



# LESSONS LEARNED FROM PROMOTING GENDER EQUALITY IN DANISH DEVELOPMENT COOPERATION

## EVALUATION STUDY

May 2016





**Lessons learned from promoting  
gender equality in Danish  
development cooperation**

**Evaluation Study**

**May 2016**

**Verner Kristiansen ApS**

---

@ Ministry of Foreign Affairs of Denmark  
May 2016

Production: Evaluation Department, Ministry of Foreign Affairs of Denmark  
Cover photo: Jørgen Schytte/Danida  
Graphic Production: DATAGRAF  
ISBN html: 978-87-7087-962-0  
ISBN pdf: 978-87-7087-961-3

The evaluation study can be downloaded from <http://evaluation.um.dk>  
or from [www.danida-publikationer.dk](http://www.danida-publikationer.dk).

Contact: [eval@um.dk](mailto:eval@um.dk)

The Evaluation Team, Dr Sarah Forti and Mr Verner Kristiansen (team leader), would like to thank the Evaluation Reference Group and interlocutors consulted between December 2015 and March 2016, notably partners met in Kenya and Burkina Faso during short visits in February 2016. Responsibility for the inevitable shortcomings of a study drawing lessons from such diverse and complex contexts rests with the authors.

---

# Contents

<b>Abbreviations</b> .....	<b>6</b>
<b>Executive summary</b> .....	<b>7</b>
<b>1 Introduction</b> .....	<b>12</b>
<b>2 Context</b> .....	<b>13</b>
2.1 Danish support for gender equality .....	13
2.2 Strategic framework for gender equality, rights & diversity.....	14
2.3 Summary of methodology and analytical framework.....	16
<b>3 Case findings and lessons learned</b> .....	<b>19</b>
3.1 Representation .....	19
3.1.1 Kenya – women lawyers promote gender equality in politics .....	20
3.1.2 Somalia – political quotas opening doors in a context of fragility.....	22
3.2 Recognition .....	24
3.2.1 Kenya – sexual minorities taking success upon themselves .....	25
3.2.2 Burkina Faso – law to reduce violence against women .....	28
3.2.3 Bangladesh – all on board for a systemic response to violence .....	30
3.2.4 Bolivia – police unit enabling duty bearers to respond to violence.....	31
3.3 Redistribution .....	34
3.3.1 Burkina Faso – involving men to promote education of girls .....	35
3.3.2 Uganda – green growth to increase income and redistribution .....	37
<b>4 Conclusions and lessons learned</b> .....	<b>39</b>
4.1 Representation – challenges of implementation .....	39
4.2 Recognition – supporting activism at just the right time.....	40
4.3 Redistribution – addressing the weakest link .....	40
4.4 Relevance – purposive sample with high ambitions.....	41
4.5 Impact and effectiveness – clear contribution links .....	42
4.6 Efficiency and sustainability – a mixed picture.....	43
<b>5 Perspectives</b> .....	<b>44</b>
5.1 Synergy potential in the universal goal of gender equality .....	44
5.2 New kids on block.....	45
5.3 Policy dialogue in the mix of support instruments.....	45
<b>Annex 1 – Terms of Reference for an evaluation study on lessons learned from interventions aiming to promote gender equality in Danish development cooperation</b> .....	<b>47</b>
<b>Annex 2 – Methodology</b> .....	<b>53</b>
<b>Annex 3 – Bibliography and case documentation</b> .....	<b>59</b>
<b>Annex 4 – List of persons met</b> .....	<b>63</b>

---

## Abbreviations

<b>aBi</b>	Agricultural Business Initiative (Uganda)
<b>ADEP</b>	Association d'Appui et d'Eveil Pugsada
<b>AFJ-BF</b>	Association des Femmes Juristes du Burkina Faso
<b>CEDAW</b>	Convention for the Elimination of All Forms of Discrimination against Women
<b>CSO</b>	Civil Society Organisation
<b>DANIDA</b>	Danish International Development Assistance
<b>DED</b>	Development Engagement Document
<b>DIHR</b>	Danish Institute for Human Rights
<b>DK</b>	Denmark
<b>DKK</b>	Danish Kroner
<b>ES</b>	Evaluation Study
<b>ET</b>	Evaluation Team
<b>EVAL</b>	Evaluation Department of the Ministry of Foreign Affairs of Denmark
<b>FELCV</b>	Fuerza Especial de Lucha contra la Violencia (Policía Boliviana)
<b>FIDA</b>	Federation of Women Lawyers
<b>G4G</b>	Gender for Growth
<b>GALCK</b>	Gay and Lesbian Coalition of Kenya
<b>GBV</b>	Gender Based Violence
<b>KHRC</b>	Kenya Human Rights Commission
<b>HRBA</b>	Human Rights Based Approach
<b>IDLO</b>	International Development Law
<b>LGBT</b>	Lesbian, Gay, Bisexual, Transgender
<b>MDG</b>	Millennium Development Goals
<b>MFA</b>	Ministry for Foreign Affairs
<b>MFSNF</b>	Ministère de la Femme de la Solidarité Nationale et de la Famille
<b>MP</b>	Member of Parliament
<b>MJDHPC</b>	Ministère de la Justice des Droits Humains et de la Promotion Civique
<b>MSPVAW</b>	Multi-sectoral Programme on Violence against Women
<b>NGEC</b>	National Gender Equality Commission
<b>OECD</b>	Organisation for Economic Co-operation and Development
<b>QAYN</b>	Queer African Youth Network
<b>RAM</b>	Review Aide Mémoire
<b>SCR</b>	Security Council Resolution
<b>SDG</b>	Sustainable Development Goals
<b>TWG</b>	Technical Working Group
<b>UN</b>	United Nations
<b>UNDP</b>	United Nations Development Programme
<b>UNSCR</b>	United Nations Security Council Resolution
<b>UPR</b>	Universal Periodic Report
<b>VAW</b>	Violence Against Women

# Executive summary

Adopting the Sustainable Development Goals (SDGs) world leaders committed to a joint framework towards 2030 for achieving gender equality and empowering all women and girls. The cases presented in this report are fully aligned to the nine specific targets providing direction to SDG5 on gender equality. Danish development cooperation thus already constitutes a suitable and effective part of joint efforts to achieve the SDGs.

This report summarises findings of an evaluation study commissioned in 2015 to present a modest sample of eight case studies of primarily bilateral assistance to initiatives contributing to development results. The study draws lessons from the cases on factors contributing to quantifiable transformation of relations between men, women, boys and girls. Three gender justice categories are used by this study to identify and qualify intended and achieved transformational gender changes as follows:

- **Representation** two cases relate to political participation of Kenyan and Somali women in accessing resources and decision-making positions in parliament.
- **Recognition** four cases relate to addressing sexual- and gender-based violence in Burkina Faso, Bangladesh and Bolivia and Lesbian, Gay, Bisexual, Transgender (LGBT) discrimination in Kenya.
- **Redistribution** two cases relate to rebalancing of power between women and men in Uganda and school resource allocations for boys and girls in Burkina Faso.

**Table overview: Case selection according to criteria**

#	Intervention	Country	Case type	Modality	Policy fit
1.	<b>Women lawyers promote 2/3 principle in politics</b> Support to civil society and government working group to draft and advocate for a bill on implementation of the principle of the Constitution (2010) of only 2/3 of the same gender in elective or appointive positions.	Kenya	Primary	Bilateral	Human rights
2.	<b>Commitment to political quota opening doors in context of fragility</b> Multilateral support through UNDP to increase quantitative participation of women in parliament resulting in a commitment to a goal of minimum 30% of women parliamentarians.	Somalia	Secondary	Multi-lateral	Stability Protect
3.	<b>Sexual minorities taking success upon themselves</b> Support through <i>International HIV AIDS Alliance</i> to a regional network of CSOs defending sexual minority rights, including Kenyan <i>Ishtar</i> involved in service provision and advocacy through <i>National AIDS Control Council</i> .	Kenya	Primary	Civil society	Human rights
4.	<b>Law to reduce violence against women and girls</b> Support to civil society and government for recent legislation on violence against women and girls including marital rape and women accused of witchcraft.	Burkina Faso	Primary	Bilateral	Human rights
5.	<b>All on board for a systemic response to Violence Against Women</b> Support to a government multidisciplinary approach to Violence Against Women involving one-stop crisis centres at hospitals, assistance to victims and prevention efforts with male sport celebrities.	Bangladesh	Secondary	Bilateral	Human rights
6.	<b>Police unit enabling duty bearers to respond to violence</b> Support to a special police force tasked with the implementation of a law on violence against women, including comprehensive training of officers and indicators to measure progress in police response and attitude.	Bolivia	Secondary	Bilateral	Human rights
7.	<b>Involving men to promote education of girls</b> Support to a cadre of fifty male ambassadors to promote the access of girls to secondary education through door-to-door advocacy for the reallocation of resources at household level.	Burkina Faso	Primary	Bilateral	Social Progress
8.	<b>Green growth to increase income and redistribution</b> Provision of credit and capacity building at rural household level to promote gender-balanced negotiations to reallocate resources to enable family savings and payment of school fees and health expenses.	Uganda	Secondary	Bilateral	Green growth

The evaluation purpose is to identify results that have been gender transformative and lessons learned to inspire implementation of the Danish ‘Strategic framework for gender equality, rights and diversity’ from 2014. This constitutes a departure from the classical focus on a sector, country or even representative sample. More specifically, the study aims to unpack the concept of contribution and explore, where evidence allows, dimensions of financial, political and technical contribution links from Danish support to evidence in the modest sample of eight cases of change at three differentiated levels.

The process of case selection began in September 2015 when gender focal points at Danish embassies were invited to identify examples of interventions that could be assessed by the Evaluation Study in order to ‘generate lessons learned and provide inspiration for future implementation of the 2014 framework on gender equality rights and diversity’. A second round of purposive selection focused on strategic and innovative potential balancing the criteria below:

- i. Geographic coverage – African focus but inclusion of Asia & Latin America
- ii. Policy fit – Inclusion of the four themes of the Strategy for Danish Development Cooperation ‘The Right To A Better Life’ (2012)
- iii. Modalities – Bilateral focus, but inclusion of multilateral and CSO channels

Data sources for the cases combine written documentation with 83 interviews carried out during visits to Kenya and Burkina Faso in the case of the four primary cases. Skype interviews have supplemented reporting in the four secondary cases (Somalia, Bangladesh, Bolivia and Uganda). In the interest of reader-friendliness, data sources are found in the *Bibliography and case documentation* (Annex 2) and *List of persons met* (Annex 4).

The evaluation concludes that both case studies of representational justice results reflect a degree of success in taking gender equality forward in politics. Commitments to reserve 33.3% of parliamentary seats for women in the case of Kenya and 30% in Somalia do not represent full equality between men and women but strategic entry points.

However, both instances of compromise demonstrate the potential of taking advantage of specific contexts, even where these may appear fraught with risk. Important lessons learned concern the choice of implementation mechanisms. In Kenya and Somalia high-level commitment in a Constitution or a National Leaders Forum have been found not to lead automatically to gender equality in politics, unless implementation mechanisms are devised and followed up upon by advocacy and capacity building.

The four case studies presented in the category of recognition justice constitute diverse examples of how gender injustice in the form of violence and discrimination is recognised and addressed in ways that carry lessons for gender equality practitioners. Case evidence from Bangladesh and Bolivia illustrate the need for a systemic and long-term response to violence against women.

In the case of Bangladesh more than a decade of comprehensive support to violence prevention has convinced government to take funding responsibility. The police case in Bolivia is not as progressed, but already carries interesting lessons on the importance of



establishing a baseline with meaningful indicators to measure progress against set objectives on developments in user perception of services and police attitudes.

Case evidence from Burkina Faso show how international partners can help a committed government and civil society take advantage of a window of opportunity as exemplified by the recent political transition following the ousting of President Blaise Compaoré in October 2014. The case also shows how achieving the result of passing a law allows partners to start focusing on the task of implementing huge ambitions such as multidisciplinary day-care centres and legal assistance to victims of violence in one of the world's poorest countries.

The case of sexual minorities in Kenya shows how direct support to human rights activists can help a vulnerable group, in their own words 'take success upon themselves'. Evidence of results in using micro-level delivery of health services to position civil society groups as partners of the Ministry of Health shows that allocating resources to committed activists can be an effective and efficient way of recognising discrimination in access to services whilst also protecting human rights. Further, there was clear evidence of political success in blocking of anti-gay law inspired by Uganda in 2015.

Case stories from Burkina Faso and Uganda presented in the category of redistributive justice illustrate how relevant attempts at redistributing access to and control over resources have demonstrated a degree of success at micro level in the case of Gender for Growth in Uganda, yet with limited evidence of links to macro level changes or any effects beyond anecdotal evidence of changes at household level.

Evidence from Burkina Faso shows the strength of innovative approaches such as involving men in community advocacy when gender analysis proves household-level decisions to require this. At the same time, the experience of attempting redistribution through argumentative powers has clear limitations. In a context of acute poverty such as rural Burkina Faso, male involvement in household level advocacy proved to require financial resources to produce results, in reality turning what would appear to constitute an innovative approach into a de facto rather traditional educational scholarship scheme with limited effect beyond the relatively modest numbers of immediate beneficiaries.

Case selection for this evaluation was initiated by embassies requested to volunteer cases for the purpose of continuous learning and inspiration for implementers of the 2014 framework. The ensuing bias towards a purposive sample of bilateral instruments with a high degree of relevance was confirmed when cases were submitted to scrutiny in three categories of gender justice, even though intervention objectives were generally found to be overly ambitious given the magnitude of injustice addressed and the economic and socio-cultural barriers found in the various country contexts.

Analysis of the efficiency of the cases under scrutiny reveals a mixed picture. There are examples of long-term support where tangible results are not proportionate to inputs provided. At macro level, this is exemplified by the case of Bangladesh where relatively modest results may not seem efficient at first sight but this might be the price to pay for ownership, not always correlating with efficiency.

At micro level, efficiency is exemplified by the male ambassador case in Burkina Faso. In the absence of cascading effects, what is left is a scholarship scheme at disproportionate high cost. By contrast, low cost support for a film in Burkina Faso on partner rape shown

to parliamentarians has contributed to mobilising parliamentarians for enactment of the law. Timing in exploring opportunities stands out as an important lesson learned.

Five key contributing factors behind gender justice have been identified by this study:

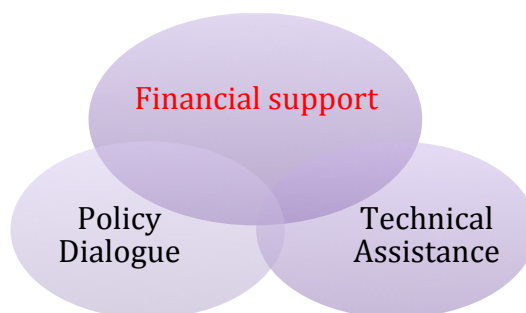
- i. **Human rights** as the essential basis for gender promotion of non-discrimination, participation, accountability and transparency – e.g. part of the success of the violence law in Burkina Faso has been Universal Periodic Review (UPR) recommendations, inclusion of Lesbian, Gay, Bisexual and Transgender (LGBT) is grounded on principles of non-discrimination and participation; and in Bolivia police reinforces duty bearers' capacity to protect women's rights.
- ii. **Selection of partners** that have capacity as well as political vision to go beyond slogans and bring about gender transformational change – e.g. women's human rights organisation such as the civil society organisation FIDA in Kenya, drivers of changes in the former Ministry for Human Rights Burkina Faso and innovative LGBT activist organisations in Kenya in beyond.
- iii. **Long term partnerships** have synergy potential if they involve consistent investment and core funding but also trust and frank dialogue on real gender transformative change – e.g. health, education and property rights in Burkina and Kenya cases, FIDA Kenya, Ministry of Gender and Ministry of Human Rights Burkina, and long term multi-sectoral approach in Bangladesh.
- iv. **Scale up interventions** so that programmatic responses become proportionate in time frame and scope to the issue addressed – the male ambassador project in Burkina Faso and Uganda Gender for Growth exemplify micro level cases of complex and extensive issues with disproportionate inputs.
- v. **Flexibility to identify strategic entry points as** even the most solid theory of change could not have foreseen the historical changes in Burkina Faso or opportunities arising in Kenya and Bolivia. Sober planning assumptions cannot be over-relied on and ears on the ground are required to respond to opportunities arising to use strategic entry points.

Even a gender analysis-based and flexible approach involves a risk of complacency. LGBT organisations are emerging as 'new kids on the block' challenging established civil society with activist energy and radical visions on the hybridity of gender relations. LGBT activists might inspire mainstream civil society to reflect on the multidimensional character of gender justice where non-discrimination and participation are not considered *à la carte principles* but key to representation, recognition and redistribution.

This study presents evidence of gender analysis paving the way for innovation such as inclusion of men in promoting girls' education. This approach to selecting instruments is well in line with the 2014 strategy framework requirement to base the mix on analysis of the local context. However, the study also shows untapped potential of policy dialogue. Policy dialogue can be used much more strategically with indicators to measure progress against set objectives. Too often, dialogue is deferred to high-level consultations during ministerial visits rather than the often more appropriate mechanisms provided by long-term funding arrangements where dialogue opportunities between Embassies and

partners could be explored more fully by bringing partners together to address thorny issues and explore untapped synergies.

*Synergy of support instruments*



# 1 Introduction

*“Human rights are not universal in the sense that they are intrinsically connected to human nature as such. On the contrary, they are so disconnected from human nature that mankind has lived thousands of years violating them. Many hard fought struggles had to be won, with generations of sacrifices, before human rights were even temporarily acknowledged. Human rights are in fact so uncertain that violations are occurring on a daily basis in our societies.”*

*Ratzinger and P Flores d’ Arcais (2005)*

This evaluation report presents eight cases richly illustrating the interconnectedness of human rights, individual choice and agency, highlighted by philosopher Flores D’Arcais above. The cases are selected for their potential to inspire development practitioners, yet are fraught with all the complexities of rights violations and risks that every little step towards gender justice might prove temporary unless continuously upheld and defended.

Gender equality is a core priority in Danish development policy and Denmark has pursued this priority for decades through programming and a high diplomatic profile in international norm setting. The *Strategic Framework for Gender Equality, Rights and Diversity* in 2014 confirmed this policy priority making existing human rights obligations to protect minorities more explicit and unfolding relevance of gender equality to overall development policy objectives. The Sustainable Development Goals, agreed upon in 2015, provide a global and universal framework for Denmark’s joint efforts with partners.

