design and implementation, notably these include the importance of good quality gender (and power) analysis, genuine community participation, effective relationships, and ongoing learning and adaptation.[17]

Tools for analysis

The Review team had the opportunity to discuss and review examples of gender analysis for ANCP projects with a range of in-country partners. While variable in terms of the extent of analysis and quality of documentation of analysis, there were numerous strong examples. The key enabling factor was reported to be the availability of accessible tools to undertake these analyses, combined with support and mentoring to navigate the process.

For example, CCC (IWDA's in-country partner) staff in Suai demonstrated shifts in thinking about gender through using a 'Rivers of Change' tool[18] to discuss and develop a program logic with communities. This tool can facilitate discussion about integrating gender equality in economic programs; raise awareness with community members; prioritise gender equality issues; and measure gender equality in a particular community.[19] The same group used 'The Floating

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[17] Roche C (2009), Promoting Voice and Choice, Exploring Innovations in Australian NGO: Accountability for Development Effectiveness, ACFID, http://www.acfid.asn.au

[18] The 'Rivers of Change' and 'Floating Coconut' tools can be found in the Gender and Economy in Melanesian Communities Manual here: www.iwda.org.au/resource/gender-and-economy-in-melanesian-communities-manual/

[19] Carnegie, M., Rowland, C. & Crawford, J. (2013) 'Rivers and Coconuts: Conceptualising and Measuring Gender Equality in Semi-Subsistent Communities in Melanesia, *Gender Matters*, Issue 2 http://www.iwda.org.au/2013/03/19/gender-matters-2-rivers-and-coconuts/

Coconut', a practical tool for assessing and understanding men and women's roles in economies. Mentored by their ANCP NGO, the CCC team reported a growing sense of confidence and understanding in gender analysis and gendered planning, to the point where they undertook this current year's planning largely independently.

Similarly, there was evidence from in-country partners at the introduction of 'new' tools such as the '24 hour clock' and tools for participatory approaches for community mapping and gender (and power) analysis. While it is often assumed that application of these types of participatory tools is core business for NGOs, their use in the ANCP projects reviewed was firmly linked to recent publications and research processes guided by IWDA.

Gender and Power Analysis

Consistent with their policy statements, most of the ANCP programs reviewed demonstrated a reasonable, although variable, consideration of gender through their design processes. This was easier to evidence where larger programs had been designed, with numerous detailed and analytical gender reviews being undertaken and documented by the NGOs (particularly for Vanuatu). In contrast, 'standard' ANCP project proposal formats often contained negligible detail on either the process or outcomes of gender analysis.

As acknowledged by the participating ANCP NGOs themselves, gender (and power) analysis in particular remains an area of ongoing focus and improvement. The Review noted that those agencies scoring themselves lowest for analysis were in fact the NGOs with the most detailed and relevant analyses; perhaps illustrative of the more an NGO knows about gender analysis, the more it is capable of identifying its own shortcomings. Conversely, a small number of ANCP NGOs are yet to gain that insight.

Monitoring and Evaluation

While gender analysis and planning were apparent in the design of ANCP NGO programs, **the evidence of robust accountability systems for gender was sparse**. In part this reflected the wide variation in maturity of projects reviewed; some in their first year of operation, others entering a second phase and one on the cusp of completion. With the exception of one mid-term review, no evaluations were available for review. There was also diversity in the range of documentation made available to the Review Team for analysis; not all project documentation was available in English. The Review Team focused on two key elements: first, the use of disaggregated data for decision-making; and second, the demonstration of gendered outcomes and or indicators in project monitoring and evaluation (M&E) frameworks. The document review was supplemented by observation and discussion.

All ANCP NGOs have developed (or are well progressed in developing) systems for the collection of data disaggregated by sex, age and disability. This is well evidenced in the ANCP performance reporting. The Review identified **differences in perceptions between NGO head office and country office assessments on the utility of the disaggregated data**. Only half of the head office respondents reported that the disaggregated data provided useful information and was used to inform monitoring and evaluation, perhaps indicating that program officers understood this task as largely a donor compliance requirement despite gender policy commitments by their agencies. In contrast, all in-country ANCP NGO offices and representatives rated the use of disaggregated data quite highly.

ANCP NGOs and their in-country partners frequently had the baseline information or data on which to base assessments of their progress and success in addressing gender. There was

some evidence of good quality baseline assessments (e.g. Oxfam and FPNSW/CCT) and evidence of innovative tools for capturing progress 'data'; examples of the latter included Oxfam's (Wan Smol Bag) 'Outcome Journals' and collection of case studies or stories of change. As described elsewhere, the use of research and reflection provided additional, rich performance information. Monitoring and evaluation of progress or change of gender outcomes needs to be more explicit in NGO M&E Frameworks.

Of the projects reviewed, there were few examples of impact, unintended benefits or consequences regarding gender. Some projects were however a continuation or adaptation of a previous phase of activities, and ANCP NGOs were frequently able to benefit from evaluations and or learning conducted then. During a WaterAid end of program participatory evaluative exercise in Timor Leste, participants identified significant changes as having occurred in women's and men's lives as outcomes of WaterAid's Liquica program.[20] The evaluation identified practical outcomes particularly time and labour saving for women but also identified areas of change to address women's strategic gender interests. These evaluation outcomes were mentioned frequently and valued highly and included changes in gender roles, women's influence, increased voice, and recognition by men and women.[21]

The Review noted that for some ANCP NGOs there was no overarching M&E framework to elevate gender outcomes or indicators. As highlighted by a key Australian NGO academic, "development cannot be deemed effective without progress on gender equality. Accountability systems must therefore make the advancement of gender equality and women's rights one of the standards against which the performance is assessed."[22]

Gender was shown to receive greater attention where it was explicitly included in project or program objectives, outcomes or indicators. While gender disaggregated data was routinely collected in all ANCP funded projects, only those with gender embedded in the program design and accountability frameworks were able to capture and analyse this data to influence decision-making.

Sharing Lessons

ANCP NGOs need to scan and analyse broadly to understand the country or sector context for gender and review activities and lessons learned by other stakeholders. The Review noted two examples from Vanuatu.

