



Evaluation on the Promotion of Gender Equality at Partner Organizations of *Brot für die Welt* and their Projects

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Anonymised Summary

Brief description of the evaluation objective

The present evaluation provides an assessment of the gender-related work of 131 partner organisations of *Brot für die Welt* (*Bread for the World*) and their projects that have gender either as a main or as a cross-cutting issue. The results of the evaluation shall be used to deepen learning processes at *Brot für die Welt* and to improve the strategic orientation regarding *Brot für die Welt's* financial support and consultancy to partner organisations.

Objectives of the evaluation and methodological approach

This evaluation focused on five main objectives:

- 1) The status of the incorporation of gender equality (gender justice) at partner organisations and their projects throughout different funding periods is described.
- 2) The progress of gender-related work at partner organisations and their projects throughout different funding periods is analysed.
- 3) Conducive and hindering factors for the incorporation of gender equality at partner organisations and their projects are identified.
- 4) Successful approaches and strategies for gender-related work are identified.
- 5) Recommendations to improve *Brot für die Welt's* support practice to embed gender equality are provided.

The overall **evaluation design** consisted of a **desk study** including all 131 partner organisations of the statistical population followed by a **field study** with an assessment of a sample of 10 selected partner organisations on four continents. During the desk study, 30 partner organisations representing different types of gender projects were selected for deeper analysis. Additionally, an online survey among all 131 partner organisations plus *Brot für die Welt* staff was conducted. During the field study, online workshops with 10 partner organisations were conducted as well as semi-structured interviews with the staff of these organisations. Target groups of the projects were involved with focus group discussions and semi-structured interviews.

The evaluation took place against the backdrop of the global Covid-19 pandemic. Contact with partner organisations during the field phase was therefore limited to online workshops and video interviews. Depending on the situation, contact with the target groups took place online, by telephone or in person. In some cases, the strong disadvantages of the target groups became apparent. Especially some women in the target groups had no or difficult access to devices such as smartphones and telephone network or the internet were not always available. Some partner organisations, especially in Africa, also did not have sufficient equipment or technology skills.

Key findings according to OECD / DAC criteria

Relevance: The evaluation could not precisely establish the extent to which gender equality has been anchored, further developed and adapted to the context conditions of the target group at the 131 partner organisations and their projects due to a partly inconsistent data situation. However, in the in-depth analysis of 30 selected partner organisations and their projects, a large number of organisations could be classified as gender-transformative on the World Health Organisation's scale and a further development of their gender work was noted.

Gender work was also further developed over the last ten years at partner organisations studied during the field phase. This has contributed to systemic and individual changes in the target groups.

At these partner organisations, gender equality is very well anchored at various levels of the organisation and in projects and is tailored to the needs of the target group. During the evaluation, it became clear that due to the lack of gender analyses, theories of change and gender-sensitive monitoring, the results and impacts of projects cannot always be systematically tracked. Greater use of these instruments would make the partner organisations' work even more effective and show more clearly what contributions they are making to greater gender equality.

Effectiveness: Partner organisations achieve a wide range of outcomes through their projects that promote gender equality. These include:

- Reduction of misogynistic (traditional) practices
- Greater participation of women in decision-making and opinion-shaping processes
- Inclusion of women in traditionally male-led local governments or leadership positions in organisations
- Influence legislation to punish gender-based violence and discrimination
- Building of strategic alliances on women's rights and gender mainstreaming
- Raised public awareness for gender justice
- Improved psychosocial situation of victims of gender-based violence
- Transfer of newly acquired knowledge on gender mainstreaming by trained employees of state institutions and non-governmental organisations
- Changing behavioural patterns within families and the private sphere with regard to the distribution of domestic tasks and decision-making processes
- Improved income and employment opportunities
- Increased visibility of women and marginalised groups

Conducive and hindering factors for anchoring gender justice in partner organisations and their projects can be broadly divided into internal and external factors that partner organisations and *Brot für die Welt* can influence, and factors that cannot be influenced or only over time. The evaluation identified in particular intra-organisational factors to be conducive; these could be further strengthened and systematised. Examples are the partner organisations managements' attitude towards gender equality, existence of a gender strategy or policy, systematic integration of gender analyses, or collection of gender-disaggregated data.