This evaluation study responds to the need for continuous learning and inspiration for implementation of the fairly recently adopted strategic framework. In other words, the aim is neither to evaluate the framework, nor to assess gender aspects of a specific intervention or country programme, but rather to identify inspirational case examples and analyse them critically in order to respond to three overall evaluation questions:

- i. In what ways has Denmark contributed to gender equality development results and have these been transformative?
- ii. What have been the transformative factors for the results achieved?
- iii. What lessons of a general nature can be learned from the interventions?

Annexed to this report are the Terms of Reference and Methodology with details guiding the study as well as a full List of Persons Met and a Bibliography and case documentation overview allowing the body of the text to be more easily accessible without the classical plethora of footnotes and source references.

Four basic video presentations, 2-3 minutes long, of Danish programming partners – *Voices from the Field* – complement this report and are available on [evaluation.um.dk](http://evaluation.um.dk).

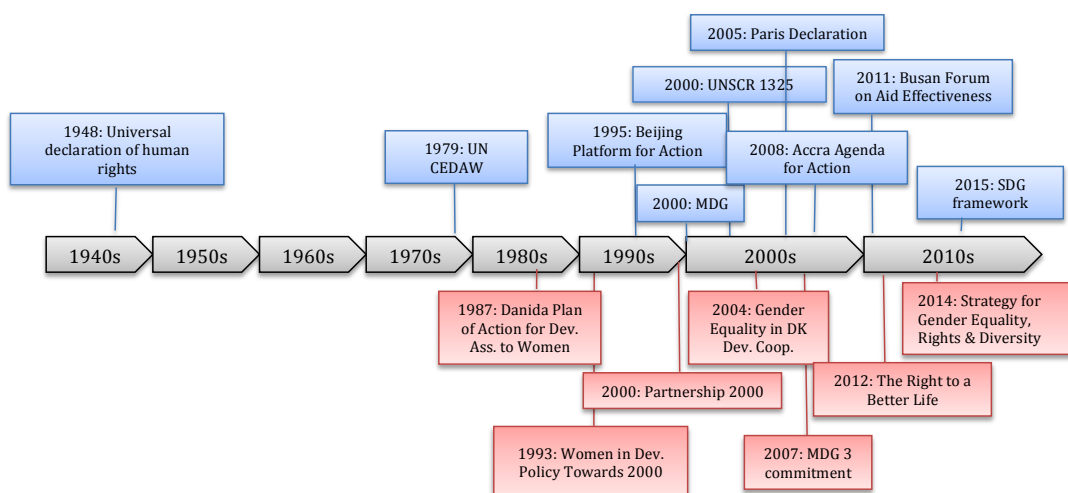
## 2 Context

This section establishes the present evaluation study in (i) the overall context of policy commitment, (ii) the strategic framework for support to gender equality, rights and diversity in Danish development cooperation and (iii) the categories of gender justice in the analytical framework applied to present evidence of results and draw lessons learned from the eight case studies in this report.

### 2.1 Danish support for gender equality

Denmark has supported women's rights and gender equality for more than three decades with varying priorities, instruments and methodologies. A timeline of international (marked in blue) and Danish (marked in red) gender commitments is presented below to give a swift overview of how support to Women in Development in the 1980s has given way for a broader rights-based approach to gender equality.

*Timeline: International and Danish gender commitments (Danida 2013)*



While the world has achieved progress towards gender equality under the Millennium Development Goals (including equal access to primary education between girls and boys), women continue to suffer discrimination and violence in every part of the world. Adopting the Sustainable Development Goals (SDG), world leaders committed themselves to a joint and universal framework towards 2030 for achieving gender equality and empowering all women and girls (SDG5).

The cases presented in this report are fully aligned to the nine specific targets providing direction to SDG5, including full and effective political participation, elimination of all forms of violence and equal rights to economic resources. Gender equality support through Danish development cooperation thus already constitutes a suitable and effective component in efforts to achieve the SDGs.

A study commissioned by the Ministry of Foreign Affairs of Denmark (2013) on trends in gender equality documented that gender equality has enjoyed increasing prominence

on the list of priorities of development agencies during the past decade whilst at the same time finding evidence of *gender fatigue* when it came to mainstreaming efforts (seen as cosmetic lip service) and appointments of gender focal points (reported to be *de facto* low status in many organisations).

The earlier strategy on ‘Gender equality in Danish development cooperation’ (Danida 2004) called for mainstreaming in sector programmes and one special intervention on gender in each programming country. Mainstreaming was widely perceived to have degenerated into a formalistic box-ticking exercise overburdening staff (Danida 2013). Special interventions had been found by a review in 2009 to deliver tangible if often small-scale results. Interventions were found administratively burdensome and limited in strategic orientation, e.g. support to a few parliamentarians without challenging structural inequality and assisting victims of violence without addressing justice and prevention.

It is not least against the backdrop of this heritage that the current strategy framework of 2014 was developed and the present evaluation seeks evidence of transformative gender results and key contributing factors behind such results attempting to bring about not simply symptoms relief but systemic change.

## 2.2 Strategic framework for gender equality, rights & diversity

Three categories of gender justice are key to the multidimensional definition in the *Strategic Framework for Gender Equality, Rights and Diversity in Danish Development Cooperation*:

‘Gender equality refers to the equal rights, opportunities and influence of women and men, girls and boys in all aspects of life – political, civil, social, cultural and economic. It goes beyond parity in numbers, and while equality under law is a precondition, it contains a combination of quantitative and qualitative aspects. (...) Firstly, it refers to equal **representation** and access to political influence, financial resources, land rights, legal aid and education. Secondly, gender equality involves **recognition** of gender specific challenges and barriers faced by women, men, girls and boys. Thirdly, it involves **redistribution** of power and control over political and economic resources. (...)’

In this evaluation study, the three gender justice dimensions are used as categories of cases in which to identify and qualify intended and achieved transformational gender changes as follows.

- **Representation** cases relate to increasing political participation of Kenyan and Somali women in accessing resources and decision-making positions in parliaments of the two East-African countries.
- **Recognition** cases relate to recognizing specific barriers and issues such as sexual- and gender-based violence in Burkina Faso, Bangladesh and Bolivia and discrimination against LGBT minorities in Kenya.
- **Redistribution** cases relate to a planned rebalancing of the distribution of power and (natural and financial) resources between women and men in Uganda and between school allocations for boys and girls in Burkina Faso.

The three categories of gender justice are based on Nancy Fraser's three-dimensional definition of gender justice (Fraser 2009). In order to consider gender equality not merely as an end in itself, but as a means to achieve poverty reduction, socio-economic justice needs to be addressed in all its dimensions.

The 2014 framework is clearly framed within the three-dimensional gender justice and key international human rights instruments such as the *Universal Declaration of Human Rights* and the *Convention on the Elimination of All Forms of Discrimination against Women* (CEDAW), firmly anchoring gender equality in principles of non-discrimination, participation, accountability and transparency by highlighting that:

'All human beings are born free and equal in dignity and rights, that no one must be discriminated on the basis of sex, and that women and men should have equal access and equal opportunities in the political, economic, social cultural, civil or any other field.'

### **Including diversity**

Building on human rights principles of non-discrimination and participation, the multi-dimensional definition of the 2014 framework integrates *diversity* much more explicitly than the previous strategy from 2004:

'Gender equality is not an issue of exclusive concern to women and girls but must equally involve men and boys if ingrained inequalities and discriminatory systems are to be effectively addressed. Categories of women and men, girls and boys are made up of complexities of power, class, age, religion, ethnicity, caste, gender identity and sexual orientation (...) Individuals are often restricted by stereotyped gender perceptions and expectations.'

The 2014 framework encourages strategic support opportunities for LGBT rights and clarifies that: 'Gender stereotypes result in limited tolerance of diversity in identity, appearance and behaviour and therefore have repercussions for the human rights of lesbians, bisexual, transsexual and intersex persons'.

### **Strategic interventions**

Gender equality is currently supported in four strategic priority areas:

*A: Human Rights and Democracy (dominant area with five cases of a total of eight cases in this study)*

Denmark supports equal participation in political decision-making including election, parliamentary and local governance; legal reform aiming to implement CEDAW in national legislation; capacity building of women's groups to advocate for equal rights; support to LGBTI to fight discrimination and claim rights.

*B: Inclusive Green Growth (one case in Uganda of a total of eight cases in this study)*

Support to legislative and administrative changes promoting equal rights to ownership and inheritance of productive resources; equal access to land; support to equal access to resources and employment; the promotion of women's entrepreneurship and sustainable business opportunities.

*C: Social progress (one case in Burkina Faso of a total of eight cases in this study)*

Support includes women's and girls' rights to quality education and health, women's and girls' sexual and reproductive health and rights; equal access to services and addressing the stigma and discrimination that prevent sexual minorities and vulnerable groups from obtaining their rights.

*D: Stability and protection (one case in Somalia of a total of eight cases in this study)*

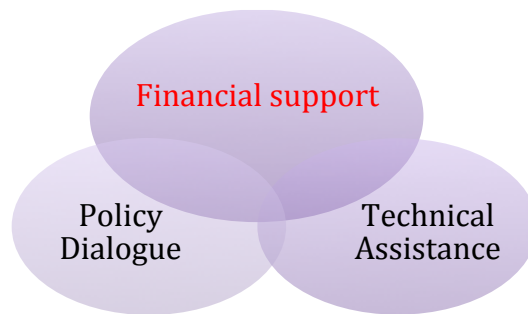
Support for full and equal participation of women in prevention and resolution of conflicts, peace negotiations, peace-building, peacekeeping, humanitarian response and in post-conflict reconstruction in accordance with SCR 1325.

### 2.3 Summary of methodology and analytical framework

The purpose of the Evaluation Study (ES) is to identify *results* that have been gender transformative and lessons learned to inspire implementation of the 2014 framework described above. More specifically, the study aims to unpack the concept of *contribution* and explore, where evidence allows, financial, political and technical contribution links from Danish support to evidence of change at micro, meso and macro levels.

The model below illustrates the pattern observed by this study of a striking focus on financial support (highlighted in red below) whereas support instruments such as technical assistance and policy dialogue tend to follow in second rank and not offered the same prominence in programme documentation and results frameworks. These perspectives related to policy dialogue and synergy between the various instruments are unfolded in Section 5.3.

***Model: Unfolding contribution links – synergy of support instruments***



Data sources for the case presentations combine written documentation with a total of 83 interviews carried out in Kenya and Burkina Faso in the case of the four *primary cases*. Skype interviews have supplemented document review in the four *secondary cases* (Somalia, Bangladesh, Bolivia and Uganda). In the interest of reader-friendliness, data sources are found in the *Bibliography and case documentation* (Annex 2) and *List of Persons Met* (Annex 4). The distinction between primary and secondary cases is made to differentiate the depth and extent of analysis. The secondary cases present more limited findings due to the fact that countries were not visited and beneficiaries not interviewed.

The analytical framework is inspired by ‘Gender@Work Quadrant of Change’ and some of the ‘Gender Results Effectiveness Scale’ (GRESS) elements (UNDP 2015) have been adapted to this particular study. The purpose is to enable a deeper analysis of results through a simple and effective categorization of types of gender transformative changes. For each case, the analytical table identifies changes and gender transformative results at micro, meso and macro level. Further, primary and secondary cases are categorized as summarized below and outlined in more detail in Annex 2.



### Summary of categorization of cases

Selected Cases	Micro level		Meso level		Macro level	
	Intended change	Evidence of results	Intended change	Evidence of results	Intended change	Evidence of results
<b>Representation (2 cases)</b> – Kenya (primary): 2/3 Principle – Somalia: Political participation						
<b>Recognition (4 cases)</b> – Kenya (primary): Sexual minority rights – Burkina Faso (primary): Violence law – Bangladesh: Multi-sectoral Programme on Violence against Women – Bolivia: Police response to violence						
<b>Redistribution (2 cases)</b> – Burkina Faso (primary): Schoolgirls – Uganda: Gender for Growth						

### Purposive case selection

The process of case selection began in September 2015 when gender focal points at Danish embassies were invited to identify examples of interventions that could be assessed in order to ‘generate lessons learned and provide inspiration for the future work of the implementation of the 2014 framework on gender equality rights and diversity’.

In dialogue with the Evaluation Reference Group and the Evaluation Department, the second round of selection focused on strategic and innovative potential balancing the following criteria outlined by the ToR calling for a qualitative analysis of development results most meaningfully captured by a purposive case selection method including:

- Geographic coverage – African cases in focus but inclusion of Asia and Latin America
- Development policy fit – Inclusion of the four themes of the Danish Strategy for Development Cooperation ‘The Right To A Better Life’ (2012)
- Implementation modality – Bilateral, multilateral and civil society channels of support

Cases are described in more detail in Chapter 3 where section A provides an overview. Case selection primarily included bilateral aid modalities, except for CSO support to sexual minorities in Kenya, girls’ education in Burkina Faso and multilateral interventions for political participation in Somalia. Further details are available in *Annex 2*.

Table overview: Case selection according to criteria

#	Intervention	Country	Case type	Modality	Policy fit
1.	<b>Women lawyers promote 2/3 principle in politics</b> Support to civil society and government working group to draft and advocate for a bill on implementation of the principle of the Constitution (2010) of only 2/3 of the same gender in elective or appointive positions.	Kenya	Primary	Bilateral	Human rights
2.	<b>Commitment to political quota opening doors in context of fragility</b> Multilateral support through UNDP to increase quantitative participation of women in parliament resulting in a commitment to a goal of minimum 30% of women parliamentarians.	Somalia	Secondary	Multi-lateral	Stability Protect
3.	<b>Sexual minorities taking success upon themselves</b> Support through <i>International HIV AIDS Alliance</i> to a regional network of CSOs defending sexual minority rights, including Kenyan Ishtar involved in service provision and advocacy through <i>National AIDS Control Council</i> .	Kenya	Primary	Civil society	Human rights
4.	<b>Law to reduce violence against women and girls</b> Support to civil society and government for recent legislation on violence against women and girls including marital rape and women accused of witchcraft.	Burkina Faso	Primary	Bilateral	Human rights
5.	<b>All on board for a systemic response to Violence Against Women</b> Support to a government multidisciplinary approach to Violence Against Women involving one-stop crisis centres at hospitals, assistance to victims and prevention efforts with male sport celebrities.	Bangladesh	Secondary	Bilateral	Human rights
6.	<b>Police unit enabling duty bearers to respond to violence</b> Support to a special police force tasked with the implementation of a law on violence against women, including comprehensive training of officers and indicators to measure progress in police response and attitude.	Bolivia	Secondary	Bilateral	Human rights
7.	<b>Involving men to promote education of girls</b> Support to a cadre of fifty male ambassadors to promote the access of girls to secondary education through door-to-door advocacy for the reallocation of resources at household level.	Burkina Faso	Primary	Bilateral	Social Progress
8.	<b>Green growth to increase income and redistribution</b> Provision of credit and capacity building at rural household level to promote gender-balanced negotiations to reallocate resources to enable family savings and payment of school fees and health expenses.	Uganda	Secondary	Bilateral	Green growth

### Fieldwork and data collection

In order to establish contribution links between financial, technical and political support from Denmark and tangible evidence of transformative changes at country level, consultations for primary cases have included interviews with stakeholders at the Ministry of Foreign Affairs, embassies in Nairobi and Ouagadougou and beneficiaries in Kenya and Burkina Faso at ministerial, academic, civil society and community level.

Preparations in January 2016 included review of documentation and videoconferences with embassies in Nairobi and Ouagadougou. Visits to Burkina Faso and Kenya took place in February 2016 (four days in each country). Visit programmes were designed to optimise collection of evidence on transformative results and triangulate, as much as possible, by critically reviewing findings and invite sources to contradict. Short film clips with key partners in the two cases, recorded with a mobile phone, were part of the outcome of the visit and will be used in efforts to disseminate findings.

Four secondary cases were assessed by desk review of background and programme documentation, including where available, reviews and evaluations. Skype interviews were held with key stakeholders for each case. Data collected was further triangulated with key external informants from civil society or academia.

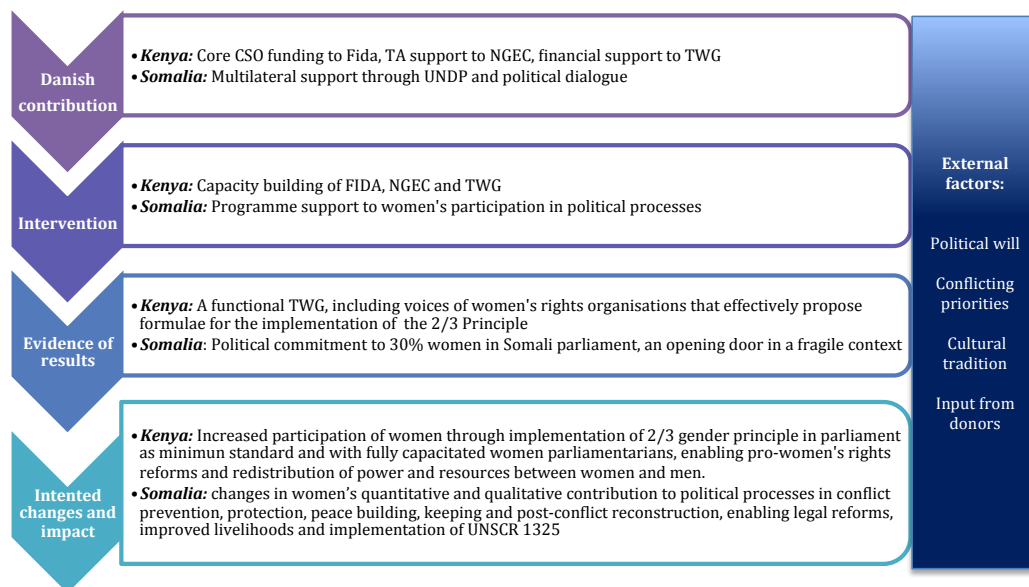
## 3 Case findings and lessons learned

This third chapter of the report presents evaluation findings from eight case studies of gender equality interventions that have achieved results with support from Denmark and relevance to implementers of the *Strategic Framework for Gender Equality, Rights and Diversity in Danish Development Cooperation* (2014). In the interest of reader-friendliness, sources are referenced in the *Bibliography and case documentation* found in Annex 3.

