

# WOMEN'S RIGHTS AND CITIZENSHIP PROGRAM REVIEW

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by

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AFWD: Arab Families Working Group  
 AIT: Asian Institute of Technology, Bangkok, Thailand  
 CAIM: Center of Integral Attention for Women  
 CBR: Centre for Basic Research (Uganda)  
 CDP: Colegio Dominicano de Periodistas (Dominican Republic)  
 CDS: Center for Development Studies (India)  
 CERCAD: Conselho. Eclesiástico Regional da Cidade Ademar  
 CFLR: Center for Feminist Legal Research (Delhi, India)  
 CSO: Civil Society Organizations  
 DAW: Division of the Advancement of Women (UN-New York)  
 ENDA: Environment Development Action in the Third World (Sénégal)  
 ER: IDRC Economic Rights  
 ERT: Evaluation Review Team  
 ESARO: IDRC Eastern and Southern Africa Regional Office  
 FLACSO: Latin American Faculty of Social Sciences (multiple offices)  
 FUNDE: Fundacion Nacional para el Desarrollo (El Salvador)  
 GEH: IDRC Governance, Equity and Health Program  
 GGP: IDRC Globalization, Growth and Poverty Program  
 GL: Gender Laboratory, Cheikh Anta Diop University (Sénégal)  
 GREFELS: Groupe de Recherche sur les Femmes et les Lois au Sénégal  
 IDS: Institute of Development Studies (Kenya, Tanzania, UK)  
 IDRC: International Development Research Center (Canada)  
 ILO: International Labor Organization (Geneva and regional offices)  
 IOM: International Organization for Migration  
 IGDS: Institute for Gender and Development Studies (Barbados)  
 IFAN (Gender Laboratory, UCAD, Dakar, Sénégal)  
 IIS: Instituto Investigaciones Sociales (Costa Rica)  
 IWD: International Women's Day  
 LAC: Latin America and the Caribbean  
 LACRO: Latin America and Caribbean Regional Office  
 MAP: MAP Foundation (Thailand)  
 M&E: Monitoring and Evaluation  
 MENA: Middle East and North Africa  
 MUDHA: Movement for Dominican Women of Haitian Descent (Dominican Republic)  
 NGO: Non-Governmental Organization  
 NOW: National Organization of Women (Barbados)  
 OBMICA: Observatorio de Mujeres Migrantes del Caribbean (Dominican Republic)  
 OMM: Oficina Municipal de la Mujer (Honduras)  
 ORGENS: Observatoire des Relations du Genre au Sénégal  
 PCD: IDRC Peace, Conflict and Development Program  
 PI: Program Initiative  
 PO: Program Officer  
 RPE: IDRC Rural Poverty and Environment Program  
 RSPN: Rural Support programmes Network, Islamabad, Pakistan  
 SACRO: IDRC South Asia and China Regional Office  
 SDI: Service de développement intégré (Sénégal)  
 SDPI: Sustainable Development Policy Institute, Islamabad, Pakistan  
 SEP: IDRC Social and Economic Program

SET: Secretaría de Estado de Trabajo (Dominican Republic)  
SM: Survey Monkey (online questionnaire used in this evaluation)  
SOPPECOM: Society for Promoting Participatory Ecosystem Management (Pune, India)  
SYNFEV: Synergy Gender and Development (Sénégal)  
UCAD: Cheikh Anta Diop University (Sénégal)  
UCD: University of California-Davis (USA)  
UNCSW: United Nations Commission on the Status of Women  
UNDP: United Nations Development Fund  
UNICEF: United Nations International Children's Emergency Fund  
UNIFEM: United Nations Fund for the Advancement of Women  
UNNATI: Organization for Development Education, Ahmedabad, India  
UPE: IDRC Urban Poverty and Environment Program  
UW: University of Windsor (Canada)  
UWI: University of the West Indies (Barbados)  
UWIHARP: University of the West Indies HIV/AIDS Response Programme (Barbados)  
WARO: IDRC West and Central Africa Regional Office  
WCG: IDRC Women's Citizenship and Governance  
WRC: Women's Rights and Citizenship program (Canada)

## Overview

This review evaluated the performance of the Women's Rights and Citizenship Program (WRC) in terms of its programmatic relevance, effectiveness, and efficiency. The WRC program was launched in 2006 to support applied research in the field of women's rights, citizenship and development. The program contributes to bringing Southern voices into current debates in the international gender and development field. WRC supports research and research-support activities to:

1. Generate methodologically sound data and analysis on concrete issues of concern in the field of women's rights, citizenship and development;
2. Expand the capacity of individuals and groups working on women's rights and citizenship in the South to conceptualize and conduct research, and to disseminate results with a view to influencing policy and or social/change, and;
3. Facilitate researchers, women's organisations, civil society organisations, and partners within the state to use evidence to expose and challenge gender discriminatory structures, policies, programs, institutions and practices.

Since its inception WRC has approved 45 research projects and 14 research support projects, in addition to carrying over 29 projects from the former Gender Unit. Investments in Africa represent about a third of WRC funds; MENA and Global Projects account for the lowest percentage. Of the five thematic areas, Women's Rights and Governance projects have received the highest funding proportion (about one-quarter). Projects in Economic Rights, Migration, Sexual and Reproductive Rights, and Access to Justice have varied from 16-24% of total WRC funds disbursed, variously increasing or decreasing since 2006. Two projects reviewed focus on research capacity building, one of the three core WRC objectives.

## Findings

The External Review Team (ERT) has made a positive overall assessment of WRC. There has been little evolution in WRC's program objectives. Both quantitative and qualitative data indicate that **WRC as a program has moved substantially forward in meeting its objectives** of supporting sound research and analysis in the field and building research capacity; networks are forming that will support both quality research and capacity building in the future, although this varies by region and by thematic area. WRC is making a noteworthy contribution to policy, legal, and economic development as the rights of women are expanded, protected, and legitimized; its contributions are not just about influencing the individual policymaker but also about addressing the power structures, assumptions, stereotypes, and mythologies that are used to withhold women's full rights and citizenship.

The ERT found that WRC is making important contributions to the field by **producing evidence-based, methodologically sound analytical research** on themes that are relevant to poor women in developing countries. The program is addressing its core thematic areas through its choice of grantees and reaching its objectives via an integrated set of funded projects. The program meets a clear global need for thought-provoking, reliable research on women's rights and citizenship and is building a body of evidence that contributes to global and regional debates on these issues. Work on decentralization and migration are excellent examples of WRC's reach, with multiple projects across regions. The work in family law, sex ratios, and child support has also been productive in policy influence and media coverage

WRC has made **appreciable progress in capacity building** in all regions reviewed. It has built capacity among its researchers and has enabled young people, NGOs, activists and communities to work collaboratively with seasoned academic researchers on women's rights and citizenship issues of mutual interest. The program has used, with differing degrees of success, various capacity building strategies such as establishing training institutes, promoting collaborative research models, offering graduate scholarships and formal and on-the-job training, and enhancing management and communication skills. WRC has also contributed to opening up and consolidating spaces for gender studies in academic institutions, where such research did not exist or was not recognized, including technically focused institutions. WRC funding for up to three years is enabling partners in developing countries to build confidence and capacity over time in research proposal development, design, data collection, interpretation, critical thinking, data analysis, gender analysis, and reporting.

The ERT found that it is too early to comment on the analytical rigor of research supported by WRC. For the projects reviewed in the sample, the reviewers observed in some cases progressive interpretive frameworks; in other cases analytical rigor required further development. Overall, the reviewers found that the **quality of research varied across projects** reviewed.

WRC has supported partners in designing **research with the potential of influencing policy and social change**. Creating public opinion to influence the policy environment and cultural practices has been a consistent focus of the program. Positive program outcomes have occurred in WRC's dissemination of research findings at the program and project levels. Some policy impacts are becoming visible. The ICT/FGM project in Africa is influencing cultural practices of Female Genital Mutilation through changing the attitudes and behaviour of young people in communities. Among its projects on decentralization, partners in Asia are using research to mobilize communities to change the cultural practices of discrimination against low caste persons and women, which has a bearing on their performance as elected representatives in decentralized local governance. In Latin America, WRC-supported research is heightening awareness of how *machismo* and domestic violence deter women from participating in local councils.

Survey respondents and key informants noted that WRC has helped **bring stakeholders together, create wider regional networks**, provide helpful insights and feedback, build credibility for research institutions, support the advancement of knowledge, and enable local women to use science for advocacy. Most significantly—WRC projects have allowed the time, space and flexibility needed for completion of research that otherwise would not have been possible, and has increased capacity in research and advocacy.

WRC appears to be anticipating and **managing most programmatic risks in an adequate manner**. The persistence and power of deeply rooted social hierarchies and their negative effects on women can be discouraging for partners and community stakeholders alike. Thus, risks surround WRC supported research on highly charged and politically sensitive topics that have broad policy implications (such as HIV/AIDS, ICT/FGM, and Child Support projects). Research on women's rights and citizenship may in itself be threatening to policy-makers, who might ignore, dismiss, or recast valid findings.

WRC appears to have made impressive strides towards accomplishing IDRC's mission of "Empowerment through Knowledge." **Mechanisms are in place for WRC's sustainability:** strong conceptual elements, effective program implementation, and a strong comparative advantage in funding applied research on women's rights and citizenship. Partners and others interviewed perceive WRC as a critical player in the field of women's rights, with its approach to

social change, support for partners, and impacting the academic and policy discourse. Future program success will in part depend on continuing efforts to be proactive and selective without losing focus, becoming more strategic in research capacity building and forging partnerships, disseminating knowledge on a few core issues of regional/global relevance, and more strategically building strong, empowered, and institutionalized networks.

### **Issues for Consideration**

Isolation of projects from each other reduces research quality, analytical rigor, and the possibilities of policy influence. WRC could play a much stronger role in breaking down the isolation between partners/projects and in building capacity for both research and policy influence. WRC could extend the reach of its policy influence work by consolidating key findings across different themes and sub-themes and engaging in more research synthesis and sharing lessons learned by partners across regions on how to engage at the institutional level.

Since networks can play a critical role in taking policy work forward, there is a demand for WRC to support partners more heavily in developing networks and linkages among peers. Although there has been some support in these areas, WRC has been traditionally focused on research supply rather than research demand. There is now a need to close the gap between the two through developing further networks and linkages (south-south as well as south-north networks) and encouraging further relationships between research partners (producers) and research users.

Although WRC is firmly rooted within the field of women's rights as articulated in key international instruments (for example, the MDGs), WRC could maximize its policy impacts by selecting some research projects that *explicitly* build evidence for what works in achieving these goals (all of which depend on women's rights for realization). As a result, policy implications would be more transparent to governments and the findings would have more immediate relevance for policy debates and social change efforts.

WRC also needs to continue to work toward balancing capacity building and excellence of research goals. Given the nature of some of the socially contested issues that are addressed by WRC supported research, it is critical that policy engagement efforts be underpinned by analytically and methodologically solid research findings. The program could offer more intensive, systematic methodological training, given the risks inherent in working with grassroots organizations. Partners informed the ERT that they would like increased support for the strategic dissemination of research findings.

Given that WRC funding can involve both corporate and project risks, more formative program and tighter project-level evaluation would allow the program to increase its learning around research design and communication of findings.

Because of resource limitations, the program would benefit greatly from five core strategies:

- *Contribute to shaping the academic and policy discourse through a narrow focus:* Target a few key thematic areas to maximize chances of visibly making an impact on the discourse for social change (the global Decentralization competition and conference is a good example). WRC's resources are taxed due to their spread across multiple thematic areas, regions, and researchers. By focusing more on a few critical issues, WRC could have more impact.
- *Create a critical mass of researchers and research centers:* Amassing a rich body of knowledge over time as capacity grows is preferable to funding scattered researchers working on different issues. A competition model is useful for stimulating interest in a selected thematic area, and raises the level of prestige in receiving a WRC award.



- *Identify a few regional institutions where partners can turn for training, technical skills, and mentoring:* Carefully analyze institutional portfolios. A “spokes and hub” model could be powerful, as long as leadership and accountability remain with the projects, not the regional hubs. Hubs can assist with networking, capacity building, and conferencing. Regional clusters will flourish if they are better networked, monitored, and supported.
- *Refocus WRC’s funding structures and cycles toward a cohort model,* creating cadres of feminist researchers who are approved for funding at the same time. This will help focus the thematic areas, facilitate research capacity building, and rationalize intra-regional, cross-regional, and international knowledge sharing, networking, and conferencing. WRC will get the most out of its resources and researchers will benefit from a strong network of colleagues that is essential for both quality scholarship and effective policy influence. Staging the funding cycle to enhance capacity building up front would improve the quality of outputs.
- *Maximize outreach and partnering:* As it has done to date, WRC would do well to focus much of its energy and resources on bolstering its interaction in regional and global networks.

### I. OBJECTIVES OF THE REVIEW

As a program in IDRC's Social and Economic Policy Program (SEP), the Women's Rights and Citizenship Program (WRC) aspires to achieve three core objectives—*foster quality research and analysis, build research capacity, and support research in developing countries that results in evidence-based, concrete mplications for policy influence and social change*. The review looks at the program as a whole to explore the extent to which WRC's objectives are being realized; the analytical framework (Annex 3) draws from the WRC prospectus and the scope of work. In addition, the Evaluation Review Team (ERT, Annex 6) examined multiple WRC projects in several regions—Africa, Latin America and the Caribbean (LAC), South/Southeast Asia, and the Middle East and North Africa (MENA) (Annex 7). The review's objectives are three-fold, as specified in the program review scope of work document:

a) *Assess the extent to which WRC is meeting its objectives and aims*, assess how risks to their achievement are identified and managed, and identify evolution in objectives: i) Describe and assess the progress of the program towards reaching its objectives; ii) Identify any evolution in program objectives and/or in interpretation of program objectives, and any adaptations that the program is making to changing contexts, opportunities, and constraints; iii) Assess the appropriateness of the risk identification process and the effectiveness of the risk mitigation strategies put in place to support the achievement of program objectives.

b) *Document the results of the program* (i.e., outputs, reach, outcomes, and main research findings) and analyze their influence: 1) Comment on the quality of outputs to date as perceived by sectoral/regional experts, intended audiences, users and stakeholders; 2) Describe and analyze the influence of the program through its outcomes, sustainability, reach, strategies that contributed to the outcomes, and any constraining or facilitating factors or risks (internal/external to the program or the Centre).<sup>1</sup>

c) Describe and analyze the program's main findings on the research questions and themes as outlined in the program's prospectus/strategy: 1) Identify conclusions that can be drawn from projects' research findings and any contracted research, working papers, and/or synthesis work conducted by the program and/or its partners; 2) Assess the overall quality of the research findings, and their contribution to international, policy, and academic debates, discourse, and/or understanding of the topic(s) under study; 3) Comment on whether, and in what ways, the program occupies a niche in the field(s) in which it operates; and, 4) If appropriate, identify particularly innovative methodologies or research findings.<sup>2</sup>

### II. THE RESEARCH QUESTIONS

Three of the overarching research questions that guided this review are anchored in WRC's three core program objectives relating to research, capacity building, and policy influence, as laid out in the program prospectus<sup>3</sup>; the fourth question explores WRC's programmatic support to projects for achieving these objectives. The central research questions informed both the interview guides for the project case studies and the survey administered to all WRC project leaders. The ERT asked the questions listed below of all respondents across all regions in order to develop a coherent picture of WRC's progress to date.

#### A. SOUND RESEARCH AND ANALYSIS

To what extent is WRC supporting research that is generating methodologically sound data and analysis on concrete issues of concern in the field? Is the body of work contributing to critical thinking and to the global and regional debates on women's rights and citizenship?

## **B. RESEARCH CAPACITY BUILDING**

To what extent does WRC support for research (and related initiatives that expand the capacity of researchers who are working on women's rights and citizenship in the South) enable researchers to conceptualize research projects, conduct research, and disseminate results? Is WRC-supported research making a progressive contribution to issues that have significance for women's rights and citizenship, and are findings appropriately disseminated, given local research contexts?

## **C. USE OF EVIDENCE FOR POLICY INFLUENCE AND SOCIAL CHANGE**

To what extent are women's organizations, civil society organizations (CSOs), partners in the state, and researchers using the evidence generated by WRC-supported research, and the space and capacity created by WRC-supported activities, to expose and challenge gender discriminatory structures, policies, programs, institutions and practices, and to formulate concrete implications for policy and/or social change? To what extent does WRC-supported research have the potential for translation into policy and agenda setting? Have sufficient efforts been made to accomplish that objective? Is WRC-supported research making a progressive contribution to issues that have significance for women's rights and citizenship?

## **D. WRC'S CAPACITY DEVELOPMENT AND SUPPORT**

How well and to what extent does WRC engage in capacity development through mentoring, offering relevant resources, and working "to promote concrete changes in policies, institutions and practices—both by working with civil society groups and researchers to open spaces for public discussion, and by supporting its partners to engage directly with national women's machineries and other ministries to advocate for change"?<sup>4</sup> How well does WRC express the IDRC corporate objective "...to assist the developing regions to build up the research capabilities, the innovative skills, and the institutions required to solve their problems"? (IDRC Act, 1970)<sup>5</sup>

# **III. CONTEXT OF THE WRC PROGRAM INITIATIVE<sup>6</sup>**

The ERT is cognizant of the transitional nature of WRC as a program, emerging from the former Gender Unit (GU) established in 1989. The original GU began to focus on gender, citizenship, and entitlement as of 2001. WRC was developed as part of SEP in 2006. As an IDRC program, WRC plays a key role in IDRC's gender commitment to 1) sound gender analysis in all program initiatives and 2) support for research focused on gender and social inequities. Partners said that when WRC was launched, they were unaware of shifts in emphasis from the GU: "It was already very women's rights oriented." The transition from the GU to WRC was smooth. WRC has since distinguished itself by converging two core concepts—*women's rights* and *citizenship*—into a unique focus on gender in developing countries. The concept of *citizenship* links women's rights and participation in governance and civil society to the key thematic areas of WRC-funded research: *Women's Citizenship and Governance*; *Access to Justice*; *Sexual and Reproductive Rights*; *Economic Rights*; and *Migration*. These thematic areas reflect high priorities for women in the South and address some of the most critical challenges in women's rights, development, and citizenship.

# **IV. THE RESEARCH STRATEGY**

## **A. TIMING AND PROJECT SAMPLING**

The ERT carried out its research in April-July of 2009, conducting field visits to relevant project sites and desk reviews.<sup>7</sup> The team selected 15 projects through purposive sampling based on a few central criteria (region, thematic entry point, project life cycle, and special focus). Projects that closed within the past two years or active projects in operation for at least one year were eligible. Projects were selected because they could shed light on at least one of the three major outcome areas of sound research, capacity building, and policy influence. The team also interviewed members of IDRC senior management, including, Regional Directors, WRC Program Staff, and international organizations that had some working contact with WRC (Annex 4,

Interviewees; Annex 5, Questions). The review used integrated data analysis to synthesize institutional, program, portfolio, and project level data.

The ERT selected four of the six possible regions for field visits because of their concentration of projects; this ensured at least one sub-region for Africa (West) and two for Asia (South Asia and Southeast Asia). Because LAC has received significant funding, it was chosen over MENA for field visits. However, one project in MENA, one in East Africa, and one in South Africa were also selected for desk reviews to extend regional representation. At least three projects were selected in different regions for the thematic areas of 1) Migration (#s104891, 103498, 103851, 104785, 104090), 2) Women's Citizenship and Governance (WCG), and 3) Sexual and Reproductive Rights (SRR) to ensure broad regional coverage of major thematic areas in at least three regions and at various stages of maturity. Decentralization (WCG) was selected because this is a mature, major, and multi-region programmatic focus intended to position WRC/IDRC internationally through research, accompanied by a major dissemination effort (the 2008 Decentralization Conference in Mexico). Migration raises new challenges in the area of women's rights, development, and citizenship (projects in four regions). The Female Genital Mutilation project in Senegal and Mali (ICT/FGM, #103735) and the SRR "Daughter Deficit" project in India (Adverse Sex Ratio, #101429) shed light upon the dichotomy between the domestic and public spheres, a major barrier to women exercising rights. Access to Justice (AJ) was exemplified by a Child Support project in LAC (#102617) and Economic Rights (ER) was examined through Women's Land Rights in Pakistan (#103428). Two training projects in Africa were also reviewed. (Refer to Annex 2 for a full list of projects sampled).

#### **B. WEBSITE REVIEWS AND BIBLIOMETRIC ASSESSMENT**

The reviewers searched all pages and links on the WRC website to assess program effectiveness in providing information about the program, mission, proposal submission, and support to projects. A search was conducted on Google Scholar to explore the citation history of outputs for the projects under review but yielded inconclusive results given the fact that the program was only three years old at the time of review. The assessment has been submitted separately to WRC.

#### **C. SURVEY OF PROJECT LEADERS**

An electronic survey, conducted between May and July 2009, gathered data from all project leaders in WRC's working database who had received WRC funding for one or more research projects. Ninety-seven were invited to participate in the survey; 53 responded, yielding an excellent response rate of 54.6%. The survey adds value by providing the breadth of data required to grasp an overview of *all* current or recently closed WRC projects; the project case studies examined in the sample provide the requisite depth. Partners rated items relating to their background as a WRC partner (Annex 10, Figures 1-2); impacts and contributions of WRC funding (Figures 3-8); and WRC's support (Figures 9-10). Survey results are integrated throughout the report.

#### **D. PORTFOLIO ANALYSIS**

Since its inception in 2006, WRC has approved 45 research projects and 14 research support projects, in addition to completing 29 projects carried over from the Gender Unit. Until recent budget cuts, the portfolio expanded in relation to growth of the program's budget. Investments in Africa represent about a third of WRC funds; MENA and Global Projects account for the lowest percentage. Of the five thematic areas, Women's Rights and Governance projects have received the highest funding proportion (about one-quarter). Projects in Economic Rights, Migration, Sexual and Reproductive Rights, and Access to Justice have varied from 16-24% of total WRC funds disbursed, variously increasing or decreasing since 2006 (Annex 9).

## E. CHALLENGES OF THE REVIEW PROCESS

A challenge of this review is that WRC is only three years old. A few projects under the former GU have been completed during the short life of WRC or have spawned second phase projects that were launched under WRC. Those projects were appraised, approved (perhaps under the GU) and supported by different WRC program staff over the years. Since many projects are still running or have only recently been completed, grasping their full potential for research capacity building, policy influence, or social change is premature. However, desk reviews and interviews provide a solid picture of project intent, challenges, and findings. In all regions, partners were generous in terms of time allocated for the interviews. They responded openly once any logistical issues were resolved and it was clear that *the review was of WRC as a program*, not of their projects alone.<sup>8</sup> Details of the research process and further details on review findings appear in Annexes 1-10.

## PART TWO. WRC'S RELEVANCE AND RATIONALE

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### I. RELEVANCE OF THE CONCEPT OF WRC TO PARTNERS' WORK

In addition to its clear fit with both IDRC and SEP goals, the ERT examined the program's relevance and rationale at two levels that reflect the core purpose of WRC: the program's conceptual framework, and how that framework is expressed at the project level. WRC seeks to support activities that are compatible with its objectives and thematic priorities. How partners and others see the fit between WRC's concept and their work is explored in this section.

#### A. THE PROGRAM LEVEL

How well does WRC define the rationale of a rights and citizenship framework for partners (and others)? A review of the WRC website<sup>9</sup> reveals sophisticated statements that explicate "rights" and "citizenship." WRC aims to understand why, despite formal gains in some areas, women remain unable to exercise their *rights*, and gender equity remains elusive. The WRC prospectus specifies that "citizenship" should be the common thread connecting the five thematic areas. In order to discern whether partners similarly interpret the program's rationale as expressed on the website and in other WRC (desk reviewed) communications, the ERT asked partners directly how the WRC concept is relevant for their work. All responded positively, and pointed to substantial overlap between WRC concepts and those driving their research interests.

The survey of all WRC project leaders sheds further light on the question of WRC's relevance and rationale for partners' work. Respondents rated their level of familiarity with the WRC program and its objectives on a scale of 1 to 5, with 5 as the highest rating): *The majority (60.4%) indicated familiarity with the program at the 4 or 5 level (Annex 10, Figure 1). However, that only 15% rated this item as a 5 suggests a need to communicate the program's framework/concepts even more explicitly to both potential and funded partners.*

In addition, the program is attracting potential partners who already embrace WRC goals and find them relevant. The survey showed that, before receiving WRC funding, most project leaders already had some experience in the field of women's rights and citizenship, having conducted at least one or two related research studies; almost half (47.1%) had significant background in the concept, having conducted five or more studies (Annex 10, Figure 2). *This was the first research study related to women's rights and citizenship for only 11.8% of survey respondents, which also suggests that a "critical mass" of seasoned researchers is slowly being formed.*

**1. Relevance of the Concept of Women's Rights:** *Respondents said that since women take the brunt of the "democracy deficit," studying barriers against and facilitators for women's rights is essential. WRC's approach to women's rights is especially relevant to partners: "Many people*

inside the justice system do not care about women” (respondent interview) and women do not have enough “space” in making political decisions. WRC’s decentralization thematic, for example, affords a conceptual connection between the private domestic sphere and the public spheres of politics and governance—and the tensions between them. While the public sphere is open on paper for women through state-given rights, the absence of rights in the private sphere hampers women’s enactment of rights in the public sphere. The division between the private and public spheres is a fundamental source of women’s subordination. *Importantly, this perspective allows re-questioning of the dynamics of development policies, which until now were seen as working from top-down but are considered in a citizenship perspective to be from bottom-up.*

WRC-funded Decentralization projects explore how women’s rights as a distinct issue intervenes between successful devolution of power from national to local governments because, as partners have found, men are reluctant to let women give their opinions in political or organizational meetings, or political participation is hampered by domestic violence or the threat of violence. Women seldom reach the highest places in local governments and bodies (e.g., municipal councils or the boards of civil organizations), which hampers full realization of decentralization laws and, therefore, of equity in democratic governance.