First Oxfam's Governance, Leadership and Accountability program in Vanuatu involved a design process which spanned greater than six months and included a detailed literature review followed by in depth consultations with representatives from all stakeholder groups. The analysis was also informed by research into best practice community engagement and evaluations. The resulting project proposal detailed gender, voice, decision-making and leadership. When discussing the drivers for the process of program development Oxfam staff stated that gender mainstreaming was "just part of the way in which we work" and "it's just what we do." Oxfam has systems and processes to address gender equality and women's empowerment during the design process.

Oxfam also described linkages with specialist gender agencies or consultants to both review and improve its work in-country. Evidence of this translating into practice was noted though a

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[20] Not a DFAT funded project

[21] Kilsby D (2012), Op. cit.

[22] Roche (2009), Op. cit.

range of in-country partner activities e.g. Wan Smol Bag, coalitions and networks. Some constraints were noted however when working with less experienced local partners. Oxfam acknowledged this as a reminder of the need for slow sustained programs of support, over long periods of time, and awareness of the underlying cultural influences on gender. Oxfam report that the most effective training for gender in the Vanuatu context needs to come from Ni-Vanuatu trainers and organisations, of which there are only few. DFAT's bilateral program is providing core-funding support to the Vanuatu Women's Centre, one of the few agencies with the capacity to provide gender training. This kind of institutional support as an adjunct to ANCP NGO activity support is critical.

Second, CARE's Desk review of its Women's and Girl's Empowerment Program is a detailed and thoughtful analysis of the key barriers and strategies for addressing gender in Vanuatu. The quality is such that it would appear to have become a de facto country guidance for donors and NGOs alike. Discussions with the CARE team demonstrated high level of understanding to identify gatekeepers and context specific 'entry points' for engaging with gender issues in Vanuatu. While not examined explicitly in this Review, during round table discussions, CARE described detailed project specific gender analyses to guide programming for their ANCP activities.

In-country partners and communities engaging in inclusive and participatory power and gender analysis was a key feature of those projects, the benefits of which were two-fold. In the first instance, in-country partners (and or in-country offices of ANCP NGOs) were being supported through mentoring and reflection, often reinforced by evaluations or research and periodic reflections on gender. And, as noted elsewhere, these processes were generally being bolstered by specialist (gender) agencies and or consultants.

Challenges

Realistic timeframes and expectations

Throughout the review, ANCP NGOs emphasised that achieving change in gender equality and women's empowerment takes time – certainly beyond the limited timeframes of the ANCP annual project cycle.

Empowerment is a journey whereby people take control of their own lives (i.e. NGOs do not do it for them) requiring the creation of a safe space, and constructive and real support for it to happen. Participating NGOs emphasised that achieving success in this area requires constant ongoing effort and resources and was a process that cannot be fast tracked. NGOs were united in acknowledging the incremental nature of change, particularly in the Pacific where even after some years of programming, the observed change may appear to be quite small, but may nonetheless be quite significant given the context. CARE described their experience of just getting women to participate in activities as a major milestone. **This serves as a reminder for both NGOs and funders to not make (or expect) overly ambitious goals and indicators in this area.**

Monitoring and Evaluation

Reviews of gender mainstreaming show that the most commonly cited constraint at the operational level is the lack of effective, consistent and systematic monitoring and evaluation of gender outcomes.[23]

There appears to be a need for broader attention to M&E and the development of gender sensitive outcomes and indicators, particularly for in-country partner NGOs. According to the criteria in the Quality Framework (see Annex 6), one of the six participant ANCP NGOs was assessed as 'strong'. Two were assessed as 'blind' with regards to evidence of gender in their M&E instruments and how to measure any resulting change despite having activities or strategies directly addressing gender based issues. The Review found that there appears to be a gap in understanding on how to translate this activity knowledge into M&E systems.[24]

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[23] Moser C (2005): An Introduction to Gender Audit Methodology: Its design and implementation in DFID Malawi; Overseas development Institute (ODI)

[24] The 2013 ANCP meta-evaluation noted the limited attention to gender in ANCP evaluation reports as described.

Terminology, Tools and Resources

ANCP NGOs have had to grapple with the local perceptions and or interpretations of the term 'gender' and respond appropriately. Notably in Vanuatu, there appears a reluctance to use the term 'gender' and there was a need for a more subtle approach to addressing gender and development. The Review Team noted in one ANCP NGO in Vanuatu that the male staff were quite open and united in their discomfort about the term 'gender', specifically gender equality stating "we [men in Vanuatu] are just not ready for it." Staff from another Vanuatu NGO advised us that "if you talk to men about it, they just freak out." This issue was not restricted to Vanuatu however, with a research report from a Timor Leste NGO reporting that "the process avoided using the term gender, recognising this terminology can be confusing and can trigger misunderstanding."[25]

Rather than talking about gender, ANCP NGOs in Vanuatu were observed to be consistently emphasising inclusivity with appropriate inclusion or attention to women, men, girls and boys and people living with disability. Yet others have used alternate language to place the emphasis on respect and respect for culture, emphasising positive traditional practices and decision-making. This latter approach was seen to be effective in localising the concept of gender to promote ownership and a shift in the perception that gender issues are a foreign or Western concept. The lack of familiarity with various tools and resources available to address issues with terminology and share learning was also seen as a constraint.

Sharing Lessons

Sharing of lessons between ANCP NGOs was seen to be occurring at a country level but participation was variable and reliant on well-staffed offices in the country capital. CARE was seen to be taking a lead role in this type of facilitation of information exchange, for example through the Vanuatu Gender Partnership Network. A similar network, also convened by CARE was functioning in Timor Leste where the focus had shifted to sharing amongst local NGO partners. However, these forums did not necessarily reach all ANCP NGOs. The less well-resourced NGOs and smaller church-based NGOs appeared to rely more on their own networks for learning and as a result, some NGOs may be inadvertently left out of the learning loop. For example the Co-Operative Café Timor (CCT) group operates quite independently of the usual Timor Leste NGO networks, partly by virtue of its geographical location but also the nature of its organisation and function.