Cases are presented in the three categories of gender justice – representation, recognition and redistribution – with primary cases (based on visits to Kenya and Burkina Faso) followed by secondary cases (from Somalia, Bangladesh, Uganda and Bolivia not visited) and a flow where evidence from one case builds on another and puts it into perspective.

### 3.1 Representation

The gender justice category of *Representation* is used to capture interventions with a predominant focus on the participation of women and men in political processes, within a given institution, policy or programme. Participation is understood as representation at the level of formal decision-making. The two cases presented in this report from Kenya (primary case study) and Somalia (secondary case study) discuss political participation of men and women and representation at the level of decision-making, in contexts that are diverse, yet also prove to have similarities. The model below identifies intervention logic and links between Danish contribution of funding, technical assistance and dialogue and evidence of results and intended transformational change at impact level.



The model above thus shows how Denmark's input relating to *Representation* have contributed, amongst other external factors, to the results identified at micro, meso and macro level, as outlined and discussed for each of the cases below. A critical lesson emanating from the case studies relate to the importance of carefulness in making overly optimistic assumptions. Strategic focus on priority results easily leads programmers to expect too much from the steps it proves possible to take.

By way of example, inclusion of the 2/3 Principle in the Constitution of Kenya is a potentially transformative change, yet it can clearly not be assumed that this result implies smooth implementation and ensuing redistribution of political power between men and women. By contrast, once a landmark result is achieved and well-deserved celebrations are over, it becomes easier to see the remaining complexities that the need for strategic focus can lead partners to downplay.

#### 3.1.1 Kenya – women lawyers promote gender equality in politics

##### A: Case overview

The Two-Thirds Gender Principle (2/3 Principle) is anchored in Kenya's Constitution of 2010, hailed as one of the most progressive in terms of gender equality and human rights. The principle stipulates that no more than 2/3 of members of any appointive or elective position should be of the same gender. Since 2014, 21% of parliamentarians are women – 68 out of 349 in the National Assembly. According to the Constitution, the figure should rise to a minimum standard for women's representation of 33%.

A broad coalition of Kenyan women's organisations was originally pushing for 50/50 gender representation. The 2/3 Principle was conceived as a pragmatic compromise. In February 2014, the Attorney General set up a Technical Working Group (TWG) on implementation. The TWG was put in place to oversee the process and develop a framework for implementation by August 2015 – since postponed. The TWG was chaired by the *National Gender Equality Commission* (NGEC) and included *Federation of Women Lawyers* (FIDA) as a civil society representative. Following up on the TWG, there were intensive advocacy efforts to facilitate informed support for the process.

A broad-based consultation process led to TWG agreement on what was perceived to be the most viable formula. The proposal entailed nomination of women to top up the insufficient number of elected women. It was also disseminated and presented to the AG for adoption, but without success. The TWG therefore proceeded with intensive advocacy to move the proposed formula forward with strategic champions. It succeeded in having the Bill proposing its formula published in the National Assembly and in the Senate. Subsequently, there were advocacy efforts by different stakeholders to move forward various formulae, including progressive realization of that 2/3 Principle by 2030. As of early 2016, continued challenges of implementation are reflected by the presence of two competing bills (one for the principle to be applied now and another for a progressive realisation of the principle) pending debate in the National Assembly.

The following contribution links could be established:

- I. Danish multiannual core funding for FIDA (DKK 6m between 2012-15 and DKK 15m for 2016-20) links with FIDA's prominent contribution to the 2/3 Principle with key role in TWG on implementation and advocacy campaigns in counties.
- II. Political dialogue between the Embassy of Denmark and partners has contributed to maintaining attention on implementation mechanisms for enhanced political participation of women.

III. Further, Denmark has provided technical assistance to the NGEC since 2012 and interviews gave evidence that NCEG had moved the 2/3 Principle forward chairing TWG.

**B: Intended transformational change and evidence of results**

<i>Level</i>	<i>Intended transformational change</i>	<i>Evidence of results</i>
<b>Micro</b>	<ul style="list-style-type: none"> <li>- Increased participation of women at decision-making level.</li> <li>- Increased capacity of women holding decision-making posts.</li> </ul>	<ul style="list-style-type: none"> <li>- At this stage, the intervention is targeting the establishment of a measure at national level and implementation with intended effects at micro level is yet to take place.</li> <li>- FIDA capacity building of women MPs.</li> </ul>
<b>Meso</b>	<ul style="list-style-type: none"> <li>- Changes at institutional level should lead to a strengthened NGEC to oversee the implementation of the 2/3 Principle.</li> </ul>	<ul style="list-style-type: none"> <li>- Active role played by TWG, however, largely supported by donors and so far with limited political effect.</li> </ul>
<b>Macro</b>	<ul style="list-style-type: none"> <li>- Redistribution of power and resources between women and men as women MPs are nominated on top of elected MPs to fill in the gaps.</li> <li>- Legislative reforms in favour of gender equality and women's human rights.</li> </ul>	<ul style="list-style-type: none"> <li>- Despite considerable political resistance to implementation of the 2/3 Principle at National Level, there is evidence of implementation at County level and in the Senate as well as a generally increased focus on gender balance in public appointments and political elections.</li> </ul>

**C: Analysis of primary case results**

A leading force behind inclusion of the 2/3 Principle was Kenyan women's organisations who in the 1990s argued for a 50/50 approach and then took advantage of the window of opportunity opening with the Constitutional process and opted for a more consensual compromise of 2/3 Principle as a minimum standard with the hope that it will gradually produce gender equality. Implementation at county and senate level of the 2/3 Principle was achieved with limited resistance compared to the national level, possibly due to the fact that gains at stake in terms of power and resources at national level are much higher. Whereas the 2/3 Principle was set as a strategic compromise upon which to gradually reach 50/50, it now seems barely achievable at national level.

Evidence was found that the Technical Working Group (TWG) established by NGEC could not have functioned without donor support. Thus Danish support to key working group participants such as FIDA (comprehensive, multiannual support) and NGEC (short term technical assistance) was instrumental to the comprehensive and prolonged, if so far not entirely successful efforts of TWG. Therefore, amongst the transformative factors leading to inclusion of the 2/3 Principle in the Constitution and the subsequent efforts to establish an effective implementation principle are well-established and influential women's rights organizations such as FIDA. The fact that Denmark has supported FIDA through core funding for many years implies that partnership and substantive dialogue may also have played a transformative part in the achievements so far and should continue to play a part in mitigating future risks and challenges.

At the same time, reluctance of current MPs to share power and resources coupled with the insufficient numbers of women elected, has led to nomination of additional women being proposed as implementation mechanism for the 2/3 Principle. This essentially carries two risks: Overblowing an already considerable parliamentary budget and nomination of women without the necessary capacity, constituency or political engagement to carry out strategic reforms thereby delegitimizing an already much discredited political class and the role of women in politics. The general concern of civil society would be that gender equality in politics may be less likely to materialise if the nominated women do not have adequate capacity and if their nominations favour political allegiances rather than commitment and capacity of the women nominated.

### 3.1.2 Somalia – political quotas opening doors in a context of fragility

#### A: Case overview

Danish support for a peaceful and stable Somalia includes support for inclusion of women as equal partners in the political process has led to some remarkable results, in spite of all the difficulties associated with the prolonged high levels of conflict and extreme fragility still characterizing the war-torn country. Women's political participation remains modest with shares of parliamentarians between 1 and 3% in Puntland and Somaliland and between 11-14% in South Central Somalia, yet recent signs of doors opening as part of the efforts to build a stable and democratic state include commitment by the *National Leaders Forum* in Mogadishu on 24 January 2016 to reserve a quota of 30% of the seats in the Upper House of Parliament for women.

Numerous stakeholders have been involved in advocacy for this electoral provision, including civil society and individual parliamentarians supported by UNDP. This support creates a contribution link, if long and somewhat complex, to the aspirations of full and equal participation of women in prevention of and response to conflict. This is all in accordance with SCR 1325 included as one of four priorities of Denmark's strategic framework (2014), although interviews did not yield direct reference to SCR 1325 results.

The following contribution links could be established:

- I. Denmark supported UNDP's 'Gender Equality and Women's Empowerment' with DKK 20m from 2012-15, including support for women's groups to develop quota advocacy strategies and engage with traditional elders, religious leaders and political parties (GEWE Programme Document, action 1.1.1.).
- II. Ministers and high-level delegations from Denmark have contributed to keeping gender equality in political participation high on the agenda

#### B: Intended transformational change and evidence of results

Level	Intended transformational change	Evidence of results
Micro	N/A – initiative does not operate at this level.	N/A – does not operate at this level.
Meso	Strengthened capacity of female political representatives to run for office, develop networks for mutual support and advocacy and exercise effective political leadership in the legislative process.	Comprehensive training, networking and policy formulation programme for women in politics. Participants reported to appreciate inputs but tangible changes are not evident from reports and evaluations.
Macro	Improved gender balance in the fragile fora of political representation in Somaliland, Puntland and South Central Somaliland.	Political commitment of the National Leaders Forum (Mogadishu, January 2016): 'a minimum quota of 30% of the seats of the Upper House of Parliament shall be reserved for women' – current federal level is reported to be between 11-14%, in Puntland 3 and in Somaliland 1%.

#### C: Analysis of secondary case results

Recent commitment to the quota of 30% representation of women in the Upper House of Parliament is reported to constitute the culmination so far of a higher profile for Somali women in politics as the country emerges from prolonged conflict. Recent commitments to quotas constitute a remarkable achievement in light of barriers of cultural traditions, organisational capacity and security.

Finer details of the contribution links established would have to be characterised as relatively weak. Any successful exploration of a window of opportunity in challenging circumstances such as Somalia obviously depends on complex chains of causes and effects. Yet it seems fair to ascribe the result at least in part to contributions from Denmark, as an important part of the interventions supported under Component One of the GEWE programme, have centred on quota models and advocacy with strategic stakeholders. Equitable political participation was never going to be a quick fix, but interlocutors of this evaluation study confirm the impression that doors appear to have opened by significantly more vocal women in local as well as national politics.

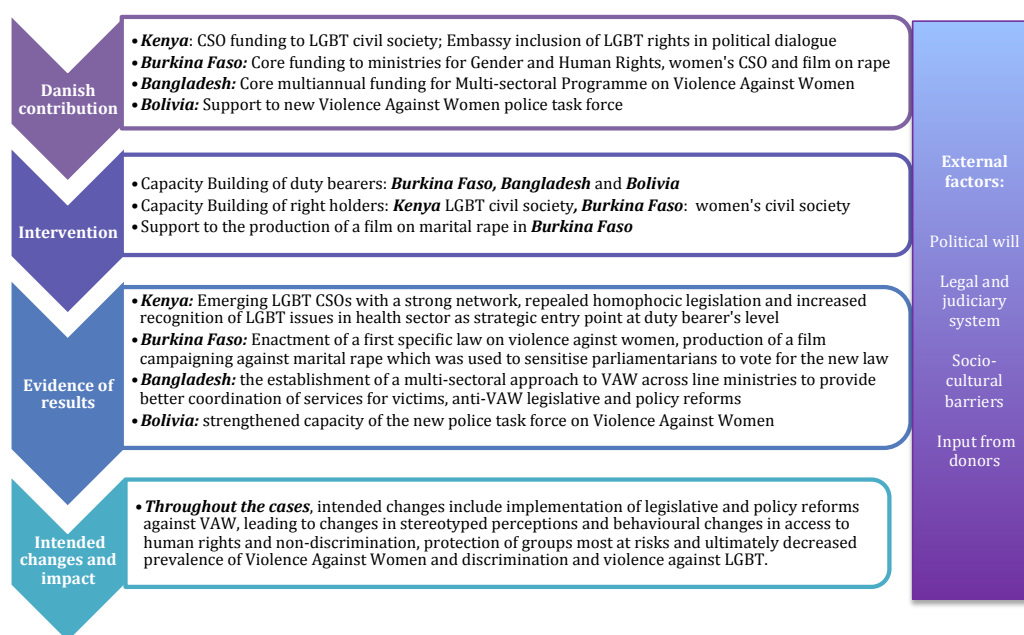
However, the key issue when assessing longer-term prospects for real change in political life for Somali men and women is, firstly, whether quotas are endorsed by the competent authorities and then adhered to through practical implementation mechanisms. It would not be the first political commitment in a fragile context not to translate into a reality of more equitable representation. Secondly, if results in terms of more equitable representation of women do become a reality, the next question is if this change in representation in fact leads to a redistribution of power or end up being caught up in the complexities of clan loyalty thus reinforcing status quo.

#### **Concluding reflections on transformational factors**

In conclusion, long term partnerships in Danish support to civil society organisations was a key transformational factor in securing the participation and influence of key women's human rights organisations in the implementation of pro equality in *representation* legislation for example in Kenya. In Somalia, the fluid context of political transition has proven to involve opportunities for promoting political participation of women, explored by the UNDP with support from Denmark and a degree of success in contributing to significant political commitments.

### 3.2 Recognition

The gender justice category of *Recognition* is used to capture acknowledgement of specific gender related problems. These include violence against women (VAW), sexual and gender based violence (SGBV), socio-cultural stereotypes and exclusion of and violence against lesbian, gay, bisexual and transgender persons (LGBT). Cases are presented from Kenya (primary case), Burkina Faso (primary case), Bangladesh (secondary case) and Bolivia (secondary case). The four cases address systemic forms of violence although they represent different perspectives and stages in providing programmatic response within diverse socio-cultural contexts. The model below identifies intervention logic and links between Danish contribution of funding, technical assistance and dialogue and evidence of results and intended transformational changes at impact level.



It is obvious from the implicit theory of change and intervention logic outlined above that complex challenges remain for attempts at reducing incidents of gender-based violence. Results achieved by the multi-sector approach across line ministries in Bangladesh in getting duty-bearers to respond more adequately, assisting victims and even attempting to mobilise opinion leaders in prevention efforts are commendable, yet remain a drop in a very large ocean of rights violations, socio-cultural contextual barriers, weaknesses in the legal and judiciary systems and cannot be assumed to significantly impact on the prevalence rate on violence against women and girls in Bangladesh.

Likewise, establishment of a well-trained specialised police force in Bolivia constitutes an important step for a country with Latin America's highest incidents of violence against women, yet is obviously far from achieving actual violence reduction when resources at local levels of policing are negligent and effectively limit impact of Bolivian police at local levels of operation.

Caution in making assumptions as to the effective implementation of legislation beyond its enactment also applies to results achieved in Burkina Faso with the adoption of the



law on violence against women and girls. Whilst this result constitutes a potentially transformative change in recognition of rights violations that can now be acted upon, a long way remains before significant reduction in real-world experience of violence should be expected for women and girls. Implementation faces structural challenges and requires resources to make right-holders aware of the implications of the law, not to mention mobilisation of resources for anticipated elements such as day-care centres and legal aid for wives to take their husband to court over domestic violence. This could prove challenging for a poor country with serious state budget constraints and limited alternative livelihoods for women who are victims of domestic violence.

The *Recognition* model above shows at a glance, how Denmark's input contributed, amongst other external factors, to the results achieved, which are further discussed for each of the four cases in the sections below.

### 3.2.1 Kenya – sexual minorities taking success upon themselves

#### A: Case overview

Support to defenders of human rights for sexual minorities is a new dimension of Danish engagement in Kenya of the past decade and found by this evaluation to have involved direct financial support from Copenhagen as well as policy dialogue by the Embassy of Denmark in Nairobi contributing to tangible results such as innovative links between micro level health service provision and strategic advocacy with the Ministry of Health.

*Sexual Health And Rights Programme* (SHARP) implemented by the International HIV/AIDS Alliance is an initiative benefitting from direct support from the Danish MFA taking human security and health service delivery as its point of departure for broader community development ambitions. Activists from civil society partners in Kenya, Tanzania, Uganda and Zimbabwe are gathered for joint capacity building sessions and thus exposed to lessons learned in comparable local contexts.

Kenyan partners of SHARP, including Ishtar, a civil society organisation focusing on sexual minority rights and named after the

Mesopotamian goddess of sexuality, fertility and war, gave evidence during the field visit, of inclusion of LGBT representatives in political dialogue by the Embassy of Denmark in Nairobi during a ministerial visit and as guests at a Constitution Day reception where the Ambassador referred to LGBT rights as part of celebrations of the 100<sup>th</sup> anniversary of women's right to vote in Denmark in 2015.

LORNA DÍAS, GAY AND LESBIAN COALITION OF KENYA: *Being a lesbian or a gay man is a non-issue. Being harmed because of who we are is a huge issue ...*

The approach of regional exchange and network building across African LGBT organisations has proven powerful in sharing experience on issues such as security measures in light of dramatic events in neighbouring Uganda where hostile discrimination culminated with now shipwrecked Anti Homosexuality Act of 2014 proposing death penalty and reporting of LGBT persons to the police. Discrimination was never as harsh

in Kenya, yet LGBT rights are contested and activists frequently accused of immorality in the eyes of conservative religious and political leaders.

Health service provision is put into perspective by evidence of LGBT minorities being denied treatment on the grounds that ‘we cannot help you with gay infections’. This evidence is supported by the *Kenya Human Rights Commission (KHRC)*, a long-standing Danish governance sector partner documenting discrimination in access to health, police reporting, preaching to patients and denied treatment (*The outlawed amongst us – a study of the LGBTI community’s search for equality and non-discrimination in Kenya*, KHRC 2011).

KHRC reports improved organisational capacity and stronger advocacy skills of their LGBT partners, as a result of development partner support as well as a high level of engagement and networks, reflected in successful blocking in 2015 of proposed anti-gay legislation inspired by Uganda and joint deliberations on decriminalisation through reforms of the Penal Code dating back from Kenya’s era as a colony.

The following contribution links could be established:

- I. Denmark was the primary source of funding for SHARP from 2012-15 with DKK 25m of support with evidence of results summarised in the table below.
- II. Furthermore, the Embassy of Denmark in Nairobi included of LGBT rights in policy dialogue which was highlighted by activists as helpful for recognition

#### B: Intended transformational change and evidence of results

Level	Intended transformational change	Evidence of results
Micro	Improvements in health service delivery to vulnerable members of LGBT sexual minority communities who were found in a survey by the Kenyan Human Rights Commission to suffer discrimination and at times be refused basic services on legal and moral grounds.	Tangible results in sexual and reproductive health service delivery, including distribution of 144,054 condoms, 156,480 lubricants and 21,302 IEC materials as well as 3,344 men who have sex with men reached by health education sessions and 781 HIV testing and counselling sessions.
Meso	Strengthening of networks, organisational capacity and partnerships of LGBT community-based organisations to enable advocacy activities for protection of LGBT rights in Kenyan society	<i>Ishtar Wellness Centre</i> delivers health and community services. Evidence of partnerships with (i) health service providers at hospitals and hotspots, (ii) Religious communities on spiritual support and interpretation of the Bible and Koran, and (iii) Kenya Human Rights Commission – internships facilitated strategic contacts.
Macro	Promotion of a social and political context conducive to an environment where people can access non-discriminatory health services and exercise human rights as guaranteed to all citizens by the Constitution of Kenya.	Formal recognition evidenced by inclusion of <i>Ishtar</i> as LGBT voice on National AIDS Control Council of the Ministry of Health, facilitating government-funded condoms and inclusion of <i>Ishtar</i> drafts in the 2014 <i>Kenya HIV Prevention Revolution Road Map</i> Evidence of political success in blocking of anti-gay law inspired by Uganda in 2015.