WRC’s thematic areas of Migration and Economic Rights (e.g., Land Tenure and Child Support) are conceptually “deeply rooted” in women’s rights and gender justice. Through WRC support, partners are learning more about the more complex ways in which women’s rights are negotiated in order to better guarantee security and equality. Women’s rights feature strongly in the HIV-AIDS project (#104087), but focus on women’s empowerment in “a human-rights based, culturally appropriate conceptual and theoretical framework.”<sup>10</sup> According to key informants, the WRC framework shapes policy arguments for women as rights-bearing citizens rather than as passive beneficiaries of the state.<sup>11</sup>

**2. The Relevance of the Concept of Citizenship:** *In contrast to embracing women’s rights as a guiding concept, the notion of citizenship is not as well articulated or employed in WRC projects.* While citizenship obviously is relevant and analytically central to the Migration thematic area, its relationship to other areas needs further development.<sup>12</sup> Important exceptions include: The Training Institute in Sub-Saharan Africa (#104909) and a Decentralization project in East Africa (#103391) embrace a parallel notion of “social citizenship”; a Migration project in West Africa (#104891) has shifted perceptions of women as victims toward women as citizens with rights; a Migration project in Southeast Asia (#103851) addresses citizenship and rights of children born to migrant women at the Burma-Thailand border, a state-less zone where their rights are not protected; a Canadian partner in the LAC migration project (#104785) is moving away from defining citizenship as a legal category toward citizenship as membership and in a community; the ICT/FGM project (#103735) keeps women’s citizenship central to a gender approach (rather than the traditional reproductive health approach).

## **B. THE PROJECT LEVEL**

This level of analysis examines the question of how well WRC has helped partners frame project objectives to mesh with WRC program objectives so they can contribute to program impact (reflecting relevance). The desk reviews showed that most partners use such notions as women’s rights, gender equality, and gender equity in their discourse and reports; most directly or indirectly use the concept of citizenship.<sup>13</sup> In spite of partner understanding of WRC’s relevance and rationale, however, some partners do not emphasize the framework of rights or of citizenship in their analysis.<sup>14</sup> Rather, research findings focus on themes such as governance, migration, economic rights, and sub-themes such as participation, identity politics, or cross-border migration (project topics)—a natural flow from how the awards are categorized in “research areas.” Still, most work reflects WRC’s focus on rights and/or citizenship in concept and in realization.



Research on women's rights in post-colonial countries overlaps with WRC's interests: "There is a definite intent and synergy." (Partner Interview).

## II. WRC'S COMPARATIVE ADVANTAGE

Research capacity building within an extended funding timeframe is the highest priority for researchers in the South, who depend on finding opportunities to engage in longer-term research that can contribute to a growing body of findings from which to build further research. WRC directly helps meet this challenge. *The program is highly respected by all types of partners and by international organizations interviewed, which stressed WRC's uniqueness among funding agencies, precisely because it provides those opportunities.*

The program's comparative advantage is multi-layered. Perhaps most importantly, the program (like other IDRC PIs) funds generously over a reasonable length of time compared to most funding agencies; the cycle of two or three years affords researchers time to develop research strategies and begin to build capacity—a priority objective for WRC; the timeframe also contributes to analytical rigor because, partners said, stronger research capacity and more time for peer review and other feedback contribute to more solid data and analysis. Equally important in the eyes of partners is that WRC funding allows them to link knowledge production to practice, policy, and social change; this link is critical to achieving women's rights. Third, WRC explicitly pays attention to building research capacity and creating linkages among its partners, an important advantage for developing countries with limited resources for training and travel to conferences (Annex 10, Figures 4 and 5). Partners and others also praised WRC for its "strong organization."

WRC's comparative advantage is rooted in the fact of its existence within IDRC's wider research for development agenda—that the attainment of women's rights is defined as fundamental to achieving women's equality. Other elements that support the program's comparative advantage are that WRC supports evidence-based policy influence at the program level via workshops, conferences, and publications, which partners see as an advantage for WRC compared to other funders. The program also supports thematic areas that provide a useful platform for cutting edge research generated in the developing South, and encourages investigation of women's economic rather than just political rights. It facilitates linkages and collaborations, and includes all stakeholder types as funding recipients.<sup>15</sup>

## PART THREE. WRC'S PROGRAM EFFECTIVENESS

### I. OVERALL EFFECTIVENESS OF THE WRC PROGRAM

- Overall, WRC received high marks from both interview and survey respondents. The program meets a clear global need for thought-provoking, reliable research on women's rights and citizenship. The survey of project leaders reinforced interviews and desk reviews in showing that WRC is effectively achieving its four objectives. WRC's contributions to supporting research and policy influence based on research are viewed as substantial—over 79% of all respondents rated this item at the 4 or 5 level out of 5 (Annex 10, Figure 3).
- WRC is making a noteworthy contribution to policy, legal, and economic development as the rights of women are expanded, protected, and legitimized; its contributions are not just about influencing the individual policymaker but also about addressing the power structures, assumptions, stereotypes, and mythologies that are used to withhold women's full rights and citizenship.

The ERT finds that WRC is a very involved funding source that facilitates the generation of sound data and analysis on concrete issues of concern in the field. Through its programmatic

activities (and supporting projects), the program is building a body of work that is stimulating critical thinking and is contributing to the global and regional debates on women's rights and citizenship. *A key finding is that facilitation of interaction among researchers is as important as technical support in contributing to methodological and analytical strength.* This chapter presents the progress of WRC's core objectives as stated in its program prospectus. Key outcomes, constraints, and measures to address constraints are discussed, within the scope of the review.

## II. ENGENDERING SOUND RESEARCH AND ANALYSIS

*WRC Objective 1: "WRC-supported researchers will generate methodologically sound data and analysis on concrete issues of concern in the field of women's rights, citizenship and development."*<sup>16</sup>

WRC makes important contributions to the field of women's rights and citizenship by producing evidence-based, methodologically sound analytical research on themes that are relevant to poor women in developing countries. The review looked into five areas of WRC-funded research to assess its research quality: 1) Relevance of research topics/issues; 2) methodological aspects of the research; 3) research insights related to research objectives, clear findings, and findings grounded in evidence; 4) contribution to academic discourse; and 5) analytical rigor.

### A. RELEVANCE OF RESEARCH TOPICS AND ISSUES

The WRC program prospectus stresses "concrete issues of concern in the field of women's rights and citizenship," which have been articulated in five thematic areas that leave researchers considerable scope in selecting specific issues. The research activities funded by WRC show considerable diversity of issues within a given thematic area, yet they all speak to the unified framework of women's rights and citizenship. This is a major strength for WRC. According to several partners interviewed, *the research issues not only have abstract relevance for academic insights, but also have the potential to contribute to policy discourse and affect social transformation, and relate closely to the lived experiences of poor women in developing countries.*

### B. METHODOLOGICAL ASPECTS OF RESEARCH

*WRC is generating and supporting partners in developing and employing sound and innovative methodologies that are suited to gathering data among unique populations and in difficult contexts.* Researchers are using conventional quantitative and qualitative methods as well as participatory methods. Partners have been able to overcome time and resource limitations by revising strategies and engaging senior researchers more heavily in the field, and by empowering younger researchers. The projects examined also benefited from triangulation of diverse methods, crosschecking to provide solid evidence (for example, using focus groups, key informant interviews, and analyzing existing statistical or demographic data), and by seeking WRC staff advice.

The ERT came across many projects that have adopted innovative methodological approaches. For example, the West African project on female genital mutilation (#103735), a highly sensitive issue, has generated new methodological approaches (*participatory and reflexive analysis*) useful in gender and development. In some projects, *interpretative frameworks* are especially well developed. For example, in South Asia, the CDS Decentralization project (#102927) uses a more nuanced understanding of women's voice based on the political connotations of language. The SOPPECOM study (#102927) provides an interpretation of how women's identity and membership is constructed in drinking water and irrigation projects. The UNNATI project (#102927)) interprets how governance issues appear different when viewed through the lens of low-caste rural women compared to the lens of policy makers. The OBMICA laboratory (LAC, #104785) uses a legal-social framework to unravel how migrant women are constructed as



victims. In these projects as the researchers collect data, they are also mapping the training needs of community partners and involve communities in reflecting on the issues.

### **C. RESEARCH INSIGHTS RELATED TO RESEARCH OBJECTIVES, FINDINGS, AND EVIDENCE**

*WRC has been able to maintain a coherent program with research findings linked to the objectives partners set out in their proposals. Research findings are grounded in evidence, and there is clarity in the findings.* In a number of the cases reviewed, partners have been able to overcome the problems they faced in data gathering by revising collection methods. Partners' previous experience in researching similar issues and the involvement of NGOs and CBOs as associates and collaborators gives access to field knowledge. Thus, in the projects reviewed, data collection constraints have been compensated for in other ways, so that findings relate to objectives specified in the proposals.<sup>17</sup>

Both new insights and solid data are strengthening and consolidating some of the findings established by previous studies. For example, WRC research has validated prior decentralization research that had established how patriarchy and the public-private sphere dichotomy interfere with women's political rights. WRC research has also generated new insights into how domestic violence deters women from participating in public (#103574); how gender barriers across castes supersede gender barriers within the same caste (#102927); how drinking water projects attract women more than men because of a feminine construction of membership as opposed to a masculine construction in irrigation (#102927); and how FGM can be seen from a gender perspective rather than a traditional reproductive health approach, which leads to the medicalization of FGM and the ignoring of women's rights (#103735).

### **D. CONTRIBUTIONS TO ACADEMIC DISCOURSE**

*Interviewees noted that WRC's research findings are making a significant contribution to current academic and policy discourses on the efficacy of democratic institutions and practices for marginalized groups, including women, and the necessity of deepening democracy to ensure rights for such groups.* In addition, project leaders surveyed indicated that WRC is contributing well to international debates on gender and citizenship (61.4% highest ratings) and to building South-North linkages between researchers (61% highest ratings) (Annex 10, Figure 4). WRC is contributing via several mechanisms: 1) supporting participation of researchers in global, regional, and national conferences and events;<sup>18</sup> 2) convening international conferences (Decentralization and Women's Rights in Mexico, 2008, and an upcoming conference on Citizenship); and 3) bringing the research on Migration and Women's Rights under an umbrella project to facilitate coherence, advocacy, agenda-setting, and policy influence. Over 60% of project leaders surveyed gave WRC the highest ratings in building networks and collaborative research (Annex 10, Figure 5). Research insights stemming from WRC conceptualization, funding, and support are highlighted in Annex 9.

### **E. ANALYTICAL RIGOR**

Most of the research reviewed is yet not complete, as new WRC projects were initiated only in the last three years, so it is too early to comment on their analytical rigor. For the projects that have submitted final reports to WRC, the ERT was able to observe progressive interpretive frameworks; in some cases, as can be expected, analytical rigor required further development.<sup>19</sup> For a few projects examined,<sup>20</sup> large quantities of data were collected but part of the data were not presented comprehensively either as quantitative summaries or qualitative narratives, and the research lacked theoretical underpinnings. This could stem from lack of time and the need to meet deadlines, the emergent analytical capacity of the teams, or the nature of trying to do research that carries an applied intent.

Interviews with partners suggested that some field data does not make it into reports or becomes dramatically compressed. Researchers interviewed were aware of this pattern and understand it as

a typical problem associated with fieldwork. In some cases, the projects have not been able to analyze what they promised in the proposal. For example, the Decentralization project (#102927-003) in Nepal proposed to explore the structural/cultural dynamics across four sets of institutions, but the report reviewed did not capture this analytically. One of the Decentralization projects in India (#102927-007), which covers water governance with different constructions of women's participation in two geographical regions, implies in its proposal that there will be three levels of analysis—types of water governance, modes of women's participation, and regional differences. The report, however, failed to capture these analytically. With some exceptions, the project reports appeared as narratives of research findings rather than balancing narratives with theoretical explorations. Theoretical underpinning and analysis are critical even when the research has a transformative intent; the WRC program intends research to contribute to the academic discourse, so a theoretical foundation is required to guide the research.

*The ERT believes lack of analytical rigor is not the weakness of WRC per se, but emanates in part from its goal to support grassroots research capacity. The acknowledgement of differential capacity of partners that sometimes may weaken research quality is a trade-off WRC and a number of other IDRC programs encounter. Managing this tension will be an ongoing challenge. What kind of analytical output does WRC envisage? While its goal is not to turn practice-based researchers into academics, nor to set universal research standards, if some theoretical background and analytical power is desirable, then perhaps WRC should consider framing its support with systematic and sustained capacity building efforts, particularly in research conceptualization, methodology, and data analysis.*

### III. BUILDING RESEARCH CAPACITY

*WRC Objective 2: “WRC support to research projects and related activities and initiatives will expand the capacity of individuals and groups working on women’s rights and citizenship in the South to conceptualise and conduct research, and to disseminate results with a view to influence policy.”<sup>21</sup>*

#### A. DEFINITION OF RESEARCH CAPACITY DEVELOPMENT

IDRC defines capacity development as “the process by which individuals, groups, organisations, institutions and societies increase their ability to identify and analyse development challenges, and to have the ability to conduct, manage and communicate research findings that address these challenges over time and in a sustainable manner.”<sup>22</sup> The ERT adopts this framework in assessing the capacity building objective by looking at its outcomes, constraints, and challenges ahead.<sup>23</sup>

“Capacity development is intrinsic to all IDRC projects insofar as they are expected to contribute to the *sustainably enhanced* development status of the people and societies who are the partners, implementers and beneficiaries of their research activities. Enhancing development implies enabling change; doing so sustainably, implies learning.”<sup>24</sup> WRC has made appreciable progress in capacity building. In order to develop research capacities, WRC has used various strategies and models, such as establishing training institutes, promoting a collaborative model of research, enhancing research skills of young researchers through providing scholarships to graduate students, arranging both formal and informal training opportunities to young researchers, and enhancing the management and communication skills of the researchers.

#### B. THE CONTEXT OF RESEARCH CAPACITY BUILDING

Building foundational research is typically a difficult task because shorter-term funding far outweighs the availability of longer-term funding required for capacity building. WRC funding for up to three years enables partners in developing countries to build capacity *over time* with researchers who can work collaboratively on relevant topics. *Having a collective understanding of the project is central to building research and research management capacities, yet most WRC-funded research projects target individual researchers rather than institutions in capacity*

*building*. Even among strong, well-trained researchers, many are advocacy oriented rather than oriented toward scholarly output, and need more capacity building in research.

The partners in most of countries reviewed are relatively well trained. Some researchers do not publish in English, which “makes it difficult to grow as a scholar and a researcher” (key informant). Weakness in theory can also occur with multi-disciplinary teams. In countries with military and on-going conflicts, researchers may fall behind in their training as those societies have lower investments in higher education, both in absolute and relative terms, and suffer from instability and lack of funding for research. Institutions as well as individuals are benefitting from (and contributing to) capacity building, e.g., UNNATI, Forest Action, CDS (Asia), UCAD, CBR (Africa) and IIS and OBMICA (LAC).

### **C. PROGRAM-BASED STRATEGIES FOR ENGENDERING SOUND RESEARCH AND ANALYSIS**

How well does WRC help partners conduct solid research and analysis? The data indicate that WRC helps engender sound research and analysis in many ways, including substantive research support, encouraging use of innovative methodologies, and assistance with translation and publication of research findings. The survey asked all project leaders to rate the extent to which WRC has been able to build capacity through its support to Southern partners. This question used a scale of 1 to a high of 5 (Annex 10, Figure 6): *Although project leaders feel WRC supports them well in conducting research, managing the research process, and disseminating research, WRC provides the most support to conducting research (57.4%) and the least support for dissemination of research findings (34.9%)*. The few who felt they had received low support from WRC usually said that the financial support was not entirely adequate.

WRC partners were asked in interviews to describe their progress; virtually all were making good progress toward their objectives (or, for closed projects, had accomplished most of their objectives). Partners were clear that their achievements are a reflection of valuable WRC support: “At the scientific and technical level, our project has benefited from constant support brought by the PO of WRC who showed a remarkable pedagogic approach” (Africa-Gender Laboratory).

### **D. CAPACITY BUILDING OUTCOMES OF WRC**

In some WRC-supported research projects, capacity-building objectives have not been explicit but rather produced as a “by-product” of the research action; exceptions include the University of the Witwatersrand Institute (WITS) project (#104909), whose primary purpose is capacity building. Capacity building in WRC projects has taken place more often in conceiving and conducting research. Capacity building occurs at two levels—individuals or groups working as research teams (building collaborative research skills), and the institutions<sup>25</sup> in which a project is based. This section describes key capacity building outcomes generated by WRC.

**1. Researchers’ capacities and skills are enhanced in proposal development:** Such skills include conceiving of research, setting research objectives and research questions, designing research methodology including data collection methods, and thinking in advance the use of research findings and ways to communicate them. WRC has made considerable efforts to support partners intensively during the proposal development phase through face-to-face discussions held between the partners and the POs, feedback letters and emails, and telephone conversations. This phase begins with the development of a research idea to proposal development and approval. Partners consulted appreciated the *support and feedback* provided during this phase.

WRC has supported the WITS Training Institute (#104909), whose immediate project objective has been to support young researchers to conceptualize and develop good proposals in gender research (generation of these proposals are expected to eventually lead to conducting research if funding is available).<sup>26</sup> The major outcome of this project has been that most participants have been able to produce, to some degree, “good quality” proposals and research questions—new

skills for the participants (Partner Interview). At the first Training Institute,<sup>27</sup> participants with little grounding in theory and concepts could not make the distinction between a research topic and research questions. According to partners interviewed, participants were able to progress to learn about gender theories, research design, literature surveys, and tools for data collection. They also gained concrete experience in data collection and analysis, and presented findings in seminars.

**2. Conducting of research has enhanced capacities and skills:** Research skills include conceptualization, designing of methodology, data collection, interpretation and analysis, and critical thinking. In all of the projects reviewed, WRC has built gender research skills, particularly among young researchers,<sup>28</sup> by enhancing their understanding of theories, concepts, and research methodologies, as well as their ability to conceptualize and collect data. Examples include projects #103735, 104785, 102617, 104029, 102927 and 104909.

**3. Researchers are better able to use innovative research methodologies:** As mentioned in the section on research quality, some research projects examined have introduced and used participatory methodologies and reflexive analysis, which has made a difference in strengthening researchers' technical capabilities in conducting participatory research and building empowerment in the process (e.g., ICT/FGM in West Africa, 103735, and the Decentralization projects in Central America, #103574)). Such capacities are built through methodology training, on-the-job learning, and interaction with other researchers in seminars and workshops.

Where WRC has supported teaching of gender studies, graduate students have gained exposure to and increased their interest in the field. This was particularly visible in Africa, where WRC's supported Gender Laboratory has helped the Department of Sociology (UCAD) to integrate gender studies in its teaching and research program (#104029). Through the provision of scholarships to students, WRC has enhanced their capacity to undertake gender research. Increasing numbers of students are now opting for gender studies at the Master's level. During this process, the teaching staff's capacity has also been enhanced, enabling them to support and train the graduate students.

**4. Project leaders' capacities and skills in research management have been enhanced:** Management skills include recruitment of team members, management of funds, coordination among team members, monitoring progress, and reporting to IDRC. Document review indicated that WRC staff maintain an on-going interaction with the partners and provide support and advice through visits, telephone/email communications and taking part in or organizing meetings and workshops on a number of issues related to research management. WRC has managed to remain flexible and respond to the difficult situations (both political and institutional) in which partners work. Although partners expressed appreciation for the support provided by WRC, they continue to encounter contextual challenges with research management.

**5. Researchers' capacities in dissemination of research results have been enhanced:** This positive outcome includes planning multiple sets of stakeholder targeted research outputs and sharing findings in various forums for effective communication. Such stakeholders include academics, policymakers including government and donors and civil society as well as the wider public in certain cases where research is used to create public opinion. In South Asia, WRC has been particularly supportive in helping partners share their research findings. In some instances WRC has organized regional conferences or facilitated participation in conferences and seminars held by other institutions.<sup>29</sup> WRC staff themselves, in certain cases, take up the task of influencing policy and communicating research results (e.g., Adverse Sex Ratio project in South Asia, #101429).<sup>30</sup> *The major source of evidence related to this area is the WRC 2008 Decentralization and Women's Rights Conference in Mexico (#105098), which successfully*

brought together partners who have produced decentralization research in several regions through WRC grants, as well as participants from universities, international organizations, governments, and CSOs from many countries.

**6. Regional and comparative understanding of research issues has been strengthened:** The ERT noted that WRC has facilitated broader understanding among those engaged in the various Decentralization projects through the organization of regional workshops in which partners met to conceptualize, plan and monitor their research activities. In some instances, key people from academia and government institutions attended to share their ideas or to learn about research findings during the dissemination phase. For example, partners in the MENA-Migration project (#104090) described WRC as a “very involved funding source.” During a December 2007 international conference in Cairo, WRC invited experts from North Africa and the Middle East to share their research, approaches, and policy impacts. POs worked closely with partners to share project ideas and were “more positively involved in program planning than most funders.” (Partner Interview)

**7. Gender Studies have been legitimized at the institutional level:** WRC has been successful in both opening up and consolidating spaces for gender studies and qualitative research in academic institutions where such research either did not exist or was not recognized. Such cases include academic institutions that are technical in nature (such as CDS, which is considered to be economist and quantitative in orientation, or AIT in South Asia, where social science research occupies a small space). In other contexts, WRC has consolidated and strengthened already existing efforts, thus making them more resourceful and visible (e.g., Gender Laboratory in UCAD in W. Africa; FLASCO in LAC; CWDS and SDPI in South Asia).

**8. Collaborative research for social change has empowered partners:** WRC has made considerable progress in building capacities for collaborative research between academics and activists. Collaboration is visible in partner teams, which have combined the skills and perspectives of academic researchers and advocacy activists, and in institutional partnerships between academic and activist organizations. Academic-activist collaboration has influenced the research strategies and perspectives affecting policy for social change. Some academic partners interviewed stressed that *working with NGOs stands out as an excellent way to build capacity for conducting research*; learning more about the populations and how NGOs have worked with them makes the academic partners better researchers and has allowed for “a more rigorous analysis and comparability with the [project] teams of other countries.” *This point is significant in light of the policy influence and social change intentions of WRC-funded research.*

#### **E. RESEARCH CAPACITY CONSTRAINTS**

Building research capacity has not been without problems. In what follows, the major constraints in capacity building are briefly discussed (WRC program challenges are discussed in detail in Part Four). Funding a set of projects in the same thematic area increases the chances of achieving objectives of sound research, dissemination, networking, and change, but finding the right mix of partners and thematic areas on a global canvas can be challenging.<sup>31</sup> Time and resource limitations sometimes result from ambitious research designs. WRC could address this constraint by advising partners more specifically on how to design research to suit the time and resources available. This would help avoid the many extensions for project completion observed in some regions.

Several partners interviewed cited finding and retaining qualified fieldworkers to collect sound qualitative data through focus groups, individual interviews, and case study narratives as the most difficult part of research capacity building; this finding was confirmed in the survey of project leaders (Annex 10, Figure 7). Lack of capacity in field-based organizations may affect the quality



of research, but this risk stems from IDRC's vision of strengthening grassroots research. In addition, this is a transitional period in research on women's rights and citizenship because the more academically oriented researchers typically have little experience with social change activism or advocacy. Similarly, those working in CSOs, NGOs, or governments typically have limited experience with scientific methodologies. The melding of the two streams presents challenges as well as rewards.<sup>32</sup>

With small projects in a start-up mode and not much on the ground in the way of networks or staffing, building research capacity could take several years (by which time a project is over). Some partners have organized methodology training for graduate students and community partners, but thought that was not enough to equip them with the requisite skills. WRC could help partners by: 1) offering research training; 2) finding more systematic ways to mentor young researchers/graduate students; and 3) advising on the design fieldwork (e.g., for the GREFELS Migration project in Senegal). WRC could also build field research skill development into project budgets and allow for more realistic start up timeframes, provide targeted assistance in research conceptualization, and move to a "cohort model" to improve foundational skills (as suggested in Part Five).

In Africa, IDRC/WRC has made greater investments to build researcher capacities than in other regions. The challenge remains whether the institutions in questions will be able to sustain gender studies given the scarce resources in these contexts. For example, the UCAD-GL's capacity has grown and institutionalization of gender in UCAD has been consolidated, but the capacity to deliver gender research remains limited. Collaboration with WRC has enhanced visibility and credibility for such organizations among external bodies (in other regions as well). Because capacity building is one of WRC's core objectives, its support to such organizations should be even more strategic. IDRC/WRC has already invested resources and built strong partnerships that need developing if such institutions are to serve as regional hubs for gender research.