Lack of public awareness, lack of understanding of gender equality as a human right, and the mind-set of the church regarding certain aspects of gender equality are hindering factors that can be influenced only in little steps over time. To address these factors, regional context analyses, networking among organisations, as well as lobbying and advocacy play an important role.

Successful approaches and strategies of partner organisations are, among others: working with both, men and women, on issues such as masculinity/ femininity; patriarchal power relations; gender stereotypes; structural discrimination against women and girls as well as their underlying norms and rights; and, how these can be changed or (re)claimed. It is important to create own "spaces" - such as women's groups, men's groups, groups of people affected by violence, etc.

Efficiency: The following conditions in partner organisations lead to high efficiency in the implementation of projects dealing with gender equality:

- Commitment of the management level to gender equality
- Existence of a mission/ vision for gender justice that is shared by the staff
- Sufficient resources for gender work
- Staff trained in gender

Impact: It could not be evaluated conclusively or in an overarching way which significant changes for more gender equality were achieved for the target groups, because the links between results and overarching impacts are rarely captured in project documents and indicators were hardly used.

Sustainability: Partner organisations applied the following strategies to ensure the sustainability of their projects promoting gender equality:

- Inclusion of men in awareness-raising work for more gender justice and a shift from the approach of promoting *women* to promoting *equality between men and women*. This leads "gender democracy", i.e. inclusion in all political decision-making processes and shaping of societal realities
- Formation of networks to promote gender equality
- Strengthening local actors and involving political and religious elites in the project strategy through dialogue and information.
- Inclusion of pastors and religious leaders as well as male local politicians.
- Contributions to laws that create more gender justice
- Participatory work with stakeholders and involvement of target groups in planning and monitoring as well as interactive communication via street theatre, mobile phone videos, etc.

Recommendations

The recommendations of this evaluation cover three main areas: capacity building for partner organisations, capacity building and standardization at *Brot für die Welt*, as well as knowledge management and organisational learning:

- It is recommended that all partner organisations carry out an in-depth **gender analysis** in the project design phase, base project measures on this analysis and carry out **gender-sensitive project monitoring** with an **intersectional perspective**. Gender analyses should be part of project applications and a progress report should be made mandatory. Depending on the needs of the partner organisation, *Brot für die Welt* should finance further training measures and facilitate exchange with experienced organisations.
- *Brot für die Welt* should train partner organisations to **incorporate gender equality in all kinds of projects** since gender stereotypes, norms and power relations are relevant for all aspects of life.
- *Brot für die Welt* should enable partner organisations to develop **Theories of Change related to gender equality as an integral part of the project work** (proposals, approval documents, reports, and evaluations). A common understanding of the components of the Theory of Change should be jointly developed.
- *Brot für die Welt* should strive for an even **closer exchange and dialogue about the understanding of gender equality and intersectionality with partner organisations** and develop common benchmarks and indicators.
- *Brot für die Welt* should review how to support partner organisations even more in **lobbying and advocacy** for legislative proposals and guidelines because this builds the (legal) basis for long-term changes.
- *Brot für die Welt* should analyse the type of **resources** needed within the organisation to enable its **own staff to work more intensively on the issue of (intersectional) gender equality in dialogues with partners** and how to support its staff, if necessary.
- We encourage *Brot für die Welt* to further strengthen **trans-continental South-South exchange**, as well as **exchange between Brot für die Welt and partner organisations**, with innovative/transformational gender approaches and to provide **financial and human resources** for this so that "gender champions" can share their knowledge with other, less experienced organisations. The development of a community of practice would be a concrete example of this.