#### C: Analysis of primary case results

Health has proven a strategically sound entry point for recognition and offered a relatively strong position for micro level service provision as well as wider human rights advocacy at the macro level. SHARP partner *Ishtar* can be credited through their active involvement of the National AIDS Control Council with state-of-the-art references in the Ministry of Health strategy *Kenya HIV Prevention Revolution Road Map* to ensuring ‘equitable participation of priority populations’ including men who have sex with men (Ministry of Health of Kenya 2014). This result should first and foremost be credited to the bravery and strategic thinking of the LGBT pioneers of Kenyan civil society, even

if evidence collected by this study documented that international allies and regional exposure have also contributed to government recognition and organisational capacity.

Carrying these gains to the county level is now a critical next step as local levels of governance gain importance with Kenya's process of devolution. In meeting these challenges, the approach taken by the LGBT representatives met is not to run too far ahead of the rest of the nation with demands that could prove premature in the context of Kenya, but rather to discretely cultivate strategic partnerships and alliances whilst strengthening the LGBT community bottom-up.

CONSTITUTION OF KENYA (2010), ARTICLE 27: *The State shall not discriminate directly or indirectly against any person on any ground*

KHRC is an example of a strategic ally of Kenya's LGBT movement and at the same time a long-standing governance sector partner of Denmark. Cooperation extends to an internship programme that has paved the way for personal contact as well as legal and financial management assistance, as organisations cannot hold funds until they have been officially recognised. KHRC are involved with LGBT partners despite harsh criticism from religious and political conservatism.

Kenya's LGBT community has responded to this with strategic interventions under the headline *Nothing For Us Without Us* and including high-level lobbying (parliamentary human rights caucus, judiciary and human rights commissions), hermeneutics (alternative reading of religious texts towards more universal and inclusive understanding) and through health as a strategic entry point to protect rights to services and achieve recognition as a voice for specific minority needs.

The potential of a place at the table for this CSO recipient of financial support from Denmark through alliances with the Ministry of Health is reflected when the Secretary of State for Health proved helpful in blocking the proposed anti-gay law inspired by Uganda in 2015 and when funding through the National AIDS Control Council allowed Ishtar to conduct workshops for the police force of Kenya on dealing with sexual minorities. In the words of Executive Director of Gay and Lesbian Coalition of Kenya: *'Our approach is to bring people with us and create a strong base of support. We are not talking about gay rights. We have human rights and they are enshrined in the Constitution of Kenya. All we are saying is those rights apply to everyone'*.

#### 3.2.2 Burkina Faso – law to reduce violence against women

##### A: Case overview

The Law on *Prevention, repression and reparation of violence against women and girls* was passed in 2015, and includes a broad definition of physical, sexual, psychological and economic violence. It also recognises specific offences such as rape amongst intimate partners, forced and early marriage, sexual slavery, sexual torture, repudiation, women accused of witchcraft, sexual harassment at school and in the workplace. The law foresees creation of special structures within the police, multidisciplinary day care centres with legal, psychosocial and medical services and a legal aid fund for the protection of victims. The law foresees funding of these services from Burkina Faso's state budget.

The *National Transition Council* replaced the National Assembly following the uprising against President Compaoré in 2014 and distinguished itself by passing 140 laws in a record time of one year. This unique accelerated legislative process was possible mainly due to the exceptional circumstances, engaged parliamentarians and ministers typically from civil society or academia. The laws aimed at filling the key democratic gaps such as separation of powers between the Executive and the Judiciary and human rights of particular concern to the international community. This particular law thus responded to the need to domesticate CEDAW into national legislation as well as to implement UPR Recommendations on specific measures to address violence against women.

The following contribution links could be established with Danish support to:

- I. Universal Periodic Review (UPR) process through core funding of DKK 28.7m to the Ministry of Human Rights and Civic Promotion in charge of follow-up to recommendations for the period 2008-2015.
- II. Ministry of Women, National Solidarity and the Family – core funding and capacity building of DKK 6.2m (2008-2015), including seminars on the above mentioned legislation.
- III. Key women's rights organisations such as the Associations of Women Lawyers (AFJ-BF) with core funding of DKK 4m from 2011-2016 (constituting 80% of total AFJ budget). AFJ-BF was instrumental in the drafting of the bill; and
- IV. Gender Fund 2011-2013 with a contribution of DKK 415 800 DKK used to cover 70% of the production cost of five short films entitled '5 films pour un combat: Campagne de sensibilisation contre le viol conjugal' (APAC, diakonia). Interlocutors reported that the films were shown to Transition Council parliamentarians in the successful process of lobbying for the adoption of the law.

## B: Intended transformational change and evidence of results

Level	Intended transformational change	Evidence of results
Micro	<ul style="list-style-type: none"> <li>– Awareness campaigns to all key stakeholders – Legal aid funds for women</li> <li>– Multidisciplinary day care centres</li> <li>– Cases expected on domestic violence, intimate partners rape, sexual harassment and women accused of witchcraft.</li> </ul>	– No evidence of micro level changes could be identified as the law is yet to be implemented.
Meso	<ul style="list-style-type: none"> <li>– Intended structural changes when legislation will be implemented in relation to special police units and trained police forces, trained magistrate as well as the setting up of legal aid fund for victims.</li> </ul>	– No evidence of meso level changes could be identified as the law is yet to be implemented.
Macro	<ul style="list-style-type: none"> <li>– The decree is yet to be promulgated.</li> </ul>	– Evidence of significant change is found in the formal enactment of the legislation, which would have been unlikely under the previous regime, thus catching a unique opportunity during the transition.

## C: Analysis of primary case results

Transformational change at macro level in the enactment of bold legislation on violence against women was driven by a multitude of factors and thus different strategic entry points. The section below enumerates these factors and explains how these have contributed to the identified transformative changes:

Firstly, a favourable political context – political change and strong engagement to democratic principles and human rights by the Transition Government made legislative reforms possible that were previously considered unlikely.

Secondly, long-term support and push of the international community for the domestication of CEDAW and related UPR recommendations – UN partners and the Danish Institute for Human Rights (DIHR) were found to have been involved in the publishing of UPR recommendations.

Federation of Women Lawyers and Women’s Council of Burkina, both long-term dialogue partners and recipients of support from Denmark were at the forefront of legislative reforms during transition and technical dialogue partners on UPR had since been promoted to positions of authority under the new government.

However, given the socio-cultural and economic challenges ahead, the formal enactment of the law noted here as a result has to be seen as a necessary but very first step in the process of changing the vulnerable position of women and girls vis-à-vis violence. Mobilisation of resources in Burkina Faso’s state budget for proposed implementation elements such as multi-disciplinary day-care centres and legal aid for victims of violence is a daunting task in one of the poorest countries in the world.

Awareness creation is a key requirement to move from formal enactment of the law towards transformative changes at micro level. This ambitious step includes geographical outreach and implementation of the intended organisational changes at meso level such as training of police, establishment of multidisciplinary day care centres but also the legal aid fund that should financially assist victims of violence. At micro level the expected transformative gender changes relate to women’s ability to come forward and have the courage to use the new legislation to invoke their human rights.

Lessons so far can be taken from the broad scope of Danish support from duty bearers to rights holders as well as a variety of dialogue platforms to promote human rights such as the support of film production, which turned out an effective and persuasive means

to lobby parliamentarians for the enactment of this legislation. This transformational result filled a legal void and paved the way for prevention and legal protection of silenced victims of rights violations. Yet, these are early stages of a longer-term implementation process at a considerable cost given the current socio-economic reality of Burkina Faso.

#### **3.2.3 Bangladesh – all on board for a systemic response to violence**

##### **A: Case overview**

This case is an example of long-term Danish core funding for duty bearer response to violence that has resulted in macro, meso and micro level changes. The *Multi-Sectoral Programme on Violence Against Women* (MSPVAW) of the Ministry of Women and Children Affairs established in 2000 a unique multidisciplinary approach to reduce incidents of violence against women and children and improve redress through collaboration of ministries in charge of health and family welfare, home affairs, social welfare, law, justice and parliamentary affairs, education, information, youth and sports, local government, religious affairs and non-government agencies.

Overall relevance of the programme is reflected by a national survey of the Bangladesh Bureau of Statistics in 2011 establishing the prevalence of gender-based violence as: any type (87%), psychological violence (80 %), physical violence (64%), sexual violence (36%) and economic violence (53%).

National ownership and sustainability of the programme has evolved over time. Funding from Denmark constituted more than 80% when MSPVAW was launched in 2000 and is expected to reduce to 20% from 2016-21. The aim of the new phase remains to 'reduce incidences of violence against women and children and improved redress through joint collaboration between relevant ministries and non-governmental agencies' but through a geographical expansion and increased awareness of integrated service delivery.

The following financial contribution links could be established:

- I. Denmark supported the Ministry of Women and Children Affairs' Multi-sectoral Programme MSPVAW from its launch in 2000 through core funding. Third phase of support amounts to DKK 15m (2011-2016), expected to be continued as a Development Engagement at the scope of DKK 24m for 2016-2021 and see Danish share of total budget reduced from 80% in the initial phase to 20%.

## B: Intended transformational change and evidence of results

Level	Intended transformational change	Evidence of results
Micro	<ul style="list-style-type: none"> <li>– Increased legal empowerment of women filing complaints to the police (overcoming fears) and filing a case to court.</li> <li>– Economic empowerment for women victims of SGBV to secure their autonomy. (not addressed by the programme)</li> <li>– Non-violent behaviour in male roles and masculinities.</li> </ul>	<ul style="list-style-type: none"> <li>– Anecdotal evidence of some women expressing the wish to file a case to court.</li> <li>– Examples of innovative participation of boys and men, teachers and religious leaders in the prevention efforts.</li> <li>– Increased police cooperation e.g. training</li> <li>– Visible attitudinal change in police staff referring victims to one stop crisis centres.</li> </ul>
Meso	<p>Whilst overall SGBV prevalence rate at macro level should be expected to decrease, at meso level the number of complaints filed at police stations should increase as should the number of case brought before court and / or alternative family dispute fora.</p>	<p>Increased ministerial cooperation allowed for service provision fall well short of addressing the magnitude of the problems, yet represent encouraging steps forward and include by March 2016:</p> <ul style="list-style-type: none"> <li>i) 205 986 beneficiaries had used services of one-stop crises centres, crises cells and national help-line centre for violence against women and children; ii) National Forensic DNA Profiling Lab did DNA profiling for 3428 cases; iii) Seven Divisional DNA Screening Laboratories submitted 2306 DNA samples; iv) National Trauma Counselling Centre provided counselling to 12500 women and children.</li> </ul>
Macro	<p>Reduce SGBV prevalence rate in Bangladesh through the implementation of the new legislation and policy as well as the integrated approach.</p>	<p>Seven changes in legislation and policy are listed by the DED (2016-21) as results of previous phases of MSPVAW and include:</p> <ul style="list-style-type: none"> <li>i) The Domestic Violence Protection and Prevention Act (2010); ii) The Deoxyribonucleic Acid (DNA) Act (2014)</li> <li>iii) National Action Plan to Prevent Violence against Women and Children (2013-2025).</li> </ul>

## C: Analysis of secondary case results

Judging from the increasing contribution from the Government of Bangladesh to MSPVAW, the programme has become ‘well embedded within the government service delivery system. According to an external review in April 2014, MSPVAW has ‘significantly improved the services for women and children victims of violence’ raising general awareness on violation of women’s rights.

One of the transformational factors to that effect has been Denmark’s long-term core funding contribution combined with technical engagement for a sustained period of more than fifteen years.

However, there is a risk in the future plan to scale up the programme geographically without first having ensured that transformational gender results intended at macro level in the actual reduction of SGBV prevalence rates are measurable and significant. This is the main challenge of the programme which needs to be considered before scaling up. Furthermore, there is also a need to consider a variety of factors that could challenge overall impact such as the effectiveness of police and judiciary in dealing with cases of violence, the level of women’s empowerment to take cases forward and the consideration of their economic independence. All these external contextual factors, most of which beyond the direct control of the programme, have a direct incidence on the extent to which impact can be achieved.

### 3.2.4 Bolivia – police unit enabling duty bearers to respond to violence

#### A: Case overview

Bolivian response to violence against women was stepped up when Law No. 348 was passed in 2013 and national police decided to establish a dedicated unit, *Fuerza Especial de Lucha Contra la Violencia* (FELCV), to coordinate efforts. Violence is well

documented and widely recognised to be very prevalent whilst police officers are poorly equipped to live up to their duty under the law.

Key elements of Danish support to this unit of Bolivian police include (i) Capacity building and training of police officers, (ii) Procurement of office equipment and (iii) Technology to strengthen unit procedures and operations.

In response to information gaps and challenges of result monitoring, civil society partners *Conexión Fondo de Emancipación* have been contracted for the duration of the period of support. Their role is, firstly, to produce a baseline and, secondly, to deliver on-going monitoring on knowledge, attitudes and practices by police officers as well as users of FELCV services. Indicators to measure progress have been developed and first results are expected during the second half of 2016.

The following contribution links could be established:

- I. Denmark supports FELCV as one out of seven Development Engagements under the thematic programme on rights and access to justice with DKK 19m from 2014-18, an amount reported to play a critical role due to severe FELCV budget constraints.
- II. The Danish Ambassador has contributed to the political attention and institutional status to FELCV by attending high-level events with Bolivian partners.

#### B: Intended transformational change and evidence of results

Level	Intended transformational change	Evidence of results
Micro	More women file complaints to the police as more trusted and more effective.	FELCV reports to have dealt with 30,701 cases of violence in 2014 and 17,864 during the first half of 2015, but it is too early to attribute changes to FELCV
Meso	Enable Bolivian police to deal more effectively with GBV by strengthening the dedicated unit. Improve status of GBV branch of police by upgrading IT and office equipment. Increase public awareness and make potential beneficiaries aware of FELCV services. Make police officers more knowledgeable and committed to handling GBV adequately. Provide a more solid evidence base for effective GBV handling.	IT and office upgrade completed in 2014, reportedly adding to FELCV attraction. Dedicated number for emergency calls, special GBV campaigns during carnivals. 4,431 police officers (3,464 male and 887 female) completed five-day GBV training. Registration system established detailing numbers, type of cases, geography and stage of investigation complemented by qualitative KAP studies to monitor results.
Macro	Explore the window of opportunity provided by Bolivia's Law no 348 on violence against women to underpin legal guarantees of a 'life free from violence'	350 police officers working on cases and awareness creation of Law no. 348 seen to send critical message on end to impunity. Long-term effort to deal with culture of machismo, but President of Bolivia refers to GBV as ' <i>not part of modern Bolivia</i> '

#### C: Analysis of secondary case results

Support for prevention of VAW and for its victims has taken advantage of the window of opportunity presented by the adaption of Law No. 348 and at the same time faced cultural and structural challenges which FELCV has responded to in interesting ways.

Violence against women is prevalent in Bolivian culture with one woman dying every three days of the consequences of domestic violence according to official statistics. FELCV reports to have dealt with 30,701 cases of violence in 2014 and 17,864 during the first half of 2015. Awareness is reported to be growing and the adaption of Law No. 348 is a reflection of this change.



However, levels of awareness remain generally low and this also extends to the police force where recruitment to FELCV has proven more difficult than to other police units. Support to FELCV has responded to these challenges of establishing a new organisation unit by providing new office equipment and an upgrade of IT equipment. Despite these measures, recruitment and retention of staff are reported to remain a significant challenge to FELCV, not least due to the fact that capacity building of police officers through training is a cornerstone of the intervention.

Attention from high levels of authority to the importance of responding to violence against women has been found critical to success. Involvement of high-ranking police officers, such as a female colonel who was very committed to the concept, government ministers and foreign ambassadors in formal events has been helpful in trying to raise the status of this area of policing. To illustrate this point, it was found particularly helpful when the President of Bolivia declared in a public statement that violence against women was ‘not part of modern Bolivia’.

An important lesson to be learnt from the experience of FELCV is not to underestimate the importance of a solid evidence base and the challenges of official statistics. Registration of incidents of violence and quality of response in Bolivia was evidently very weak at the outset of FELCV. Monitoring of results is recognised to be a complex exercise. By way of example, an increase in number of cases could be a reflection of a worsening of incidents of violence, yet could also reflect success in creating awareness and increasing confidence from victims that reporting to the police is worthwhile.

The approach taken by FELCV of commissioning external research expertise from civil society to assist with establishment of a baseline to be used for on-going monitoring of results would appear to hold promise. Not only does liaison with civil society partners in *Conexión Fondo de Emancipación* provide an entry point for broader engagement with civil society. It also makes for credible data from an independently verified source to be used when measuring progress against set objectives. Indicators cover a broad spectrum ranging from overall perceptions of the gravity of the problem of violence against women over confidence in institutional response to incidents of violence in general to specific experiences of victims of violence who have been assisted by FELCV.