Another model is the WITS Training Institute project in South Africa (#104909),<sup>33</sup> which builds capacity for feminist research and analysis in relation to women's rights, citizenship, and governance in sub-Saharan Africa. This model has obvious benefits in terms of increasing understanding and building capacity in gender research, and the opportunity for dynamic exchange. Although it is too early to draw conclusions, some limitations may be associated with this model in terms of its cost effectiveness<sup>34</sup>, institutional sustainability,<sup>35</sup> and the expectations placed on participants with little prior grounding in theory and conceptualization.

### III. SUPPORTING EVIDENCE-BASED POLICY INFLUENCE FOR CHANGE

*WRC Objective 3: "Women's organisations, civil society organisations, partners within the state, and researchers will use evidence generated by WRC-supported research to expose and challenge gender discriminatory structures, policies, programs, institutions, and practices to formulate concrete implications for policy and social change."*

Although it will take some time to see clearly defined policy *impacts* on the ground, in the projects examined for this review, WRC has laid the conceptual and operational foundation for policy *intent, engagement, and influence*. In some cases, social change is already underway (e.g., LAC Child Support, #102617). The ERT assessed the WRC policy influence objective according to the three broad components of policy influencing in the IDRC framework: building policy capacity, broadening policy horizon, and affecting policy regimes.<sup>36</sup> This section concludes by noting some challenges in policy influence and the support partners require from IDRC/WRC.<sup>37</sup>

#### A. BUILDING POLICY CAPACITY

WRC has helped in moving scholars and activists away from a more abstract gender perspective to a women's rights approach. This paradigm shift gives "political teeth" to the research and advances the possibility of linking findings with political action, which is essential for transforming unequal power relations and influencing policies. By understanding citizenship as rights claiming, this conceptualization moves women's entitlements from charity to justice, from beneficiaries of government programs to right-claiming citizens.

WRC's approach to research for development represents two important trends in research for development. First, many partners are moving away from the concept of isolated, individual social research toward a collaborative mode in which people of varying experiences in research, administration, or advocacy combine energies to produce quality research on pressing issues. Second, many partners are moving toward a more *applied* focus in their selection of research questions and practical application of results. Both trends dovetail with and are supported by WRC's program directions and practices. *Shifting away from individual and "pure" research toward collaborative, applied research places WRC in a position to influence policy and, ultimately, social change.*

The ERT noted that WRC policy capacity building is enhanced, particularly in academic institutions, by collaborative research with civil society organizations, including NGOs that have been instrumental projects that support the policy influence work of the partners. Two examples from South Asia/South East Asia help illustrate this: AIT researchers are collaborating with MAP Foundation, which works among the migrants at the Thai-Burma border (#103851); and CDS researchers (#102927), are sharing research findings with organizations such as Mahila Samakhsa (a state-created CSO), and KSSP (an autonomous think-tank and advocacy organization).

WRC has helped institutionalize gender research to enable long term policy engagement that takes its own course, and in this respect both the institutions where the projects are located and the researchers located in those institutions are playing important roles. For example, in Senegal, institutionalisation of gender and women's rights in the Gender Laboratory, IFAN-UCAD is envisaged to contribute to policy influence as gender studies is integrated into research and teaching curricula at the department of sociology, with plans to continue its integration into other faculties and departments. In South Asia, WCG projects are located in institutions that have a mandate to continue work on local governance issues. WRC is working with the Latin-American Faculty of Social Sciences (FLACSO), a leading institution in gender analysis in developing analytical frameworks, improving research methods and capacities, and developing strategies for local and regional networking of researchers to monitor citizens' rights.

Document review indicated that WRC support for capacity for policy initially emerges during proposal writing; most WRC proposals reviewed contained policy influence objectives and dissemination workshops to present findings to government policy/decision makers and to civil society practitioners. *The emphasis is on helping partners develop a strong evidence base for policy influence.*

A review of project proposals reveals that the research conceptualization by partners ranges from broad policy impacts to small localized gains; from formulation of new laws and policies to catalyzing government commitment to implement the existing ones; from targeting specific laws and policies to influencing public opinion toward a more informed policy formulation that takes gender concerns into account; and from creating a political constituency with policy makers to opening up wider public debate and creating public opinion to influence public policy. Finally, for some partners, policy influence is about bringing about social and cultural change that enables women to exercise their rights and thus make existing policies real. Among all of the partners

consulted, policy influence is seen as changes that promote gender equality and justice. Policy influence is seen as a means to an end.

#### **B. BROADENING POLICY HORIZONS—COMMUNICATING FINDINGS TO POLICY MAKERS**

Partners reported moderate success in entering policy debates and being able to influence social change; Figures 8 and 9 (Annex 10) show that partners saw entering the debate *locally* as more successful than at the regional, national, or international levels—and that entering the debate is slightly more successful than actually effecting social change. National or provincial dissemination workshops serve as both starting and validation points for researchers to engage with government policy makers. Partners indicated that communication of research findings to key stakeholders is critical for policy influence and creating public opinion. Communication of research findings is occurring through publications, workshops, formal and informal meetings, and preparation of policy briefs, which help structure grounded advocacy programs; key informant interviews with partners indicated that researchers, CSOs, and women’s organisations use these strategies with policy makers across all the regions under study.

Virtually all partners mentioned working with and through primary actors on the front line who determine public policy at the local level. Dialogue with policy makers, including local bureaucrats, has been a constant feature of projects funded by the program, ranging from dissemination of research findings in workshops to sharing research findings in government-organized and CSO forums. Some project partners are working through legislative assemblies or central governments, which develop and execute policy. The justice sector is another avenue of influence favoured in WRC-supported projects. For example, the LAC Child Support project (#102617) has spent considerable effort in sensitization and consciousness-raising with district attorneys and justices, “who have been very sexist and reticent to look at rights and equality of rights” (Partner Interview). Partner collaboration with justices has made the difference in moving public (and government) opinion toward reform of the child-support system. Without hard evidence from WRC-funded research on the gender inequities of long-standing practices and laws, respondents said that the justices in Barbados (the project center) would not have been open to change.

A number of partners stressed the critical importance of working with NGOs that reproduce thinking and ways of acting but also provide an opportunity for criticism. There was some evidence of universities partnering informally or formally on some projects, but not in a consistent manner. Some partners reported that a Country Advisory Team (CAT) can play an important role in achieving policy influence in WRC projects, because national consultations take in a wider range of stakeholders—high-level government officials, educators, media, and the private sector. CATs have proven to be an effective collaboration model, since they provide on-going interaction and feedback between partners and key stakeholders; this, in turn, facilitates national ownership. CATs can also serve as advocates for social change once research results are in place.

Significantly, partners have formed or joined existing networks in which they communicate their perspectives and findings to policy makers. For example, Forest Action, Nepal, has held multiple forums to engage with the drafting of the new constitution.<sup>38</sup> Policy influence has also involved sharing findings with international agencies such as the UN and the IOM (in Migration projects in LAC, South Asia, and South East Asia) and DFID (land rights project in Pakistan, #103428), among others.

Creating public opinion to influence the policy environment and cultural practices has been a consistent focus for WRC. Research on the “Daughter Deficit” in India (#101429) has drawn media and government attention that, if sustained, may well have an impact on public opinion and



cultural practices. Newspaper, television, and radio coverage, and even photo exhibits (Thai-Burma Border Migration project, #103851) have been used by the program and its partners to communicate research for the purpose of influencing public opinion.

In some countries, existing legislation, particularly around decentralization, has provided the context and opportunity to engage with policy makers. For example, in Kenya, partners working on decentralization seem to be more involved in decision-making processes, hence they have a greater chance of influencing the process; this is demonstrated by the fact that one senior researcher takes part in the constitution review debate and his technical expertise in constitutional matters are solicited by the government (Partner Interview). Likewise in Nepal, despite the unstable political context, the drafting of the new constitution has opened windows for the partners to share their findings with the constitution drafting committees (Partner Interview). In India, with a stable democracy and federal as well as provincial legislations and a ministry created specifically to work on decentralization, WRC-supported researchers are finding it relatively easy to access the policy makers and engage with them, though that *per se* may not guarantee any change in policy (Partner Interview).

### C. AFFECTING POLICY REGIMES—THE INTENTS OF POLICY IMPACT

The reviewers found that policy impact for WRC occurs at the program level (e.g., conferences, WRC publications, and meetings) and in how partners envisage policy impact. WRC is prompting several types of intended policy impact: 1) To create new laws or policies in order to support gender equity and development (e.g., Migration projects in Thailand, Costa Rica, and Dominican Republic and LAC Child Support research that has catalyzed important changes that are helping to rationalize the court processes, alter how welfare is determined, and change the legal framework governing child support not only in Barbados but also in other Caribbean countries)<sup>39</sup>; 2) To implement existing laws and policies so women can access public institutions and exercise their rights (e.g., land rights in Pakistan and in East Africa); 3) To modify partially existing policies to address the current situation and demands (e.g., South Asia and LAC Decentralization projects); 4) To create public debate around existing policies to inform public opinion toward social change in the long run (across all themes); and 5) To influence public opinion by changing attitudes and cultural practices (e.g., HIV/AIDS in LAC [#104087] and ICT/FGM in West Africa [#103735]).

Both WRC and its research partners see the value of incremental change as well as more dramatic change that transforms existing policies into concrete gains for women. For example, visible impact on policy and laws pertaining to women's political rights in decentralized governance, national and international laws for women migrant workers, women's rights over land, and their sexual and reproductive rights would all signify large-scale policy gains. However, for policies to translate into real change, cultural practices that provide the foundation for discrimination against women must also change. Influencing communities through gender sensitivity training is producing small but significant gains (e.g., for water user associations in irrigation projects by SOPPECOM, #102927).

The ICT/FGM project (#103735) in Africa is changing the cultural practices of FGM through changing the attitudes and behaviour of young people in the communities. Among the WCG Decentralization projects, UNNATI in India (#102927) is mobilizing communities to change the cultural practices of discrimination against low castes and women, which has a bearing on their performance as elected representatives in decentralized local governance. FUNDE (LAC, #103574) is heightening awareness of how *machismo* and domestic violence deter women from participating in local councils. These projects are helpful in understanding cases in which policies or legislation to improve women's participation in governance are in place but are not fully implemented because of the absence of accompanying cultural or social change.

#### D. SUPPORT REQUIRED FROM WRC

Partners articulated two forms of support that they expect from WRC to enable them to pursue their policy influence work more effectively. Since the translation from research to practice through policy influence requires both interest and change skills that go beyond technical research capacity, both academic and NGOs expressed a need for WRC to support them to convert research findings into effective policy messages. This means learning how to communicate results so that research becomes more relevant, appropriate, believable, and accessible to policymakers.

Since networks can play a critical role in taking policy work forward, there is a demand for WRC to support partners more heavily in developing networks and linkages among peers. Although there has been some support in these areas, WRC has been traditionally focused on research supply rather than research demand. There is now a need to close the gap between the two through developing further networks and linkages (south-south as well as south-north networks) and encouraging further relationships between research partners (producers) and research users.

In sum, the ERT assessed WRC's objectives and believes that it has matured past the point of being "the new program" to becoming an integral and respected part of the IDRC family of programs. The survey of project leaders reinforced key informant interviews and desk reviews in showing that WRC is effectively achieving its objective to support research in the field of women's rights and citizenship. Overall, WRC has made impressive progress in realizing its *core objectives of engendering sound research and analysis, building research capacity, and supporting evidence-based policy influence for social change*.

### PART FOUR. WRC'S PROGRAM EFFICIENCY

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#### I. OPPORTUNITIES

Although not explicitly laid out in its prospectus, the ERT was able to verify that the theories of change held by partners dovetail well with WRC's own implicit programmatic assumptions. This section explores the opportunities and challenges in realizing both partner and program theories and goals, as discovered through project interviews, the survey of project leaders, and desk reviews.

##### A. CREATING OPPORTUNITIES

WRC has been instrumental in helping partners build research capacity and generate quality research. The openness of WRC to gender-related research ideas and its flexibility in grant implementation have combined to create opportunities for partners to pursue research that is high on mutual agendas. Respondents stressed that WRC funding created many opportunities to meet both WRC's objectives and project objectives, for example, through the creation and maintenance of an intellectual community and the opportunity to train and influence young scholars. Research groups held in a peer network mode with seminars and workshops provide opportunities for partners to present work and receive feedback, critiques, and mentoring.

When project teams are selected by WRC (involving different types of partners working on an issue), opportunities emerge for partners to work with senior researchers who are leaders in their disciplines. Learning and sharing within interdisciplinary project teams is enhancing commitment to long-term scholarly engagement. WRC research workshops and links to the IDRC library databases are opening the door to international research findings and related theories. National and international forums are allowing partners to present findings, network, and build theoretical understandings.

## **B. MAXIMIZING IMPACTS THROUGH BROADER COLLABORATIVE MECHANISMS**

One of the greatest strengths of WRC is its thoughtful engagement with many different types of partners and parallel organizations. This functions to amplify the program's effects. WRC invites IDRC central service divisions and Programs to convene panels annually at the UN Commission on the Status of Women (UNCSW), which are repeated at an annual International Women's Day event at IDRC. WRC has collaborated with the Communications and Partnerships Divisions (CPD), and IDRC's GGP, GEH and PCD Programs. The Decentralization and Women's Rights Conference in Mexico was planned as a "team IDRC" event, and included funding from IDRC's Forward Planning Fund and participation of the President's Office, Program and Planning Group, CPD, the LAC regional office, and Programs (PCD, GGP, RPE, UPE, etc.). WRC has undertaken joint projects with RPE on a Gender and Land project (#103428); PCD on the Arab Families Working Group project; and ACACIA on the ICT/FGM Project (#103735). This collaboration extends the potential impact and reach of a small program to global levels.

## **II. CHALLENGES**

### **A. CHALLENGES AND RISKS AT THE PROGRAM LEVEL**

The constraints that work against WRC and its partners are many including the difficulties in communication inherent in international work. Partners and WRC staff were asked to describe challenges or roadblocks arising from the program or its projects, and how these challenges were managed. Of the "Programmatic Risks" outlined in the "IDRC Corporate Risk Profile—2008-2009,"<sup>40</sup> the ERT selected six that pertain to WRC and for which sufficient data were gathered through the review: Where We Work, Recipient Capacity, Program Relevance, Achievement of Research Objectives, Knowledge Management, and Use of Research Results. The ERT found no evidence that WRC has not been managing all of these in a suitable manner. In fact, partners reported that WRC program staff has supported them effectively in meeting challenges associated with these programmatic risks.

This section discusses the six programmatic risks and related challenges. WRC partners face similar challenges but at a different level, and also face multiple challenges relating to fieldwork and relationships with various stakeholders, other project teams, and the internal management of research and resources.

**1. Where We Work:** The global economic crisis and persistent internal and international political conflicts (e.g., Pakistan, Honduras) have the potential to obstruct WRC-funded research and make it less likely that findings will be used effectively in securing women's rights through policy and legal reform. Attempts to conduct research, build capacity, or influence policy are more challenging in times of conflict, political instability, economic crisis, and in post-conflict societies. In Pakistan, for instance, democratic decentralization in the context of a military regime has less resonance with policy makers—decentralization reforms have stemmed largely from external donors rather than from the national government. There is an absence of larger public debate around the issue and only a few stakeholders with whom partners can ally for support. Absence of a rights-based policy framework, change-resistant governments, and vested interests on the part of policy makers render policy influence and social change a formidable task. Lack of reliable government data to undergird research findings also deters successful policy influence.

The persistence and power of deeply rooted social hierarchies and their negative effects on women can be discouraging for partners and community stakeholders alike. Thus, risks surround research on highly charged and politically sensitive topics that have broad policy implications (such as the HIV/AIDS (#104087), ICT/FGM (#103735), and Child Support (#102617) projects). Risks of public rejection occur for even well-researched findings on the status of illegal migrant women, who have no rights in the host country and whose presence has already stimulated public debate, hostility, and negative stereotyping (e.g., Haitian women in Dominican Republic and

Nicaraguan women in Costa Rica). WRC may need to help partners more in publicizing results through the most respected channels to strengthen legitimacy of results and reduce backlash.

**2. Recipient Capacity:** One capacity-related risk for WRC lies in project management and administration. Most senior researchers are comfortable with conducting research—conceptualization, planning, training young researchers, analyzing data and reporting findings—but not with budgeting, managing research funds, financial reporting, or administration of research activities. Some partners feel these duties remove them from the research and create heavy, distracting workloads. This occurs across regions, though most partners in Africa reported this issue as their *major* concern. Management of the research process itself is demanding, but for the first year or two of a project (often relatively inexperienced) project leaders are substantially immersed in writing continuation of grants or new proposals, as well as taking care of administrative issues, reports, human resource management, and budget management.

Complying with timeframes and deadlines that are arbitrarily defined (by IDRC, WRC, academic teaching and research cycles, legislative cycles, etc.) limits time for intellectual leadership or outreach to policy and advocacy networks. Partners asked for additional help from IDRC/WRC: 1) allocating funds to hire staff to help with administrative and financial matters, leaving partners to do research, and 2) training/supporting senior researchers in financial management and reporting. The WRC Program Staff and Regional Offices work to minimize these constraints; the most serious challenges, however, stem from *building research capacity on the ground*, which is explored in detail under Part Three, Program Effectiveness, III, D.

**3. Program Relevance:** Challenges and risks pertain to specific thematic entry points in their power to meet development needs. Finding respondents for interviews and dealing with male dominance in positions of power is presenting particular challenges in relationship to Decentralization projects. Migration as a unique manifestation of marginality (both in cause and result), and the silence and oppression around sex and sexuality is also raising special challenges. The Child Support and HIV/AIDS projects in LAC (#s102617 and 104087) must confront age-old assumptions about the role of women and the nature of the family in society. Along with FGM, these issues are especially sensitive and may result in findings not having the desired impacts. All the thematic areas reviewed for this report required carefully framed research questions and creative research designs; all of the project designs have remained flexible in order to progress towards the achievement of their intended goals.

**4. Achievement of Research Objectives:** The risk that research may fail to achieve project objectives stems from all of the risks put together. Specifically, however, partners discussed the disconnect between their small-scale projects in relation to the large-scale changes they aspire to make. A thematic area generally covers a huge canvas of countries with multiple local levels of government and across enormous geographic regions. In some of the thematic areas reviewed, projects often had no connection to each other, which weakens all of them.

The ERT found that the risk of isolation deepens when multiple project teams in a region (e.g., Decentralization in LAC) encounter problems in conceptualization, administration, and coordination of their efforts. Problems in communication, leadership, and guidance are likely when one organization (however strong) takes on an exclusively administrative role on behalf of WRC, but other organizations actually conduct the research. Coordination of multiple regional or global researchers raises the possibility of partner institutions that are not equally co-operative with the other teams based in the lead institution; this can lead to disagreements at all stages of research. Similarly, negative consequences follow turnover of leadership. Some partners said that financial constraints have in some cases affected fieldwork, data interpretation, and report

writing. Limitations of human and technical resources (and under-funding of research costs) have occasionally produced delays and poor outcomes.

**5. Knowledge Management:** Differences in language, training, experience, and research standards increase the risk that WRC might not be able to effectively capture, document, and disseminate the knowledge generated from its projects. The number of affordable translations is limiting dissemination. Language barriers, especially in multi-country projects, can be difficult to overcome and lead to miscommunication. Even when they share language, partners still face challenges in how to disseminate findings for policy influence. For a program such as WRC, with its applied objectives and aspirations for a global reach, entering the findings into the international academic discourse is of central importance. Ensuring dissemination of findings presents a challenge for WRC, given the scope of its program and resources. It is especially hard for researchers in the South because most research in the developing world is not peer-reviewed or published in internationally accessible outlets. Articles are accessed only when submitted to Northern journals and journals published in English or French.<sup>31</sup> Sharing knowledge and best practices across a region to generate debate and action is a formidable task facing WRC. The project leaders surveyed reported a disparity between contributing to literature in the field (related closely at the most positive end to achieving objectives in women's rights and citizenship as a field) and contributing to significant social change or achieving policy objectives (Annex 10, Figure 10). That is, publishing results in academic outlets does not necessarily lead to change.

**6. Use of Research Results:** The risk here is that research results might not be effectively used to improve people's lives. This is a significant challenge because of the "Where We Work" risks and the lack of receptivity to change in virtually all of WRC's thematic areas. Research on women's rights and citizenship may in itself be threatening to policy-makers, who might ignore, dismiss, or recast valid findings. Sensitive issues such as sex and sexuality can hold back those who might otherwise support change. Resistant cultural stereotypes and sexism rooted in tradition can be hard to overcome, as are issues for which legal remedies are already in place but ignored (e.g., ICT/FGM, #103735). In such environments, only the most incontrovertible research findings can break through cultural barriers. In the face of inequities and gender gaps that cannot be denied, "No one wants to dispute research from a reputable place" (Key Informant Interview). WRC can dilute risk by diligently assisting partners in improving academic rigor and quality through long-term training efforts (e.g., MA and PhD programs); instituting "WRC Fellowships" for publishing scholarly outputs based on project research; incorporating mechanisms for more peer review of research drafts; and increasing dissemination and support for publications.

#### **B. A NOTE ON WRC'S PROGRAM RESOURCE CONSTRAINTS**

The resource question presents a significant challenge for WRC in meeting the constraints outlined above, as its opportunities far outstrip the resources, both human and financial. Limited staffing and budget over the review period has presented a special constraint for WRC as it establishes a reputation and a base of solid research.<sup>41</sup> WRC has met these challenges remarkably well, but because the range of relevant issues is wider than WRC's financial/human resources, there is a danger of employing a scattershot approach. *This does not imply narrowing WRC's thematic areas but building more coherence across whatever areas are selected.*

According to Regional Directors and POs, the number of staff in WRC is small, so it is hard to have the mix of expertise or the regional and global coverage commensurate with its objectives and aspirations. WRC has very limited coverage of the regions, but good knowledge of the regional issues, so regional staff carry an extremely heavy workload. In some cases, like South Asia and West and Central Africa, staff are on half-time assignment for a vast region, and in East and Southern Africa, regional representation of WRC is through Ottawa: "Extraordinarily ambitious and talented staff stretch themselves farther than they were hired to do" (Senior



Manager). While that is positive, staff can easily burn out, which means losing expertise and organizational memory. In a time of budget cuts, “it is difficult to think about adding staff at all.” (Senior Manager). Determining the appropriate level of support for WRC in order to position the program so that it can meet these risks and challenges will continue to be an important question.

## II. EVOLUTION OF ORIGINAL PROGRAM OBJECTIVES

The challenges and constraints delineated above might be expected to result in major shifts in WRC planning or objectives. However, this has not been the case. There has been little evolution in WRC’s program objectives and the program has been able to achieve its objectives in a steadfast manner. The ERT found that both WRC as a program and the projects in this sample stayed fairly close to their original intents and objectives. Some projects went through a period of evolution if partners felt the need to explore additional dimensions, add depth in demographic or theoretical foundations, or rethink research strategies, all toward achieving project objectives.

## III. WRC’S EFFICIENCY IN ITS RELATIONSHIP WITH PARTNERS

The ERT explored efficiency in terms of the program’s relationship with partners during interviews but also in detail through the survey of project leaders. Questions included challenges, successes, and efficacy of M&E processes. *Overall, partners consider the WRC to be a strong, positive, and facilitative program that has helped them grow as researchers and as change agents.*

### A. OVERVIEW OF THE WRC-PROJECT RELATIONSHIP

Survey respondents indicated the level to which they agreed with statements regarding the helpfulness of WRC in meeting challenges and supporting projects (Annex 10, Figure 11). Percentages for the top three scores out of 10 (8, 9, and 10) are combined. The results show that *WRC has been most helpful in providing adequate financial resources for the project (78%), giving helpful feedback on the initial proposal (69%), and providing guidance to the project (65%).* About two-thirds (66.7%) of the respondents strongly felt they understood WRC’s programmatic thrust and intent, but only slightly more than half (57.5%) strongly agreed that they understood how their research fits with the research that others are doing in a thematic area. *This finding underscores the need for greater WRC support for linking and networking researchers and research projects to each other in future.* That respondents uniformly praised WRC’s constructive comments at the proposal stage could be construed as an early point exercise that has positive results for program implementation down the road.

### B. MAIN SUCCESSES AND CHALLENGES IN THE PROGRAM-PARTNER RELATIONSHIP

Survey respondents whose projects were well underway<sup>42</sup> said that WRC has helped bring stakeholders together, create wider regional networks, provide helpful insights and feedback, build credibility for research institutions, support the advancement of knowledge, and enable local women to use science for advocacy. Most significantly—WRC has allowed for completion of research that would otherwise not be possible and increased capacity in research and advocacy. Interestingly, over one-third of the respondents reported that they did *not* require further funding from WRC, which suggests that other sources were located, the project achieved its ultimate goals, research priorities changed, or key players changed (or some combination of these and other factors). *This finding suggests some degree of success of WRC’s support in institutional/individual capacity building*

When asked to identify the main challenges in the collaboration between their organization and WRC, some respondents identified no major challenges and some commented on WRC’s good and prompt communication: *We can communicate about any raised issue to each other very well. WRC always responded promptly* (Survey Respondent). The relationship has been productive and mutually beneficial; only turnover in POs and occasional weak communication and feedback

stemming from language difficulties were considered a program-level challenge. At the partner level, challenges included coordinating key players for decision-making and management of the research process, under-funding, and difficulties complying with the Memorandum of Grant Conditions. The majority of survey respondents had been able to identify and retain qualified project team members, but only about a third was able to do this very well (Annex 10, Figure 7). Some loss of key staff appears to plague many of the projects.

