

Evaluation Report



UNIFEM's Work on Gender-Responsive Budgeting

Overview



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United Nations Development Fund for Women (UNIFEM)
304 East 45th Street, New York, NY. 10017, USA.

Evaluation Report, UNIFEM's Work on Gender-Responsive Budgeting: Overview,
New York, 2010

Copyeditor: Publishing Solutions Group (PSG)

Design: Soho Design, S.A.

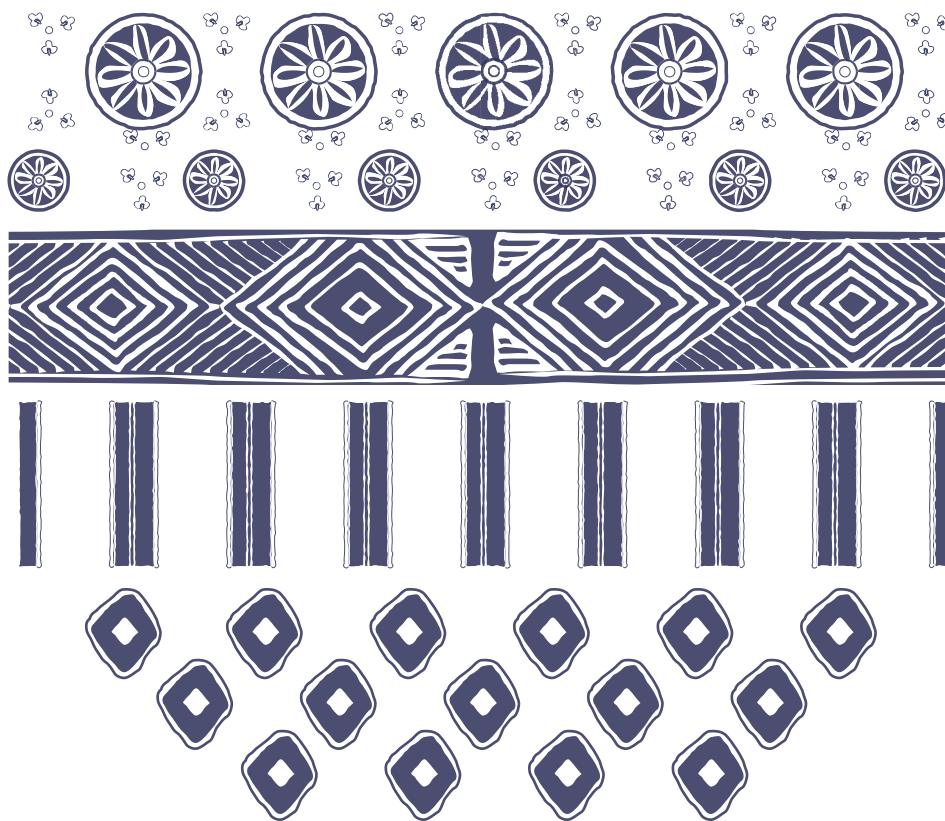
Printer: Phoenix Design Aid A/S

Production: Evaluation Unit, UNIFEM

Website: www.unifem.org

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Overview

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2009

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Acronyms

BPFA	Beijing Platform for Action
CEDAW	Convention for the Elimination of all forms of Discrimination against Women
CNAM	National Council for the Advancement of Women (Mozambique)
CONAMU	National Council for Women (Ecuador)
CSO	Civil Society Organization
DEPF	Directorate for Studies and Financial Forecasting (Morocco)
FAO	Food and Agricultural Organization
GBI	Gender Budget Initiative
GRB	Gender-Responsive Budgeting
GTZ	German Development Cooperation Agency
HQ	Headquarters
IFAD	International Fund for Agricultural Development
MDGs	Millennium Development Goals
MTEF	Medium-term Expenditure Framework
MTR	Midterm Review
NDP	National Development Plan
OECD DAC	Organisation for Economic Cooperation and Development, Development Assistance Committee
PRSP	Poverty Reduction Strategy Paper
RBA	Rights-based approach
SENPLADES	National Secretariat of Planning and Development (Ecuador)
SWAP	Sector Wide Approach
UN	United Nations
UNDP	United Nations Development Programme
UNIFEM	United Nations Development Fund for Women