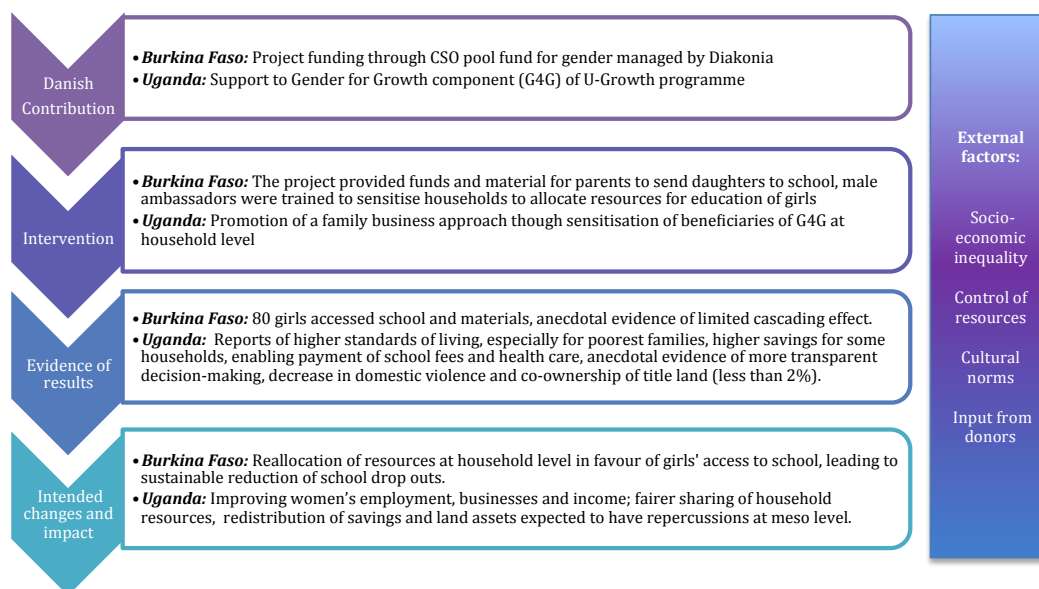
#### **Concluding reflections on transformational factors**

In conclusion under *Recognition*, a key transformational factor in the results achieved related to the enactment of legislation are the strategic entry points in changing political contexts of Burkina Faso and Bolivia as examples. Transformational factors in Bangladesh were broad alliances whilst in the case of sexual minorities in Kenya, identifying activists committed to a cause was instrumental in achieving low-cost results at micro, meso and macro level.

### 3.3 Redistribution

The gender justice category of *Redistribution* is used to capture examples of interventions targeting a reduction of inequalities between women and men with regard to power of political decision-making and control over resources. Examples may include rebalancing unequal control of land and property (including title ownership), rebalancing inequalities in wages and resources (including shares of the total financial benefit of a project).

Cases are presented from Burkina Faso (primary) and Uganda (secondary case). Although different in nature and themes, both cases relate to redistribution of resources at household level in favour of girls' education and women's share of farming surplus to redress inequalities. The model below identifies intervention logic and links between Danish contribution of funding, technical assistance and dialogue to evidenced results and intended transformational changes at impact level.



Assumptions behind the involvement of men to promote education of girls in Burkina Faso that parents in poor rural areas could be convinced by argumentative powers of a trained group of fifty 'male ambassadors' to send their daughter to school proved unrealistic. In fact, the intervention decided to offer funding and effectively changed into a scholarship fund for girls.

In Uganda, the Gender for Growth case assumes that a family business approach can lead to equitable redistribution of power and resources at household level. Levels of income and savings have increased for the above mentioned target group at household level but evidence of redistribution on a larger scale was not possible to identify in the context of a multitude of socio-cultural, psychological and economic factors that may risk challenging the achievement of transformational results.

The model above shows at a glance, how Denmark's input under *Redistribution* have contributed, amongst other external factors, to evidence of results achieved, which are further discussed for each of the two cases in the sections below.

### 3.3.1 Burkina Faso – involving men to promote education of girls

#### A: Case overview

Promoting gender sensitive decision-making at household level is also at the centre of an innovative approach by civil society partner *Association d'Appui et d'Eveil Pugsada* (ADEP). Gender Analysis was found to have informed the design of this intervention. A study in 2011 on masculinities by JFA manager *diakonia* had found that fathers make key decisions at home and household decisions on whether to send girls to school were most effectively influenced through a strategy involving male members of the community. Based on these insights into the potential role of men, ADEP devised an innovative approach aimed at redistribution of household resource allocation and reported to consist of the following key elements: (i) Identification of 50 respected male role models in the community, (ii) Training of cadre of male role models in benefits of educating girls and (iii) Advocacy through home visits and community dialogue meetings.

The following financial contribution links could be established:

- I. The intervention by ADEP 'Male ambassadors for good gender practice' is supported with a modest amount of DKK 1m annually through a joint funding arrangement (JFA) 'Fond Common Genre' – Denmark provided 80% of the JFA funds as part of the governance programme support.

#### B: Intended transformational change and evidence of results

Level	Intended transformational change	Evidence of results
Micro	Redistribution of resource allocation to the education of boys and girls respectively through higher levels of enrolment of girls in primary and secondary school in Burkina Faso through a combination of financial support and advocacy.	Evidence of enrolment of 80 girls whose school fees, uniforms and books were paid for by the initiative. Anecdotal evidence of a younger sister of a sponsored schoolgirl whose family had decided to send her to school without sponsorship.
Meso	Gender sensitised communities affected by outreach activities of trained team of male ambassadors promoting attitudes supportive of girls' education.	Anecdotal evidence of 'increased interest' in the school <i>École de Tivoli sans Frontières</i> (numbers of visits and applicants) since they became part of the initiative.
Macro	Promotion of positive attitudes to education of girls and a model of masculinity capable of making gender relations more equal.	No evidence of changes could be identified at this level.

#### C: Analysis of primary case results

Involving men as ambassadors for education of girls was found by the evaluation team to represent an innovative approach to what has to be characterised as highly ambitious objectives to redistribute resources made available for education. Influencing patriarchal value systems and discriminatory practices at household level has proven a daunting task in other contexts and would have to be seen in a long-term perspective.

Overall, the thematic focus and approach of this case was found to be highly relevant. CEDAW reporting and civil society shadow reports referred to in the HRBA and Gender Equality Screening Note of the Embassy of Denmark in Ouagadougou of May 2014 point to entrenched patriarchal value systems, female illiteracy and overwhelming participation of women and girls in domestic chores as key constraints for gender equality in Burkina Faso.

Illiteracy continues to affect the majority of girls in Burkina Faso with enrolment rates of 47% for primary and 40% for secondary school (2012-13 figures) and so promotion of the education of girls is addressed by this intervention responds to a very real need, even if the scope of activities is quite limited compared to national scale of female illiteracy.

Strategic choices to involve men as ambassadors for improved gender balance in education were found to be sound. Choices were appropriately based on gender analysis of masculinities and household decision-making processes. An evaluation report in 2014 concludes that objectives of the intervention were all achieved but the report offers little in the way of tangible evidence or reflections on challenges of the approach.

Male ambassadors met during the field visit demonstrated strong commitment and a solid grasp of the issues relating to education of girls in the local community. By way of example, the very real risks of sexual abuse that girls were facing on their way to school as well as at school itself were identified as a key concern by one of the ambassadors interviewed. As an example of an argument put forward when trying to convince heads of household to send a daughter to school, an ambassador mentioned to the evaluation team ‘do not forget, an educated girl can be helpful for you as a father’. Parents were reminded that girls can grow up to become teachers, doctors, even presidents’.

Interestingly, as an illustration of the development challenges of the local community, an ambassador referred in his account of significant results to schoolgirls being asked to read formal letters or newspaper aloud to their parents. This would often be the first time a schoolgirl came to realise that their own parents had never been to school.

All three ambassadors interviewed felt that the strategic choice behind the intervention design had proven right, even if they were honest enough to declare that actual dialogue between them as ambassadors and the schoolgirls was very limited. Even if this should perhaps not be the case in an ideal world, ‘the effect is a lot stronger when men carry the message about sending girls to school’.

However, the visit brought an important feature of the intervention to the fore. When comparing written documentation to impressions from the field visit, the most striking difference is role played by payment of school fees. Payment of school fees was hardly visible in the programme documentation, yet proved overwhelmingly important in interviews and observations made during the visit. In fact, all eighty girls beneficiaries turned out to have been sponsored by the implementing partner ADEP.

Repeated requests during and in follow up of the field visit resulted in one piece of anecdotal evidence only of a younger sister of a sponsored schoolgirl having been sent to school as a result of advocacy efforts.

This is perhaps understandable in the socio-economic context of rural Burkina Faso, yet raises issues of cost-effectiveness and potential of the model. Convincing parents to let their girl child go to school with sponsorship is less of a transformative change than if the intervention had been able to document patterns of household making decisions to send boys as well as girls to school as a result of advocacy efforts in the community. Parents are encouraged to send unsponsored girls to school as well and to pay school fees themselves when sponsored fees for secondary school pupils come to an end. However, no evidence is available on the effect of this encouragement effort.

In the absence of evidence of cascade effects beyond the eighty girls receiving scholarship support, the balance between this fairly modest number of beneficiaries and the 50 trained ambassadors at a total cost of DKK 3m for three years gives cause for concern over the sustainability of the intervention type in disadvantaged communities like the one visited in Guirgho. A brilliant idea of involving an influential group of people for

a noble cause fell short of coping with the socio-economic realities and requirements for multiplier effects and increased cost-efficiency would be critical to for the model to explore its transformative potential.

### 3.3.2 Uganda – green growth to increase income and redistribution

#### A: Case overview

Overall, the aBi component aimed at providing 35,000 bank loans for the benefit of 100,000 farm families and 300 companies and farmer organisations. As an indicative target, this would improve incomes for more than 2,000 women farmers and women entrepreneur, create an estimated 476,000 new jobs and improve 131,000 existing jobs. A dedicated fund, *Gender for Growth* (G4G), was set up with a budget of DKK 40m.

*Agricultural Business Initiative* sought to improve women's financial conditions and contribution to agricultural development by integrating gender equality into major activities and interventions. Aligned to each subcomponent, proposals for the G4G Fund aim at: (i) Fairer gender relations as key to increasing productivity in value chains; (ii) Increased competitiveness of women farmers and entrepreneurs; (iii) Economic and legal justice for women.

As of 2014, 137 011 farmers benefitted from aBi trust supported project and 13 360 households were enabled through gender mainstreaming activities to develop joint plans.

Funding criteria included improvements to household incomes and welfare by promoting women's productive role and conformity with aBi subsectors such as coffee, oilseeds, fruits and horticulture for exports, pulses, and maize. Special priority is given to innovative and scalable interventions, notably within value chains that are aBi focus and involve young female entrepreneurs.

The following financial contribution links could be established:

- I. Denmark contributed up to DKK 440m to the U-Growth programme in Uganda (2010-2014) of the overall budget of DKK 529.5m. It includes a dedicated Gender for Growth fund (G4G Fund) with funding from Danida of DKK 40m.

#### B: Intended transformational change and evidence of results

Level	Intended transformational change	Evidence of results
Micro	To improve women's businesses and income.	Reports of higher standards of living, especially of the poorest families. Higher savings for some households enabled payment of school fees and health care.
	Fairer sharing of resources in households.	Reports of participation of family members in more transparent decision-making.
	Job creation for women.	Anecdotal evidence of decrease in domestic violence, recurrent post-harvest. G4G reported to have contributed to improving awareness of economic rights of women, where Uganda Land Alliance (ULA) and The Uganda Association of Women Lawyers (FIDA) were active.
Meso	Redistribution of savings and land assets at household level is expected to have measurable repercussions.	Little if any evidence of transformative gender results at meso level.
Macro	Redistribution of financial and natural resources and greater control by women over land and financial resources.	Little if any evidence of linkages with gender transformative results at macro level.

#### C: Analysis of secondary case results

Gender for Growth has given priority to innovation and participation in supporting family businesses. Dialogue has been enabled on a more equitable redistribution of resources and improved gender relations at household level. However, evidence of actual changes is at best embryonic when assessing results at micro, meso and macro level.

Evidence of modest results can be identified but these cannot be quantified beyond anecdotal evidence of changes at household level. The recent 2015 G4G Evaluation carried out more than 1,000 interviews with beneficiaries in order to substantiate statements on changes achieved. However, from the availed documentation, it is not possible to establish whether these results are quantifiable on a significant scale or draw conclusions on real changes at meso or macro level. The objectives of G4G are clearly highly relevant but it cannot be assumed that a business approach will change everything without specific activities addressing the various challenges and without an M&E system that specifically captures gender transformative results.

As Gender for growth will be discontinued as a separate component and gender integrated across future U-Growth intervention, there is a risk is that redistribution between women and men may not be adequately targeted. Embryonic signs of change in more transparent gender relations may not necessarily lead to transformative gender results in the redistribution of resources and power relations. In turn, there is a risk that effects may remain limited.

#### Concluding reflections on transformational factors

In conclusion, cases under *Redistribution*, despite their good intention, and the level of structural challenges at stake, would benefit from an increased focus on redistribution in order for them to fully achieve transformational gender results.

## 4 Conclusions and lessons learned

This chapter firstly presents conclusions and lessons learned for future interventions based on the eight case studies concentrated on bilateral assistance in gender justice categories of representation, recognition and redistribution. The case sample does not lay claim to being representative, yet shows results in all three categories and tapped as well as untapped potentials for synergy, notably in health and green growth. Secondly, lessons learned are presented using a purpose-fit combination of the standard OECD DAC criteria of evaluation, including aspects of (i) relevance, (ii) impact and effectiveness and (iii) efficiency and sustainability.

### 4.1 Representation – challenges of implementation

Both case studies of representational justice results reflect a degree of success in taking gender equality forward in politics. Commitments to reserve 33.3% of parliamentary seats for women in the case of Kenya and 30% of seats in the case of Somalia do not represent full equality between men and women but strategic choices. However, both instances of compromise demonstrate the potential of taking advantage of windows of opportunity arising in specific contexts, even where these may appear fragile and fraught with risk. The entry points provided by the constitutional process in Kenya and negotiations on a new political settlement in Somalia have been explored with a view to transforming politics by moving in the direction of considerably better balance compared to the status quo of both two countries.

Important lessons learned concern the choice of implementation mechanisms. Notably in Kenya, the devil has proven to lie in the detail of getting political stakeholders to agree on how exactly an electoral system based on first past the post in constituencies is best combined with recent equality goals. The recent commitment to 30% representation of women in Somalia is an encouraging result, yet two existing quota arrangements in regional assemblies yet to be implemented put the commitment of January 2016 into perspective. High-level commitment in a Constitution or by a National Leaders Forum does not lead automatically to gender equality in politics, unless implementation mechanisms are devised and followed up by advocacy and capacity building.

Finally, the case of Kenya is a reminder that formal representation of women in politics does not lead inevitably to gender justice in the sense of redistribution of political power. Current proposals for additional nominations of women MP's by Kenyan political party leaderships to top up insufficient numbers of elected women risk underpinning existing political power structures and leading to overblown parliaments and stronger allegiances rather than gender justice. Implementation modalities are critical to future endeavours, as experience clearly demonstrates that enactment of formal legislation and commitments do not automatically translate into results on the ground.

### 4.2 Recognition – supporting activism at just the right time

The four case studies presented in the category of recognition constitute diverse examples of how gender injustice in the form of violence and discrimination is recognised and addressed in ways that carry lessons for gender equality practitioners.

Case evidence from Bangladesh and Bolivia illustrate the need for a systemic and long-term response to violence against women. The case of violence in Bangladesh shows that comprehensive support for more than a decade can persuade a reluctant government to take over funding responsibility. The police case in Bolivia is not as progressed, but already carries interesting lessons on partnering with independent stakeholders on the importance of establishing a solid baseline with meaningful indicators to measure progress against set objectives on complicated issues such as developments in user perception of services and police attitudes.

Case evidence from Burkina Faso show how international partners can help a committed government and civil society take advantage of a window of opportunity as exemplified by the recent political transition following the demise of President Compaoré. The case also shows how *achieving one* result of passing a law now allows partners to start focusing on the mammoth task of implementing huge ambitions such as multidisciplinary day-care centres and legal assistance to victims of violence in one of the world's poorest countries.

The case of sexual minorities in Kenya shows how direct support to human rights activists can help a vulnerable group, in the words of civil society group Ishtar, 'take success upon themselves'. Evidence of Ishtar's results in using micro-level delivery of health services to position itself as partners of the Ministry of Health shows that allocating resources to committed activists can be an effective and efficient way of recognising and protecting human rights.

LGBT activism is embryonic, yet clearly at the forefront of civil society responses to religious and political conservatism in Kenya. This is contrasted by some of the gender CSOs that appear unwilling to risk jeopardizing their position by engaging with more vulnerable gender activists. By way of example, one of these long-standing recipients of Danish support responded to an evaluation team query on LGBT inclusion: 'we cannot support something that is not legal'. The lesson learned is that cooperation between women's organisations and LGBT rights organisations constitutes an untapped potential given the common challenges related to patriarchal societal structures and despite differences in agenda and interests. International partners may have a role to play in bringing implementing partners from civil society together and focus on mutual interests.

### 4.3 Redistribution – addressing the weakest link

Case evidence from Burkina Faso and Uganda illustrates how clearly relevant attempts at redistributing access to and control over resources demonstrate a degree of success at micro level, notably Gender for Growth in Uganda, yet with limited evidence of links to macro level changes or any effects beyond anecdotal evidence of changes at household level. Redistribution is clearly the most challenging of the three result categories studied.



Evidence from Burkina Faso shows the strength of innovative approaches such as involving men in community advocacy when gender analysis proves household-level decisions to require this. At the same time, the experience of attempting redistribution through argumentative powers has clear limitations. In a context of acute poverty such as rural Burkina Faso, male involvement in household level advocacy proved to require financial resources to produce results, in reality turning what would appear to constitute an innovative approach into a de facto rather traditional educational scholarship scheme with limited effect beyond the relatively modest numbers of immediate beneficiaries.

#### 4.4 Relevance – purposive sample with high ambitions

This section summarises intervention *relevance* in light of the contextual challenges. Case selection for this evaluation was initiated by embassies being requested to volunteer cases suitable for the overall purpose of continuous learning and inspiration for implementers of the 2014 framework. The ensuing bias towards a purposive sample with a high degree of relevance was confirmed when cases were submitted to critical scrutiny in the three categories of gender justice, even though intervention objectives were generally found to be overly ambitious given the magnitude of injustice addressed. The challenge for programming staff lies in striking the right balance between sufficiently ambitious goals whilst taking steps to mitigate contextual risk factors with potential to affect impact.

Both cases under *Representation* address equality of participation in political processes. In Kenya, 21% of parliamentarians elected to the National Assembly in 2014 were women. In the other case context of Somalia, ranked fourth lowest in the world by the Gender Inequality Index, participation is reported to remain modest with shares of parliamentarians between 1 and 3% in Puntland and Somaliland and between 11-14% in South Central Somalia.