During the Review, the CCT Health Advisor mentioned that he had been invited to present key elements and successes of their Men's Health Program to a representative in the DFAT Aid program office. Similarly IWDA demonstrated frequent contact with Dili Post in Timor Leste. **There is potential for DFAT Post staff, particularly gender focal points, to facilitate sharing of experiences and learning in gender.**

A significant amount of learning and sharing about gender occurs outside of country programs, at regional forums and in Australia. The Review Team noted the large volume of material produced by NGOs such as research, evaluations, reflective pieces, tools, guidelines and manuals on approaches to addressing gender (by or for Australian NGOs). A significant number of these are available electronically, variously located on the websites of ANCP NGOs or ACFID, or substantively, on IWDA's website. It was also positive to note the synergies of Australian Aid support, with numerous gender research reports and tools developed through non-ANCP

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[25] Kilsby D (2012), "Now we feel like respected adults" : Positive Changes in gender roles and relations in a Timor Leste WASH Program; ACFID Research in Development Series, report number 6

funding streams, for example the Australian Development Research Awards (ADRAs). There did not appear to be a single website or platform for Australian NGOs seeking best practice guides or learning on gender – as can be found for example in the Better Evaluation website for monitoring and evaluation resources.

Culture and Religion

In addition to a strong correlation between the strength of gender in local NGOs and the strength of gender mainstreaming in their Australian NGO partner, the Review Team noted significant differences between the two cultural contexts. Respondents from Timor Leste for example, framed their discussion within a context of citizenship, equality and rights. As identified in the WaterAid research paper, there are numerous enabling factors from the Timor Leste context including Government of Timor Leste support and a range of traditional values supporting the acceptance of equity and equality at a family and community level. The WaterAid paper commented on the interplay of factors stating that "it is important to note that many of these factors appear interrelated and it may be that a combination of them is needed to produce and reinforce the positive changes that have occurred in gender and relations".[26] The cultural context and 'readiness' for gender equality in Vanuatu appeared to be vastly different. And indeed the 'culture' of gender equality awareness within local NGOs (particularly church based NGOs) was less obvious in Vanuatu; (male) respondents from two church based local NGOs in Vanuatu expressed that their communities were just "not ready for gender equality."

Traditional structures within some churches, particularly in the Pacific were found to reinforce gender inequity, making it difficult to challenge gendered roles. Some secular agencies were noted to be addressing gender much more explicitly in their programs than their faith-based counterparts. While there were certainly indications of commitment from faith-based NGOs, the depth and breadth of understanding through church hierarchies still required specific attention to effect change in some agencies.

Nonetheless, even the smallest church partner was endeavouring to incorporate gender, appointing a full time women's officer, working with women's community (and church) groups, and prioritising programs which improve women's safety. There were also indications of change from senior levels within these agencies. For example, efforts to develop gendered indicators were noted in the Strategic Plan for Anglican Overseas Aid's partner, the Anglican Church of Melanesia (ACOM). As these smaller players start to move from a more traditional 'Women in Development' approach to a gender and development approach, they will need significant support to continue to engage both with their church hierarchy and respective communities. There was some evidence of sharing of successes, but there is also scope for greater collaboration and learning at a country (or even sub-national) level.

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[26] Kilsby D (2012), "Now we feel like respected adults" : Positive Changes in gender roles and relations in a Timor Leste WASH Program; ACFID Research in Development Series, report number 6

Ways Forward

Sharing of learning, tools and resources

This Review highlighted the value of gender research as a tool to inform NGOs and their programming. Learning and sharing around gender was occurring, most notably within ANCP NGOs, often through their own global or regional networks. An example was demonstrated by CARE coordinating efforts in both Timor Leste and Vanuatu at a country level to share knowledge and resources. Specialist gender agencies such as IWDA and the Australian Council for International Development (ACFID) were also playing a significant role.

There are many tools, resources and training opportunities available. This Review showed the potentially transformative impact of introducing (or re-packaging) some foundational tools for participatory development practice and program planning. There is scope to better capture and make accessible, the learning from Australian Aid funded programs on gender, through the DFAT gender network and through ANCP learning and reflection workshops.

Action:

- DFAT will engage with internal gender network and ACFID to share findings from the review and share best practice tools.

- DFAT will add a gender focused standing agenda item for ANCP annual reflection workshops to share lessons from gender approaches more broadly.

Leveraging Outcomes through Partnerships

ANCP NGOs acknowledge that the quality and impact of their work needs to be part of a broader strategy. The Review observed the benefits of NGOs working as networks or in broader coalitions with a range of stakeholders to better address gender. Of particular interest were the links and leveraging between ANCP NGOs and other Australian aid funded initiatives in-country, often in bilateral programs (both general and specific to gender). For such networks to succeed they need to be an explicit part of programs with adequate resourcing. DFAT Posts are committed to gender and these types of linkages, but may not always be well resourced to actively engage.

Action:

- DFAT Posts will be encouraged to work with NGOs in-country to identify appropriate mechanisms to link ANCP programming and experience with other DFAT initiatives.

Monitoring and Evaluation

A consideration of gender is important to include in monitoring and evaluation strategies and planning frameworks when assessing performance. This should include explicit mention of gender in outcomes and gender sensitive performance indicators. There is room for improved documentation of the process and outcomes of gender analysis as part of the design process – this should also be included in ANCP plans and performance reports.

Action:

- DFAT in consultation with ANCP NGOs will ensure findings from this Review are reflected in planned revisions of DFAT's Monitoring, Evaluation and Learning Framework (MELF) and further guidance related to key indicators for gender equality and women's empowerment.

- DFAT will review current ANCP templates (i.e. Annual Development Plans and Performance Reports) to ensure sufficient presentation of gender information.

Engaging with Expertise

The ultimate goal is to embed gender equality understanding and expertise within organisations so that it is not considered a specialist area of work but is the responsibility of everyone. However, this goal may need to be reached with help from specialists who are able to examine critically how well an organisation's gender approach is working to improve outcomes for women and girls on the ground. Even where ANCP NGOs had dedicated in-house expertise in gender, they were still able to demonstrate the benefits of engaging with specialists. Critically this included the conduct of gender audits, because as one country manager stated "you just don't know what you don't know." At a programmatic level, the budgeting for specialist inputs, including mentoring, through the project cycle demonstrated improved understandings of gender and integration into programming.

