

Introduction and Background

1. In 2011, DFID Zambia identified the need to undertake a gender evaluation of its programmes with the specific purpose of (i) examining the extent to which its programmes were addressing the needs of women and girls (ii) assessing the likelihood of the current programme portfolio achieving the gender vision (strategy), thus leading to the empowerment of women and girls (iii) identifying key programmatic gaps in DFID Zambia's programme portfolio to achieve the gender vision.

Evaluation methodology

2. The evaluation methodology identified consisted of:
 - A Formative Evaluation (to review current position and identify opportunities to improve our programmes both in terms of coverage and effective implementation)
 - A Summative Evaluation (backward looking) planned for 2015

The formative evaluation was conducted in September 2012 and the evaluation report was finalised in January 2013.

Process

3. The process involved:
 - Hiring of a team Consultants (a lead evaluation consultant, a gender specialist and a local gender consultant)
 - A Desk Review of key documents including Operation Plan, Business Cases, programme log frames, Annual reviews etc.
 - Internal meetings, Office-wide, Team and key 1:1 meetings
 - Field trip to Rural Markets Programme
 - External meetings with GRZ, civil society and Cooperating Partners

General Recommendations

4. The evaluation concluded that DFID Zambia programmes are currently off track to achieve the results highlighted in the Gender Strategy but that it has the potential breadth and depth within the critical programmes to deliver the Gender Strategy. The evaluation recommended three core strategic and equally important areas for attention. These are:
 - i. Refining the portfolio of critical programmes to deliver on the Gender Strategy.
 - ii. Getting ownership of the Gender Strategy commitment by DFID Zambia office.
 - iii. Positioning the Gender Strategy within the dynamic for change on Gender Equality and Women's Empowerment (GEWE) within Zambia.

Specific Findings

5. The evaluation pointed to the following specific issues:

- DFID programmes need to address social norms* in order to lead to strategic impact and transformational change that will remove barriers to the empowerment of women and girls
- There is a paucity of initiatives which support traditional and religious leaders
- Engagement with women's leadership is limited
- Engagement in women's economic empowerment is weak
- The OP does not do full justice to the portfolio of DFID's gender related work
- There is a gap between monitoring intent and monitoring practice

Responses

6. While the Report highlighted some key issues in a number of areas the recommendations lacked precision and specificity and sufficient prioritisation. It was generally thought that the evaluation was helpful to direct the areas where DFID Zambia Gender Advocacy Team could and should influence the current portfolio both in terms of (a) quick wins and (b) longer term challenges.
7. The Table below presents specific recommendations from the Gender Audit report, stated in the first column. Management responses to each key issue as well as the desired outputs are included in the table. A separate detailed Action Plan has since been developed.

*Social norms were identified in DFID Zambia 2011 Strategy paper as a fundamental aspect for the empowerment process for women and girls.

A. REFINING THE PORTFOLIO BEHIND THE STRATEGY	Response by GAT and related actions	Outputs
<p>1. Seize the significant potential of Democratic Accountability and Responsiveness Programme (DARP) (Now split into - Institutions of Democratic Empowerment & Accountability Programme, IDEA & Citizen Service Engagement Programme, CSEP)</p> <p>- “for innovation in some critical & as yet un-reflected areas in the results of the Gender Strategy.</p>	<p>Already underway:</p> <p>Both programmes have included gender to a substantive level</p> <p>Include key results from IDEA and CSEP in:</p> <p>DFID Z Gender Strategy, OP Results framework and in OP Refresh</p>	<p>Updated Gender Strategy with key results from IDEA and CSEP Updated OP results framework OP Refresh</p>
<p>2. Review and confirm the design of Adolescent Girls Empowerment Programme (AGEP)</p> <p>– needs further development in relation to external environment (gender discrimination, social and cultural norms that affect girls ability to use assets, and re assumptions about complementary work on men and boys</p>	<p>Not accepted:</p> <p>AGEP design includes a strong research component with control group; this strictly limits possibilities for changes.</p> <p>During the lifetime of the programme, assessment of the extent to which men and boys are included in community sensitisation programmes will be carried out</p>	
<p>3. Ensure that gender sensitive budgeting at the national level is included within the Public Financial Management support (PFM) programme</p>	<p>Partially accepted:</p> <p>We do not see this recommendation as a quick win. It requires further scoping by PFM Adviser of GRZ appetite as well of CPs.</p>	<p>One page scoping report on the appetite in GRZ and CPs for gender budgeting</p>

REFINING THE PORTFOLIO BEHIND THE STRATEGY	Response by GAT and related actions	Outputs
<p>4. Review and ideally reshape the <i>wealth creation portfolio</i>, to more explicitly support women's economic empowerment</p>	<p>Partially accepted:</p> <p>How to increase the gender content of the wealth creation programmes is being actively explored. The MusikaRural Markets Programme has produced a gender strategy and recruited a gender adviser. DFID Zambia will work closely with Musika gender adviser to strengthen results for women.</p> <p>DFID will monitor implementation of recommendations for women's inclusion from a recent Annual Review of the programme.</p> <p>Access to Finance includes strong targets for women; 65% women of a total 300,000 people to be reached.</p> <p>The new Business Case on Private Enterprise Programme on job creation (still in draft) targets 40% women.</p>	<p>Action plan and implementation of AR recommendations for the Rural Markets</p>
<p>5. Institute a standard review of where there are opportunities for engagement with traditional and religious leaders</p>	<p>Accepted</p> <p>Include in AR process standard requirement for programmes to identify whether opportunities to engage with traditional structures and leaders in communities have been taken</p> <p>Engage where appropriate with Minister of Chiefs and Traditional Affairs</p>	<p>Include in AR and BC guidance</p> <p>Document where DFID programmes are engaging with traditional structures</p>
<p>6. Engage the three Church mother bodies to learn what interventions exist and what synergies may be developed.</p>	<p>Partially accepted:</p> <p>Capture how we are currently engaging and share with office on types of engagement</p> <p>Ensure that this happens in programmes we are working with</p>	