The four cases presented under *Recognition* all attempt to provide a response to dire contextual situation on violence and discrimination against women and LGBT minorities. National statistics on violence against women speak for themselves: Bolivia has the highest prevalence rate in Latin America and the Caribbean with 53% of married or cohabitating women reporting physical or sexual violence by intimate partner (PAHO 2013). Statistics in Bangladesh indicate that 87% of women experience some kind of violence, including gruesome examples such as 9% through acid-throwing, 19% through rape and 3.7% burning through heated iron on the body (GoB 2014). In Burkina Faso, prevalence rates on violence against women are more difficult to trace and may vary between 15% and 70%, with specific types of violence unrecognised such as marital rape, violence against women accused of witchcraft, forced marriage, sexual harassment in public (GoBF 2008). Discrimination against LGBT is challenging to quantify statistically but has been documented by the Kenyan Human Rights Commission to include mob attacks, harassment by state officials extorting for bribes or sexual favours and denial of medical service (KHRC 2011).

Finally, relevance of the two cases presented under *Redistribution* was justified by low access to education by girls in Burkina Faso, the majority of whom remain illiterate and disadvantaged compared to the male contemporaries. Gender for Growth in Uganda derives relevance from addressing unequal distribution of resources at household level with

repercussions on family wellbeing, women's ability to make own decisions and capacity to contribute to economic growth.

### 4.5 Impact and effectiveness – clear contribution links

The evaluation study was able to establish clear contribution links between Danish input of funding, technical assistance and policy dialogue and evidence of a degree of transformational gender change at micro, meso and macro level for each case. Changes observed were not necessarily always huge in scope, but contribution links were clear. Typically, such transformational changes were evolving over decades. An important lesson to be learned for development partners and local stakeholders alike is that there are no quick fixes to violations of human rights as such violations are deeply rooted in patriarchal and conservative visions of society.

Introducing or changing laws do not necessarily imply implementation or even adherence by the population, not least in light of the roles played by formal legislation vis-à-vis customary law or tradition in many developing countries. Nevertheless, legislation does involve recognition of fundamental human rights advances and enable sanctions to perpetrators of violations that would otherwise not be thinkable.

Targeting the normative structure of society to conform to international human standards is a structural effort that can raise further expectations of social and behavioural changes that in turn often prove difficult to bring about. The lesson learned for development partners is that focus needs to be maintained beyond legislative enactment into supporting local stakeholders dealing with the challenges of implementation.

This point is illustrated by the violence case in Bangladesh not having done away with violence against women but having significant effect at organisational meso level and some changes in policy and legislation at macro level. It is also the case with LGBT success in using health as an entry point for recognition and an advocacy position where results have included blocking anti-gay legislation in Kenya. Likewise, the somewhat unexpected enactment of the bill on violence against women in Burkina Faso extended the definition of violence to include intimate partners' rape and women accused of witchcraft, types of violence so far largely considered acceptable and sanction-free.

It may be arguable if the processes leading to these results were in fact *effective*. Processes to ensure participation and ownership of partners may seem slow and ineffective at first glance because of their long duration such as the case on violence in Bangladesh or political participation in Kenya. Yet these cases also show that high levels of ownership can in fact be achieved over time. Advocacy efforts targeted at duty bearers at macro or meso level can involve long and tortuous journeys to implementation at the micro level, as the Bolivia case also exemplifies.

On the other hand, interventions operating at micro level and directly hinging on the beneficiaries have no less challenging roads to amplifying results at the meso and macro level. Both redistribution cases of G4G in Uganda and male involvement for girls' education in Burkina Faso seem rather disconnected from the meso and macro level. Consequently, it becomes rather difficult, if at all possible, to assess the extent to which these cases have *effectively* contributed to a rebalancing of power and resources between women and men beyond the community level.

## 4.6 Efficiency and sustainability – a mixed picture

Analysis of the *efficiency* of the cases under scrutiny reveals a mixed picture. There are examples of considerable support over long time where results are not proportionate to the inputs provided. At the macro level scale, this could be exemplified by the violence case in Bangladesh where considerable duration and inputs compared to relatively modest results may not show clear evidence of efficiency at first sight but this might be the price to pay for solid ownership, not always correlating with efficiency.

At micro level, efficiency is exemplified by the male ambassador project in Burkina Faso. In the absence of evidence of cascading effects of families persuaded to send girls to school, what we are left with in the context of poor communities like the one studied in Burkina Faso is an inefficient scholarship scheme at disproportionate high cost.

By contrast, modest Danish support for a film in Burkina Faso on intimate partner rape turned out to have contributed significantly to mobilising support of parliamentarians for the enactment of the law. Likewise, if in a different context, relatively small amounts of support for LGBT civil society organisations have proven effective in producing results at micro level health service delivery linked to key meso and macro level achievements. Timing in exploring windows of opportunity stands out as an important lesson learned.

*Sustainability* is not always evident from the start of the intervention but may gradually increase as the partner becomes engaged over time. This is true for the violence case in Bangladesh, which has seen government share of budgets increase from initially 20% and now heading for 80%. There are also instances where sustainability is not as clear-cut. For example, although the 2/3 Principle in Kenya is a fully home-grown product stemming from civil society, efforts to promote it through the workings of the technical working group were almost fully funded by donors.

Similar issues relate to sustainability of relatively high shares of donor funding of women's and LGBT's organisations such as AFJ-BF in Burkina Faso or FIDA and Ishtar in Kenya. The international community is often a strong supporter of women's rights and LGBT's rights. These thematic areas remain contentious and contested in numerous country contexts, and a fine balance needs to be struck between providing much needed support whilst retaining a back seat and promoting increased sustainability through dialogue with local partners on strengthened constituency and representation within their respective society.

## 5 Perspectives

From this modest sample of cases, it is obvious that progress so far in achieving gender transformational changes have mainly been observed under *Recognition* and *Representation*. Further, transformational results have primarily been identified at macro level with legislative and policy changes (limited evidence of changes at micro level) or at micro level of scholarship or service provision (limited evidence of macro level change). However, in order to make a difference beyond *formal* equality and rights, gender justice requires comprehensive consideration in all its dimensions and at all levels.

For instance, in *recognising* violence against women and discrimination of LGBT persons, access to and equitable redistribution of resources is key to ensuring the security and emancipation of the individual, subsumed in vicious circles of violence and lack of opportunity. Equally, *Representation* without addressing the categories of *Recognition* and *Redistribution*, could lead to a quantitative 50/50 equality of representation in Parliament but no fundamental changes in *Recognition* and no *Redistribution* of power and resources.

### 5.1 Synergy potential in the universal goal of gender equality

The eight cases presented here confirm the continued relevance of the Sustainable Development Goal of achieving gender equality and empowering all women and girls (SDG5). Despite progress on the international agenda and in achieving a significantly better balance in allocation of resources in areas such as education, considerable injustice prevails and requires attention. Consensus behind the joint ambitions for achieving gender equality and empowering all women and girls constitutes a suitable universal framework for future Danish engagement. More specifically, SDG5 efforts must take into consideration gender justice dimensions in the nexus between *Redistribution*, *Recognition* and *Representation* and reflect five key contributing factors identified:

- i. **Human rights** as the essential basis for promotion of non-discrimination, participation, accountability and transparency of gender equality efforts – e.g. part of the successful enactment of the law on violence against women in Burkina Faso has been support for UPR recommendations, inclusion of LGBT is grounded on human rights principles of non-discrimination and participation; and in Bolivia the special police unit reinforces duty bearers' capacity to protect women's rights.
- ii. **Selection of partners** that have capacity as well as political vision to go beyond slogans and bring about gender transformational change – e.g. women's human rights organisation such as FIDA in Kenya, drivers of changes in the former Ministry for Human Rights in Burkina Faso and innovative LGBT activist organisations in Kenya and beyond.
- iii. **Long term partnerships** have synergy potential if they involve consistent investment and core funding but also trust and frank dialogue on real gender transformative change – e.g. health, education and property rights in the Burkina and Kenya cases, FIDA Kenya, Ministry of Gender and Ministry of Human Rights Burkina, and long term multi-sectoral approach in Bangladesh.

- iv. **Scale up interventions** so that programmatic responses to gender injustice become proportionate in time frame and scope to the issue addressed – e.g. the male ambassador project in Burkina Faso and Uganda G4G are examples of cases at micro level targeting complex and extensive issues with disproportionate inputs.
- v. **Flexibility to identify strategic entry points as** even the most solid theory of change could not have foreseen the historical changes in Burkina Faso or opportunities arising in Kenya and Bolivia. Sober planning assumptions cannot be over-relied on and ears on the ground are required to respond to opportunities arising to use strategic entry points.

## 5.2 New kids on block

Even an approach based on gender analysis, long-term perspective and flexibility involves a risk of complacency in the medium to long term. Civil society organisations with activist origins that have defended human rights at the forefront of transformative policy changes and who benefitted from long-term support risk over time becoming part of the establishment themselves.

LGBT organisations, notwithstanding all the challenges of nascent activism, are emerging as ‘new kids on the gender block’ challenging established civil society with activist energy and radical visions. Study evidence from Kenya and Burkina Faso suggests reluctance on the side of established gender organisations to side with minority activists, quoting the fact that these disadvantaged groups of right-holders do not yet have the full bill of rights as a reason for not entering into partnership arrangements.

However, these new kids on the block provide opportunities for innovative perspectives on the hybridity of gender relations in the contemporary world. LGBT activism might inspire mainstream civil society to reflect on the multidimensional character of gender justice where non-discrimination and participation are not considered à la carte principles but key to representation, recognition and redistribution.

## 5.3 Policy dialogue in the mix of support instruments

In promoting the multidimensional approach to achieving gender justice, development partners have a number of instruments at their disposal, not all currently used to their full potential. Financial instruments tend to attract more attention than instruments of policy dialogue and technical assistance, not least for reasons of accountability that drive fully justified calls for documentation of results and appropriate handling of funds.

However, this focus on financial instruments carries the risk that opportunities are missed and synergies remain untapped, as focus is strongest on financial support and policy dialogue is either neglected in practice or simply more challenging to document in terms of tangible results than funded activities. The present evaluation study provides examples of synergies between human rights, participation and non-discrimination and access to services in sexual and reproductive health and rights as well as the right to education, all inscribed in the universal Sustainable Development Goals, yet programme documentation tends to neglect indicators to capture results of policy dialogue.

This study presents evidence of gender analysis paving the way for innovative approaches such as inclusion of men in promoting girls' education. This approach to selecting gender equality instruments is well in line with the 2014 strategy framework requirement to base the mix of instruments on analysis of the local context. However, the study also shows untapped potential of systematic policy dialogue in the mix of gender equality instruments. Policy dialogue could be used more strategically and reflected better in indicators to measure progress against set objectives.

Policy dialogue is too often deferred to the high-level consultations taking place during ministerial visits rather than in the sometimes more appropriate mechanisms provided by long-term funding arrangements where dialogue opportunities between Embassies and civil society partners on thorny issues such as barriers to equal representation and discrimination of minorities could be explored more fully by bringing partners together to address thorny issues and explore untapped synergies.

# Annex 1

## **Terms of Reference for an evaluation study on lessons learned from interventions aiming to promote gender equality in Danish development cooperation**

### **1. Background**

Gender equality is a core priority of Danish development policy and Denmark is a strong advocate for gender equality across bilateral programs as well as in its cooperation with International NGOs, through multilateral assistance and in multilateral fora where norms pertaining to girls' and women's rights and gender equality are developed. Denmark supports a large range of interventions through implementing partners, to policy dialogue with development partners, international advocacy and norm-setting through multilaterals and international NGOs. Denmark has a history of supporting a wide range of interventions aimed at promoting gender equality, including providing support to innovative approaches and with a strong focus on supporting equal rights for all.

In 2014, Danida adopted the "Strategic Framework for Gender Equality, Rights and Diversity" in Danish development cooperation, which replaced the 2004 gender strategy. Using the human rights based approach as its point of departure the 2014 framework focus on the root causes of inequality and discrimination and on how to promote and achieve transformative changes across the four priority areas for Danish development cooperation: Human Rights and Democracy; Inclusive Green Growth, Social Progress and Stability and Protection.

### **2. Purpose**

Considering the value of continuous learning, the Evaluation Department is commissioning an evaluation study focusing on documenting lessons learned from interventions aiming to promote gender equality. The evaluation study is intended to inspire future implementation of the 2014 Strategic Framework by providing evidence on what works and what does not work in promoting gender equality and is not an evaluation of the Strategic Framework as such, as an evaluation of the strategy is premature given the short period of implementation. The study will include interventions that have been initiated before and after the approval of the 2014 Strategic Framework.

The purpose of the evaluation study is to provide evidence of results of Danish support to gender equality by documenting development results generated from a sample of interventions supported by Danida. The evaluation study findings will be presented to external stakeholders during the Women Deliver conference to take place in Copenhagen 16-19 May 2016.

### **3. Evaluation questions**

The evaluation study focuses on the following overall evaluation questions and these should be assessed using the three evaluation criteria of relevance, effectiveness and sustainability. Efficiency aspects should be included where relevant.

- a) In what ways has Denmark contributed to gender equality development results in its interventions and has these been gender transformative?
- b) What have been the contributing factors for the results achieved?
- c) What lessons of a general nature can be learned from the evaluated interventions?

#### **4. Approach and method**

Given the broad scope and cross-cutting nature of the promotion of gender equality, it is necessary to select a sample of interventions for in-depth analysis. The study will assess approximately 7-9 cases of interventions including to which extent they have generated development results that have contributed to transformative gender equality outcomes.

Based on a consultation process with MFA Gender Focal Points (GFP) and the Evaluation Reference Group (ERG) to be established during the preparation phase, the evaluation study sample will be chosen based on the following criteria:

1. Mix of countries (fragile states as well as stable contexts and covering a broad geographical range of countries, including countries which have established country programmes);
2. Distribution between the four priority areas of Danish development cooperation<sup>1</sup>;
3. Interventions that are innovative in their approaches or in their choices of partners (e.g. support to LGBTI, MSM and anti-discrimination initiatives);
4. Implementation modality (bilateral, multilateral, INGOs)

As the evaluation study is focusing on lessons learned and documenting gender-responsive and transformative results, the selection of the sample will also be based on availability of documentation of results. The sample will consist of interventions that are currently being implemented or have recently been concluded (no more than 3 years back).

The study will include 2 country visits to conduct an in-depth assessment of a selection of the cases. The countries for field work will be Burkina Faso/Niger and Kenya.

A mixed method approach is proposed drawing on:

- Document review including country specific gender analyses
- Interviews with key stakeholders and target groups (structured and semi-structured)
- Focus group discussions

---

1 The Right to a Better Life, 2012



- Case studies/field visits
- Assessment of chosen gender equality indicators as well as use of gender disaggregated data

The analysis of the selected cases should be based on a theory of change for each intervention and assess plausible contribution pathways between the funded intervention and the overall goals. In addition, it is expected that the evaluation assesses the selected cases using the Gender Results Effectiveness Scale (GRES) and the Gender@Work quadrants of change<sup>2</sup>, both of which provide analytical frameworks that enable a deeper analysis of the effectiveness of gender development results and the type of change the results generate. The study should therefore include an assessment of results of each of the cases and their contribution to gender responsiveness and transformation.

The analysis of cases should take into consideration the tools available under the current Strategic Framework, such as country specific gender analyses and the use of the HRBA/gender screening tool.

The evaluation study will be carried out in accordance with the Danida Evaluation Policy on Development Cooperation (draft October 2015) and Danida Evaluation Guidelines (2012 and the updated version), including lay-out guidelines.

## 5. Outputs and timeline

The evaluation study will produce the following outputs:

1. An inception report of maximum 10 pages outlining the main lines of enquiry, detailed description of methodology and an overview of the documentation to be assessed and the approach taken to assess the selected cases which are presented in the report;
2. Debriefing notes from the country visits;
3. A report of maximum 25 pages in English excluding 4 page of summary in English as well as annexes. Annexes should include a thorough description of cases, the results achieved and lessons learned generated from the cases;
4. Public communication products to be used for WD 2016 to be further determined later

## 6. Inputs

The evaluation team will consist of one Team Leader (TL) and one gender expert and can include support from national research assistants in the countries selected for case-study. Possible research assistance will not be assessed on an individual basis but as part of the overall team composition and backup.

---

2 See "Evaluation of UNDP Contribution to Gender Equality and Women's Empowerment", 2015

The technical proposal must indicate task and work distribution among team members as well as a travel budget for the team to undertake three visits to Copenhagen and two country visits.

It is expected that the Team Leader participates in all fieldwork. The Team Leader is in charge of the final report writing and should be available and present at all stages of the evaluation study, including for the dissemination of results in the spring of 2016.

The organisation of the team's work is the responsibility of the consultant and should be specified and explained clearly in the tender. It is expected that the Team Leader is closely involved in the elaboration of the tender. The Team Leader is responsible for the team's reporting to and communication with Danida EVAL, and for the organisation of the work of the team. The Team Leader will participate in meetings with EVAL as well as with the Reference Group, as requested by EVAL.

The following qualifications and areas of expertise are expected to be covered by the team and will be used in the assessment of proposals:

The two consultants must both have the following general qualifications:

- Relevant higher academic degree (M.A.; M.Sc. or Ph.D);
- A profile with emphasis on evaluation, with 10 years or more of relevant international experience from development cooperation and/or evaluation;
- Documented professional experience in the field of gender equality

Together, the two consultants must fulfil the following requirements concerning the adequacy for the assignment:

- Specialist knowledge and practical working experience in the field of gender equality;
- Extensive experience in conducting complex evaluations, including conducting evaluations on promotion of gender equality;
- Knowledge of Danish development assistance and its modes of cooperation, including the focus areas of Danish development cooperation as stipulated above;
- Experience from working in least developed countries, especially in fragile contexts and in Sub-Saharan Africa;
- Proven Strong communication skills – written and oral;
- Fluency in written and oral English;
- Working knowledge of French, written and oral

The tenderers should clearly state who of the proposed team members covers which qualification criteria and the evaluation team should cover all above criteria.

The two CVs of the evaluation team will be assessed on an individual basis. A personnel assignment chart must be included in the technical proposal with the exact input of person days proposed.

The OECD/DAC evaluation principles of independence of the Evaluation Team will be applied. In situation where conflict of interest occurs, candidates may be excluded from participation, if their participation may question the independence and impartiality of the evaluation.

## **7. Requirements of home office support**

The evaluation team's home office shall provide the following, to be covered by the consultant's fee:

- General home office administration and professional back-up
- Quality assurance of the consultancy services in accordance with a quality assurance scheme as described in the technical proposal

The tenderer should appoint a home office representative, who is not part of the evaluation team, but who will undertake quality assurance and indicate this person's name and position in the technical proposal.