### C. WRC MONITORING AND EVALUATION MECHANISMS

The program expects research partners to deliver research outputs as per the project proposal. Monitoring undertaken by the lead PO includes annual field visits, feedback on interim and final technical reports, and Project Completion Reports (PCRs) at the end of a project done by the lead PO with the SEP Director. For some projects, an external monitor/evaluator might be attached if the research partner would benefit from the capacity building embedded in this mechanism.

*The survey results showed that 63% of respondents rated WRC Program Staff high for giving useful mid-term feedback on partners' self-evaluations (interim technical reports) and final report feedback (58%); importantly, however, only 50% said that the mid-point review (their own self-evaluation) adequately captured the main findings (Annex 10, Figure 11). Interviewees suggested that efficacy of the monitoring process depends on how closely the Project Leader and the PO are in communication throughout the project. If the relationship is strong, the partner can feel confident that WRC has a good sense of the progress and can intervene or guide, as necessary. If communication is poor, then true progress may be masked or misread.*

WRC has been supporting universities, NGOs, and CSOs in research and policy influence for change. All types of respondents praised this business model; however, it would be useful to understand fully its advantages and risks (beyond the scope of this review). Program-wide analyses and studies can discover what works best in strategic terms. Additional evaluation activities at the program level would help WRC learn more from projects in a contextualized way. Meta-analyses of existing data and cross-project impact studies would serve WRC well in future planning and in supporting partners. To improve effectiveness, WRC could:

- ✚ Conduct a systematic institutional portfolio analysis to answer strategic programmatic questions: Is it best to support regional networks or NGOs, universities or a mixed portfolio? Which type of investment has the highest payoff in policy influence? What factors favor entering the academic and policy discourses? What is the relationship between type of institution and impact on policy? What impacts of models such as training institutes and regional hubs? What other models might be more effective and efficient?
- ✚ Strategically assess portfolios of regional institutions that might take a sustained responsibility in research capacity building.

## PART FIVE. CONCLUSIONS AND IMPLICATIONS

### I. WRC'S IMPACT AS A PROGRAM

With these understandings of how WRC has proceeded to date, the ERT moves to conclusions and implications that can make a strong, dynamic program even stronger. WRC's rationale is bridging global issues of women's rights, citizenship, and governance, and crystallizing them into highly relevant thematic areas that guide partners from design of projects to dissemination of findings.

The program rests on a solid footing. In most of the cases reviewed it is generating high quality research results and is publicizing them, is building networks, entering policy dialogues, and conducting outreach. Work on decentralization and migration are excellent examples of WRC's reach, with multiple projects across regions. The work on family law, sex ratios, and child

support has also been productive in policy influence and media coverage: “*Compared to the rest of IDRC, WRC has been very successful at getting its work into the public domain and the press, and they haven’t shied away from sensitive issues*” (Senior Manager).

*The program’s longer-term funding, strong commitment to capacity building and policy influence, and its clear, consistent focus on rights and citizenship combine to set it apart.* WRC is making an important contribution by going beyond pure research and being more practically oriented toward social change. Forging partnerships among widely different stakeholders has brought depth to the program and extended the reach of partners. Partners praised effective management of the program.

Key informants stressed that the program’s conceptual framework is highly valued and essential for moving research and action forward in this field. Partners reported that WRC partnerships have benefited the social fabric of communities because research-to-action partnerships are the precursor to passing laws, changing policies, and improving lives. Communities that do not often see anticipated outcomes have benefited from new or revamped structures and administrative processes (e.g., in the LAC Child Support project, #103735).

*Sustainability will depend in part upon WRC’s ability to provide highly visible leadership in the international community by emphasizing the pivotal role of women’s rights and citizenship.* Mechanisms are in place for WRC’s sustainability: strong conceptual elements, effective program implementation, and a strong comparative advantage in funding applied research on women’s rights and citizenship. WRC is the only program at IDRC explicitly organized around human rights and has significant potential to reconfigure how researchers, policy makers, and women in general think about women’s rights and citizenship. In the view of partners and international organizations interviewed, WRC support for research leading to action fills an important gap in existing funding opportunities for partners in the South. Respondents of all types commented that few resource providers exist for action-oriented research, or research in sensitive areas such as SRR—and in many instances, partners believe that WRC is the *only* funder.

## **II. CORPORATE LEVEL IMPLICATIONS**

The ERT believes that WRC is a coherent and highly respected program, given the strength and positive findings of this review. However, international organizations and some partners were usually quick to recognize IDRC, but vague about WRC, or could not readily identify WRC as a program initiative within IDRC. More knew of the Gender Unit, which operated for a much longer period, so this is probably a reflection of the program’s relative youth. In this sense, IDRC may need to intensify efforts to increase WRC’s visibility as a program. This would imply building connections among *all* thematic area projects in a region (not necessarily just those funded through WRC): “IDRC could build more linkages; we need a more substantive view” (Partner Interview).

## **III. PROGRAM LEVEL IMPLICATIONS**

After reviewing the suggestions made by partners and others, assessing WRC’s strength as a program with projects across the globe, and conducting a statistical analysis of factors that contribute to program effectiveness (based on the survey and provided separately to the WRC Program Leader), the ERT draws several implications for WRC as a program.

### **A. IMPLICATIONS RELATING TO RESEARCH CAPACITY BUILDING**

Isolation of projects from each other reduces research quality, analytical rigor, and the possibilities of policy influence. People learn from each other in facilitated meetings, building capacity and garnering insights. WRC could play a much stronger role in breaking down the isolation between partners/projects and in building capacity for both research and policy



influence. This two-pronged strategy would strengthen the program and establish a common foundational knowledge through building better linkages among researchers at every level.

**1. Improve Research Capacity Building:** Although partners generally considered the existing WRC support to be of exceptional quality, the program could offer more intensive, systematic methodological training, given the risks inherent in working with grassroots organizations and non-social science staff. This is a most important strategy for developing a cadre of qualified researchers in the South who can do cutting edge research on women's rights and citizenship.

**2. Engage in Closer Monitoring to Help Build Capacity:** It is very important for WRC to address more directly the tensions inherent in the working relationship between activists and established researchers. WRC works to balance the need for capacity building and excellence of research outputs, but because of the type of partners WRC works with and the activist nature of social change work on socially contested issues, it is critical that WRC engage even more intensively with partners to ensure quality data to support advocacy. WRC funding can involve both corporate and project risks, so more formative program and project-level evaluation is recommended. Because academics and community partners work together on these projects, there is often a steep learning curve around research design and communication of findings. Tighter monitoring would help detect and resolve challenges earlier.

**3. Maintain a Balance between Research and Policy Influence:** WRC funds a wide variety of partners that vary greatly in terms of research capacity versus policy influence. The review shows that smaller organizations with a policy focus can partner very effectively with larger research institutes, but that building capacity can be challenging. To support both scope (reach) and depth (building expertise), continue to identify and build capacity among *a few institutions* capable of amassing a rich body of knowledge over time; such institutions can assist with networking, build regional or sub-regional capacity, and serve as focal points for conferences, workshops, and training. However, these institutions must be carefully monitored for quality of leadership.

#### **4. Develop Much Stronger South-South Linkages in All WRC Regions**

Although such major, collaborative events as the Mexico Decentralization Conference can be relatively expensive for WRC, the trade-off comes in being able to present significant findings to wider audiences than are accessible through traditional academic channels; this moves policy debates forward and maximizes knowledge sharing and network building in the South among partners and others. An expanded WRC website with more knowledge sharing from partners on their research and policy influence activities would provide a stronger foundation for conferences.

### **B. IMPLICATIONS RELATING TO RESOURCE ALLOCATION**

**1. Use Limited Resources Strategically:** In light of limited resources and cutbacks among other donors, WRC could lose vitality if it spreads itself too thin. In the view of the ERT, focusing WRC programming more would bolster its strategic value in regional and global networks. This would include building capacity in targeted areas and inter-linking topics across thematic areas for more focused analytical impact.

**2. Refocus Funding Structures toward a Cohort Model:** WRC is committed to building research capacity and creating cadres of feminist researchers—at the same time as it is concerned about generating a solid body of knowledge based on high-quality research. Yet, capacity building, interconnecting partners, and knowledge sharing appear to be major challenges for a program with projects on multiple themes and a global reach. The program should consider moving to a “cohort model” of grant making—that is, to identify, select, fund, and prepare a *cohort* of partners on a small set of themes at the same time, once a year. This would help focus and interlink the thematic areas, facilitate research capacity building, and rationalize intra-

regional, cross-regional, and international knowledge sharing, networking, and conferencing. It would also allow more systematization of M&E, focus documentation on the website and Live-Link, and facilitate ease of communications in general. WRC should also consider different capacity building models and track their merits to determine the most effective model.

**3. Expand Strategic Partnerships with International Agencies:** The program should consider working even more closely with international organizations that have far-reaching networks to facilitate important linkages into the international community and (through their regional offices) into national/local communities. Involvement in the annual meetings of the Commission on the Status of Women has been important for WRC and its partners. Consider regional development banks (IADB, AfDB, ADB, etc.) as *partners* (rather than just as donors) to support research in the field; even if co-funding is not forthcoming, knowledge bases developed by such banks and their networks can extend WRC's reach.

### C. IMPLICATIONS RELATING TO POLICY INFLUENCE

#### 1. Target Themes that Have a Good Chance of Influencing Policy:

WRC supports and intends policy impact through both large, systemic transformation of policy regimes (including laws) and small, incremental gains (including attitudinal shifts). Presently, many key findings and lessons learned are not shared beyond project files. Policy influence depends on building knowledge for action between actors. WRC could extend the reach of its policy influence work by consolidating key findings across different themes and sub-themes and engaging in more research synthesis and sharing lessons learned by partners across regions on how to engage at the institutional level.

**2. Maximize Policy and Social Change Impacts:** Although WRC is firmly rooted within the field of women's rights as articulated in key international instruments (for example, the MDGs), WRC could maximize its policy impacts by selecting some research projects that *explicitly* build evidence for what works in achieving these goals (all of which depend on women's rights for realization). Policy implications will be more transparent to governments and the findings would have more immediate relevance for policy debates and social change efforts.

## VI. FINAL COMMENTS

WRC appears to have made impressive strides towards accomplishing IDRC's mission of "Empowerment through Knowledge." Mechanisms are in place for WRC's sustainability: strong conceptual elements, effective program implementation, and a strong comparative advantage in funding applied research on women's rights and citizenship. Partners and others interviewed perceive WRC as a critical player in the field of women's rights, with its approach to social change, support for partners, and impacting the academic and policy discourse. They see women's rights and citizenship as a critical field for investing resources for research and social change. It makes sense for the program to further connect women's rights and citizenship to the larger processes of political participation and governance (beyond decentralization), so as to take WRC to a higher level of discourse and, potentially, of impact.

Future program success will in part depend on continuing efforts to be proactive and selective without losing focus, becoming more strategic in research capacity building and forging partnerships, disseminating knowledge on a few core issues of regional/global relevance, and more strategically building strong, empowered, and institutionalized networks. This is the complex challenge of the next few years.

## ENDNOTES

<sup>1</sup> [Program results] should take into account, but need not be limited to, the following: the effectiveness of the program at promoting the dissemination, communication, and utilization of research findings; the contributions of the program to building or strengthening capacities of researchers, organizations, research users, and institutions; the contributions of the program to influencing policies; the influence on technology development, adoption, or adaptation; any changes in relationships, actions or behaviors of project partners and other stakeholders (individual, organizations, groups, etc.), including any relationships that the program affected that contributed to development results (e.g., formation of networks, involvement of stakeholders, collaboration among researchers, etc.); changes in state (e.g., improved health status...environmental conditions); any contributions of the program to a greater understanding and consideration of inclusion of gendered perspectives in research and research processes (amongst program partners and within the field of research); and any other outcomes.

<sup>2</sup> Much of the data on these items was submitted to WRC under separate cover, since the review was directed to the corporate level. The overall quality of the findings was usually excellent; contribution to the policy and academic debates was very good, but varied by project. WRC has a unique niche as discussed further in the document.

<sup>3</sup> These objectives are explicated on WRC's website; WRC operates under the SEP objectives, as well: "[SEP] focuses on public policies that can help to reduce poverty and enhance social equity in developing countries. It works to strengthen long-term research capacities, to support policy-relevant research on issues of immediate policy concern, and to facilitate public accountability by helping researchers and civil society organizations participate effectively in policy debates at the local, national, and international levels."

<sup>4</sup> <http://www.idrc.ca>.

<sup>5</sup> The working definition of capacity development for IDRC "is the process by which individuals, groups, organizations, institutions and societies: increase their ability to identify and analyze development challenges, and to conceive, conduct, manage and communicate research that addresses these challenges over time and in a sustainable manner." <http://www.idrc.ca>.

<sup>6</sup> Adapted from the "WRC Program Initiative, Description of the Program for 2006-11," IDRC, pp. 4-5.

<sup>7</sup> **Field Visits:** The field visits included building documentation of outputs, interviewing project leaders and partners, and interviewing (whenever feasible) policy and advocacy stakeholders. **Desk Reviews:** Desk reviews entailed comprehensive review of such materials as PADs, strategic evaluation reports at the Centre-wide level on policy influence, capacity building, networks, and risk management, and iPCRs and PCRs (to assess the quality and relevance of research strategies and outputs). The field visits relied heavily on desk reviews; other documentation was sought in the field. Telephone or Skype interviews constituted part of desk reviews, especially in cases of projects without sufficient available documentation.

<sup>8</sup> Given limitations of time and resources, the number of projects reviewed was scaled down. The number of days allotted to the review was inadequate given its scope. Rather than compromise the integrity and quality of the review, the RT decided to put in additional, unpaid days to complete the tasks. For example, team members were allotted 45 days each (plus 10 for the team leader); travel days alone involved 23 days for LAC. The Africa team member translated tapes for West Africa from French into English to keep up with analysis of data, which took at least 10 days. Reviewing documents involved far more days than allotted in the Work Plan. Nonetheless, no changes were made to the Work Plan. Challenges in the field included the necessity for multiple emails and phone calls to targeted respondents in order to secure interviews, especially in Asia and Africa. Challenges of documentation retrieval were reported in the WRC Progress Report (June 7, 2009). Livelink and Intranet access to the IDRC database proved to be cumbersome and time consuming. Having relevant documents for each project was very useful, but titles should be more informational, going beyond project number to include type of document.

<sup>9</sup> [http://www.idrc.ca/en/ev-29737-201-1-DO\\_TOPIC.html](http://www.idrc.ca/en/ev-29737-201-1-DO_TOPIC.html).

<sup>10</sup> Proposal for project 104087: Building Responsive Policy: Gender, Sexual Culture and HIV/AIDS in the Caribbean, pp. 10-11.

<sup>11</sup> In the LAC-Decentralization project, mayors and councilwomen (as both partners and respondents) linked the importance of WRC funding to their concerns for democracy and governance: "As mayors, we are closer to the roots of the problems." Devolution is an important, relevant issue for us." In Africa, the notion of devolution, and how local governments interpret women's land entitlement are relevant issues.

<sup>12</sup> WRC is planning a conference, similar to the Decentralization Conference, in order to bring more clarity to this concept.

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<sup>13</sup> “Feminist research” focuses on the question of gender power relations and the (less equal) social construction of “female” that is often enforced through violence and intimidation. Most partners approach their research from a feminist perspective and see WRC as focused on feminist research. The research frameworks and methods maintain a clear focus on women. Most projects have sought to capture men’s responses to women’s rights and citizenship issues, but (as in the Pakistan land rights project) did not “go deeper into the emotional complexities or nuances.” Keeping women central to the enquiry provides a feminist thrust through explorations of gender power relations (“gender regimes”). The power equation then becomes central to the enquiry, regardless of issues.

<sup>14</sup> The FGM project in West Africa, decentralization projects in East Africa and LAC, and migration projects in South Asia, LAC, and West Africa have used a citizenship approach.

<sup>15</sup> For the Migration project in Africa, WRC is the first to have given substantial funds to these researchers, which allowed the project to “come out from our usual thematic areas of sexual rights linked to the issue of religion and fundamentalism.” For the Gender Laboratory, Senegal, WRC’s role in institutionalizing gender and building capacity of researchers has increased the visibility, credibility, and capacity of the Institute; this will have a positive impact in the future in developing research relevant to policy. The project helped establish gender-related research and particularly social science research within institutions that are “dominated by economists and technocrats” and helped point the directions in which women’s issues need to be examined for effective social change and policy. The Decentralization project in Asia was the first large research project for the grassroots organization; WRC funding helped create a research base and capacity for the organization, build social sector expertise among CSOs engaged in development research and practice, expanded the research work of organizations by bringing policy dimensions to their work, and helped strengthen gender-based research in organizations. The same is true for the FUNDE projects on Decentralization in LAC, where community members, including councils, gender units, and centers against domestic violence linked with a research institute to conduct the research.

<sup>16</sup> WRC Objectives, <http://www.idrc.ca>.

<sup>17</sup> In some instances, partners added dimensions during the research to bring in new insights. For example, CDS in South Asia (#102927) added the voices of widow’s associations; CFLR (South Asia, #103498) added citizenship.

<sup>18</sup> Attendance at conferences includes, for example, the annual sessions of the UNCSW, conferences of the International Association for Feminist Economists, the Middle East Studies Association, the Latin American Studies Association, the Association for Women in Development Forum, and the biannual Indian Association of Women’s Studies.

<sup>19</sup> Some reports indicate excellent quality. Examples include the FGM project in West Africa (#103735), CDS Decentralization project (#102927-005) and CFLR Migration project in South Asia (#103498), Migration in MENA (104090), and Migration, Decentralization, and Child Support in LAC (#s104785, 103754, and 102617). Detailed partner views of quality of outputs have been forwarded to WRC under a separate annex. Certain inadequacies in research quality (lack of analytical rigor) do not automatically disqualify the overall merit of the projects or raise questions about supporting them. The RT has taken a balanced view of the projects, keeping in mind IDRC/WRC overall goals for policy influence and change. It is only in one area that some projects are not up to the mark, which means that they have done well in

other four areas, in spite of limitations in time and other resources.

<sup>20</sup> South Asia Decentralization project (#s102927-003, 102927-004, 102927-006, and 102927-007).

<sup>21</sup> WRC Objectives, <http://www.idrc.ca>.

<sup>22</sup> Adapted from “IDRC-Supported Capacity Building: Developing a Framework for Capturing Capacity Changes” by Stephanie Neilson and Charles Lusthaus, February 2007.

<sup>23</sup> In Africa, in the context of particularly poor expertise in research capacity in gender studies, WRC made targeted, special investments for capacity building. Hence, this section on capacity building outcomes covers Africa in more detail than other regions.

<sup>24</sup> “Framework for Evaluating Capacity Development in IDRC,” prepared for the Evaluation Unit, IDRC, by Anne Bernard and Greg Armstrong, February 2005.

<sup>25</sup> “Institutions” refers to both academic institutions as well as civil society organizations, including NGOs.

<sup>26</sup> The long-term objective is to build a core of researchers in Africa who will be able to use the ideas of citizenship and devise research in the long term, and to develop theory building from Africa.

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<sup>27</sup> The first Institute took place in August 2008, with participants from Uganda, Madagascar, Ethiopia, Congo, and Zimbabwe. The project is to train 45 young researchers during its three years. Thirty participants have been trained in two institutes; three more sessions are planned. The RT has analyzed the first institute; the results of the second were not ready as of this review.

<sup>28</sup> Senior researchers, often project leaders or co-researchers, understandably do not feel the need for capacity building. However, if we look at the range of support WRC provides—assistance during conceptualization, creating access to good resource materials, hosting workshops, creating networks, assistance in publication, and so forth—it becomes evident that individuals, the research team as a whole, and the partner institutions have benefited.

<sup>29</sup> The first workshop for decentralization projects in Buenos Aires was useful for conceptualization; the second workshop in Delhi brought the researchers together when they were midway through the project, and they could discuss the emerging findings and sharpen their arguments. The third workshop in Katmandu, as the projects were closing, allowed partners to discuss project findings. Inviting academics from the region to comment on the findings was very helpful.

<sup>30</sup> A public launch of the book *Planning Families, Planning Gender: The Adverse Child Sex Ratio in Selected Districts of Madhya Pradesh, Rajasthan, Himachal Pradesh, Haryana and Punjab* was held on September 18, 2009 at the Jawaharlal Nehru University (JNU), New Delhi, India. The event was jointly hosted by the Women's Studies Programme, JNU, the Centre for Women's Development Studies, and the International Development Research Centre, New Delhi.

<sup>31</sup> Maintaining positive situations for female researchers living in the field can also be problematic.

<sup>32</sup> Substantive expertise does not necessarily coincide with the right mix of research skills for a specific project. The MENA-AFWG project amassed a Core Group of several researchers who reflected a balance of disciplines, ages, and gender; they closed the group's membership because fluidity of researchers "changed the dynamic too much." The Core Group then opened up to co-researchers, continuing the pattern of making the field more accessible. For some projects, such as the HIV/AIDS project in LAC or the ICT/FGM project in Africa, some team members must be relatively young, *and* have research skills and the ability to discuss sexuality without biasing the conversation: "You have to find the skills that you need, along with diverse backgrounds and ability to engage in a topic like sexuality without being grounded in religious fundamentalism." Finding males is especially hard for the HIV/AIDS project.

<sup>33</sup> This is one model. WRC funded another capacity-building project in gender research with the University of Cape Town: Building Capacity for Feminist Research in Africa--Gender, Sexuality and Politics, 2006-2008.

<sup>34</sup> The total budget of the project is CAD \$923,360; it targets 45 participants for three training institutes (15 for each institute), hence CAD \$20,519 per beneficiary, which raises questions about cost effectiveness.

<sup>35</sup> The partner may not continue with this model because of the complex planning/organization required.

<sup>36</sup> Fred Carden, "Capacities, Contexts, Conditions: The Influence of IDRC-Supported Research on Policy Processes," IDRC Evaluation Unit Highlight 5, 2005.

<sup>37</sup> The reviewers understand that research on women's rights and citizenship may in itself be threatening to policy-makers, and that findings might be ignored, dismissed, or recast. Nonetheless, as this objective is central to IDRC, SEP, and WRC, this review explores how and to what extent this objective is being met and documents the obstacles in meeting the objective. The focus remains on examining how well WRC is able to *support* the generation of sound empirical evidence on issues that hinder women's rights and citizenship, independently of their interconnectedness or disconnectedness to policy. The translation from research to practice through policy influence requires both interest and special skills on the part of the researcher that go beyond technical research capacity.

<sup>38</sup> Forest Action has been a member of confederation of the organizations working in the sector of natural resources. Implications related to women rights (particularly rights to representation in decision making in all levels by more than 50 percent) were given to the Constituent Assembly through the confederations. Forest Action has also been a member of NGO Federation of Nepal, a network of 4500 NGOs working in human rights, women rights, environmental justice, and just and democratic governance.

<sup>39</sup> "In Barbados, the Attorney-General and Ministry of Family, Youth and Sports have indicated their interest in moving forward to reform the child support law...in Trinidad and Tobago, the research was able to show where the new family court has improved services. The research results were also used to provide technical support to the Organisation of Eastern Caribbean States Family Law Reform Project, more specifically to drafting model child-support legislation. In addition, the research was presented to a

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consultation in Antigua and Barbuda and was used in that country's legislative reform process. A new child support law for Antigua and Barbuda went through Parliament in April 2008." [http://www.idrc.ca/uploads/user-S/12517468141AR\\_2008-2009.pdf](http://www.idrc.ca/uploads/user-S/12517468141AR_2008-2009.pdf), p. 23.

<sup>40</sup> [http://intranet.idrc.ca/uploads/user-S/12209711821Corporate\\_Risk\\_Profile\\_Eng.doc](http://intranet.idrc.ca/uploads/user-S/12209711821Corporate_Risk_Profile_Eng.doc).

<sup>41</sup> WRC is a small program in size and resources in absolute terms, so it is exposed to some limitations in terms of continuation of projects into a second or third phase, even when they are promising. WRC is also a small program in relative terms within IDRC as a new and "exploratory" program (it is small in budget to some other programs, but similar in staffing proportional to its budget). Compared to the resources available to the GU, the program has seen a huge increase in IDRC funds.

<sup>42</sup> The leading Indian journal was only recently digitized and put on a website, but is still not captured in most international databases. In China, all journals are published in Chinese only, so insights are lost to most researchers in other countries. For Asia, outside of India, some researchers struggle to write in English, so they publish more in their native language and are typically overlooked by the international community. The same problem is true to a slightly lesser extent for researchers working in Spanish or other languages. A handful of respondents had not yet started their projects, but agreed to respond to all the questions they could answer at this point, including about their experiences with proposals and start up.