Action:

- ANCP NGOs are encouraged to draw on gender expertise annually to ensure their approach to gender equality is fit for purpose and to learn about new tools, frameworks and resources.

Mentoring, Training and Capacity Building

The Review highlighted the need for specialist gender agencies and gender consultants to engage as program 'mentors' or facilitators. While investments in gender training and capacity building are important, thought needs to be given to the delivery mechanism. There is a place for once off training workshops in gender and other development topics. However, the Review highlighted significant benefits to different models of training support. The most notable approach used by a number of the ANCP NGOs was the engagement of specialist gender agencies or consultants to provide intermittent mentoring and training support throughout the programming cycle. The combination of traditional training, participatory analysis, action research and reflection, and advice and mentoring on design and approaches to M&E throughout different stages of programming was seen to be particularly successful in a number of projects reviewed. The number of available professionals (both in-country and in Australia) is reportedly limited and there appears to be a gap in training of trainers (ToT) for this kind of

work. A similar model has been successfully captured and promoted by the evaluation community with Evaluation Capacity Building (ECB) as the preferred approach for M&E capacity development.

Action:

- ANCP NGOs are encouraged to adopt comprehensive capacity building strategies such as using mentoring and training support throughout the programming cycle to strengthen gender approaches.

Inclusive Development

Gender and Development approaches are often explicit in their promotion of a rights-based approach and women's status and rights needs to be central. The success of these approaches in many contexts is vital to effect change. However a number of ANCP NGOs appear to be broadening their rights-based approaches to one of "inclusive development" and not separating out marginalised groups or subpopulations. While this approach requires strong awareness and clear guidance to ensure that gender remains a key focus of this broader inclusive approach – the Review Team noted a greater acceptance of gender within this inclusive framework, particularly in the context of Timor Leste. In light of the expressed policy overload described by some smaller NGOs, this may be a useful (pragmatic) policy strategy in some contexts.

Action:

- ANCP NGOs are encouraged to make explicit in all projects addressing gender inequality the inclusion of women with disability and the specific challenges they face.

Religion

Church-based agencies appear to face additional constraints working in the Pacific. While practical considerations of gender were clear in programming, a more tailored approach will be needed for these agencies to challenge attitudes both in communities and with their own staff. The emerging World Vision Australia's Channels of Hope program piloted in the Solomon Islands is one clear example of this[27]. This approach actively engages gatekeepers for gender, including the institution of the church and its spokespeople, referencing scripture to address gender directly. The Church Agencies Network (CAN) could provide another avenue to engage women in the Pacific. Given that the majority of Pacific Islanders belong to one of the Christian churches, success of this program will have implications for all development partners working in the Pacific, not just NGOs.

Action:

- DFAT with ACFID will share good practice models and examples where ANCP NGOs working with church-based agencies has worked well with the sector.

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[27] For more information on World Vision's gender tools/approaches, please contact: ancp@worldvision.com.au

Annexes

Annex 1: Thematic Review Terms of Reference & Methodology

1. Purpose

The purpose of the 2014 Australian NGO Cooperation Program (ANCP) Thematic Review is to:

- Provide an insight into the way in which Australian Non-Government Organisations (NGOs) are addressing gender equality and women's empowerment in ANCP supported projects in Timor Leste and Vanuatu.
- Identify opportunities for shared learning on how ANCP activities can continue to better target gender equality and women's empowerment.

Through the collaboration and shared learning generated by this Thematic Review, DFAT seeks to instil a process of continuous improvement to build on the effectiveness and sustainability of activities delivered through the ANCP, particularly in the area of gender equality and women's empowerment.

2. Background

The ANCP is the Australian aid program's largest support mechanism for accredited Australian NGOs, running since 1974. Funding provided under the ANCP accounts for approximately 19 per cent of all Australian aid program funding to NGOs and approximately 36 per cent of total Australian aid program funding for Australian NGOs. In 2013-14 the ANCP provided $131 million to 44 Australian NGOs to deliver over 700 projects in 52 countries.

Under the ANCP Monitoring, Evaluation and Learning Framework (MELF)[28], there is a commitment to carry out biennial Thematic Reviews and Meta-valuations of ANCP NGO projects. The intent is to capture in more depth NGO activities to complement the summary data provided by NGOs in their annual performance reports. These reviews and evaluations provide an opportunity for Australian NGOs to share learning and outcome information with DFAT, and with other NGOs and interested stakeholders to increase the quality and effectiveness of the ANCP and the Australian aid program more broadly.

The Australian Government released Australia's new development policy[29] and performance framework[30] in June 2014. The purpose of the aid program is to promote Australia's national interest by contributing to sustainable economic growth and poverty reduction. The Australian Government has an ongoing commitment to be at the forefront of efforts to promote gender equality and the empowerment of women and girls, particularly in the Indo-Pacific region. Reflecting this commitment, the Government has appointed an Ambassador for Women and Girls to advocate on these issues. The Government has also set a target requiring that at least

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[28] Monitoring, Evaluation and Learning Framework: http://www.DFAT.gov.au/Publications/Pages/ancp-melf-report.aspx

[29] Australian aid: promoting prosperity, increasing stability, reducing poverty
http://aid.dfat.gov.au/Publications/Pages/australian-aid-promoting-prosperity-increasing-stability-reducing-poverty.aspx

[30] Making performance count: enhancing the accountability and effectiveness of Australian aid

80 per cent of investments, regardless of their objectives, will effectively address gender issues in their implementation. In support of this commitment the 2014 ANCP Thematic Review will focus on gender equality and women's empowerment across ANCP activities in two countries. The review will focus on Timor Leste and Vanuatu because of the size, scope and relevance of ANCP activities in these countries.

Changes made to ANCP reporting in 2012-13 have significantly improved the data collected on NGO projects, including gender related data. However, the DFAT 2013-14 ANCP Quality at Implementation report noted that there was still a lot of valuable gender related information was not being effectively captured. The 2014 ANCP Thematic Review in conjunction with enhancements to ANCP gender reporting requirements in 2014/15 will help fill information gaps about the depth of ANCP gender activities and opportunities for improvement.