REFINING THE PORTFOLIO BEHIND THE STRATEGY	Response by GAT and related actions	Outputs
7. “Balance of programme choicesto focus not only on individual women as mothers etc. but also on collective rights, choice and voice”	<p>Partially accepted</p> <p>Already being addressed through new programmes in the Governance Team</p> <p>Reflect in Annual Reviews the inclusion of women’s voice</p> <p>DFID Advisers should strongly influence that JAR includes a women’s voices is this for ZGF, need to be specific.</p>	Strengthened voice of women in AR and new Business Cases

B. BUILDING STRONGER OWNERSHIP OF THE GENDER STRATEGY WITHIN DFID ZAMBIA	Response by GAT and related actions	Outputs
1. Consolidate into one short updated statement the DFID-Z Gender Strategy	Accepted	Updated 1-2 Gender Strategy
2. Teams to reflect, internalise and decide on (any) immediate actions to be taken on ‘critical’ programmes in relation to complementarity with other DFID programmes and being clear on the predominant rules of the game that affect the success of each programme – in so doing teams will identify with stakeholders how issues can be addressed	<p>Accepted</p> <p>Facilitate process of each Team to review its programmes (use Annex 6 of Report)</p>	Present to Office through drama depiction of social cultural norms
3. Restructure the balance of gender advisory time to focus on programmes critical to achievement of Gender Strategy, in particular those that may not be achieved e.g. results on increasing assets of women and girls.	<p>Accepted:</p> <p>Strengthening guidance in Business Case& Annual Review on gender, that it is a core consideration. This will push Advisers to</p>	Revised guidance

	<p>spend more time on it.</p> <p>Include a PMF objective that addresses gender issues for Advisers</p>	
<p>4. In view of limited information that will be generated through the DFID Zambia evaluation and importance of maintaining visibility for the Gender Strategy, consider committing resources for MTR of Gender Strategy in late 2013</p>	<p>Accepted: Conduct an in-house MTR which will show how indicators are moving</p> <p>Carry out 6 monthly stocktake</p>	<p>Report and presentation to Office</p> <p>Presentation to Office</p>
<p>5. Refine the results framework for the Gender Strategy, ensure that it captures the different dimensions of DFID Z effort & gives visibility to the intended contribution of Strategy to the process of transformational change on Gender Equality Women's Empowerment</p>	<p>Accepted</p>	<p>Revised Strategy includes results of new programmes</p>
<p>6. DFID-Zambia Teams to engage in the wider context and keep abreast of what is happening in relation to gender; this requires active flow of information between teams and Gender Adviser and between Gender Adviser and local experts in the government of Zambia or Civil Society.</p>	<p>Accepted GAT to facilitate speakers on key issues e.g. on:</p> <ul style="list-style-type: none"> - 2012 gender Perception Survey - Women's economic empowerment - Women' political participation 	<p>Presentations take place</p>
<p>7. Complete a geographical mapping of district programmes supported under the current portfolio to see whether and how greater impact from DFID-Zambia engagement could be achieved through better planned geographical complementarity (without compromising government district priorities).</p>	<p>Accepted Some of this information is already available but will require updating.</p>	<p>Updated versions</p>

C. POSITIONING THE GENDER STRATEGY WITHIN THE DYNAMIC ON GENDER EQUALITY & WOMEN'S EMPOWERMENT	Response by GAT and related actions	Outputs
1. Host a discussion with the Ministry of Gender Child Development (MoGCD) and donors around the Theory of Change on Gender Equality and Women's Empowerment in Zambia.	Partially accepted: However there may be limited traction	Theory of Change shared and discussed in donor meetings
2. Open a dialogue with MoGCD on <i>DFID support to the building of capacity</i> for the implementation of the National Gender Monitoring & Evaluation Plan 2011-2015.	This is already agreed as part of support to MoGCD.	Programme monitored in AF
3. Each DFID Zambia team (Inclusive Growth, Human and Social Development and Governance) is – in their own work – an advocate for, and if necessary a provider, of support to <i>generate sector gender disaggregated data especially in those programme areas that are critical to the delivery of the Gender Strategy</i>	Accepted: Increase sex disaggregated indicators in logframes Results Adviser to ensure MIS programme specifies need for more gender disaggregated data in all sector Identify key sectors with poor gender data and hold discussions on how to improve this situation	Management Information System Business Case includes data disaggregation requirements Sectors with improved gender disaggregated data
4. Explore which would be the most effective ways of engaging across Government of Zambia (GRZ) to build a wider Government support base for women's voice and accountability to the Gender Equality and Women's Empowerment agenda. Take advantage of opportunities through the work of DFID-Z for better coordination by linking work on policy with the Gender Strategy results.	Partially Accepted: On-going through Programme for the Promotion & Protection of Women and Children's Rights in Zambia (support to MoGCD) Periodic updating of policy issues to be given to Head of Office for policy dialogue	Meeting Notes