## Annex 1: RESEARCH DESIGN, SCHEDULES

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### I. LEVEL OF ANALYSIS

This review of WRC was conducted on four related levels, using an integrated data analysis process: Institutional, Program, Portfolio, and Project. These are presented below from the highest level to the lowest; desk reviews, project field visits, and interviews did not necessarily follow that order. A list of interviewees is provided in Annex 4.

**Institutional Level:** Telephone interviews at the corporate level, including the WRC Program Leader (Rawwida Baksh), Director of SEP (Brent Herbert-Copley), and Regional Directors (Federico Burone—Latin America and Caribbean; Kathryn Touré—West and Central Africa; Connie Freeman—Eastern and Southern Africa; and Stephen McGurk—South Asia and China).

**Program Level:** Telephone and in-person interviews with strategic partners,<sup>1</sup> IDRC HQ staff, and regional staff. This included:

1. Ramata Molo Thioune, WRC Program Officer, West and Central Africa Regional Office (WARO), Dakar
2. Eileen Alma, WRC Program Officer, Eastern and Southern Africa (ESARO), Ottawa
3. Francisco Cos-Montiel, Senior Program Specialist, Latin America and the Caribbean (LAC), Ottawa
4. Navsharan Singh, Senior Program Officer, South Asia and China (SACRO), New Delhi

**Portfolio Level:** Desk reviews, bibliographic scan, and reviews of the WRC website, conferences, support to projects, communications, articles, workshops, and conferences, publications, etc. Portfolio was analyzed in terms of changes in size, quantity and resource allocation. Bibliographic scan included online search in peer-reviewed or other appropriate journals and databases relevant to the thematic areas.

**Project Level:** Desk reviews, field visits, telephone and in-person interviews with project leaders, strategic partners, co-funders, policy-makers, advocates, and other researchers, as available. Analysis of scientific quality of project (and hence program) outputs such as publications and other dissemination products; all project outputs from case studies were analyzed, in addition those provided by the PI staff.

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<sup>1</sup> Strategic partners, including staff of UN agencies, are listed under the specific projects for which they were interviewed (Annex 4).



## II. SITE VISITS AND SCHEDULES

**Table 1: Field Visits and Desk Reviews by Region, Entry Point**

<i>Thematic Area</i> \ <i>Region</i>	<b>AFRICA</b> (Shoa Asfaha)	<b>ASIA</b> Ranjita Mohanty	<b>LAC/MENA</b> Janet Billson
<b>MIGRATION</b>	104891 Women, Migration and Rights in Mali and Sénégal	103498 (desk review) Cross-Border Movements, Female Migration and Human Rights (India, Nepal, Bangladesh)	104785 Women Migrants Advocacy in Latin America
<b>WOMEN'S CITIZENSHIP AND GOVERNANCE</b> (Decentralization and Land Rights)	103391 (desk review) Phase I Politics, and the Construction of Women's Citizenship (Uganda, Kenya and Tanzania) and #104843 (desk review) Phase II Decentralization, Local Rights and the Construction of Women's Citizenship: A Comparative Study in Kenya, Tanzania and Uganda)	103851 Gender, Cross-Border Migrant Workers and Citizenship...Burmese-Thai Border	104090 (desk review) Arab Families and Youth: A Century of War, Migration and Displacement
<b>SEXUAL AND REPRODUCTIVE RIGHTS</b>	103735 Contribution of ICTs to the Rejection of FGM in Francophone West Africa	101429 (desk review) Addressing the Adverse Sex Ratio in Selected Districts in Northern India	104087 Gender, Sexual Culture and HIV/AIDS in the Caribbean
<b>ECONOMIC RIGHTS</b>		103428 (desk review) Women's Rights to Land in Pakistan	
<b>ACCESS TO JUSTICE</b> (Child Support)			102617 Child Support, Poverty and Gender Equality in the Caribbean (Phase I) w/comments on [105493 (Phase II)]
<b>WOMEN'S CITIZENSHIP AND GOVERNANCE</b> (Capacity Building)	104909 (desk review) Training Institute: Women's Rights, Citizenship and Governance in Sub-Saharan Africa		
<b>WOMEN'S CITIZENSHIP AND GOVERNANCE</b> (Conferences, Networking, Action Learning)	104029 Institutionalizing Gender and Women's Rights and Citizenship at Cheik Anta Diop University in Dakar		105098 Decentralization and Women's Rights



**Table 2. Work Plan: Dates, Locations, and Days by Team Member**

WORK COMPONENT	REGIONAL OFFICES <sup>2</sup>	RESEARCH DATES and LOCATIONS	REVIEW TEAM MEMBERS and ESTIMATED # OF DAYS		
			Billson	Asfaha	Mohanty
<b>START-UP</b>	OTTAWA	FEB 10-12	3	3	3
<b>METHODOLOGY FINALIZATION</b>	MAINE	FEB 13-APRIL 8	2	2	2
<b>DESK REVIEWS (work plan finalized March 20)</b>	[Home offices]	MAR 7-APRIL 30 (and beyond)	5	5	5
<b>SURVEY DESIGN AND ADMINISTRATION</b>	[Home offices]	APRIL 20-30; returns throughout June	0	0	0
<b>SOUTH ASIA CLUSTER And Southeast Asia</b>	DELHI	MAY 9-15, 22-27 May, 31 May- 4 June (Bangkok), JUNE 28-July 1 (Nepal), JULY 25-31 (team meeting, Maine)	0	0	14
<b>WEST AFRICA CLUSTER</b>	DAKAR	MAY 16-28 JULY 25-31 (team meeting, Maine)	0	14	0
<b>LAC CLUSTER</b>	MONTEVIDEO	APRIL 28 (Windsor) APRIL 29-30 (NYC) MAY 3-13, May 27-June 7 (LAC)	14	0	0
<b>SURVEY ANALYSIS</b>	MAINE	JUNE 15-30	8	0	0
<b>ANALYSIS OF QUALITY (SCIENTIFIC OUTPUTS), NETWORK ANALYSIS</b>	Offices	JULY	3	3	3
<b>PROGRESS REPORT AND TABLE OF CONTENTS</b>	Home offices	MAY 27-June 17	2	2	2
<b>TEAM MEETING: ANALYSIS OF RESEARCH QUALITY/POLICY INFLUENCE/ CAPACITY BUILDING; THEMATIC/PORTFOLIO /PROGRAM ANALYSIS</b>	MAINE (HOSTED AT BILLSON'S HOME)	JULY 25-31, Maine	[5]  [days included in "Draft Report Writing"]	[5]	[5]
<b>DRAFT REPORT WRITING</b>	Home offices	JULY 1-SEP 3 (SUBMIT SEP 18)	14	14	14
<b>REVIEWING COMMENTS</b>	Home offices	OCT 12-NOV 6	1	1	1
<b>FINAL DRAFT REPORT</b>	Home offices	NOV 6	3	1	1
<b>Total Days</b>			<b>55</b>	<b>45</b>	<b>45</b>

<sup>2</sup> For informational purposes only. West and Central Africa and South Asia Regional Offices were visited.

### **III. THE ROLE OF THE SURVEY**

The survey, conducted in June-July 2009, gathered data at each of the levels of analysis. The survey added value by providing breadth of data and analysis required for a broader view of *all* WRC projects; case studies provided requisite depth. The survey was sent to all project officers and program partners via email with an embedded link to the questionnaire.

This type of documentation across projects helps avoid the pitfalls of case studies, which are valuable for in-depth understanding of the research and policy outcomes of WRC initiatives, but are also subject to being skewed by unique and particular circumstances (such as poor leadership, personality conflicts, mismanagement of funds, weak research capacity and management, personal illness of grantees, local or regional crises, etc).

The survey focused heavily on research outcomes per se (themes, topics, length of publications, publishing venues, etc.). Respondents were asked to rate the effectiveness of their advocacy activities, policy initiatives, capacity-building endeavors, and networking activities, as well as the adequacy of budgets and other WRC or partner support. Questions focused on the value added by IDRC/WRC support and capacity development for the outcome areas (quality research, capacity building, and policy influence), and the achievement of general program objectives.

The team developed the instrument in consultation with the EU; it was administered through Billson's office. Survey data were entered into SPSS (Statistical Package for the Social Sciences) and analyzed by thematic area, by region, and by outcome area. Key results are reported throughout the report, as relevant; figures are presented in Annex 10.

## Annex 2:

### LIST OF PROJECTS:

### FIELD VISITS AND DESK REVIEWS

**Table 3. Work Plan: Field Visits and Desk Reviews**

<b>WEST AFRICA PROJECT LIST—FIELD VISITS</b>				
<i>Shoa Asfaha</i>	PROJECT NUMBER	PROJECT NAME	PROJECT LIFE	LOCATION (italics indicates field visits for multiple-site projects)
<b>THEMATIC AREA ENTRY POINT</b>				
<i>MIGRATION [Research Quality]</i>	104891	WOMEN, MIGRATION AND RIGHTS	2008: 02/15 2010: 08/15	<i>Senegal, Mali</i>
<i>SEXUAL AND REPRODUCTIVE RIGHTS [Policy Influence]</i>	103735	FEMALE GENITAL MUTILATION	2006:10/27 2009: 4/27	<i>Senegal, Mali (Burkina Faso, desk review only)</i>
<i>WOMEN'S CITIZENSHIP AND GOVERNANCE [Capacity Building]</i>	104029	INSTITUTIONAL-IZING GENDER & WOMEN'S RIGHTS & CITIZENSHIP	2006: 10/16 2009: 02/16	<i>Senegal: Cheikh Anta Diop University of Dakar</i>
<b>AFRICA PROJECT LIST—DESK REVIEWS</b>				
<i>Shoa Asfaha</i>	PROJECT NUMBER	PROJECT NAME	PROJECT LIFE	LOCATION
<b>THEMATIC AREA ENTRY POINT</b>				
<i>WOMEN'S RIGHTS AND GOVERNANCE (Decentralization and Land Rights) East Africa [Policy Influence]</i>	103391 Phase I	POLITICS AND THE CONSTRUCTION OF WOMEN'S CITIZENSHIP	2006: 02/09 2010: 07/01	Kenya, Uganda, Tanzania (Center for Basic Research)
	104843 Phase II	DECENTRALIZATION, LOCAL RIGHTS, AND THE CONSTRUCTION OF WOMEN'S CITIZENSHIP		
<i>WOMEN'S RIGHTS AND GOVERNANCE Sub-Saharan Africa [Capacity Building]</i>	104909	TRAINING INSTITUTE: WOMEN'S RIGHTS, CITIZENSHIP AND GOVERNANCE IN SUB-SAHARAN AFRICA	2006/02/27 2008/08/27 (Planned Completion Date)	University of the Witwatersrand

ASIA PROJECT LIST—FIELD VISITS				
<i>Ranjita Mohanty</i>	PROJECT NUMBER	PROJECT NAME	PROJECT LIFE:	LOCATION (italics indicates field visits for multiple-site projects)
THEMATIC AREA ENTRY POINT				
<i>WOMEN'S CITIZENSHIP AND GOVERNANCE (Decentralization) [Research Quality]</i>	102927 <sup>3</sup>	GENDER, DECENTRALIZATION IN SOUTH ASIA	2005: 02/01 2009: 02/01	India, Nepal
<i>MIGRATION [Policy Influence]</i>	103851	GENDER, CROSS-BORDER, MIGRANT WORKERS AND CITIZENSHIP: A CASE STUDY OF THE BURMESE – THAI BORDER	2006: 08/18 2009: 08/18	Thailand Asian Institute of Technology
ASIA PROJECT LIST—DESK REVIEWS				
<i>Ranjita Mohanty</i>	PROJECT NUMBER	PROJECT NAME	PROJECT LIFE:	LOCATION
THEMATIC AREA ENTRY POINT				
<i>SEXUAL AND REPRODUCTIVE RIGHTS [Research Capacity Building and Social Change]</i>	101429	ADDRESSING THE ADVERSE SEX RATIO IN SELECTED DISTRICTS IN NORTHERN INDIA	2005:01/22 2008: 06/24	India (Action Aid)
<i>MIGRATION [Research Quality]</i>	103498	CROSS-BORDER... MIGRATION, HUMAN RIGHTS	2006: 03/31 2008: 05/23	India, Nepal, Bangladesh (Centre for Feminist Legal Research, India)
<i>ECONOMIC RIGHTS [Policy Influence]</i>	103428	WOMEN'S RIGHTS TO LAND IN PAKISTAN	2007: 02/28 2009: 02/28	Pakistan (Sustainable Development Policy)

<sup>3</sup> Note: Gender and Decentralization in South Asia (102927) combined a field visit with a desk review. The site in Pakistan could not be visited.

LAC PROJECT LIST—FIELD VISITS				
<i>Janet Billson</i>	PROJECT NUMBER	PROJECT NAME	PROJECT LIFE:	LOCATION (italics indicate field visits for multiple-site projects)
THEMATIC AREA ENTRY POINT				
<i>MIGRATION</i> [Policy Influence]	104785	WOMEN MIGRANTS ADVOCACY IN LATIN AMERICA	2007: 12/01 2010: 12/01	<i>Windsor, Ont., Costa Rica, Dominican Republic</i> (Chile, Mexico, desk reviews only)
<i>WOMEN'S CITIZENSHIP AND GOVERNANCE</i> (Decentralization) [Policy Influence, Networking]	103574	RESEARCH COMPETITION (five projects funded): DECENTRAL- IZATION, WOMEN'S RIGHTS IN LAC	2006: 01/01 2010: 01/01	<i>El Salvador, Honduras</i> (Ecuador, Bolivia, Paraguay, desk reviews only) (FLACSO- Argentina <sup>4</sup> )
<i>SEXUAL AND REPRODUCTIVE RIGHTS</i> [Research, Advocacy, Technical Support, Capacity Building, Media Campaigns]	104087	GENDER, SEXUAL CULTURE, HIV/AIDS	2008: 01/15 to ?	<i>Barbados</i> (Trinidad and Tobago, Suriname, desk reviews only) (UNIFEM)
<i>ACCESS TO JUSTICE</i> [Policy Influence]	With... 102617	CHILD SUPPORT AND POVERTY	2004: 12/01 2008: 11/25 Phase I 2008: 10/29 Phase II	<i>Barbados</i> (Trinidad and Tobago, Grenada, desk reviews only) (UNIFEM)
LAC/MENA PROJECT LIST— DESK REVIEWS				
<i>Janet Billson</i>	PROJECT NUMBER	PROJECT NAME	PROJECT LIFE:	LOCATION
<i>WOMEN'S CITIZENSHIP AND GOVERNANCE</i> (Decentralization) [Global; Research Quality, Conference/ Networking, Policy Influence]	105098	DECENTRAL- IZATION, WOMEN'S RIGHTS; SYNTHESIZING AND COMMUNICATING	2008: 03/04 2010: 04/04	Global; <i>New York</i> (consultants, UNDP—in-person interviews)
<i>MIGRATION</i> [Middle East; Research Quality, Publication, Policy Influence]	104090	ARAB FAMILIES AND YOUTH: A CENTURY OF WAR, MIGRATION AND DISPLACEMENT	2007/07/01 2010/07/01	Regents of the University of California

<sup>4</sup> The IDRC website indicates that this project was done through FLACSO-Argentina, but shows the Project Leader in Costa Rica.

## Annex 3:

# THE ANALYTICAL FRAMEWORK

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The evaluation criteria linked directly back to the selection criteria WRC uses to determine which proposals to fund in the first place and to WRC's corporate mandate and objectives.

### I. KEY INDICATORS BEHIND THE ANALYTICAL FRAMEWORK

Key indicators include quality of the research and how it is managed, capacity building in research and research management, the solidity of findings, and the sharing of key findings with others who are in a position to influence policy and social change toward enhancement of women's rights and citizenship. Dissemination and sharing of findings, as well as relevance of the project topics, are central considerations. Although the reviewers understand that these qualities do not always result in policy influence, we document program achievement of policy influence objectives as stated in the WRC prospectus and attempt to understand the contexts in which policy influence is feasible. These indicators apply in parallel ways to the WRC Program portfolio level, as well as to the project level:

- **Relevance**
  - Coherence of program logic (program prospectus and PADs are linked and program purpose is clearly communicated)
  - Women's rights and citizenship as a legitimate, interconnected, important field of development research is reflected in the portfolio
  - Perceptions of WRC's comparative advantage and niche as a supporter of research, capacity building, dissemination, and advocacy relating to women's rights and citizenship
- **Effectiveness**
  - Objectives
    - Clear theory of change linked to the program logic, including outcomes the program envisaged
    - Continuity of purpose across program levels, as expressed in project selection, performance criteria, and project cycles
    - Comparative analysis of average Program Officer ratings of project achievement by objective (PCRs)
    - Strategy clearly linked to program logic and objectives
    - At the project level, clarity of research objectives reflected in clear, focused research questions
  - Quality of research findings and outputs
    - Quality of research management (rather than organizational management, per se)
    - Collaboration with individual researchers and/or regional networks of researchers
    - Strong methodology, clear findings and insights related back to research objectives
    - Findings grounded in evidence and rigorous data analysis
    - Innovative ideas and new lessons learned are identified
    - The program draws from and/or links up with other global and regional research conducted on similar themes



- Training and capacity building in research and research management
  - Shared definition and understanding of capacity building embedded in design of PI and its projects
  - Perceptions of change in capacities of individuals to develop research proposals, utilize appropriate research methodologies, conduct research, manage research projects, generate new knowledge, and use findings to inform the policy debate
  - Perceptions of change in capacities of organizations in research management skills, sharing research results and learning via new technologies and networks
  - Perceptions of change in empowerment of research networks/multiple institutions to coordinate efforts to conduct research and apply common methodologies in multidisciplinary teams, with the purpose of generating new knowledge and influencing the policy debate
  
- Policy influence
  - Shared definition and understanding of policy influence embedded in design of PI and its projects
    - Evidence in documents of planned, targeted, realistic policy influence in program and project design (policy debate)
    - Existence of a policy influence strategy that engages partners, advocates, policy makers, activists, and relevant networks
  - Research results are linked to policy formulation and broad policy conclusion emerge
    - Ideas are shared with other researchers and research networks
  - Expanding policy capacity of both researchers and decision-makers in using knowledge to make policy and to improve institutional frameworks surrounding policy-making
  - Broadening conceptual policy horizons by improving the intellectual framework that supports policy-making
  - Affecting policy regimes to modify laws, regulations, programs, etc., through the two previous points

- **Efficiency**
  - WRC monitors and evaluates at the program and project levels to determine achievements towards objectives within the framework of “women’s rights and citizenship”<sup>5</sup>
  - Responsiveness to monitoring and evaluation (e.g., changed/responded to monitoring reports)
  - Risk management strategies and implementation in the face of changing contexts or emergent opportunities
  - Responsiveness to contractual time frames and resources to the extent that it *directly* affects quality of research outputs and management

### **III. STRENGTH/SCOPE OF DISSEMINATION**

Similarly, the projects were reviewed as to how well they are able to disseminate key findings and contribute to the body of research. Dissemination is construed in this case to include policy guidance and applied outcomes, including:

1. Developed a body of policy-relevant literature
2. Held training workshops
3. Conducted seminars, workshops, conferences, media events
4. Created knowledge networks, including the use of IT
5. Mainstreamed findings into university education through courses
6. Engaged the “community of stakeholders” and informed the debate
7. Shaped programs
8. Influenced policy agreements and legal frameworks
9. Offered policy guidance
10. Influenced aid coordination
11. Performed well on all objectives (completion)
12. Identified directions for further research

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<sup>5</sup> Similarly, although we will review projects in relationship to their thematic entry points, the overarching framework of “women’s rights and citizenship” forms the core around which these findings will be woven.

The entire Analytical Framework is included here for reference.

I.

Key Performance Area	Key Question(s)	Sub-Questions	Indicators	Data Sources	Methodological Strategies
<b>I. Relevance (including rationale, niche, value added)</b>	<p>-To what extent is WRC's <b>concept/rationale</b> rooted within the field of women's rights and Citizenship?</p> <p>-What specific <b>niche</b> does WRC play in women's rights and citizenship?</p> <p>-How well is the concept <b>communicated and understood</b> by partners and other stakeholders?</p> <p>-<b>How relevant</b> is it to stakeholders' work? What is the specific <b>value added</b> to the work undertaken by the partners and other stakeholders and to activities of existing IDRC programs?</p>	<p><b>Concept/Rationale</b></p> <p>-To what extent is the concept of and rationale for the WRC initiative clearly set out in: the corporate objectives of IDRC; the strategic objectives and work plan of the PI; WRC program documents; and the project documents?</p> <p>-How well have the PI and its projects helped build and strengthen the intersection of women's rights, citizenship and development as a field of enquiry?</p>	<p><b>Concept/Rationale</b></p> <p>-Coherence of program logic</p> <p>-Absence of contradiction between program prospectus and Project Approval Documents?</p> <p>-Clarity of purpose (program and projects) in key communications and understood by key stakeholders</p> <p>-Women's rights and citizenship are viewed as legitimate, interconnected, and important fields of research in development</p>	<p><b>Concept/Rationale</b></p> <p>-All relevant program documents, inc., Corporate Strategy Paper, WRC Prospectus, Annual Work Plan for WRC team; PIM<sup>6</sup>, PAD<sup>7</sup>, MGU<sup>8</sup>, rPCRs<sup>9</sup>, PCRs<sup>10</sup>, Final Technical Reports</p> <p>-Interviewees (see Methodological Strategies)</p>	<p><b>Concept/Rationale</b></p> <p><b>Desk Review</b></p> <p><b>Survey</b> of all Regional Managers and Project Leaders</p> <p><b>Semi-structured Interviews</b></p> <p>Key Informant Interviews with Program Leader and Officers, Senior Management, IDRC; Project Leaders, Regional Managers, and Partners</p> <p><b>Project Case Studies based on above</b></p>
		<p><b>Comparative Advantage/Niche</b></p> <p>-To what extent does IDRC through WRC have a distinct comparative advantage in women's rights and citizenship research, capacity building, policy guidance, and ability to shape the debate?</p> <p>- What is the niche of the PI in</p>	<p><b>Comparative Advantage</b></p> <p>-Perceptions of stakeholders</p> <p>- Thematic areas (entry points) clearly fit into WRC mandate and program logic.</p> <p>-The way WRC operates with partners to generate solid research findings and knowledge that feed</p>	<p><b>Comparative Advantage</b></p> <p>-Regional Directors; Program Leaders; Regional Program Officers; Collaborating Officers<sup>11</sup>; Project Leaders; Program Partners, Think Tanks, Universities, others in Region</p>	<p><b>Comparative Advantage</b></p> <p><b>Survey</b> of all Regional Managers and Project Leaders</p> <p><b>Semi-structured Interviews</b></p> <p>Key Informant Interviews with Program Leader and Officers, Senior Management, IDRC;</p>

<sup>6</sup> Project Identification Memorandum.

<sup>7</sup> Project Approval Document.

<sup>8</sup> Memorandum of Grants Understanding

<sup>9</sup> Each year, WRC chooses three projects to go through a three-stage of interviews and documentation (internal assessments).

<sup>10</sup> PCRs only done for projects over \$150,000.