Further the 2013 ANCP Meta-evaluation of a selection of NGO program and project evaluations recommended that NGOs:
- Ensure explicit attention in evaluation reporting to cross-cutting issues, including gender equality and disability

There has been acknowledgement that additional work may be required in this area and DFAT has committed to encouraging NGOs to incorporate gender equality and disability in their design, monitoring and evaluation frameworks and reporting.

3. Scope

The review will concentrate on the following sub-themes where there are persistent challenges and progress toward gender equality has been slow.
- o Women's voice in decision-making, leadership, and peace building
- o Women's economic empowerment
- o Ending violence against women and girls

Taking into account the sub-themes identified, the main lines of inquiry for the review is as follows:
- To what extent are ANCP activities addressing gender equality?
  In particular in:
  - o the design of project/programs
    - ▪ for example; in addressing specific disadvantages faced by women/girls as well as improving gender mainstreaming across all projects/programs.
  - o when monitoring and evaluating activities
    - ▪ for example; assessment and analysis of differences in participation, benefits and impacts for women, men, girls and boys.
  - o the collection of disaggregated data (by sex, age and disability).
- What evidence is there that the ANCP is contributing to gender equality and women's empowerment?
- What are the major strengths and weaknesses of ANCP activities in promoting gender equality and women's empowerment?
- Are there any trends or innovative practices evident in approaches to addressing gender equality and women's empowerment of ANCP activities? Including:
  - o community based development approaches to women's leadership.
  - o innovative approaches to women's economic empowerment.
  - o working with male advocates to address gender inequalities in the areas of reducing violence against women, women's leadership and women's economic empowerment.
- How are lessons learnt being shared amongst ANCP NGOs and more broadly across other Australian aid programs?

4. Approach

The Review is intended to facilitate learning for continuous improvement. It is not the intention to rank projects or NGOs.

An independent consultant will be engaged by DFAT to undertake the Review. Working in consultation with DFAT the consultant will develop an appropriate methodology and a detailed plan and timing for the Review based on the following:

- a consultative approach;
  - o The ANCP Monitoring Evaluation and Learning (ANCP MEL) Reference Group[31] and relevant areas of DFAT (e.g. Gender Section (GEQ), Office of Development Effectiveness and Timor Leste and Vanuatu Country Programs) will be consulted as appropriate during the process.
- ANCP activities selected for the Review should represent a mix of project type (including length of implementation, sector and scale) and the diversity of ANCP NGOs (large, small, faith based etc.).

5. Outputs

A key output will be a final report presenting the findings of the Thematic Review. The report should be a Word document of up to 30 pages. The report should summarise the evidence collected, present analysis and findings against the focus questions and make recommendations where appropriate.

The primary audience for the report will be DFAT and ANCP NGOs, but the final report will also be available to a wider audience via the DFAT website. The language used should be clear and concise and avoid jargon. Any acronyms should be spelled out when first used.

It is anticipated that the findings of the report will be shared at selected events, for example: the Australian Council for International Development (ACFID) Council, ACFID University Linkages and be the focus of an ANCP Learning Event.

Methodology

The Review was informed by an Appreciative Inquiry (AI) or 'strengths based' approach that focuses on identifying what is working well, analysing why it is working well and how this may inform other projects or NGO practices. A range of qualitative methods to achieve triangulation were employed, including a modified case study approach. Elements included:

› Consultation to determine the theme, likely location, timing, scope, broad methodology and verify preliminary findings (see Annex 3).

› Development and consultation on a Review Plan with detailed matrices, sub questions and targeted question guides for participants.

› In-country field visits including discussions with partner organisations, visits to selected field project sites and community meetings (Annex 4).

› Completion of Gender Self-Assessments of ANCP NGOs (Head office and Country Office) and in-country partners (Annex 5).

› Desk Review and analysis of ANCP NGO gender policies and nominated project documentation against a Quality Framework (Annex 6).

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[31] The MEL Reference Group comprises representatives from DFAT, ANCP NGOs and the Australian Council for International Development (ACFID)

Annex 2: Selected Projects for Review

Country	ANGO/contact	Geographic Location	Project Name & Description
Timor Leste	International Women's Development Agency (IWDA)	<u>In-country presence/office</u>: The geographical location is eight villages in four sub-districts in Covalima District. <u>Partner</u>: Covalima Community Centre (CCC)	<u>Rural Women's Development, Cova-lima Community Centre</u> The project is based in nine communities Covalima district in Timor-Leste and aims to increase the capacity and opportunity for women to be active in economic life and to participate and become leaders in the community by providing information, training and ongoing support to over 90 women involved in nine groups running micro-businesses and savings clubs. CCC support includes: facilitating financial management and business trainings for the groups; facilitating leadership training; and organising a regular 'women's forum', which provides an opportunity for representatives from the groups to come together and share the successes and challenges of their businesses and savings activities, as well as providing opportunities for women to practice their leadership skills. This project was developed following a previous project between CCC, Friends of Suai/City of Port Phillip and IWDA, which ended in December 2011. <u>Focus</u>: Rural development, economic empowerment; leadership <u>Note</u>: ANCP funded since July 2012; no reviews/evaluations to date.
Timor Leste	Family Planning NSW (FPNSW)	<u>In-country presence/office</u>: Subdistricts in the Ermera District <u>Partner</u>: Cooperativa Café Timor (CCT)	<u>Working with Men to Improve Sexual and Reproductive Health and to reduce Gender violence</u> The project utilises a peer education model using self-selected men's groups within each target community. The peer educators employ a specifically designed Men's Health Manual which presents targeted topics utilising participatory activities. Ten Modules are covered which include topics that directly address gender roles, shared responsibility, consent, and healthy and unhealthy relationships. The program encourages men to become enablers within their families to support women to access health services in order to improve maternal and child health and family planning outcomes. It includes a targeted approach to reduce the levels of family and gender violence. <u>Focus</u>: Men's health; Peer Educators; Maternal & reproductive Health; Ministry of Health (MoH) engaged; men's manual translated into Tetum; now components being used by MoH, Marie Stopes & Health Alliance International <u>Note</u>: ANCP funded since June 2010; An external evaluation took place at the end of the First Phase of the project in 2012. It identified the program effectiveness in achieving attitudes and behavioural improvements within rural men to the benefit of themselves, their partners and families. A Baseline evaluation of the 2 new subdistricts for the Second Phase was completed in Jun 2014.