Executive Summary

Placing gender equality and women's empowerment as central to budget reform is a strategic lever for significant change to women's lives. UNIFEM has played an influential role in setting the international agenda for Gender-Responsive Budgeting (GRB) since 1997 and continues to support innovative programmes and strategies to influence budgets. The development of UNIFEM's approach to GRB has been guided by an empowerment framework grounded in CEDAW and Beijing commitments and based on the promotion of women's rights opportunities and capacities. As well as setting the conceptual agenda internationally, UNIFEM has played a leading role in the promotion of approaches and strategies to GRB internationally. This report forms the third phase of a corporate evaluation of the GRB programme and has three main purposes¹:

To assess the extent of UNIFEM's contribution to raising awareness and capacity-building about gender budgets;

To extract good practices and inform UNIFEM's strategic guidance for future programming on GRB; and

To propose a typology of GRB programmes and to develop data capture systems and monitoring tools at a country level for different 'types' of programmes/projects.

Main Findings

Gender Budgeting Initiatives (GBIs) can be seen as instruments for achieving gender mainstreaming, and an exploration of UNIFEM's experience in the field shows variations in approaches to GRB. There are also considerable variations in the theories of change that accompany these different understandings of GRB and a potential blurring of GRB approaches. Three examples that will be examined in detail

in the main body of this report, from Latin America, Nigeria and Egypt, demonstrate the importance of exploring the assumptions underlying the approaches used. This is a key step toward achieving results, and it highlights the need to influence the policies and develop the capacity of both government **and** civil society, as the sustainable effectiveness of the programmes was greater where this occurred.

Relevance

Were the approaches used suited to the context?

There are some good examples of programmes that have made links between CEDAW and GBIs in identifying key issues of importance for women and using these as the basis for achieving change in policy-making and budgets. A more detailed examination of these examples could provide the basis for the development of a more rights-based approach. However, there is still a need to make the links between women's issues and GBIs clearer in UNIFEM's work. In particular, to make such links in a sustainable way, there is a need for GRB approaches to focus on both civil society and government partners, involving the former in identifying policy priorities and holding government to account for budget allocations and the implementation of policy.

¹ For the full evaluation purpose, objectives, scope, and methodology, see Section 1.

Effectiveness

Did the approaches meet their objectives?

A general conclusion that can be drawn is that results achieved can be attributed to consistent efforts over time and particularly to considerable capacity-building efforts, as is shown in the GRB programme and the work in Egypt. In both cases, support has focused over time on raising awareness of the importance of gender to budgetary processes, building capacity to be able to use gender analysis and to develop gender indicators to measure progress and providing ongoing support that responds to the reality of local policy and budget processes. Two examples from India and Bolivia show the need to integrate GBIs at the local level with support to integrate gender in national-level policy. This would suggest positive benefits to working simultaneously at the local and national levels. Ensuring that national-level policy reflects gender equality concerns can provide a supportive framework for initiatives with local government.

All of the examples referred to highlight the need for UNIFEM to focus monitoring and evaluation systems on assessing the contribution made by their support to achieving results. There is a need to clarify in particular what UNIFEM's support is seeking to achieve and then to assess the success of such support. For example, in the GRB programme the focus was on getting gender included in call circulars, whereas in Egypt results were assessed in terms of references to key women's needs in national development plans.

In addition, there are good examples from Mozambique and Egypt of the effect that cadres and networks can have on the sustainability of interventions, helping to build commitment and ensuring that experienced individuals are available for coaching and mentoring.

In addition, an example from Russia of the use of the Internet for sharing materials and experience is of particular interest. It should be explored further to examine its potential in raising the capacity of government and CSO officials in order to promote GRB in a country where great geographic distances impede face-to-face contact, for example, through electronic discussion fora and the provision of distance learning courses.

Strategies

There is good evidence of a range of interesting and innovative approaches to capacity-building, suggesting that this is a key area of strength for UNIFEM. Given the anecdotal evidence of the impact of these approaches, this is an area where lesson learning and the collection of data on impact should be focused. There is, however, much more limited evidence of successes in partnerships, evidence-based advocacy, or sector piloting. These are all areas where further work is required to understand how these strategies are used and to collect data on their effectiveness. There are a number of other examples of strategies with potential for furthering the aims of GRB from Egypt, Albania, Serbia and Armenia that should be explored further.

Sustainability

Will any benefits be continued?

Programme Management

There are some examples of the contributory roles played

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