<sup>11</sup> Program Officers—each has responsibility for a region and two themes; on thematic areas, they are then "Collaborating Officers)

Key Performance Area	Key Question(s)	Sub-Questions	Indicators	Data Sources	Methodological Strategies
		its chosen thematic program areas?	into policy debate and advocacy.	-Bibliographic scan	Project Leaders, Regional Managers, and Partners <b>Project Case Studies based on above Bibliographic scan</b>
		<b>Relevance to Stakeholders</b> -To what extent is WRC concept relevant to the work of stakeholders?	<b>Relevance to Stakeholders</b> -Perceptions of stakeholders  -Women's organizations, civil society organizations, and researchers use evidence generated by WRC-supported research and capacities.	<b>Relevance to Stakeholders</b> -Program Partners, Think Tanks, Universities, networks, others in Region	<b>Relevance to Stakeholders</b>  <b>Semi-structured Interviews</b> Key Informants, WRC Partners, Think Tanks, and WRC staff (current and ex-staff)
		<b>Value Added</b> -To what extent does the WRC concept add value to: - Methodologically sound data on and analysis of concrete issues of concern in the field of women's rights and citizenship? - Support for research projects to expand capacity to those working on women's rights and citizenship (to conceptualize and conduct research, and to disseminate results with a view to influence policy)? - Dissemination of findings for practical use	<b>Value Added</b> -Perceptions of stakeholders	<b>Value Added</b> -Program Partners, Think Tanks, Universities, networks and others  Bibliographic scan	<b>Value Added</b>  <b>Survey</b> of all Regional Managers and Project Leaders  <b>Bibliographic scan</b>  <b>Semi-structured Interviews</b> Key Informants, Program Partners, Think Tanks, and WRC staff (current and ex-staff)

Key Performance Area	Key Question(s)	Sub-Questions	Indicators	Data Sources	Methodological Strategies
<b>II. Effectiveness</b>	<b>Progress of Objectives</b> -To what extent is WRC accomplishing its core objectives: -Methodologically sound data on and analysis of concrete issues in women's rights, citizenship, and development? -Support for research projects and initiatives to expand capacity of those working on women's rights, citizenship in the South to conceptualize and conduct research -Dissemination of results to influence policy? Disseminate findings for practical use?	<b>Theory of Change</b> -Is there a clear theory of change for meeting objectives? -Do planned outcomes relate to program objectives and how do they translate at the project level? -How well do outcomes <sup>12</sup> demonstrate changes WRC aims to achieve? -Are clear outputs <sup>13</sup> planned within a timeframe? -Do activities lead to the objectives (logical link between activities-outputs-outcomes)? -Are performance criteria established for WRC and projects (benchmarks, milestones, etc.)?	<b>Theory of Change</b> - Clear theory of change or program logic -Clear linkages between program logic and project - Continuity of purpose across program levels, as expressed in project selection, performance criteria, and project cycles -Existence of performance criteria -Existence of project cycle (inc. identification, appraisal, design, implementation, with outputs that are related back to objectives)	<b>Theory of Change</b> -All relevant program documents, inc., Corporate Strategy Paper, WRC Prospectus, Annual Work Plan for WRC team; PIM, PAD, MGU, rPCRs, PCRs, Final Technical Reports  -Interviewees (see Methodological Strategies)	<b>Theory of Change</b>  <b>Desk Review</b>  <b>Survey</b> of all Regional Managers and Project Leaders  <b>Semi-structured Interviews</b> Key Informant Interviews with Program Leader and Officers, Senior Management IDRC; Project Leaders, Regional Managers, and Partners (Telephone interviews/Skype/face to face)  <b>Bibliographic scan</b> <b>Portfolio analysis</b>
		<b>Progress in achieving objectives</b>  - To <b>what extent</b> has the PI made progress in meeting its stated objectives and delivering its results, including action, policy, and social change components?  - What have been the unintended outcomes (both pleasant surprises and not-so-pleasant surprises)? - At the program level: what	Comparative analysis of average Program Officer ratings of project achievement by objective (PCRs)  Perception of key partners on progress in achieving objectives  Perceptions of strategic partners, IDRC Corporate staff and WRC staff on PI outputs Portfolio analysis (e.g.: WRC website, conferences (inc. Mexico), articles, workshops, papers, books, etc). Project document reviews	Comparative analysis between what is planned and achieved  Interviews with Program Leader, Partners, Senior management and other stakeholders  -Interviewees (see Methodological Strategies)	<b>Desk Review</b>  <b>Survey</b> of all Regional Managers and Project Leaders  <b>Semi-structured Interviews</b> Key Informant Interviews with Program Leader and Officers, Senior Management IDRC; Project Leaders, Regional Managers, and Partners

<sup>12</sup> Intermediate results

<sup>13</sup> Immediate results. Outputs could include research reports and publications, websites and electronic lists produced conferences, workshops and their proceedings, etc.

Key Performance Area	Key Question(s)	Sub-Questions	Indicators	Data Sources	Methodological Strategies
		<p>are the major outputs, and their quality?</p> <p>- At the project level how clear are research objectives and research questions as stated in methodology, and how well do they relate to program objectives?</p>			<p>(Telephone interviews/Skype/face to face)</p> <p><b>Bibliographic scan</b></p> <p><b>Portfolio analysis</b></p>
	<b>Strategy</b>	<p><b>Strategy</b></p> <p>-To what extent is there a clear and coherent strategy that operationalizes the work of the WRC program?</p> <p>-Is the strategy aligned with the program logic?</p> <p>- How adequate are approaches and tools in facilitating the achievement of objectives?</p>	<p><b>Strategy</b></p> <p>-A clear and coherent strategy on how to operationalize and deliver results related to WRC objectives</p> <p>-Good alignment of strategy with program logic</p> <p>-Adequate approaches and tools for achievement</p>	<p><b>Strategy</b></p> <p>-All relevant program documents, inc., Corporate Strategy Paper, WRC Prospectus, Annual Work Plan for WRC team; PIM, PAD, MGU, rPCRs, PCRs, Final Technical Reports</p> <p>-Interviewees (see Methodological Strategies)</p>	<p><b>Strategy</b></p> <p><b>Desk Review</b> (document review)</p> <p><b>Survey</b> of all Regional Managers and Project Leaders</p> <p><b>Semi-structured Interviews</b> Key Informant Interviews with Program Leader and Officers, Senior Management IDRC; Project Leaders, Regional Managers, and Partners</p>



Key Performance Area	Key Question(s)	Sub-Questions	Indicators	Data Sources	Methodological Strategies
<b>Effectiveness</b>  <b>- Research Quality</b>	<b>Research Quality</b> -To what extent are the outputs & findings produced of good quality?  -Did the PI produce methodologically sound data, analysis of concrete issues in the field of women's rights, citizenship and development?	<b>Research Quality</b> - What are the outcomes the program envisaged in research design?  <b>Findings</b> -What are the program's main findings on the research questions (WRC prospectus)? -To what extent do the research findings bring new insights to the problems identified in the WRC prospectus? -To what extent is the PI leading the research agenda on women's rights and citizenship or responding to the demands? And how well it addresses international and regional debates?	<b>Research Quality</b> Existence of clear research outcomes  Existence of good quality and appropriate methodology  Rigorous data analysis, with clearly stated findings that match research objectives and include fresh insights <sup>14</sup> ,  Perceptions of strategic stakeholders  The extent to which WRC research draws from and links up with other global and regional research conducted on similar themes	<b>Research Quality</b>  -All relevant program documents, inc., Corporate Strategy Paper, WRC Prospectus, Annual Work Plan for WRC team; PIM, PAD, MGU, rPCRs, PCRs, Final Technical Reports  -Interviewees (see Methodological Strategies)	<b>Research Quality</b>  <b>Desk Review</b>  <b>Survey</b> of all Regional Managers and Project Leaders  <b>Semi-structured Interviews</b> Key Informant Interviews with Program Leader and Officers, Senior Management IDRC; Project Leaders, Regional Managers, and Partners  <b>Project Case Studies based on above</b>
		<b>Outputs</b> - What are the major research outputs (thematic, regional)? -To what extent do the outputs produced meet the quality criteria of research <sup>15</sup> ? - How do managers, partners, stakeholders perceive the quality of outputs (including research, publications, conferences, etc.)?	Existence of major outputs with convincing, significant, and reliable findings  Understanding of tenets of high quality research for various outlets.  Quality of research management  Perceptions of stakeholders  Innovative ideas and new lessons learned are identified.	All relevant program documents, inc., Corporate Strategy Paper, WRC Prospectus, Annual Work Plan for WRC team; PIM, PAD, MGU, rPCRs, PCRs, Final Technical Reports  -Interviewees (see Methodological Strategies)	<b>Desk Review</b>  <b>Survey</b> of all Regional Managers and Project Leaders  <b>Semi-structured Interviews</b> Key Informant Interviews with Program Leader and Officers, Senior Management IDRC; Project Leaders, Regional Managers, and Partners

<sup>14</sup>While we will analyze the findings for the entry points, for example, Migration or Women's Citizenship and Governance (decentralization), the overarching framework of Women's Rights and Citizenship forms the core around which these entry point findings will be woven.

<sup>15</sup> Methodologically sound, appropriate level to address debates, critical analysis, innovative, etc.



Key Performance Area	Key Question(s)	Sub-Questions	Indicators	Data Sources	Methodological Strategies
				- Document review of strategic evaluation reports on capacity building	Leaders, Regional Managers, and Partners/ researchers
		<p><i>Monitoring and measurement of capacity building</i><sup>16</sup></p> <p><b>Individual Researcher level</b> - Has the program and its projects brought change in individual research capacity level?</p>	<p><b>Evidence of change in capacities at Individual Level:</b></p> <p><b>Affecting policy/ Practice</b> - Researchers are able to apply/use new research/evaluation methodologies (e.g.: participatory approaches, social and gender analysis) - Researchers have developed their skills in proposal development and in conducting research (e.g.: data collection and analysis, and in critical thinking etc) - Researchers are working in new areas of research - Research team leaders now manage projects.</p> <p><b>Generating New Knowledge</b> - Researchers have generated new knowledge in a field of research and use the findings to inform the policy debate. - Researchers have strengthened their research/management/ negotiation skills</p>	<p>All relevant program documents, inc., Corporate Strategy Paper, WRC Prospectus, Annual Work Plan for WRC team; PIM, PAD, MGU, rPCRs PCRs, Final Technical Reports</p> <p>-Interviewees (see Methodological Strategies)</p> <p>- Document review of strategic evaluation reports on capacity building</p>	<p><b>Desk Review</b></p> <p><b>Survey</b> of all Regional Managers and Project Leaders</p> <p><b>Semi-structured Interviews</b> Key Informant Interviews with Program Leader and Officers, Senior Management IDRC; Project Leaders, Regional Managers, and Partners/ researchers</p> <p><b>Project Case Studies based on above</b></p>

<sup>16</sup> There are five broad categories identified by IDRC (commissioned study by Anne Bernard) as capacity-building outcomes: i) conducting research, ii) managing research activities and organisations, iii) conceiving, generating and sustaining research with respect to the sector/theme or country/regional priorities, iv) using/applying research outcomes in policy and/or practice, iv) mobilizing research related policy and program “systems” thinking. Based on this and other strategic evaluation reports on capacity building, IDRC has developed a typology of Capacity Development Outcomes. This framework is being used by this review with slight modifications.

		<b>Organizational level research capacities</b> - Has the program, and its projects brought change in organizational level capacity?	<b>Evidence of change in capacities at the organizational level</b>  <b>Affecting Policy/ Practice:</b> - Organizations are able to apply / use new research /evaluation methodologies (e.g.: participatory approaches, social and gender analysis)  <b>Expanding Capacities</b> - The universities/ Organizations have improved research management and administrative skills  - Organizations are sharing and learning research results via new technologies, systems, and networks	All relevant program documents, inc., Corporate Strategy Paper, WRC Prospectus, Annual Work Plan for WRC team; PIM, PAD, MGU, rPCRs PCRs, Final Technical Reports  -Interviewees (see Methodological Strategies)  - Document review of strategic evaluation reports on capacity building	<b>Desk Review</b>  <b>Survey</b> of all Regional Managers and Project Leaders  <b>Semi-structured Interviews</b> Key Informant Interviews with Program Leader and Officers, Senior Management IDRC; Project Leaders, Regional Managers, and Partners/ researchers  <b>Project Case Studies based on above</b>
		<b>Network<sup>17</sup> Level Research Capacities</b> - Has the program and its projects brought change in network level capacity?	<b>Evidence of change in capacities at Network Level:</b>  <b>Affecting Policy / Practice</b> - Establishment of networks to work on a research problem -Multidisciplinary teams working on research problems - Empowerment of research networks/multiple institutions to coordinate efforts in research teams  <b>Generating New Knowledge</b> - Generating new knowledge on a problem at a regional level - Several institutions using/ applying a common methodology to conduct the research with a	Same as above	Same as above

<sup>17</sup> Networks – The Intended Results of IDRC Support of Networks: Extension, Excellence, Action and Autonomy. Networks are defined as a social arrangement comprising either organisations or individuals that is based on building relationships, sharing tasks, and working on mutual or joint activities. A forum for human exchange, enabling people to work together to generate knowledge and to develop skills while maintaining their autonomy. This does NOT apply to information access, data-swapping transactions.

			purpose of generating new knowledge and influencing the policy debate		
		<p><b><i>Capturing lessons learned</i></b></p> <p>-To what extent are changes in research capacity recorded in monitoring reports and inform decision-making?</p> <p>-Are lessons learned on capacity building documented in monitoring reports?</p>	- Evidence in monitoring reports	<p>All relevant program documents, inc., Corporate Strategy Paper, WRC Prospectus, Annual Work Plan for WRC team; PIM, PAD, MGU, rPCRs PCRs, Final Technical Reports</p> <p>-Interviewees</p> <p>- Document review of strategic evaluation reports on capacity building</p>	<p><b>Desk Review</b></p> <p><b>Survey</b> of all Regional Managers and Project Leaders</p> <p><b>Semi-structured Interviews</b></p> <p>Key Informant Interviews with Program Leader and Officers, Senior Management IDRC; Project Leaders, Regional Managers, and Partners</p>
		<p><b><i>Sustainability</i></b></p> <p>-Is building capacity of individual researchers or team prioritized from institutional capacity building? Is this an explicit strategy or choice? and why?</p> <p>-Could sustainability occur without the researchers having an institutional base, in particular in light of policy influence objectives?</p>	-Sustainability <sup>18</sup> of research capacity	Same as above	Same as above

<sup>18</sup> Sustainability is defined here broadly as the capacity to sustain results beyond the project period. Sustainability is a critical component of development research, as research conducted for development has a clear social change mandate built into it. While research projects typically have a fixed duration, social change is a long process that goes well beyond the time duration marked for the research.

<p><i>Effectiveness</i></p> <p>– <i>Policy Influence</i></p>	<p><b>Policy Influence/social change</b></p> <p>-To what extent the program and the projects use evidence generated by WRC-supported research (and opportunities and capacities supported by WRC) to challenge gender discrimination and influence policy and social change?</p>	<p><b>Policy Influence</b></p> <p>- <i>General Understanding/ Conceptualising</i></p> <p>-What do the PI and its projects view as “policy influence”?</p> <p>-To what extent is IDRC’s conceptual framework for policy influence operationalized into research processes?</p> <p>-To what extent do the PI and its projects use the conceptual framework on policy influence prepared by IDRC?</p> <p>- How well the PI and its projects understand and articulate the contexts and conditions of policy influence?</p> <p>-How well are the factors that support or inhibit policy influence analyzed?</p>	<p><b>Policy Influence</b></p> <p>- There is a shared understanding on the subject</p> <p>- Standard use of the meaning of policy influence</p> <p>-Operationalization of the conceptual framework exists (on paper)</p> <p>-Partners use the conceptual framework and plan clearly (where applicable) the path of policy influence they will follow</p> <p>- Evidence of a well- articulated knowledge of the contexts and conditions</p> <p>-Factors supporting or inhibiting policy influence are analyzed and documented</p>	<p><b>Policy Influence</b></p> <p>-All relevant program documents, inc., Corporate Strategy Paper, WRC Prospectus, Annual Work Plan for WRC team; PIM, PAD, MGU, rPCRs, PCRs, Final Technical Reports</p> <p>-Interviewees (see Methodological Strategies)</p> <p>- Document review of strategic evaluation reports on policy influence</p>	<p><b>Policy Influence</b></p> <p><b>Desk Review</b></p> <p><b>Survey</b> of all Regional Managers and Project Leaders</p> <p><b>Semi-structured Interviews</b></p> <p>Key Informant Interviews with Program Leader and Officers, Senior Management IDRC; Project Leaders, Regional Managers, and Partners</p> <p><b>Project Case Studies based on above</b></p>
		<p><b>Strategy</b></p> <p>-Does a strategy with concrete elements for policy influence exist?</p> <p>- How realistic is the - policy influence strategy?</p> <p>-Does this strategy include engagement with partners and support for that engagement?</p>	<p>-Existence of a strategy</p> <p>-The policy influence strategy is realistic</p> <p>-Engagement with partners</p>	<p>Same as above</p>	<p>Same as above</p>



		<b><i>Linkages and relationships</i></b> -What linkages exist between researchers, policy makers, and activists?  -To what extent have partners/researchers been able to engage directly with policy makers for promotion of women's rights and for advocacy purposes—based on WRC research findings?	-Linkages exist between researchers, policy makers, and activists  -Direct engagement with policy makers exists in meaningful ways that enlists the research findings	Same as above	Same as above
		<b><i>Capturing lessons learned</i></b> -Are lessons learned on policy influence documented in monitoring reports?  -Do lessons learned inform decision-making?  -Has WRC drawn broad policy conclusions from across the projects in thematic areas? -What are some broad policy conclusions at this point in WRC?	- Evidence in monitoring reports.  -Lessons learned inform future decision making  -Broad policy conclusions are emerging	Same as above	Same as above
		<b><i>Linking policy and practice</i></b> -Are research results linked to policy formulation (and implementation)?  To what extent does WRC contribute to current international debates on gender and citizenship?	-Research results are linked to policy formulation  -WRC is contributing significantly to the debate	Same as above	Same as above
		<b><i>Monitoring and measurement of policy influence</i></b>  To what extent has the program and its projects influenced policy by:			

		<b>1) Expanding Policy capacities</b>	Evidence of the development of innovative ideas, the skills to communicate them, new talent for issues-based research and analysis – <i>improving the institutional frameworks surrounding policy-making</i>	-All relevant program documents, inc., Corporate Strategy Paper, WRC Prospectus, Annual Work Plan for WRC team; PIM, PAD, MGU, rPCRs, PCRs, Final Technical Reports  -Interviewees (see Methodological Strategies)  - Document review of strategic evaluation reports on policy influence	<b>Desk Review</b>  <b>Survey</b> of all Regional Managers and Project Leaders  <b>Semi-structured Interviews</b> Key Informant Interviews with Program Leader and Officers, Senior Management IDRC; Project Leaders, Regional Managers, and Partners  <b>Project Case Studies based on above</b>
		<b>2) Broadening policy horizons</b>	Introduction of new ideas to key policy agendas, and ensure that knowledge is provided to decision-makers in a form they can use, and nourish dialogues among researchers and decision makers – <i>broadening the conceptual framework of the whole research-to-policy process</i>	Same as above	Same as above
		<b>3) Affecting policy regimes</b>	Modification or development of laws, regulations, policies, programs or structures	Same as above	Same as above
		<b>Social change:</b> - What social change the research has planned to effect? - What has been the outcome in this area? - Etc...	- Evidence in project documents - Perceptions of stakeholders	Same as above	Same as above

<b>III. Efficiency</b>	<b>Risk Management</b> -To what extent have WRC objectives evolved to meet changing contexts, opportunities, and constraints?  - What are the factors that have supported or hindered achievements of objectives and results?	<b>Risk Management</b> -Have WRC leadership and project teams made appropriate changes to accommodate evolution of contexts?  To what extent have time and resource issues negatively or positively affected quality of research management and outputs?	<b>Risk Management</b> - Understanding and articulation of major changes in context, constraints and (emergent) opportunities  - Implementation of risk management mitigation strategies in response to changing contexts.  - Responsiveness to contractual time frames and resources to the extent that it <i>directly</i> affects quality of research outputs and management  - Understanding and articulation of factors supporting or hindering achievements	<b>Risk Management</b> -All relevant program documents, inc., Corporate Strategy Paper, WRC Prospectus, Annual Work Plan for WRC team; PIM, PAD, MGU, rPCRs, PCRs, Final Technical Reports  -Interviewees (see Methodological Strategies)	<b>Risk Management</b>  <b>Desk Review</b>  <b>Survey</b> of all Regional Managers and Project Leaders  <b>Semi-structured Interviews</b> Key Informant Interviews with Program Leader and Officers, Senior Management IDRC; Project Leaders, Regional Managers, and Partners  <b>Project Case Studies based on above</b>
	<b>M&amp;E</b> - Does/how WRC monitor at the program level? (i.e., how do they track and analyze progress towards the achievement of prospectus objectives)?  - Does/how WRC evaluate projects (i.e., how do they determine whether projects have met their objectives)?	<b>M&amp;E</b> - Monitoring system which tracks and analyze progress towards the achievement of prospectus objectives  -Are measures of the overarching framework of “women’s rights and citizenship” outcomes adequately built into project’ monitoring and evaluation systems?	<b>M&amp;E</b> -Monitoring milestones  -Monitoring reports  -Integration of lessons learned into future research, etc.	<b>M&amp;E</b> -All relevant program documents, inc., Corporate Strategy Paper, WRC Prospectus, Annual Work Plan for WRC team; PIM, PAD, MGU, rPCRs, PCRs, Final Technical Reports  -Interviewees (see Methodological Strategies)	<b>M&amp;E</b>  <b>Desk Review</b>  <b>Semi-structured Interviews</b> Key Informant Interviews with Program Leader and Officers, Senior Management IDRC; Project Leaders, Regional Managers, and Partners  <b>Project Case Studies based on above</b>

## **Annex 4:**

### **LIST OF INTERVIEWEES**

**AFRICA**

#### **SÉNÉGAL**

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##### **Institutionalizing Gender and Women's Rights and Citizenship at Cheikh Anta Diop University in Dakar #104029**

###### **A. Project Team**

1. Dr Fatou Sarr, Head of Gender Laboratory – IFAN, Project Leader, Dakar
2. Dr Pape Demba Fall, Researcher of the Project, IFAN, Dakar
3. Dr Moustapha Tamba, Head of Training, Sociology Department, UCAD, Dakar

###### **B. Student Researchers**

4. Lala Diagne, Department of Sociology, UCAD
5. Nogaye Guèye, Department of Sociology, UCAD
6. Kawa Kane, Department of Sociology, UCAD
7. Kader Mané, Department of Sociology, UCAD
8. Selly Ba, Department of Sociology, UCAD
9. Seydina Kane, Department of Sociology, UCAD
10. Mbaye Ndiaye, Department of Sociology, University of St Louis

###### **C. NGO Partner**

11. Awa Fall Diop, Director, Observatoire des Relations du Genre au Sénégal (Orgens)

#### **SÉNÉGAL AND MALI (BURKINA FASO)**

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##### **Contribution of ICTS to the Rejection of Female Genital Mutilation in Francophone West Africa #103735**

###### **A. Project Team and Researchers**

Sénégal (Dakar)

12. Marie Hélène Mottin-Sylla, Head of SYNFEV - Synergy Gender and Development, ENDA Tiers Monde, Project Coordinator
  13. Joelle Palmieri, Researcher Consultant & Trainer – Specialist in communication strategies and gender
  14. Seynabou Badiane, Intercultural Clinical Psychologist, Regional Trainer
  15. Mor Ndiaye Mbaye, General Director of Integral Technologies, Web Specialist and Forum Facilitator
- Mali
16. Mohamed Ben Diarra, Project coordinator and trainer
  17. Lanceny Diallo, Service de développement intégré - SDI (Ségou) Trainer and Facilitator
  18. Gaoussou Diabaté, Specialist in modern and traditional communication & Trainer
- Burkina Faso (via telephone from Mali)
19. Ousmane Traore, Facilitator and Trainer

###### **B. Young Researchers**

Sénégal (Pole Synergique Régional Club EVF/Scouts, Tambacounda)

20. Fatoumata Bathily
  21. Emile Pathé Tine
- Mali (Association Nietà – Ségou)
22. Youssouf Daouda Maiga
  23. Assitan Sekou Sala Coulibaly
  24. Mariam Cheick Kamaté

25. Moussa Ibrahim Traoré  
Burkina Faso (Association Musso Dambe, Bobo-Dioulasso)
26. Wassa Traore
27. Ouedraogo Mariam

#### **C. International Organisations**

28. Dr Nafissatou J. Diop, Program Associate Representative of RH Program -Population Council, Member of the Scientific Committee
29. Issa Saka, ex-Tostan staff, (currently Regional Counter-Trafficking Assistant, International Organization for Migration (IOM) for West and Central Africa), Member of Evaluation Team

#### **D. Government**

##### **Mali**

30. Kané Kani Diawara, Point Focal Excision – Ségou, Direction de la Promotion de la Femme, de l'Enfant et de la Famille

## **SÉNÉGAL AND MALI**

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### **Women, Migration and Rights in Mali and Sénégal #104891**

#### **A. Project Team**

##### **Sénégal (Dakar)**

31. Dr Codou Bop, Groupe de Recherche sur les Femmes et les Lois au Sénégal (GREFEL), Project Coordinator & Principal Researcher
32. Fatoumata Bintou Dramé, Researcher

##### **Mali**

33. Dr Aissa Hiadara Toure, Project Principal Researcher
34. Dr Maiga Lalla Mariam Haidara, Socio-Anthropologist, Director CERCAD, Member of Scientific Committee
35. Sylla Cisse, Anthropologist Expert in Women's and Children's Rights, Chef de Division - Ministère de la Promotion de la Femme, de l'Enfant et de la Famille, Member of Scientific Committee
36. Abdelrahman Toure, Consultant, Member of Scientific Committee

#### **B. International Organisations**

37. Michel Grégoire, IPEC, International Labour Organisation (ILO), Principal Technical Advisor
38. Almoustapha Nouhou Toure, National Coordinator, LUTRENA, International Labour Organisation (ILO)
39. Sekou Oumar Diarra, Child Protection Specialist, UNICEF

#### **C. Government**

##### **Sénégal (Dakar)**

40. Moussa Diop, Ministère de la Justice

##### **Mali (Bamako)**

41. Ousmane Tera, Chef de Cabinet, Ministère de la Promotion de la Femme, de l'Enfant et de la Famille

#### **D. NGO Partner**

##### **Sénégal (Dakar)**

42. Aminata Coly Sow, ENDA Ecopole

## **EAST AFRICA**

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### **Politics and the Construction of Women's Citizenship (Uganda, Kenya and Tanzania) Phase I #103391 and Decentralisation, Local Rights and the Construction of Women's Citizenship: A Comparative Study in Kenya, Tanzania and Uganda, Phase II #104843**

#### **A. Project Team**

##### **Uganda**

43. Dr Josephine Ahikire, Research Project Leader, Senior Research Fellow, Centre for Basic Research

##### **Kenya**

44. Prof. Winnie Mitullah, Researcher, Senior Research Fellow, Institute of Development Studies, University of Nairobi

45. Dr Karuti Kanyinga, Senior Research Fellow, Institute of Development Studies, University of Nairobi

##### **Tanzania**

46. Dr Sherbanu Kassim, Researcher Consultant, Women, Research, and Documentation Project Association (a civil society organisation)

## **S. AFRICA**

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### **Training Institute: Women's Rights, Citizenship and Governance in sub-Saharan Africa #104909**

#### **A. Researchers**

47. Dr Shireen Hassim, Project Coordinator, Professor of Political Studies at University of Witwatersrand, Department of Economics, S. Africa

48. Dr Shamim Meer, External Consultant of the Project, Consultant in Gender and Development based in S. Africa

## **ASIA**

## **INDIA**

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### **Gender and Decentralization in South Asia #102927**

#### **A. Project Team**

##### **CDS**

1. J. Devika, project leader
2. Binitha Thampi, research team member
3. S. Santhy, research team member

##### **Unnati**

4. Alice Morris, project leader
5. Ms. Shampa, field work coordinator
6. Ms. Rekha, field investigator

##### **SOPPECOM**

7. Seema Kulkarni, project leader

#### **B. Academic Partners**

8. Sara Ahmed, Uthman
9. Chayat Datar, Tata Institute of Social Sciences

#### **C. NGO Partner**

10. Ms. Premlata, local partner organization



#### **D. Community Leaders**

11. Twenty Elected Representatives to Local Governments from the research sites in Jodhpur were interviewed in a focus group discussion.