Country	ANGO/contact	Geographic Location	Project Name & Description
Timor Leste	WaterAid Australia	In-country presence/office: Manufahi District Same & Alas sub-districts Partner: WaterAid Timor Leste with Lutu ba Futuru	**Integrated Rural WASH promotion and sector capacity building in Timor-Leste** The project aims to transform the lives of men, women, girls and boys living in 6 poor and remote communities. It will achieve this by delivering equitable and sustainable access to water, sanitation and hygiene in rural households. 2014/15 is the fourth year of WaterAid's program implementation in Manufahi district. This project is delivered through WaterAid Timor-Leste's local NGO partner, Lutu ba Futuru. The project includes: • construction of an appropriate water supply system (gravity feed or groundwater); • community-led total sanitation (CLTS) activities, leading to communities demanding and constructing latrines and eventual designation of the village as 'open defecation free'; • hygiene promotion activities and support to construct hand washing facilities; and • the formation of a community management group to manage operation and maintenance of the system. Evidence suggests that women play a crucial role in the maintenance and sustainability of sanitation facilities and behaviours. WaterAid therefore ensures women's engagement in technical roles, in community management and in planning processes. Focus: WASH; Women's roles; empowerment Note: funded since 2010 (WaterAid has been working in Timor-Leste since 2005); Evaluations: Joint Technical Review of Timor-Leste Country Program 2013 (WaterAid UK and WaterAid TL) & Timor-Leste program evaluation 2009 (WaterAid Australia)
Vanuatu	CARE Australia	In-country presence/office: Port Vila Vanuatu	CARE convenes the Gender Partnership Network. Most of the members have DFAT funding and DFAT is a member. The Gender Partnership Network involves a broad range of stakeholders including: ADRA, DFAT, Department of Women's Affairs, Oxfam, IFRC, Port Vila Urban Development Project, IWDA, Live and Learn, National Council for Women, Pacific Institute of Public Policy, Pacific Leadership Program, Peace Corps, Save the Children, SPC Regional Rights Resource Team, Stretem Rod Blong Jastis Partnership, TVET, UN Women, Vanwods, Vanuatu Christian Council, Vanuatu Family Health Association, Vanuatu Women's Centre, Wan Smol Bag, Youth Challenge Vanuatu as well as a number of people who attend in a personal capacity.

Country	ANGO	Geographic Location	Project Name & Description
Vanuatu	Oxfam (OAU)	In-country presence/office: Oxfam Vanuatu in Port Vila. Partner: Youth Challenge Vanuatu (YCV), Wan Smolbag and Leadership Vanuatu.	**Governance, Leadership and Accountability Program** The program aims to support better decision-making within civil society and government through enabling the voice of disadvantaged people especially women, young people, and people with disabilities to be heard and acted on by current and emerging leaders at all levels. Oxfam will achieve this by supporting civil society organisations (CSOs) and inclusive coalitions which promote equality, improved governance, leadership and greater accountability by government, private sector, donors, CSOs and communities. The project aims to achieve the following longer-term outcomes: - Women, men, young people and people with a disability are exercising informal leadership via collective action to improve their wellbeing and voicing their priorities to CSO staff and decision makers; - Vanuatu CSO staff are jointly representing their constituents' priorities to decision makers; - Decision makers are responding to the priorities of women, men, young people and people with a disability represented by civil society. Focus: Governance; leadership, accountability; GBV; gender equality, human rights Note: 01/07/2013 (building on previous projects with these partners). Reviews: Nil of this program. Wan Smolbag was independently reviewed in 2012. Youth Challenge Vanuatu will be independently evaluated in October 2014.
Vanuatu	Anglican Overseas Aid (AOA)	The head office based in Luganville, Santo. Activities in Sanma/Penema/Torba Provinces Partner: The Anglican Church of Melanesia Board of Mission (ACOMBM) In-country presence/office: Anglican Overseas Aid (AOA) – Vanuatu in Luganville, Santo.	**Women's and Youth Empowerment Project** For ten years the Anglican in Vanuatu had been seeking to create a "Women's Desk" position, to increase participation of women within the Church including its development program. In October 2011 this became a reality. At this time AOA begun a partnership with the Mission Board (ACOMBM) to fund activities under the Women Desk and (already established) Youth Desk. This project is in its beginning phase. The goal of the project is: Women and Youth in target communities are empowered to improve living standards in their families and communities. Therefore the project aims to increase participation of women and youth in community church structures and activities, but funds distinct activities, mainly income generation through establishing small solar lighting businesses as well as other income generation (small agriculture, handicrafts etc). Going forward a 'Male Advocacy' activity, which seeks to use male peers to advocates against family violence is planned and will engage Anglican men. FOCUS: women & youth economic empowerment; income generation; Gender Based Violence (GBV) Note: from January 2012 funded by AOA, and under ANCP since July 2013. As an organisation, AOA has project plans and trip reports. An AOA annual review used for internal M&E for the 2013-14FY will be available shortly upon if required. An evaluation is planned in mid-2015.