## **8. Management of the evaluation study**

a) The evaluation will be managed by the Evaluation Department (EVAL) being responsible for:

- Coordinate with all relevant evaluation stakeholders.
- Ensure that quality control is carried out throughout the evaluation process.
- Provide feedback to the Evaluation Team. Comment on draft versions of the inception report, work plan, progress reports and the evaluation study report. Approve final reports.
- Organise and chair meetings of the Evaluation Reference Group.
- Organise presentation of evaluation study results to internal Danida Programme Committee, the Development Policy Board and the Minister for Development cooperation
- Organise presentation of evaluation study results to external stakeholders jointly with the evaluation team
- Advise relevant stakeholders on matters related to the evaluation (reference is made to the Codes of Conduct, which form part of the Danida evaluation guidelines)

b) The Evaluation Reference Group (ERG) will be established and comprised of staff from EVAL, Technical Advisory Services (TAS), and UGS, as well as representatives

from the Danish representations in the countries chosen as cases for the evaluation study.

c) The Evaluation Team (external consultants) is responsible for:

- Prepare and carry out the evaluation study according to the ToR, and the approved Inception Report.
- Be responsible to the management for the findings, conclusions and recommendations of the evaluation study.
- Ensure that quality assurance is carried out and documented throughout the evaluation process according to the Consultant’s own Quality Assurance Plan as described in the proposal.
- Report to the evaluation management regularly about progress.
- Organize and coordinate the field work in selected case countries, including organizing logistics for the team, setting up meetings with relevant stakeholders.
- The Team Leader is responsible for the team’s reporting, proper quality assurance, and for the organisation of the work of the team. The Team Leader will participate in the Reference Groups’ meetings and other meetings as required.

## 9. Proposed timeline for the evaluation study

<b>Milestones</b>	<b>Date</b>
Invitation to consultants to prepare proposals	November 19, 2015
Deadline for submission of proposals	December 3, 2015
Selection of Evaluation Team and contract signature	December 7-10, 2015
Initiation of assignment and start-up meetings in Copenhagen	January 6-8, 2016
Submission of inception report and meeting in ERG	End January 2016
Final inception report	Early February
Country visits – submission of debriefing notes to EVAL	February 2016
Submission of draft evaluation study report	Mid-March 2016
Discussion of draft evaluation study report ERG	Early April 2016
Final evaluation study report and Communication products	Mid-April 2016
Dissemination event (connected to WD 2016)	May 2016

## Annex 2

### Methodology

This ES is in nature a distinct exercise for several reasons. Firstly, it is a *smaller* study than a full evaluation whilst slightly more in-depth than a desk study as it includes two short field missions. Secondly, the ES will include the OECD /DAC criteria. However, the ES report will be structured around its logical *analytical flow* for the purpose of providing a more reader-friendly output to be presented at the *Women Deliver* Conference. Thirdly, the ES is a distinct exercise from ‘traditional’ gender evaluations typically focusing on the extent to which gender has been mainstreamed in a representative sample of development programmes across the globe. Such sample would usually (if not exclusively) generate quantitative oriented results e.g. share of women participating in development activities, institutional changes, level of gender blindness etc. Rather, the ES focuses on a *purposive sample of cases* with potential for *gender transformative results*. These are qualitative changes at micro, meso and macro level across Denmark’s four strategic priorities of: *Human Rights and Democracy* (HRD), *Green Growth* (IGG), *Social Progress* (S Pro) and *Stability and Protection* (SP)

As the selected cases are diverse and do not stem from a single overall logic model, it would make little sense to present a comprehensive Theory of Change (ToC) diagram for each selected case detailing how the intervention pursued its objectives, identifying causal chains and key assumptions between outputs, outcomes and overall impact etc. Rather, ToC and context analysis is integrated in the evaluation matrix and supporting questions and reflected in the ES analytical framework on ‘gender transformative changes’.

The specially designed analytical framework presented below is inspired by elements of the ‘*gender@work quadrant of changes*’ and ‘*the Gender Results Effectiveness Scale (GRESS)*’ and further developed and adapted to fit the purpose of this assignment. The analytical framework guides analysis and categorises the types of changes that the cases are expected to contribute to. In its evaluation matrix, the ES has incorporated ToC related questions to show *how* results were pursued or *how* the intervention has contributed, among other factors, to the trend towards the qualified results. This is done by identifying the factors that have contributed to the changes, including assumptions and challenges, to be able to draw meaningful lessons learned for each case.

#### *Analytical framework*

As this ES is not assessing the extent to which gender equality has been mainstreamed in a broad sample of interventions, levels 1 and 2 of the ‘*GRESS*’<sup>3</sup> have little relevance for the purpose of this assignment. On the other hand, elements from levels 3, 4 and 5 of the *GRESS* such as changes in the number of women and men or marginalized groups targeted, ‘equitable distribution of benefits, resources, status, rights /differential needs of

3 For a detailed presentation of the GRESS and its five levels see the Evaluation of UNDP Contribution to Gender Equality and Women’s Empowerment (August 2015) report and the Annex D proposed methodology p.2 of the EST’s proposal.

men and women’ and ‘changes in norms, cultural values, power structures’ appear useful and relevant to include in the analysis and thus integrated in the analytical framework below.

As to the ‘Gender @Work Quadrant of change’<sup>4</sup>, the distinction between ‘formal’ and ‘informal’ levels of systemic changes appears challenging conceptually. Changes in ‘cultural norms and deep structures’ would require longer term research, but changes in (i) awareness, (ii) access to resources and opportunities and (iii) policy, laws and institutional arrangements are useful categories to qualify expected changes and are integrated in the analytical framework.

In line with the ToR, the purpose of the analytical framework is to: ‘enable a deeper analysis of the effectiveness of gender development results and the type of change the results generates’ towards gender transformation. The analytical framework below focuses on the expected changes from the preliminary selection of case studies mentioned below. The analytical framework results below is thus included to guide the analysis rather than structure the ES report.

**Table 1: Analytical framework – changes and gender transformative results**

Priority areas and interventions focus	Micro	Meso	Macro
<b>Human Rights Democracy (HRD)</b> – 2/3 principle, Kenya – LGBT rights, Kenya – Violence Law, BF – Violence programme, Bangladesh – Police response to violence, Bolivia	– Changes in stereotyped perceptions and behaviour – Changes in access to women human rights and non-discrimination – Changes in protection of groups most at risks/ minorities	– Changes in the capacity of women’s rights and LGBT organisations to claim their rights, advocate for systemic legal and policy changes and demand accountability	– Legislative and Policy reforms supporting non-discrimination, gender equality, women’s rights and rights of LGBT – including repeal of discriminatory legislation – Changes in the level of incidences of SGBV.
<b>Inclusive Green Growth (IGG)</b> – G4G, Uganda	– Changes in equality of access to financial resources and natural resources, employment opportunities – Changes in women’s access to decision making position /control over financial and natural resources	– Changes in the capacity of women entrepreneurs to create sustainable businesses. – Changes in power structures	– Law reforms related to women’s economic rights: such as women’s inheritance rights, property title ownership of land, credit/loans. – Changes in redistribution of economic resources, market opportunities and, employment towards.
<b>Social Progress (S Pro)</b> – Schoolgirls, BF	– Changes in stereotyped perceptions and behaviour – Changes in reallocation of resources at household level	– Increased girls access to education at community level – Changes in redistribution of resources for girls’ education.	– Changes in redistribution of resources for girls’ education
<b>Stability and Protection (SP)</b> – Political Participation, Somalia	– Changes in number and capacity of women to participate in political processes / decision making process in conflict prevention, protection, peace building, peace keeping and post-conflict reconstruction.	– Changes in women’s quantitative and qualitative contribution to political processes /decision making in conflict prevention, protection, peace building, peace keeping and post-conflict reconstruction.	– Legislative reforms related to the implementation of UN Resolution 1325

With the above analytical framework and categorization of expected changes in mind, the Evaluation Matrix below presents the following elements:

4 For an introduction to the Gender @Work Quadrant of changes see the Evaluation of UNDP Contribution to Gender Equality and Women’s Empowerment (August 2015) report and Annex D proposed methodology p.3 of the EST’s proposal.

- i. Three analytical dimensions of : What Changes? How? and Why? In relation to OECD/DAC criteria
- ii. Key supporting questions to the three overall evaluation questions and related methods for data collection, analysis and data sources.

**Table 2: Evaluation Matrix**

Level of analysis in relation to OECD/ DAC criteria	Overall Evaluation ToR Questions	Supporting Questions	Methods for data collection and analysis	Data Sources
<b>WHAT Changes?</b> <b>Relevance</b> <b>Sustainability</b> <b>Impact</b>	<i>i) In what ways has Denmark contributed to gender equality development results and have these been transformative?</i>	<ul style="list-style-type: none"> <li>– Which changes and gender transformative results specified in the analytical framework above stem from the selected intervention?</li> <li>– How do the different elements in the causal chain of the intervention complement each other towards the identified changes?</li> <li>– What were the key assumptions and challenges identified?</li> <li>– What were the strategies undertaken to mitigate these challenges?</li> <li>– Given the context, how relevant are the identified changes?</li> <li>– Given the context, how sustainable are they?</li> </ul>	<ul style="list-style-type: none"> <li>– Review of background documentation, literature and data</li> <li>– Key Stakeholder Interviews</li> <li>– Focus Group Discussions</li> <li>– Primary and Secondary Case Studies</li> <li>– Consolidated Lessons Learned</li> </ul>	<ul style="list-style-type: none"> <li>– Intervention documentation (programme document, reviews and evaluation)</li> <li>– Country level studies, statistics, UPR analyses, CEDAW reports, NGO reports.</li> <li>– Primary and secondary stakeholders (direct beneficiaries of the selected intervention, programme officers etc.)</li> <li>– Key informants (Experts, CSOs, bilateral and multilateral donors)</li> </ul>
<b>HOW?</b> <b>Effectiveness</b> <b>Efficiency</b>	<i>ii) What have been the transformative factors for the results achieved?</i>	<ul style="list-style-type: none"> <li>– To what extent has the intervention contributed to the identified changes and gender transformative results?</li> <li>– What were the other (external and internal) contributing factors?</li> <li>– In terms of effectiveness, what were the key challenges and key achievements?</li> <li>– Does the intervention reflect value for money?</li> </ul>		
<b>WHY?</b> <b>Lessons Learned</b>	<i>iii) What lessons of a general nature can be learned from the interventions?</i>	<ul style="list-style-type: none"> <li>– What are the key lessons learned in the achievements of the identified changes and gender transformative results at the i) micro, ii) meso and iii) macro level for each case?</li> <li>– What are the key elements to be focused upon in order to reach gender transformative changes?</li> </ul>		

**Data collection methods**

The methods applied by the EST to data collection and analysis is theory-based, however with a focus on qualitative methods. Quantitative data and statistics is used where available to substantiate qualitative findings. The Evaluation Matrix and analytical framework

are designed to guide data collection and analysis. Below, key instruments applied for collection and analysis of data are presented:

### *A. Review of background documentation, literature and data*

The EST makes a careful review of relevant intervention documentation during the ES process. Existing literature, studies, gender analyses and HRBA and gender equality screening notes are used where it adds value and perspective to the ES – in particular country UPR analyses.

### *B. Key Stakeholder Interviews*

Key stakeholder interviews are conducted to obtain qualitative findings on most of the ES issues. These interviews are extended one-on-one exchange with individuals who somehow have had a unique position in relation to the selected interventions. Stakeholder interviews are mainly carried out in the field countries and in Denmark with gender equality resource persons and relevant informants in the MFA. VCRs and Skype interviews are included as appropriate.

### *C. Focus Group Discussions (FGD's)*

FGD's are carried out, as appropriate, in the field countries with groups of beneficiaries (direct/indirect) of the Danida supported gender interventions. FGD are useful to deepen the understanding and perspective of a particular aspect of the interventions and provide a broader understanding of the context. FGD are undertaken to optimize the learning potential and prepared as follows: (i) identification of three key issues for discussion; (ii) preparation of open-ended questions for debate; (iii) division of roles between consultants (note taking/facilitating). Semi-structured interviews and FGD guides are used to ensure similar type of data and information is collected from interviews and FGD sessions (Annex B has generic guides to be fine-tuned for each case interview).

### ***Levels of analysis***

Case analysis is the core element of the ES. Given the differences in context, approaches and modalities for gender equality interventions across regions and countries, processing of case data and information are done at two different levels, respectively, for the field countries and for the non-field countries:

- **Primary cases from Burkina Faso and Kenya:** A relatively comprehensive analysis based on qualitative fieldwork, document review and supplementary interviews with key stakeholders.
- **Secondary cases from Uganda, Somalia, Bangladesh and Bolivia:** A less comprehensive analysis, based on document review supplemented with few key stakeholder interviews.

Quantitative data and statistics will be included to the extent possible to substantiate and triangulate findings. Based on analysis of case studies and lessons learned, the ES will draw overall evaluation conclusions and perspectives.



### ***Case overview***

Cases that have been selected for this ES do not provide a representative sample of Danida supported gender equality interventions but build on a first selection by gender focal points at Danish embassies and representations invited by the Evaluation Department of the Ministry of Foreign Affairs on 30 September 2015 to identify examples of interventions that could be assessed by the ES in order to ‘generate lessons learned and provide inspiration for the future work of the implementation of the strategic framework on gender equality, rights and diversity’. It is further pointed out that ‘the evaluation is intended to support the implementation of the strategic framework by providing concrete examples of gender interventions that work and why to serve as an inspiration when conducting gender programming’.

No.	Country	Intervention	Modalities	Policy fit
1.	Kenya	2/3 gender principle	Bilateral	HRD
2.	Kenya	LGBT Rights	NGO	HRD
3.	Burkina Faso	Girls’ education	Bilateral	HRD
4.	Burkina Faso	Violence Legislation	Bilateral	HRD
5.	Uganda	Gender for Growth (G4G part of U Growth)	Bilateral	GG
6.	Somalia	Women’s political participation	Multilateral	Stability Protect
7.	Bangladesh	Multi-Sector Violence Programme	Bilateral	HRD
8.	Bolivia	Police response to violence, Bolivia	Bilateral	GG

From this overall sample, the EST has been in dialogue with the Evaluation Reference Group and other experts and selected additional specific cases in order to balance as much as possible the selection criteria, in line with the ToR:

- ***STRATEGIC POTENTIAL:*** Interventions with potential to contribute to transformative results
- ***INNOVATION:*** Interventions that are innovative in their approaches or in their choices of partners
- ***GEOGRAPHY:*** Mix of countries – primarily Africa, yet with a few cases from Asia and Latin America
- ***POLICY FIT:*** Coverage of four priority areas reflected in the policy framework ‘The Right to a Better Life’
- ***MODALITY TYPES:*** Inclusion of interventions implemented by bilateral, multi-lateral and civil society

### ***Film clips with field partners***

Plans for the two visits to Kenya and Burkina Faso include the production of five 2-3 minute film clips with Danish gender equality partners in the field. The purpose is to report evaluation study findings in an innovative and user-friendly manner that can be included on the evaluation.um.dk website.

Focus of the partner interviews are on personal responses to the three key evaluation questions on lessons learned on what works and why?

Productions will be low-tech and recorded with mobile phones and only subjected to basic editing in iMovie. The productions will be in English and French language with English subtitles on French version.

All film participants are informed of the purpose and anticipated use of the film clips and asked to confirm their informed consent in writing to the use of the film material on the website and during the seminar.

## Annex 3

### Bibliography and case documentation

#### *General Documentation*

- Danida: *Strategic Framework for Gender Equality, Rights and Diversity in Danish Development Cooperation* (2014)
- Danida: *Gender equality, rights and diversity – Danida study in preparation of gender strategy update* (2013)
- Danida: *Review Report: Special interventions in support of gender equality and women's empowerment in Danish bilateral assistance* (2008)
- Danida: *Gender Equality in Danish Development Cooperation* (2004)
- World Bank: *World Development Report 2012 – Gender Equality and Development* (2011)
- PAHO, *Violence against Women in Latin America and the Caribbean, A comparative analysis of population-based data from 12 countries* (2013).
- Réseau Inter Agences sur les femmes et l'égalité de genre, Groupe de travail sur les violences faites aux femmes, Etude de Base du Programme conjoint Violence à l'égard des femmes au Burkina Faso (2008).
- Nordic Trust Fund, World Bank, *Report of Gender and Human Rights -Based Approaches in Development* (2013):2
- UNDP: *Evaluation of UNDP, Contribution to Gender Equality and Women's Empowerment* (August 2015)

#### **# 1: Kenya – women lawyers promote gender equality in politics**

This primary case presentation of more equal balance in political representation of men and women in Kenya is based on review of relevant programme and legal documentation triangulated with interviews during the field visit to Kenya with the *Embassy of Denmark in Nairobi* (EOD), *National Gender Equality Commission* (NGEC), *Federation of Women Lawyers* (FIDA), *International Development Law* (IDLO) and *Kenya Human Rights Commission* (KHRC).

- WP-Contributions, 11th Parliament, Kenya (2014)
- Kenya Constitution (2010)
- As an amendment to the Constitution to replicate the provisions of Article 177(b) with regards to composition of the County Assembly to Article 97 & 98 with respect to the composition of the National Assembly. The TWG further recommended amendments of certain provisions in some key acts of parliament to give effect to the formula. These included amongst other the Elections Act, the NGEC Act and the County Governments Act.

- ICJ Kenya, The Legislative journey towards realization of the Gender Principle in Kenya (2015).

**#2: Somalia – political participation opening doors in a context of fragility**

This secondary case of more equal representation of men and women in the emerging political structures of Somalia is based on a review of Danida and UNDP programme documentation triangulated with interviews with former and present members of the Somalia team of the Embassy of Denmark in Nairobi, email communication with the head of UN Women in Mogadishu and a Skype conference with the officer in charge of the UNDP *Gender Equality and Women's Empowerment* (GEWE) Programme in Mogadishu.