### **Cross –Border Movements, Female Migration and Human Rights: A Post-Colonial Evaluation (India, Nepal, Bangladesh) # 103498 (Desk Review)**

#### **A. Project Team**

##### **CFLR**

12. Ratna Kapur, project leader

### **Addressing the Adverse Sex Ratio in Selected Districts in Northern India #101429 (Desk Review)**

#### **A. Project Team**

##### **Action Aid /CWDS**

13. Mary E. John, project leader

## **NEPAL**

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### **Gender and Decentralization in South Asia #102927**

#### **A. Project Team**

##### **Forest Action**

14. Ram Chhetri, project leader  
15. Netra Timsina, co- researcher  
16. Bishwa N.Paudyal, co-researcher  
17. Nirmala Sanyasi, research assistant

#### **B. NGO Partner**

18. Rama Alemager, research team member, HIMAWNATI NEPAL

## **THAILAND**

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### **Gender, Cross- Border Migrant Workers and Citizenship: A Case Study of the Burmese-Thai Border #103851**

#### **A. Project Team**

##### **Asian Institute of Technology**

19. Kyoko Kusakabe, project leader  
20. Zin Mar Oo, field researcher  
21. Htee Heh, field researcher  
22. Lada Phadungkiati, field researcher

#### **C. Academic Partner**

23. Ruth Pearson, project partner, University of Leeds, UK

#### **D. NGO Associate**

24. Jackie Pollock, MAP Foundation, Mae Sot, Thailand

## **PAKISTAN (DESK REVIEW)**

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### **Gender and Decentralization in South Asia #102927**

#### **A. Project Team**

##### **RSPN**

25. Fareeha Umar , lead researcher  
26. Virginia Khan, co- researcher

## Women's Land Rights in Pakistan #103428

### A. Project Team

#### SDPI

27. Saba Gul Khattak, project leader
28. Nazish Brohi, co-researcher

LAC

## BARBADOS (TRINIDAD, SURINAME)

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### Building Responsive Policy; Gender, Sexual Culture and HIV/AIDS in the Caribbean #104087

#### A. Project Team

##### Barbados

1. Monique Springer, Project Officer, University of the West Indies HIV/AIDS Response Programme (UWIHARP), Bridgetown, [monique.springer@cavehill.uwi.edu](mailto:monique.springer@cavehill.uwi.edu)
2. Christine Barrow, Professor, University of the West Indies HIV/AIDS Response Programme (UWIHARP), Bridgetown, [christine.barrow@cavehill.uwi.edu](mailto:christine.barrow@cavehill.uwi.edu) (telephone)

##### Trinidad

3. Rhoda Reddock, Lead Researcher, Institute for Gender and Development Studies (IGDS), Professor, University of the West Indies, Port au Prince, [Rhoda.Reddock@sta.uwi.edu](mailto:Rhoda.Reddock@sta.uwi.edu) (telephone)

##### Suriname

4. Maggie Schmeitz, Foundation Ultimate Purpose, [Maggiesc@yahoo.com](mailto:Maggiesc@yahoo.com) (telephone)

## BARBADOS (GRANADA)

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### Child Support, Poverty and Gender Equality, Phase I #102617

#### A. Project Team

##### Barbados

5. Tracy Robinson, Senior Lecturer, Faculty of Law, University of the West Indies, Bridgetown

##### Grenada

6. Jacqueline Sealy-Burke, Grenada, [jsbatbsb@spiceisle.com](mailto:jsbatbsb@spiceisle.com) (telephone)

#### B. International Organizations

7. Roberta Clarke, Director, UNIFEM Caribbean Office, Hastings, Christ Church, Barbados, [roberta.clarke@unifem.org](mailto:roberta.clarke@unifem.org)
8. Leah Odle-Benson, Programme Associate, UNIFEM Caribbean Office, Hastings, Christ Church, Barbados, [leah.odle-benson@unifem.org](mailto:leah.odle-benson@unifem.org)

#### C. Government

9. The Honorable Jacqueline Cornelius, Justice, Barbados Supreme Court, Bridgetown, Barbados, [jcornelius@caribsurf.com](mailto:jcornelius@caribsurf.com)

#### D. NGOs

10. Yvonne Walkes, Senior Assistant General Secretary, Barbados Workers' Union, Harmony Hall, St. Michaels, Barbados, Chairperson of Barbados Accreditation Council, President of NOW, [Vonvon07@yahoo.com](mailto:Vonvon07@yahoo.com)

### Child Support, Poverty and Gender Equality, Phase II

#### A. Project Team

11. Marta Val, Programme Officer, UNIFEM Caribbean Office, Hastings, Christ Church, Barbados, [marta.val@unifem.org](mailto:marta.val@unifem.org)

## COSTA RICA AND DOMINICAN REPUBLIC [WINDSOR]

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### Women Migrants Advocacy in Latin America #104785

#### A. Project Team

##### Canada

12. Tanya Basok, University of Windsor, Windsor, Ontario, Director of the Centre for Studies in Social Justice, University of Windsor, Windsor, Ontario, Canada, [basok@uwindsor.ca](mailto:basok@uwindsor.ca)
13. Nicola Piper (University of Swansea, Swansea, Wales, UK), [n.piper@swansea.ac.uk](mailto:n.piper@swansea.ac.uk)

##### Costa Rica

14. Carlos Garcia Gonzalez, Director, Instituto Investigaciones Sociales, University of Costa Rica, San Jose, [carlos.sandoval@UCR.ac.cr](mailto:carlos.sandoval@UCR.ac.cr)
15. Monica Brenes Montoya, University of Costa Rica, San Jose
16. Laura Espinoza Rojas, University of Costa Rica, San Jose
17. Karen Masis Fernandez, University of Costa Rica, San Jose
18. Montserrat Sagot, Chair, Women's Studies Program, [Montserrat.sagot@ucr.ac.cr](mailto:Montserrat.sagot@ucr.ac.cr)

##### Dominican Republic

19. Bridget Wooding, Coordinator, Observatorio de Mujeres Migrantes del Caribbean (OBMICA), and Associate Researcher, FLACSO, Santo Domingo
20. Alicia Sangro, Associate Researcher, FLACSO-DR, and OBMICA, Santo Domingo, [alicia.sangro@gmail.com](mailto:alicia.sangro@gmail.com)
21. Arianna Lomas Gómez, Program Assistant, OBMICA, Santo Domingo

#### A. International Organizations

22. Gina Gallardo, International Organization for Migration (IOM), Santo Domingo, Dominican Republic, [ggallardo@iom.int](mailto:ggallardo@iom.int)

#### B. Government

23. Carmen Amelia Cedeño Caroit, Advisor to the Secretaría de Estado de Trabajo for migrant issues, Secretaría de Estado de Trabajo (SET), Santo Domingo, Dominican Republic, [camelie14@gmail.com](mailto:camelie14@gmail.com)

#### C. NGOs

24. Sonia Pierre, Director, Movement for Dominican Women of Haitian Descent (MUDHA), Santo Domingo, Dominican Republic, [mudhaong@hotmail.com](mailto:mudhaong@hotmail.com)
25. Sirana Dolis, Program Assistant for Health and Education, Movement for Dominican Women of Haitian Descent (MUDHA), Santo Domingo, [Mudha\\_ong@yahoo.com](mailto:Mudha_ong@yahoo.com)
26. Cathy Feingold, Colegio Dominicano de Periodistas (CDP), Santo Domingo
27. Gloria Amézquita, Centro Bonó, Santo Domingo

#### D. Academic

28. Dra. Julieta Carranza Velazquez, ViceRectoria di Investigacion, University of Costa Rica, [julieta@biologia.ucr.ac.cr](mailto:julieta@biologia.ucr.ac.cr)
29. Lourdes Contrera, INTEC, Departamento de Género, Santo Domingo, Dominican Republic

## EL SALVADOR AND HONDURAS

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### Research Competition: Decentralization, Women's Rights in Lac #103574

#### A. Project Team

##### El Salvador

30. Morena Herrera (formerly FUNDE), San Salvador, [morenherrera1@hotmail.com](mailto:morenherrera1@hotmail.com); [morenaherrera@navegante.com.sv](mailto:morenaherrera@navegante.com.sv)
31. Mirna \_\_\_\_\_, FUNDE, San Salvador

32. Rosibel Flores, Operational and Project Planning, Monitor of Evaluation, FUNDE, San Salvador, El Salvador, [rosibel@funde.org](mailto:rosibel@funde.org)
33. Christine Damon, interpreter and former program assistant, FUNDE, San Salvador
34. Daniela Fonkatz, Coordinacion, eshologia dep, Suchitoto, [danielaфонkatz@yahoo.com.es](mailto:danielaфонkatz@yahoo.com.es)
35. [Roberto Rubio, Director Ejecutivo, FUNDE, San Salvador, [rubiofabian@funde.org](mailto:rubiofabian@funde.org)]

#### **Honduras**

36. Isla Berenice Villatoro, Head, Oficina Municipal de la Mujer (OMM) and Coordinadora de la RED Contra La Violencia, Choluteca, Honduras, [ilbevi60@yahoo.com](mailto:ilbevi60@yahoo.com)

#### **B. International Organizations**

37. Carolyn Hannan, Director, Division of the Advancement of Women, Dept. of Economic and Social Affairs, UN, New York, NY
38. Randi Davis, Practice Manager, Gender Team, Bureau for Development Policy, UNDP, New York, NY
39. Rebeca Grynspan, Director, UNDP Regional Bureau for LAC, UNDP, New York, NY
40. Nisreen Alami, Program Advisor on Gender Responsive Budgeting, UNIFEM, New York, NY
41. Nazneen Damji, Programme Specialist, Gender and HIV/AIDS, UNIFEM, New York, NY

#### **C. Government/NGOs**

##### **El Salvador**

42. Oscar Ortiz, Mayor, Santa Tecla, and Presidente Idelca, Alcaldia Municipal de Santa Tecla, El Salvador, C.A., [alcaldesantatecla@yahoo.com](mailto:alcaldesantatecla@yahoo.com)
43. Juan Javier Martinez, Alcalde, Municipalidad de Suchitoto, El Salvador, [jjaviermar@yahoo.com](mailto:jjaviermar@yahoo.com)
44. Marta Alicia Hernandez, Councilwoman, Suchitoto, [Alicia.sitio@yahoo.es](mailto:Alicia.sitio@yahoo.es)  
Estrategia Departamental Cuscatlán (representatives from Suchitoto plus five other municipalities);
45. Jose Baltazar Ramos Castro, Alcalde, Oratorio de Concepcion, [xvasquezcantor@yahoo.es](mailto:xvasquezcantor@yahoo.es)
46. Maria Isabel Rivera, Concejala, Cojutepeque, [isabel\\_riveracastillo@yahoo.es](mailto:isabel_riveracastillo@yahoo.es)
47. Lilian Concepcio Serrano, Oficina de la Jugo, Suchitoto, [lilianmerino3@gmail.com](mailto:lilianmerino3@gmail.com)
48. Gloria Esperanza Grac\_\_\_\_, Santa Cruz Midra
49. Jose Neftaly Menjivar, Santa Cruz Michapa, [Menjinmj\\_31@yahoo.es](mailto:Menjinmj_31@yahoo.es)
50. Marleny Castro, Cojutepeque, [beatrizz\\_13@yahoo.com](mailto:beatrizz_13@yahoo.com)
51. Rosa Linda Delao Menjivar, Tenancingo, [Rosalinda\\_umegtenancingo@yahoo.es](mailto:Rosalinda_umegtenancingo@yahoo.es)
52. Xiomara Yaneth Vasquez Cantor, umeg, Oratoria de Concepcion, [xvasquezcantor@yahoo.es](mailto:xvasquezcantor@yahoo.es)
53. Marto Roberto Oroccana Sindico, Cojutepeque, [robert1268@gmail.com](mailto:robert1268@gmail.com)
54. Pilar Enoe Reyes, estrategia dep., Suchitoto, [eno2020@hotmail.com](mailto:eno2020@hotmail.com)

##### **Honduras**

55. Quintin Javier Soriano Perez, Mayor, Alcade of Choluteca, [quintinsoriano\\_21@yahoo.com](mailto:quintinsoriano_21@yahoo.com)  
Representatives of the OMM of the Department of Choluteca
56. Angela Calix Rodriguez: Coordinadora de Oficina Municipal de la Mujer, Marcovia; was involved in the research with FUNDE through attending the workshop in El Salvador
57. Maria Marguerita Flores: Coordinadora de Oficina Municipal de la Mujer, Namasigue; was involved in the research with FUNDE through attending the workshop in El Salvador
58. Edita Elizabeth Maldonado: Coordinadora de Oficina Municipal de la Mujer, Yusguare—responsible also for the youth office
59. Emerita Bardales, Regidora (council woman), Alcaldia, municipality of Choluteca  
Representatives of the RED of Women against Violence
60. Blanca Guevara: Coordinada de ConFraMul y participant in RED Contra La Violencia; was interviewed and participated in the activity in ES with FUNDE  
Linked to Ilce through Choluteca Gender Unit:
61. Dixy Alicia Rodriguez (also Aleas Infantiles SOS, Choluteca), [dixirod@yahoo.es](mailto:dixirod@yahoo.es)
62. Magdalena Pool (secretary, Board of the Red Contra La Violencia and CAIM-- Center of integral attention for women), [jortizpool@yahoo.com](mailto:jortizpool@yahoo.com)
63. Griselda Lupi (also CAIM and RED Contra La Violencia), [gricelda74lupi@yahoo.com](mailto:gricelda74lupi@yahoo.com)

**Arab Families and Youth: A Century of War, Migration and Displacement #104090  
(Desk Review)**

**A. Project Team**

64. Suad Joseph, University of California-Davis (telephone)

## Annex 5:

### SAMPLE INTERVIEW QUESTIONS

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#### FOR ALL....

I want to stress that this review is not intended to be an *evaluation* of this particular project, but an attempt to see how well all of WRC's projects contribute to the WRC program as a whole. The review objective is to provide a *comparative* assessment of results, especially research findings and policy impacts. I will be taking notes on my laptop as we speak and have a tape recorder going so I can check my notes later.

I will aggregate the data from all the interviews [and focus groups] to achieve an overview of the findings.

[For non-project leaders: I will incorporate what you say into my report, but I will not identify you by name or position.]

In about a year, you can expect to see the report in the Evaluation Unit's section on IDRC's website.

#### CORPORATE LEADERS, REGIONAL DIRECTORS:

1. How do you perceive WRC fulfilling the IDRC mission of 'Empowerment through Knowledge' i.e. to promote interaction, and foster a spirit of cooperation and mutual learning within and among social groups, nations, and societies through the creation, and adaptation of the knowledge that the people of developing countries judge to be of greatest relevance to their own prosperity, security and equity'?
2. How do you perceive WRC building an explicit Southern agenda into current international policy debates and developmental decision- making at all levels?
3. To what extent has WRC been able to influence policies, practices and laws in the developing countries that contribute to the principles IDRC stands for – 'sustainable and equitable development and poverty reduction'?
4. Since one of the primary goals of IDRC is to build research capacities in the developing countries, to what extent has WRC been able to contribute to the realization of that goal?
5. To what extent has WRC been able to support the production of research that is both methodologically sound and of good quality?
6. What is the particular niche of WRC in the field of gender, rights and citizenship? In other words, how do you judge the relevance of WRC in the overall development research funded (by other donors)? And implemented on gender research around the issues of rights and citizenship?
7. How do you perceive WRC contributing toward realizing of human rights by people in developing countries?
8. How has WRC contributed in building the South-North linkages? Can you also mention two or three specific instances where this linkage has resulted in a sustainable relationship based on the spirit of partnership?
9. What has been IDRC's experience of working with other international agencies (in implementing WRC) – for example other donors, UN agencies? What motivates such international collaboration? What gains have followed from this collaboration?
10. What kinds of networks have resulted from WRC work? What role do you see these networks performing in contributing towards IDRC mission of 'Empowerment through Knowledge'?
11. What particular challenges does IDRC face in implementing a program such as WRC?
12. What would you list as some of the key achievements of WRC? What about some of its limitations?

## WRC STAFF

### I. RELEVANCE/VALUE ADDED/COMPARATIVE ADVANTAGE (WHY)

1. First, could you describe how projects in general come about?
2. What role do your partners and WRC staff play in project activity?
3. To what extent is the concept of WRC relevant to the work of your partner organisations?
4. How well is WRC's concept rooted within the field of women's rights and citizenship?
5. What specific niche does WRC play in women's rights and citizenship?
6. How well has the WRC program helped build the intersection of women's rights, citizenship and development as a field of enquiry?
7. What are your views on the comparative advantage of WRC in women's rights and citizenship in the context of development, as a field of enquiry?

Probe for: generating knowledge, research capacity building, and policy influence/social change.

### EFFECTIVENESS

#### PROGRAM OBJECTIVES AND THEIR PROGRESS (WHAT)

1. Have WRC's original objectives evolved? If yes, what reasons were behind the changes in objectives?  
Probe: Are all the objectives of the program still relevant?
2. How would you describe WRC's theory of change?
  - a. To what extent do WRC-supported projects clearly articulate or reflect that theory of change?
3. How would you describe progress toward meeting the program's objectives?  
Probe: which of the program's objectives have been fully or partially achieved? And why?

## RESEARCH ACTIVITIES AND FINDINGS

### QUALITY OF RESEARCH

1. What are your thoughts on the quality of the majority of research supported by WRC?
2. To what extent does WRC research draw from and link up with other global and regional research conducted on similar themes?

### THE ENTRY POINT

1. How did the conceptualization of this entry point come about? Probe for database, particular debates, selection of regions to focus on, and outcomes envisaged while conceptualizing the entry point.
2. What successes and limitations could be cited regarding the outcome of the work undertaken under this entry point *vis-à-vis* what was envisaged in the beginning?
3. How does the outcome of research on [theme or entry point] relate to the broad theme of WRC?

### CRITICAL INSIGHTS FROM THE RESEARCH

1. What are some of the key lessons from this work that WRC should cite as relevant for future research on [theme or entry point] and women's rights? What dimensions of such lessons are universal and what are more region-specific?
2. What critical insights has the research contributed to [migration and trafficking from the perspective of migration, rights and livelihood] or \_\_\_\_\_?
3. What legal dimensions has the work unraveled that could be relevant for policy engagement?
4. What specific research and policy challenges does an entry point such as \_\_\_\_\_ present for the partners and for WRC?

### D. KEY FINDINGS

1. What have been the program's most significant findings?  
Probe: Have there been any pleasant or not so pleasant surprises? (Please give some examples.)
2. What new insights have these findings brought to the problems [or objectives] identified by the WRC Program Initiative?



## MAJOR OUTPUTS

### NATURE AND QUALITY OF OUTPUTS

1. What written outputs have been produced by WRC?
2. What other outputs can you identify as a direct result of this WRC funding and support?
3. How would you describe the quality of the outputs (including research, publications, conferences, etc.)?

### DISSEMINATION

1. Please describe any ways in which these outputs have been disseminated.
2. Who uses the findings?

## RESEARCH CAPACITY

### RELATING TO THE PROGRAM PARTNERS

1. What is your understanding of “capacity building”?
2. To what extent have you shared research emerging from the strategic evaluation with partners?
3. To what extent are capacity-building outcomes identified by WRC?  
Probe: How about milestones or targets for building capacity?  
Probe: How do you document changes in capacity and track changes in capacity building?
4. What changes have you observed in research capacity since you started working with WRC?
5. What type of support has the WRC program been able to provide for developing capacity?  
Probe: Who has benefited from this support?
6. What are the most important things that have contributed to building capacities?  
Probe: What about the constraints?
7. How could IDRC-WRC help develop research capacity in the future?

### POLICY INFLUENCE (IF APPLICABLE)

1. What changes in policy do you hope to influence through the various projects you support in your region?
2. To what extent does WRC use the conceptual framework on policy influence prepared by IDRC?  
Probe: What policy influence outcomes have been identified by WRC?
3. To what extent does collaboration between researchers, policy makers and activists happen in your region?
  - a. To what extent has WRC been able to engage directly with policy makers, especially around key research findings in your region?
  - b. Are there any changes in relationships between the research community and governments in the region as a result of WRC-funded projects? Please describe.
4. Are there cases where research findings have been used to directly influence policy?  
Probe: What about using research findings to help policy makers understand better the contexts of women’s rights and citizenship?
5. What are the factors that support or inhibit policy influence in your region?  
Probe: What special challenges exist in your social and political context?
6. To what extent have WRC’s research findings changed or contributed to local, national, regional, or international policy debates?
7. To what extent has WRC contributed to current international debates on gender and citizenship?

### VIII. SOCIAL CHANGE (IF APPLICABLE)

1. What social change are your research projects aiming to effect?
2. Which types of stakeholders are you targeting in the region?
3. What have been the outcomes so far?
4. How does this relate to your policy work?

#### IX. COLLABORATION BETWEEN WRC AND OTHER STAKEHOLDERS

1. Who are the main agencies or organisations collaborating with WRC?
2. What have been the main areas of collaboration between WRC and these agencies?
3. What role did WRC play in the collaboration? What are the main successes or constraints for these collaborations?

#### X. MONITORING AND EVALUATION

1. How does WRC monitor at the program level (i.e., how do you track and analyze progress towards the achievement of program objectives)?
2. How does WRC evaluate projects (i.e., how do you determine whether projects have met their objectives)?
3. How well do monitoring reports capture the projects' major research findings?
4. How well do these reports reflect the capacity development changes brought by the program?  
Policy influence or contributions to social change?

#### XI. RISK MANAGEMENT/OPPORTUNITY IDENTIFICATION

1. Have any major challenges or roadblocks arisen during the course of the projects you have led? If so, please describe what they were and how they were dealt with (and by whom)?  
Probe: What are the most critical problems arising?  
Probe: Have there been adjustments in the research as a result? Adjustments in the project objectives, site selection, timeframe or completion date?
2. Have any unique opportunities occurred with the program? Could you take advantage of them—if so, please describe that situation.
3. Overall, to what extent have WRC objectives evolved to meet changing contexts, opportunities, and constraints?

#### XII. KEY LESSONS LEARNED

1. What are the key lessons you have learned in the course of this program—ideas that can be shared with others who lead similar programs?
2. Have you documented or written about these lessons? {obtain documents}

#### XIII. LAST THOUGHTS

##### MAJOR OUTCOMES

1. As you reflect back on our conversation, what would you say have really been the major outcomes of WRC?
2. How would you summarize the benefits of WRC overall? To the partners? To governments? To IDRC? To other stakeholders?
3. What are the most significant impacts you can see as you look back?

#### PARTNERS:

##### RELEVANCE/COMPARATIVE ADVANTAGE/VALUE ADDED

- First, could you describe how the project came about and your focus in general?
- To what extent is the rationale/concept of WRC relevant to your organization?
- What are your views on the comparative advantage of WRC in the field of women's rights and citizenship?  
Probe for: generating knowledge, research capacity building, and policy influence/social change.
- What is the value added to your organization of WRC's support?

- How has WRC contributed in building the South-North linkages? Can you also mention two or three specific instances where this linkage has resulted in a sustainable relationship based on the spirit of partnership?

## EFFECTIVENESS

### PROJECT OBJECTIVES AND PROGRESS

1. What were your WRC-funded project's original objectives?  
Probe: How have those objectives evolved since you received the initial funding?  
Probe: What reasons were behind any shifts in objectives?
2. Does your project clearly articulate a hypothesis or intent around social change? (theory of change)
3. How would you describe progress toward meeting the project's objectives?

## RESEARCH ACTIVITIES AND FINDINGS

### CORE ACTIVITIES

1. What key theme(s) has your research focused on?
2. Who are the primary researchers?
3. How well have you been able to identify researchers to do this work?  
Probe for collaborations and partnerships.
4. What are your thoughts on the quality of the research being produced through this project?