Country	ANGO	Geographic Location	Project Name & Description
Vanuatu	World Vision Australia (WVA)	Santo, Sanma Province *Note: WVA Offered four projects in Vanuatu – due to logistics & time in-country, joined with AOA project visit on Santo.*	**Vanuatu Community-Based Disaster Risk Management (CBDRM) Program** The project will develop and pilot 16 training programs in project monitoring and evaluation for one partner agency and 15 community collectives and will establish Area Council Disaster Management committees to link communities to provincial authorities. Project Duration: October 2010- September 2014 (note this project has been consolidated into Vanuatu Economic Development project in 2014-15) FOCUS: DRR; climate change Evaluation: End of project evaluation in September 2014

Annex 3: Stakeholder Interviews and Consultations

Date	Name	Position	Org.	Nature of Discussion
24-Jul-14	Christina Munzer	Acting Assistant Secretary, NGOs and Volunteers Branch	DFAT	Brief overview of intended approach / invitation for comments and questions
24-Jul-14	NGO Programs, Performance & Quality Section	Various staff (ANCP Operations; Accreditation)	DFAT	Brief overview of intended approach / invitation for comments and questions
24-Jul-14	Rosemary Cassidy	Gender Advisor	DFAT	Discuss current policy reference on Gender for DFAT and share ideas and tools on gender review
30-Jul-14	Jennifer Hummelshoj	Timor Leste Desk	DFAT	Advisory to Post regarding review; invitation for inputs and participation.
31-Jul-14	Anna Clancy	ODE Manager	DFAT / ODE	Comments on ToRs / advice re methodology and sharing useful reference material re gender evaluations.
4-Aug-14	Meghan Cooper	Research Coordinator	ACFID	Review comments on ToRs as expressed by Gender Working Group – discuss Small NGO engagement
5-Aug-14	MEL Reference Group	ANCP NGO representatives	various	See Agenda and minutes – endorsed ToRs
6-Aug-14	Alison George	Firsty Secretary – DFAT Vanuatu	DFAT	Advisory to Post regarding review; invitation for inputs and participation.
7-Aug 14	Rhonda Chapman	Independent Consultant		Lessons learned 1st thematic review
25-Sep 14	Di Kilsby	Independent Consultant		Role of specialist agencies / consultants

Annex 4: In-country visits – Schedule and Consultations

Timor Leste

Activity / Organisation	Key Contacts
Monday 01 September 2014	
Australian Embassy Australian Aid Program meetings	**Neryl Lewis** Counsellor Development Cooperation **Franceska Lawe-Davies** Project Manager Ending Violence against Women program (EVAW) **Nurima Ribeiro Alkaturi** Senior Coordinator Gender and EVAW **Vina Miguel** Program Support Health & Education **Wayne Gallagher** First Secretary & Consul
WaterAid Timor-Leste (WATL)	**Getrudis (Novi) Mau** Gender focal point **Justino da Silva** Acting Country Rep **Jackie Kerr** Org Dev. Advisor (AVID Volunteer) **Jyoti Bushan Pradhan** Program Manager Liquicia
International Women's Development Agency (IWDA)	**Georgia Ride** International Women's Development Agency Program Manager, Timor-Leste
Tuesday 02 September 2014	
<u>IWDA Day Field visit:</u> Rural Development Project in Suai, Covalima District with in-country Partner Covalima Community Centre (CCC)	**Marselina da Conceicao** Program Officer **Alberto de Jesus Barros** Coordinator CCC
Wednesday 03 September 2014	
<u>FPNSW Day Field visit:</u> Men's Health project in Ermera District with in-country Partner Co-Operative Café Timor (CCT)	**Dr Ross Brandon** Health Adviser, NCBA **Dede Santos da crut :** Project Manager Peer Educators x 6, coordinators x 3
Thursday 04 September 2014	
<u>WaterAid Day Field visit:</u> Rural WASH project in Same, Manufahi District with in-country Partner Luta ba Futuru (LBF)	**Edmund Weking :** Manufahi Program Manager **Livia Da Cruz** Gender focal point **Marino da Costa** Equity and inclusion **Maria Odete** Sanitation Officer **Maria D.B.F.** Director LBF **Fransisca Sarmento** LBF coordinator **Antonio Borges** LBF coordinator **Paulina d.c.f.** LBF Hygiene Promotion
Friday 05 September 2014	
Australian Aid Program Office	**Neryl Lewis** Counsellor Development Cooperation

Vanuatu

Meeting Time / Organisation	Key Contacts
Monday 08 September 2014	
Australian High Commission Australian Aid Program meetings	**Patricia Fred** Assistant Program Manager Governance **Helen Corrigan** Manager Law and Governance **Alison George** First Secretary – Development
CARE Australia	**Inga Mepham** Program Director **Charlie Damon** Program Manager **Grayleen Rapi** Women and girls empowerment coordinator **Isaac Sama** DRR Officer
Tuesday 09 September 2014	
Oxfam Australia **Oxfam Field Visit:** Governance, Leadership and Accountability Program with in-country partners *Wan Smol Bag and Youth Challenge Vanuatu (YCV)*	**Danielle Roubin** Program Quality and Capacity Development Coordinator **+ Megan Williams, Elisabeth and Katy Southall** Round table with CEO (Michael Tarrakoto) and nine other senior staff Group discussion on YCV and gender programming with nine staff
Wednesday 10 September 2014	
Anglican Overseas Aid (AOA) Field Visit: Women's and Youth Empowerment Project in Luganville, Santo, Sanma Province with in-country Partner Anglican Church of Melanesia (ACOM)	**Ethel George** Women's Desk Officer Meeting with the Women's Union
Thursday 11 September 2014	
World Vision Vanuatu Vanuatu Community-Based Disaster Risk Management Program in Santo, Sanma Province	**Vomboe Molly** Area Program Manager SANMA AP
Friday 12 September 2014	
CARE hosted ANCP NGO Roundtable	Senior representatives from CARE, WVA, ADRA, Oxfam, Save the Children, Australian High Commission, Act for Peace
Australian High Commission	**Patricia Fred** Assistant Program Manager Governance **Helen Corrigan** Manager Law and Governance **Alison George** First Secretary – Development

Annex 5: Self Assessments[32]

This brief questionnaire is intended as a prompt and discussion starter for the in-country meetings between the independent review team for the Thematic Review and the Australian NGO and their in-country partners. **The review team would request ANCP NGOs and in-country partners to attempt this brief survey prior to the review team's visit.**

Organisation Name / Location

_____

Domain 1 : Political Will	1 Very small degree	2 Small degree	3 Moderate degree	4 Good degree	5 Great degree	
My organisation has a written gender policy that affirms a commitment to gender equality						
For each project/ program is there is a needs assessment including an analysis of gender roles and responsibilities in the targeted community						
There are gender goals and objectives included in project / program designs						
The organisation's gender policy has a clear operational plan that includes allocation of responsibility for monitoring and evaluation						
My organisation has budgeted adequate financial resources to support our gender mainstreaming.						**TOTAL** divide by 5
SUB TOTALS						