- Government of the Federal Republic of Somalia – Office of the Prime Minister: Communiqué on the electoral model for 2016 (28 January 2016)
- Embassy of Denmark Nairobi: Somalia Country Programme 2015-18 – New Deal Compact Support (2015)
- Embassy of Denmark Nairobi: HRBA Gender Screening Note: Somalia Country Programme 2015-18 (2015)
- UNDP Somalia: Gender Equality and Women's Empowerment Programme – Outcome Four Papers (2014)
- UNDP Somalia: Gender Equality and Women's Empowerment Programme – Quarterly Results Report for 2012-15
- UNDP Somalia: Gender Equality and Women's Empowerment Programme – Overview table of women's representation: Regional Parliaments 2016

**#3: Kenya – sexual minorities taking success upon themselves**

This primary case of recognition of sexual minority rights draws on studies of discrimination, SHARP documentation and consultation with the *International HIV/AIDS Alliance*, the Governance Team at the Embassy of Denmark in Nairobi, *Gender Violence and Recovery Centre*, *Family Health Options Kenya*, three Kenyan LGBT civil society organisations and the *Kenyan Human Rights Commission*.

- Constitution of Kenya (2010), Article 27
- Ministry of Health, Kenya: HIV Prevention Revolution Road Map (2014)
- Kenya Human Rights Commission: The outlawed amongst us – a study of the LGBTI community's search for equality and non-discrimination in Kenya, (2011)
- Ishtar: Key population friendly model for delivering comprehensive HIV/STI prevention package (2014)
- Ishtar: ISHTAR *Living* – MSM Health and Social Wellbeing – 1st Quarter 2016
- Ishtar: Vision and Mission of Ishtar + Historical background to Ishtar (2014)
- Danish Institute for Human Rights (Fergus Kerrigan): Getting to Rights – The Rights of Lesbian, Gay, Transgender and Intersex Persons in Africa (2014)

- Katy Migiro, Homophobic mobs attack LGBT people in Kenya with impunity: report, Nairobi, Thomson Reuters Foundation, World (28 Sept. 2015)

#### **#4: Burkina Faso – legislation on violence against women to overcome fear**

This primary case of recognition of gender injustice faced by victims of violence was selected with the adoption of a new law against violence against women as the starting point and worked its way up to determine whether it was possible to identify any linkages between this result and Danish support. During the visit to Burkina, consultations were conducted with the *Embassy of Denmark in Ouagadougou*, *Ministry of Justice* and the *Ministry of Women, Solidarity and the Family*, *Women's Council*, *Federation of Women Lawyers* and, to triangulate findings, *Queer African Youth Network* (QAYN).

- Loi N. 061-2015/CNT portant prévention, répression et réparation des violences à l'égard des femmes et des filles et prise en charge des victimes (Sept. 2015), Art. 2,5, 12,13, 40-48.
- CEDAW/C/BFA/CO/6
- Paragraphe 5 de l'annexe à la résolution 16/21 du Conseil des droits de l'homme, du Groupe de Travail sur l'EPU (février 2013) A/HRC/WG.6/16/BFA/2 : 13
- Ministère de la Promotion de la Femme et du Genre, Termes de Références, Rencontre d'Appropriation de la Loi Portant Prévention , Répression des Violences Faites aux Femmes, aux Filles et Prise en Charge des Victimes et élaboration de son plan d'action (Octobre 2015).
- FCG, Les films du défis, APAC, Diakonia, 5 films pour un combat: Campagne de sensibilisation contre le viol conjugal.
- Ministère de la Justice, des Droits Humains et de la Promotion Civique, Plan d'Actions National 2014-2017 de mise en œuvre (Janvier 2015).

#### **#5: Bangladesh – all on board for a systemic response to violence**

This secondary case presentation of multi-sector recognition of the victims of violence against women in Bangladesh is based on relatively comprehensive programme documentation triangulated with perspectives from the Embassy of Denmark as a long-term funding partner of the programme and a Skype conference with a professor of sociology at the University of Dhaka.

- Draft DED, DE9: Multi-sectoral Programme on Violence Against Women (2016-2021).
- Government of the People's Republic of Bangladesh, Ministry of Planning, Evaluation Study of the Multi-sectoral programme on violence against women, (2nd Phase), (2014): 56-57.
- MFA, Review Aide Mémoire (RAM), Human Rights and Good Governance Programme, Phase III, Bangladesh (April, 2014):19-20.

#### **#6: Bolivia – police unit enabling duty bearers to respond to violence**

This secondary case on recognition of victims of violence is based on review of documentation and Skype interviews with the Embassy of Denmark in La Paz and civil society involved in indicator development and monitoring of results.

- Policía Boliviana: Protocolo de la Fuerza Especial de Lucha Contra la Violencia ‘Genoveva Ríos’, para la Atención de Casos en el Marco de la Ley No. 348
- Embassy of Denmark La Paz: Programa Temático 2: ‘Ejercicio de Derechos y Acceso a la Justicia – Programa País – Informe de Gestión (2015)
- Embassy of Denmark La Paz: Bolivia Country Programme 2014-18 (2014)
- Alianza libres sin violencia: INFORME 2015: “Estado de situación respecto a la calidad de los servicios estatales de atención de violencia contra las mujeres y la trata de personas” (2015)
- Ciudadanía & Alianza libres sin violencia: Sistema de indicadores para medir percepciones ciudadanas sobre la respuesta institucional contra la violencia hacia la mujer y la trata y tráfico de personas (2015)

**#7: Burkina Faso – involving men to promote education of girls**

The presentation of this primary case of redistribution of resource allocation at household level to promote education of girls is based on review of project documentation, consultations with programme officers and interviews with three so-called ‘male ambassadors’ and three beneficiary schoolgirls met during a February 2016 visit to the *École de Tivoli sans Frontières* in rural Burkina Faso.

- Association d’Appui et d’Eveil Pugsada: Document de capitalisation de l’approche homme ambassadeur de bonnes pratiques en genre – Approche développée par l’ADEP (no date)
- Association d’Appui et d’Eveil Pugsada: Project d’appui à la réduction des inégalités de genre dans le milieu scolaires de Ouagadougou, Saaba et Ziniaré (Janvier 2012)
- Association d’Appui et d’Eveil Pugsada: Approche homme ambassadeur de bonnes pratiques en genre (Powerpoint presentation received from RDE Ouagadougou, no date)
- Lemin Groupe Développement: Evaluation du projet d’appui à la réduction des inégalités de genre dans le milieu scolaire (septembre 2014)

**#8: Uganda – green growth to increase income and redistribution**

This secondary case of redistribution at household level presented here is based on programme documentation, an evaluation of the programme from 2015, an interview with the team leader of the evaluation and Skype interviews with the Embassy of Denmark in Kampala and three managers of the *Gender for Growth*-programme at the *Agricultural Business Initiative* (aBi) Trust in Kampala.

- aBi, Evaluation of G4G (2015)
- Government of Uganda, Danish Ministry of Foreign Affairs, U-Growth Programme Document Uganda (2009):39-43.
- Government of Uganda, MFA- AgriBusiness Initiative -U-Growth Programme, Component Description (2009): iii-iv.

## Annex 4

### List of persons met

<i>Name</i>	<i>Title</i>	<i>Organisation</i>	<i>Focus</i>	<i>Date</i>
Marianne Vestergaard	Adviser	Ministry of Foreign Affairs – Evaluation Department	Methodology, process	07.01.16
Charlotte Kanstrup	Technical Advisory Services	Ministry of Foreign Affairs – Evaluation Reference Group	Methodology, LGBT rights, Uganda	07.01.16
Kurt Mørck Jensen	Technical Advisory Services	Ministry of Foreign Affairs – Evaluation Reference Group	Methodology, gender equality	07.01.16
Thea Lund Christiansen	Development Policy and Global Coop.	Ministry of Foreign Affairs – Evaluation Reference Group	HRBA and gender equality policy adherence	07.01.16
Stefan Kovacs	Development Policy and Global Coop.	Ministry of Foreign Affairs – Evaluation Reference Group	HRBA, gender focal points	07.01.16
Lisbet Dinesen	International Programme Manager	Danish Family Planning Association (Sex & Samfund)	LGBT rights – Kenya	13.01.16
Lars Bredal	Counsellor, Dep Head of Mission	Embassy of Denmark Nairobi	Kenya cases	18.01.16
Marie Gro Svenstrup	Counsellor, governance programme	Embassy of Denmark Nairobi	Kenya cases	18.01.16
Elma Adwa	Programme Officer	Embassy of Denmark Nairobi	Kenya cases	18.01.16
Charles Masika Wasike	Programme Officer	Embassy of Denmark Nairobi	Kenya cases	18.01.16
Hellen Gesare Bonuke	Programme Officer, gender focal point	Embassy of Denmark – Nairobi (health)	2/3 Principle & LGBT rights – Kenya	01.02.16
Stefan Andersson	Programme Officer	Embassy of Denmark – Nairobi (governance)	2/3 Principle & LGBT rights – Kenya	01.02.16
Enid Muthoni	Country Director	International Development Law (IDLO)	2/3 Principle – Kenya	01.02.16
Barbara Kawira	Programme Manager	International Development Law (IDLO)	2/3 Principle – Kenya	01.02.16
Kimberly M Brown	Programme Manager	International Development Law (IDLO)	2/3 Principle – Kenya	01.02.16
Felix Kyalo	Field Programme Manager	International Development Law (IDLO)	2/3 Principle – Kenya	01.02.16
Teresa Omondi	Deputy Executive Director	FIDA – Federation of Women Lawyers	2/3 Principle – Kenya	02.02.16
Alberta Wambua	Executive Director	Gender Violence Recovery Centre	LGBT rights – Kenya	02.02.16
John Chege	Programme Officer	Gender Violence Recovery Centre	LGBT rights – Kenya	02.02.16
Joel G Muruteri	Programme Manager	Gender Violence Recovery Centre	LGBT rights – Kenya	02.02.16
Paul K Kuria	Ag. Commission	National Gender Equality Commission	2/3 Principle – Kenya	01.02.16
Winfred Lichuma	Chairperson	National Gender Equality Commission	2/3 Principle – Kenya	01.02.16
Dona M Anyona	PA to Chairperson	National Gender Equality Commission	2/3 Principle – Kenya	01.02.16
Diana Gichenko	Political Pluralism and Diversity	Kenya Human Rights Commission	2/3 Principle – LGBT rights – Kenya	02.02.16
George Kegoro	Executive Director	Kenya Human Rights Commission	2/3 Principle & LGBT rights – Kenya	02.02.16
Nancy Warimu	Clinical Officer	Family Health Options Kenya (FHOK)	LGBT rights – Kenya	02.02.16

## ANNEX 4

Jackson Otiemo	Programme Officer	Gay and Lesbian Coalition of Kenya	LGBT rights – Kenya	03.02.16
Yvonne Oduor	Admin HR Officer	Gay and Lesbian Coalition of Kenya	LGBT rights – Kenya	03.02.16
John Chinga	Executive Assistant	Gay and Lesbian Coalition of Kenya	LGBT rights – Kenya	03.02.16
Daniel Peter Onyango	Executive Director	Nyanza, Rift Valley and Western Kenya Network (NYARWEK)	LGBT rights – Kenya	03.02.16
Peter Njane	Director	Ishtar – MSM	LGBT rights – Kenya	04.02.16
Jeffrey Walimbwa	Programme manager	Ishtar – MSM	LGBT rights – Kenya	04.02.16
Onesmus Mulewa	Monitoring & Evaluation	KANCO	LGBT rights – Kenya	04.02.16
Lorna Dias	Executive Director	Gays and Lesbian Coalition of Kenya	LGBT rights – Kenya	04.02.16
Lula Belinfante	Director	International HIV/AIDS Alliance	LGBT rights – Kenya	22.01.16
Caroline Dorval Defferary	Grant Manager (Programmes)	International HIV/AIDS Alliance	LGBT rights – Kenya	22.01.16
Gavin Reid	Regional Adviser	International HIV/AIDS Alliance	LGBT rights – Kenya	22.01.16
Lotte Mindedal	Counsellor (Somalia)	MFA, until 2015: Embassy of Denmark Nairobi (Somalia)	Somalia case	28.01.16
Vivian Mathilde Kuijpers	Embassy Secretary (Somalia)	Embassy of Denmark – Nairobi (Somalia)	Somalia case	01.02.16
Kira Smith Sandbjerg	Counsellor, deputy Amb.	Embassy of Denmark – Nairobi (Somalia)	Somalia case	04.02.16
Victoria Nwogu	Programme Officer (GEWE)	UNDP Somalia	Somalia Case	09.02.16
Charlotte Just	Counsellor, Deputy HoM	Embassy of Denmark Ouagadougou	Burkina Faso cases	18.01.16 18.02.16
Dorothee Chantal Koussouba Batiga	Programme manager, Gender Focal Point	Embassy of Denmark Ouagadougou	Burkina Faso cases	18.01.16 15.02.16 18.02.16
Christophe Zouré	Programme Officer	Diakonia manager of the Fond Commun Genre	Burkina Faso cases, monitoring of results and context	15.02.16
Paulin Bambara	Secretary General	Ministère de la Justice, des Droits Humains et de la Promotion Civique	The case of violence against women and girls legislation Burkina Faso	15.02.16
Yaro Fanta	Directrice, Direction de la Promotion de la Femme,	Ministère de la femme de la Solidarité Nationale et de la Famille	The case of violence against women and girls legislation Burkina Faso	17.02.16
Lompo Christine	Conseiller Technique	Ministère de la femme de la Solidarité Nationale et de la Famille	The case of violence against women and girls legislation Burkina Faso	17.02.16
Yabré Martine	Analyste Programmeur	Conseil des Femmes du Burkina	Violence against women and girls legislation and triangulation on girls' access to education Burkina Faso	18.02.16
Fatima Sanou Touré	Présidente	AFJ/BF et de chambre à la Cour d'Appel de Ouagadougou	The case of violence against women and girls legislation Burkina Faso	18.02.16
Sawadogo Issiatou	Responsable Clinique Juridique	AFJ/BF	The case of violence against women and girls legislation Burkina Faso	18.02.16
Zongoida Brigitte	Membre comité consultatif	AFJ/BF	The case of violence against women and girls legislation Burkina Faso	18.02.16
Ouedraogo Wend Zood Julie Rose	Magistrat	AFJ/BF	The case of violence against women and girls legislation Burkina Faso	18.02.16
Simporé Stéphane	Responsable des Operations	QAYN	Context LGBT, triangulation on violence against women and girls and access to education Burkina Faso	18.02.16



Kaboré Micheline	Programmes et suivi evaluation	QUAYN	Context LGBT, triangulation violence against women and girls and access to education Burkina Faso	18.02.16
Nana Stella	Communication	QUAYN	Context LGBT, triangulation on violence against women and girls and access to education Burkina Faso	18.02.16
Kere Luciane	Facilitatrice et Participante	Village près de Tenkodogo	The case of husbands and wives school	16.02.16
Guessonndo Nendila	Facilitatrice et Participante	Village près de Tenkodogo	The case of husbands and wives school Burkina Faso	16.02.16
Zane Habubu	Participante	Village près de Tenkodogo	The case of husbands and wives school Burkina Faso	16.02.16
Malka Yamba	Chef de Village et participant	Village près de Tenkodogo	The case of husbands and wives school Burkina Faso	16.02.16
Gawaga Emmanuel	Facilitateur et participant	Village près de Tenkodogo	The case of husbands and wives school Burkina Faso	16.02.16
Diao Ahidjo	Participant	Village près de Tenkodogo	The case of husbands and wives school Burkina Faso	16.02.16
Kambiré Nestor	Facilitateur	ASAFF	The case of husbands and wives school Burkina Faso	16.02.16
Yabré Bannabas	Superviseur	AJVLS	The case of husbands and wives school Burkina Faso	16.02.16
Tampogou Hado	Facilitateur	ARF	The case of husbands and wives school Burkina Faso	16.02.16
Nacoulma Sonia	Elève	Ecole Tivoli sans frontière	Involving men to promote education of girls Burkina	17.02.16
Sédogo Cécile	Elève	Ecole Tivoli sans frontière	Involving men to promote education of girls Burkina	17.02.16
Ouedraogo Alixéta	Elève	Ecole Tivoli sans frontière	Involving men to promote education of girls Burkina	17.02.16
Nanu Kadiguiela	Elève	Ecole Tivoli sans frontière	Involving men to promote education of girls Burkina	17.02.16
Nacoulma Sonia	Elève	Ecole Tivoli sans frontière	Involving men to promote education of girls Burkina	17.02.16
Congo Ousmane	Homme Ambassadeur	Guirbo	The case on involving men to promote education of girls Burkina Faso	17.02.16
Guigma Rasmané	Homme Ambassadeur	Guirbo	The case on involving men to promote education of girls Burkina Faso	17.02.16
Ouedraogo Bénis	Homme Ambassadeur	Guirbo	The case on involving men to promote education of girls Burkina Faso	17.02.16
Albert Bruun Birnbaum	Embassy Secretary	Embassy of Denmark Kampala	Gender4Growth- Uganda	19.01.16
Albert Brun Birnbaum	Counsellor	Embassy of Denmark Kampala	G4G/U Growth	21.01.16
Paul Dhabunansi	Coordinator	aBi Trust	Gender4Growth- Uganda	21.01.16
Peninah Kyarimpa	Gender Adviser	aBi Trust	Gender4Growth- Uganda	21.01.16
Mette Visti	Director	Mette Visti consult	Gender4Growth- Uganda	09.02.16
Majbrit H. Jakobsen,	Counsellor	Embassy of Denmark – Kampala	AMICALL – Uganda	27.01.16
Ole Thonke	Ambassador,	Embassy of Denmark La Paz	FELCV – policing in Bolivia	19.01.16
Sandra Guillen	Programme Manager	Embassy of Denmark La Paz	FELCV – policing in Bolivia	19.01.16
Diana Urioste	Director	CONEXION	FELCV – policing in Bolivia	11.02.16
Montarin Mahal Aminuzzaman	Programme Manager, Gender Focal Point	Embassy of Denmark – Dhaka	MSPVAW – Bangladesh	26.01.16
Masuda M.Rashid Chowdhury	Professor of Sociology	University of Dhaka	MSPVAW – Bangladesh	23.02.16

MINISTRY OF FOREIGN AFFAIRS OF DENMARK  
**DANIDA** | INTERNATIONAL  
DEVELOPMENT COOPERATION

2 Asiatisk Plads  
DK-1448 Copenhagen K  
Denmark

Tel +45 33 92 00 00  
Fax +45 32 54 05 33  
um@um.dk  
www.um.dk

---

## LESSONS LEARNED FROM PROMOTING GENDER EQUALITY IN DANISH DEVELOPMENT COOPERATION

### Evaluation Study

---

ISBN: PDF: 978-87-7087-961-3  
ISBN: HTML: 978-87-7087-962-0