Domain 2: Organisational Culture	1 Very small degree	2 Small degree	3 Moderate degree	4 Good degree	5 Great degree	
Gender issues are taken seriously and discussed openly by men and women in my organisation						
My organisation has a reputation for integrity and competence in gender issues amongst leaders in the field of gender and development						
The working environment in my organisation has improved for women over the past two years						
Staff in my organisation are committed to the advancement of gender equality						
My organisation has made significant progress in main-streaming gender into our operations and programs						**TOTAL** divide by 5
SUB TOTALS						

Domain 3: Accountability	1	2	3	4	5	

[32] Questions adapted from Interaction (2010), The Gender Audit Handbook: A Tool for Organizational Self-Assessment and Transformation

	1	2	3	4	5	
Data collected for programs and projects are disaggregated						
Gender disaggregated data provides useful information and informs progress monitoring and evaluation.						
The gender impact of projects and programs is monitored and evaluated						
Organisation has sector specific indicators that include a gender dimension (gender sensitive indicators)						
My organisation's programs contribute to the empowerment of women and girls and the changing of unequal gender relations.						**TOTAL** divide by 5

Domain 4: Technical Capacity	1 Very small degree	2 Small degree	3 Moderate degree	4 Good degree	5 Great degree	
There is a person and/or division responsible for gender in my organization						
Staff have been trained to have the necessary knowledge and skills to carry out their work with gender awareness						
Program/project planning, implementation, evaluation and advisory teams in my organisation include at least one person with specific expertise and skills in gender issues						
Gender analysis is built into our program planning and implementation procedures						
Gender analysis is built into our program evaluation procedures						**TOTAL** divide by 5
SUB TOTALS						

Scores

< 2	Your Organisation has some work to do to improve this aspect of gender capacity and readiness.
2–3	Your Organisation is moving in the right direction in this aspect of gender capacity and readiness, but there remains work to be done.
4	Your Organisation has achieved a lot in this aspect of gender capacity and readiness, but embedding and sustaining your efforts remain the biggest challenges
5	Your Organisation demonstrates a genuine commitment to gender capacity and readiness in this aspect of gender capacity and readiness. Congratulations!

Collated Results – Self-Assessments

Domain	ANGO (n=7)	ANCP NGO in-country (n=4)	Partners (n=6)
Political Will	4.1	3.6	2.3
Organisational Culture	4.4	4.5	3.8
Accountability	4.1	4.2	3.8
Technical Capacity	3.9	3.9	2.8

Note – Self-assessments provided insight into the entity, either to how the agency was performing or how they perceived they were performing. These provided a useful guide to the Review Team prior to site visits, and were reportedly a very useful discussion tool for ANCP NGOs together with in-country partners. However, the collated results (above) provided only limited, gross information. Thus While general trends are obvious between ANGO – in-country and LNGO – the value is in the individual assessments. Due to the confidentially assured – these often candid individual NGO self-assessments are not included as an Annex here.

Annex 6: Framework for the Analysis of the Quality of Gender Integrations in Programs[33]

Level A : Blind	Level B : Basic	Level C: Moderate	Level D: Strong
• No Gender disaggregated data • No evidence of consultation with relevant individuals and organisations • Little or no gender analysis • Limited if any review of past practice • Repeated use of gender neutral terms • No specific strategies to enhance women's status or address gender inequality • No strategy for strengthening gender mainstreaming • No specific M&E for gender or evidence of gender sensitive indicators	• Limited gender disaggregated data • Disaggregated data collected but not analysed meaningfully • Gender analysis is restricted to women's roles in isolation from men and/or focuses on only one or two dimensions of gender inequality • Does not examine connections between gender and other forms of social exclusion e.g. ethnicity, HIV, disability etc. • Gender analysis tends to be generic rather than context specific • Addresses 'inclusion' of women – but not why previously excluded • Strategies have limited focus on gender inequality or the enhancement of women's status • Weak organisational development strategy or Action Plan if any.	• Has used a gender sensitive planning process • Baseline and data disaggregated by sex • Data informs decision-making • Partners supported to collect and analyse disaggregated data • Addresses women's empowerment but stops short of analysing the balance of power between men and women and men's role in addressing gender inequality • Elements of voice / decision-making • Addresses, where appropriate the multiple dimensions of gender inequality at multiple levels • Includes strategies that are gender sensitive and support equal participation by men and women • Mention of gender in M&E • Gender sensitive indicators • Includes an Organisational Development strategy or Action Plan for strengthening gender mainstreaming in NGO & partners • Evidence of gender dialogue with partners • Evidence of information and resource provision (training)	• Has used an effective gender sensitive planning process • Includes gender disaggregated data • Includes a gender analysis which makes clear the links – in context specific terms - between gender inequality, poverty and human rights • Explicitly analyses (and documents in design doc) power relations and addresses these in the design/ approach • Analyses and responds to the interconnections, in context specific terms, between gender and other forms of identity/exclusion e.g. caste, disability and in particular ethnicity and HIV/AIDS • Includes gender-specific changes in policies/practices at all levels that draws on the gender analysis • Analyses and links changes to external targets as set out CEDAW[34], BPFA[35] and other human rights instruments, as appropriate • Identifies approaches to policy and practice change at all levels that empower men and women to change gender relations • Identifies types of partners and/or proposes partnerships with key organisations at all levels with a strong commitment to or capacity with promoting women's status or enhancing gender equity • Includes a gender-sensitive monitoring, evaluation &learning framework • Includes a relevant, cost-effective strategy for enhancing gender mainstreaming in NGO and in partners/allies that addresses key issues identified in the internal context analysis • Clear evidence of capacity building of partner organisation • Strong evidence of sharing lessons on gender

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[33] Adapted from Kelly, Roche and (2008), Guidance on M&E for Civil Society Programs http://betterevaluation.org/resources/guides/internal_staff

[34] The Convention on the Elimination of all Forms of Discrimination against Women

[34] Beijing Platform for Action