### KEY FINDINGS

1. What have been the project's main findings—the most significant ones in your view?  
Probe: As you look at the findings, have you seen any pleasant or not so pleasant surprises? (Please give some examples.)
2. What new insights have these findings brought to your research agenda [or objectives]?

### CRITICAL INSIGHTS

1. What critical insights has the research contributed to [theme or thematic area] from the perspective of women's rights and livelihood?
2. What legal dimensions has the work unraveled that could be relevant for policy engagement?
3. What specific research and policy challenges does an entry point such as [theme or thematic area] present for the partners and for WRC?

## MAJOR OUTPUTS (RESULTS, CONTRIBUTIONS)

1. What written outputs have been produced by this project?
2. What other outputs can you identify as a direct result of your WRC funding and support?

## DISSEMINATION

1. Please describe any ways in which these outputs have been disseminated.
2. Who uses the findings? Probe for how, in what context.

## RESEARCH CAPACITY

### A. RELATING TO THE PROJECT

1. What is your understanding of “capacity building” in relationship to your WRC project?  
Probe: What constraints or challenges do you face in this regard?
3. Are there expected capacity-building outcomes identified by your project? Probe for milestones for building capacity.
2. What changes in your project’s research capacity have you observed since you started working with IDRC-WRC?
3. What are the most important things that have contributed to building research or research management capacities? Probe for WRC support.  
Probe: Who has benefitted from this support?
4. How could IDRC-WRC help develop research capacity in the future?

#### POLICY INFLUENCE (IF APPLICABLE)

1. What policy debates do you hope to influence [or have been influencing] through this particular project?  
Probe for changes that have come as a result of this influence.
5. To what extent you have been able to engage directly with policy makers, especially around key research findings?
6. To what extent does collaboration between researchers, policy makers and activists happen in your project?
  - a. To what extent you have been able to engage directly with policy makers, especially around key research findings?
  - b. Are there any changes in relationships between the research community and government as a result of this project? Please describe?
7. Are there cases where research findings have been used to directly influence policy?  
Probe: What about to help policy makers understand better the contexts of women's rights and citizenship?
8. What are the factors that support or inhibit policy influence in your project? Probe for special challenges in their social and political context.
9. To what extent have your research findings changed or contributed to local, national, regional, or international policy debates?  
Probe for impacts on social change.

#### MONITORING AND EVALUATION

- A. EFFECTIVENESS
  1. How well do WRC's monitoring reports capture your project's major research findings?
  2. How well do these reports reflect the capacity development changes brought by the project?

#### RISK MANAGEMENT/OPPORTUNITY IDENTIFICATION

1. Did any major challenges or roadblocks arise during the course of the project? If so, please describe what they were and how they were dealt with (and by whom)?  
Probe: What are the most critical problems arising?  
Probe: Have there been adjustments in the research as a result, or adjustments in the project objectives, site selection, timeframe, or completion date?
4. Have any unique opportunities occurred with the project? Could you take advantage of them? If so, please describe.
5. Overall, to what extent have your project's objectives evolved to meet changing contexts, opportunities, and constraints?

#### KEY LESSONS LEARNED

1. What are the key lessons you have learned in the course of this project—ideas that can be shared with others who lead similar projects?
2. Have you documented or written about these lessons? Probe for examples.

#### MAJOR OUTCOMES

1. As you reflect back on our conversation, what would you say have really been the major outcomes of this project?
2. What are the most significant impacts you can see as you look back?

### **KEY INTERNATIONAL PARTNERS:**

1. What have been the main areas of collaboration between your organization and IDRC's Program, "Women's Rights and Citizenship (WRC)"?
2. What role did WRC play in the collaboration?
3. What do you see as the main successes in this collaboration?
4. What challenges have arisen during the collaboration?  
Probe: What are the most critical problems arising?  
Probe: Have there been adjustments in the research as a result, or adjustments in the project objectives, site selection, timeframe or completion date? (This question might not be appropriate for an international collaborating body which is not necessarily a partner.)
  - a. How have challenges been met?
  - b. Have they been resolved?
5. How familiar are you with the overall program of WRC and its objectives (research, capacity building and policy development)?
  - a. In your view, how well is WRC achieving these objectives? Some examples would be very useful....
6. What are WRC's main contributions to women's rights and citizenship in the context of development, as a field of enquiry?
  - a. How well is WRC's concept/rationale rooted within the field of women's rights and citizenship?
  - b. What specific niche WRC play in women's rights and citizenship?
  - c. What is WRC's comparative advantage in this field?
7. What could WRC do differently in the future to maximize achieving its objectives and expanding its contributions?
8. To what extent does WRC contribute to current international debates on gender and citizenship?
9. As you reflect back on our conversation, what would you say have really been the major outcomes and the most significant impact of the WRC program?
10. How has WRC contributed in building the South-North linkages? Can you also mention two or three specific instances where this linkage has resulted in a sustainable relationship based on the spirit of partnership?
11. What kinds of networks have resulted from WRC work? What role do you see these networks performing in contributing towards IDRC mission of 'Empowerment through Knowledge'?
12. How would you describe the benefits of this program overall? To you? To governments?

## Annex 6:

### BIOGRAPHIES OF THE REVIEWERS

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#### **Janet Mancini Billson, PhD, team leader**

jmbillson@gdiworld.com

Director, Group Dimensions International: 1981 to present. Professor of Sociology and Women's Studies, Rhode Island College, Providence, Rhode Island, 1973-1990; Assistant Executive Officer, American Sociological Association, 1990-1994; Visiting Professor of Sociology, The George Washington University, 1994-1996; continue as Adjunct Professor.

Dr. Billson has extensive experience in conducting academic, evaluation, and policy research for multilateral development agencies and with governments, public utilities, non-profit organizations, development agencies, corporate entities, and NGOs. She has extensive experience in strategic planning, meeting facilitation, teamwork training, needs assessments, and program evaluation from the perspective of results-based management. She conducts capacity-building focus group training workshops for The World Bank's International Program for Development Evaluation Training and the Bank's Independent Evaluation Group, the European Commission, the United Nations, and many US clients. She received her PhD and MA in Sociology from Brandeis University. Invited participant, Gender Expert Meeting, UNIFEM-CIS, Istanbul, November 2008: "Enhancing Accountability for Gender Equality Advancement." Presented "Establishing baseline data and indicators for the gender goals: Harmonized indicators for the MDGS, BPFA, and CEDAW" Lester F. Ward Distinguished Contributions to Applied and Clinical Sociology Award, Association for Applied and Clinical Sociology, 2008 and served as Visiting Scholar, Well-Being in Developing Countries Research Group, University of Bath, England, 2003-2004, and University of Exeter, Department of Sociology, 1981. She received the Stuart A. Rice Career Achievement Award, District of Columbia Sociological Society, 2001, the Lifetime Award for Sociological Practice, Society for Applied Sociology, 2000, the Alumni of the Year Award, Baldwin-Wallace College, Berea, Ohio, 1999, and was a Woodrow Wilson Fellow, 1965-1966.

Dr. Billson has conducted multiple evaluations of the World Bank's M&E processes, and of Bank staff perceptions of the social dimensions of research and operations. In addition to over 100 research reports, she is author of *Inuit Women: Their Powerful Spirit in a Century of Change*, with Kyra Mancini (Boulder, CO: Rowman & Littlefield, 2007); *Female Well-Being: Towards a Global Theory of Social Change*, with Carolyn Fluehr-Lobban (London, England: ZED Books, 2006); *Keepers of the Culture: The Power of Tradition in Women's Lives* (New York: Lexington Books, 1995/Ottawa: Penumbra Press, 1999), and 40 articles and book chapters on Baffin Inuit, gender, qualitative methodology, and group dynamics.

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#### **Shoa Asfaha, Ph.D.**

ShoaAsfaha@aol.com

Dr. Shoa Asfaha is a socio-economist with experience in assessing and reviewing programs; undertaking evaluations, socio-economic research, impact assessments, capacity building assessments, and feasibility studies; and appraising project proposals for funding.

With over 20 years experience in international development, Dr. Asfaha has worked with international development organisations, research institutions, and donors all over the world, including 17 countries in East, West, and Southern Africa. She completed her PhD honors in Social Sciences in Paris at Ecole des Hautes Etudes en Sciences Sociales and is fluent in Tigrinya, French, and Amharic. She has worked with a number of organisations, including CARE International, CAMFED International, Anti-Slavery International, Rainforest Foundation, SOS Sahel, SOS Kinderdorf International, Overseas Development Group of the University of East Anglia, Comic Relief, and Princess of Wales Diana Memorial Fund. She has undertaken extensive evaluations on gender, civil society and governance, and food and livelihood

security issues in different contexts. Since September 2009, Dr. Asfaha has worked with Triple Line consulting as an associate consultant involved in proposal screening, quality assurance, and performance assessment for DFID's Civil Society Challenge Fund, Development Awareness Fund, and Africa Enterprise Challenge Fund, among other responsibilities.

Dr Asfaha has undertaken extensive field-based research for her PhD on refugee assistance policies and has published articles on the issue, including: "*Refugees' Habitat in the Sudan: The agricultural land settlements*" (in French), in *Espace Géographique*, publication edited with the support of CNRS, Tome XXI, no. 4 1992, doin éditeurs – Paris (1992); and "*Critical Analysis of the Sudanese Government's Refugee Assistance Policy: The case of Eritrean refugees living in formal settlements*" (in French), with Véronique Lassailly-Jacob, CNRS, Paris), in *Refuge*, Special issue on the Horn of Africa, April, Centre for Refugee Studies, York University, Ontario, Canada (1994). Some of the evaluation reports she has prepared have been published by clients.

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### **Ranjita Mohanty, PhD**

ranjitamohanty@hotmail.com

Dr. Ranjita Mohanty is a Political Sociologist based in India. She completed her PhD at Jawaharlal Nehru University, New Delhi, India, in 1996. Her doctoral research focused on environmental movements in India. Subsequently, she worked with grassroots-oriented research organizations. She held the position of Head of Research (1998-2008) in the Society for Participatory Research in Asia, a research and advocacy organization based in New Delhi.

Dr. Mohanty has been the recipient of a Fulbright Senior Research Fellowship (2006-2007). She was awarded the University Grant Commission, India, and a Research Fellowship (1989- 1994). She was a visiting fellow in the Institute of Development Studies, UK, in 2002 and in 2005.

Subsequent research has covered various aspects of democratization and governance, civil society mobilization for rights and entitlements, and citizenship issues of the marginalized. Dr. Mohanty's recent research has been on low caste and women's participation in decentralized local governance. She is currently working on the interaction between various forms of social mobilization and the state in three formal democracies and emerging economies—India, Brazil, and South Africa.

Dr. Mohanty has engaged with several academic institutions nationally and internationally through collaborative research. Her engagement with an equally large number of civil society organizations has been through research partnerships, programmatic interactions, and support provided in network building.

Dr. Mohanty has published extensively on her research. She has co-edited two books: *Participatory Citizenship: Identity, Exclusion, Inclusion* and *Does Civil Society Matter? Governance in Contemporary India*. Both are published by the Sage Publications, New Delhi.



## ANNEX 7

### PROJECT DESCRIPTIONS

#### 7A: AFRICA

Thematic Area	Project Number	Project Title
MIGRATION (field visit)	104891	Women, Migration and Rights in Mali and Sénégal
WOMEN'S CITIZENSHIP AND GOVERNANCE (Decentralization) (desk review)	103391	Politics and the Construction of Women's Citizenship (Uganda, Kenya and Tanzania), Phase I
WOMEN'S CITIZENSHIP AND GOVERNANCE (Decentralization) (desk review)	104843	Decentralization, Local Rights and the Construction of Women's Citizenship – Phase II
SEXUAL AND REPRODUCTIVE RIGHTS (field visit)	103735	Contribution of ICTs to the Rejection of Female Genital Mutilation in Francophone West Africa
WRC CAPACITY BUILDING (desk review)	104029	Institutionalizing Gender and Women's Rights and Citizenship at Cheikh Anta Diop University, Dakar (Sénégal)
WRC CAPACITY BUILDING (desk review)	104909	Training Institute: Women's Rights, Citizenship and Governance in sub-Saharan Africa

#### 7B—ASIA

MIGRATION (desk review)	103498	Cross-Border Movements, Female Migration and Human Rights: A Postcolonial Evaluation
WOMEN'S CITIZENSHIP AND GOVERNANCE (Decentralization) (field visit)	102927	Research Competition: Gender and Decentralization in South Asia
ECONOMIC RIGHTS (desk review)	103428	Women's Rights to Land in Pakistan
MIGRATION (field Visit)	103851	Gender, Cross-border Migrant Workers and Citizenship: Case Study of the Burmese-Thai Border
SEXUAL AND REPRODUCTIVE RIGHTS (desk review)	101429	Addressing the Adverse Sex Ratio in Selected Districts in Northern India

#### 7C: LAC/MENA

MIGRATION (field visit)	104785	Women Migrants Advocacy in Latin America
MIGRATION (desk review)	104090	Arab Families and Youth: a Century of War, Migration and Displacement
WOMEN'S CITIZENSHIP AND GOVERNANCE (Decentralization) (field visit)	103574	Research Competition: Decentralization and Women's Rights in Latin America and the Caribbean
SEXUAL AND REPRODUCTIVE RIGHTS (field visit)	104087	Gender, Sexual Culture and HIV/AIDS in the Caribbean
ACCESS TO JUSTICE (field visit)	102617 (Phase I)	Child Support, Poverty and Gender Equality in the Caribbean
ACCESS TO JUSTICE (field visit) in conjunction with Phase I interviews	105493 (Phase II)	Child Support, Poverty and Gender Equality in the Caribbean – Phase II
WRC CONFERENCES, NETWORKING, ACTION LEARNING (desk review)	105098	Decentralization and Women's Rights: Synthesizing and Communicating the Research Results

## Annex 8:

# PORTFOLIO ANALYSIS

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1. *The portfolio analysis shows an expansion in the number of WRC projects in various geographical regions. Forty-five research projects and 14 research support projects have been approved since the program started in 2006; an additional 29 projects (both research projects and research support projects) initiated by the Gender Unit have been carried over into the work of WRC, bringing the total number of all types of projects to 88. Until recently, this expansion was related to the growth of WRC's budget.*

2. *WRC's budget has increased since its inception, from \$4,000,000<sup>19</sup> in 2006-07 to \$5,744,900 in 2007-08, but declined slightly in 2008-09 to \$5,000,000. These figures represent 11%, 16%, and 14% respectively of SEP's funds. It is reported that WRC is undergoing a 40% budget cut, from \$5m to \$3m in 2009/10, as part of a budget cut across IDRC's programs. Budget reduction will certainly affect the number and funding level of projects in future, and suggests the need for highly strategic choices.*

3. *On average, investments in research projects in Africa represent 33.8% of total WRC funds from 2006 to present, 19.6% for Asia, 16.7% for LAC, 14.5% for MENA, 6% for Global Projects, and 8% for research support projects for all regions. Global Projects received an important proportion of WRC funds in 2006-07 (22%), but declined considerably in 2007-08; there was no new allocation in 2008-09.*

4. *Overall investments until 2008-09 indicate a growth in all regions except MENA, although positive changes started to occur last year in this region. The distribution of WRC funds according to region reveals that the African region receives the largest percentage (28-43%); the highest proportion was registered in 2008-09. The Asian region receives a smaller amount (17-19%), with a somewhat regular pattern. LAC funds have increased gradually, from 13% to 26%, the highest being in 2008-09. Although MENA funding was on a par with Asia in 2006-07 (18%), it has declined dramatically to only 6% in 2007-08, picked up to 11% in 2008-09, and remains the region where investment is lowest.*

5. *Whereas investments for research support and supplements has increased considerably from 1% in 2007-08 to 18% in 2008-09, RSPs seem to receive more support, as the intention is to consolidate research projects through disseminating findings, sponsoring researchers to attend a conference, commissioning background papers and evaluations, and so forth.*

6. *Among the five thematic areas, the Women's Rights and Governance theme receives the highest percentage (21%-32%), the highest being recorded in 2007-08. On average, 26% of WRC funds are allocated to this thematic area. Many of WRC's initiated research projects seem to fall within this area (13 projects of which three deal with decentralisation); however there are a few that could be categorised under economic rights (e.g., decentralisation project in E. Africa). Some categorisation could be misleading.*

7. *Investments in the Economic Rights thematic area (13-8%) represent the highest in 2008-09 that year across all thematic areas. This area accounts on average for 19% of WRC funds, and is most popular with partners in Africa and to some degree in Asia and MENA. Eleven Economic*

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<sup>19</sup> All figures are in Canadian dollars.

Rights research projects exist currently across regions, five are in Africa. For some partners, the decentralisation projects in East Africa and LAC deal with economic more than political rights of women, as they are about access or entitlement to land or policy influence; if decentralization projects were categorised within the economic rights thematic area, as all projects dealing with access to land rights are, the number of projects in this thematic area would increase, constituting about 28% of all research projects funded in Africa.

8. *Investments in migration projects have increased slightly in 2007-08 (17 to 20%) but as a whole remained the same in terms of proportion of funds disbursed.* Migration represents in average 18% of the total WRC investment. Projects on migration are more prevalent in Asia (6 projects) and West Africa (2 major projects plus one small study), where migratory patterns are prevalent.

9. *Investments in research projects in the Sexual and Reproductive Rights thematic area have increased gradually from 13% in 2006-07 to 20% in 2008-09.* On average, this area takes 16% of WRC funds, with the highest prevalence in Asia and LAC (2 projects in each region). There is only one project in Africa.

10. *Although on average 17% of WRC funds have been allocated to Access to Justice, investments have dropped dramatically from 24% in 2006-07 to only 8% in 2008-09.* Investment is in decline in this area despite its having the highest funding level (24%) when WRC started in 2006. Currently, there are 2 projects in Asia, only 1 in Africa, 1 in LAC and 1 as a Global Project. It is essential to understand better why there is less interest in this thematic area, which seems central to its mandate. WRC should perhaps review the choices made for this thematic area in its next prospectus.

## Annex 9:

### SELECTED FINDINGS

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Research findings from the project level feed into the construction of new understandings at the program level. Both new insights and findings that strengthen and consolidate some findings established through previous studies are equally important. For example, that patriarchy interferes with women's political rights has been established by decentralization research, but WRC research has generated new insights into *how* political parties affect women's political rights negatively, thus deterring women's participation in decentralized contexts (CDS research). Some WRC-funded research has also brought into question generally held assumptions about women's rights and citizenship (e.g., that laws will automatically bring equality).

#### A. PROGRAM FINDINGS

These higher-level findings that reflect some of the program's existing or potential contributions to the academic and policy debates in women's rights and citizenship are synthesized from desk reviews and interviews with all types of respondent:

- Legal rights for women provide the essential ground for women to make claims for equality, yet WRC research findings reveal that women's claim for equality is seriously jeopardized by social and economic conditions in which women live, and that legal rights are socially and economically embedded. This interconnectedness helps explain the complexity of women's rights more comprehensively than viewing legal rights in isolation.
- Rights are essential for creating agency; WRC research supports this argument. However, findings from WRC research also point out that absence of rights does not necessarily mean absence of agency. Even when there is almost total absence of rights, such as with illegal migrant workers, women are not simply passive, accepting the situation; they work, raise children, and engage in the tasks that marked their lives in their country of citizenship.
- WRC research reveals that women often find themselves placed in a paradoxical situation vis-à-vis the state. As the upholder of rights, the state is something women have come to view as an ally, yet the historical absence of the state from the lives of the poor in developing countries also means that women feel isolated from state institutions. This paradox grounded in WRC research has critical implication for women's access to right and justice.
- How well women are able to exercise their rights in the public sphere is contingent on the private spheres of family and the cultures in which they are embedded. WRC research reveals that the family and cultural traditions have been less supportive of women's participation in the public sphere, in politics or in claiming rights and empowerment.
- Decentralization and affirmative action have given women opportunities to enter local politics. WRC research documents that such opportunities have not resulted in feminization of politics, as women work according to the institutional norms and procedures, and find it hard to counter the prevalent dominant masculinity whereby men make important decisions.
- WRC research provides solid evidence for the significance of the larger context of democracy for women's rights and citizenship (and vice versa). While both democratic and non-democratic states make certain provisions for gender equality and political rights for women, these can only be pursued effectively when a democratic regime in principle and practice can support equality of rights and the freedom that accompanies those rights. This is brought out by WRC decentralization research in countries where a larger democratic context is weak or absent (e.g., Pakistan in South Asia, Uganda and Kenya in East Africa, Honduras in LAC.)

## **B. PROJECT FINDINGS**

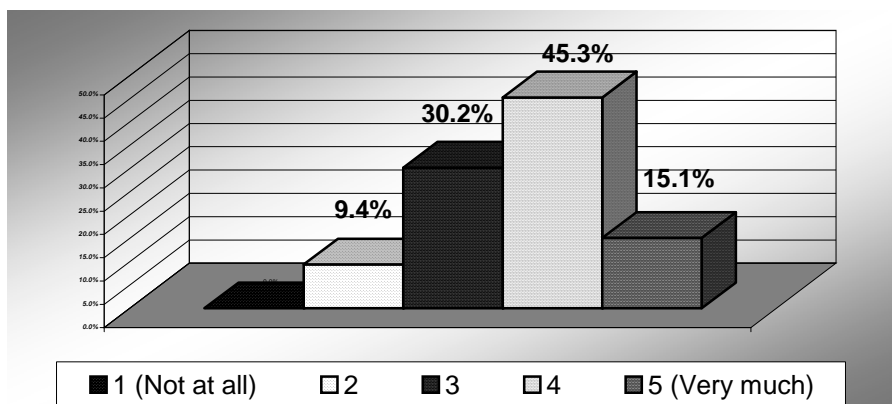
Most of the projects reviewed are still running or just coming to closure, so the researchers have not as yet fully articulated their findings; some are focused on capacity building and are not research projects. Nonetheless, many respondents were able to identify an impressive array of important findings and new insights derived from their WRC-funded research. The main overarching findings that emerged across the WRC projects, countries, and regions are listed here; a full examination of the project findings has been submitted under separate cover to WRC.

- Bridging stakeholder differences increases success in social change.
- The best strategies involve pluralism and patience.
- Public sphere agencies are less coordinated than expected.
- The power of the private sphere is often stronger than the public.
- Male-dominated institutional and social norms create resistance to change.
- Underlying inequalities deter women from full citizenship, participation, and rights.
- Poor, migrant, or otherwise vulnerable women become invisible.
- Myths and stereotypes continue to hinder full citizenship and women's rights.
- Economic patterns impinge upon women's reproductive rights.
- Participation "on paper" may not be matched by "real" participation.
- Policies might change but traditional (male) policy-makers remain in power.
- Progress in political participation is slow.
- Decentralization expands women's participation but lacks mechanisms.
- Networks are critical to achieving and enacting women's rights and citizenship.
- Meetings and workshops within and across regions can facilitate/consolidate change.
- Women learn from each other in a "looking glass effect."
- A larger global rights analysis is necessary to understand local issues in women's rights.
- Paradigm shifts are crucial for achieving significant social change.
- Technology is a new but powerful, transformative tool for social change.
- Youth and families reflect changes in core societal values and beliefs.

## Annex 10: FIGURES RELATING TO SURVEY DATA

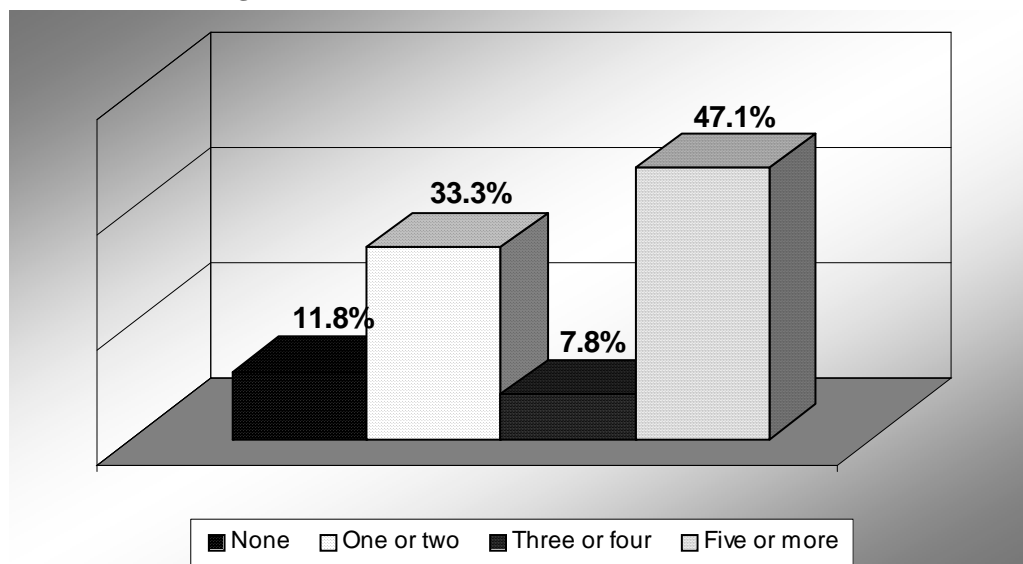
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**Figure 1. Project Leader Familiarity with WRC Program Objectives**



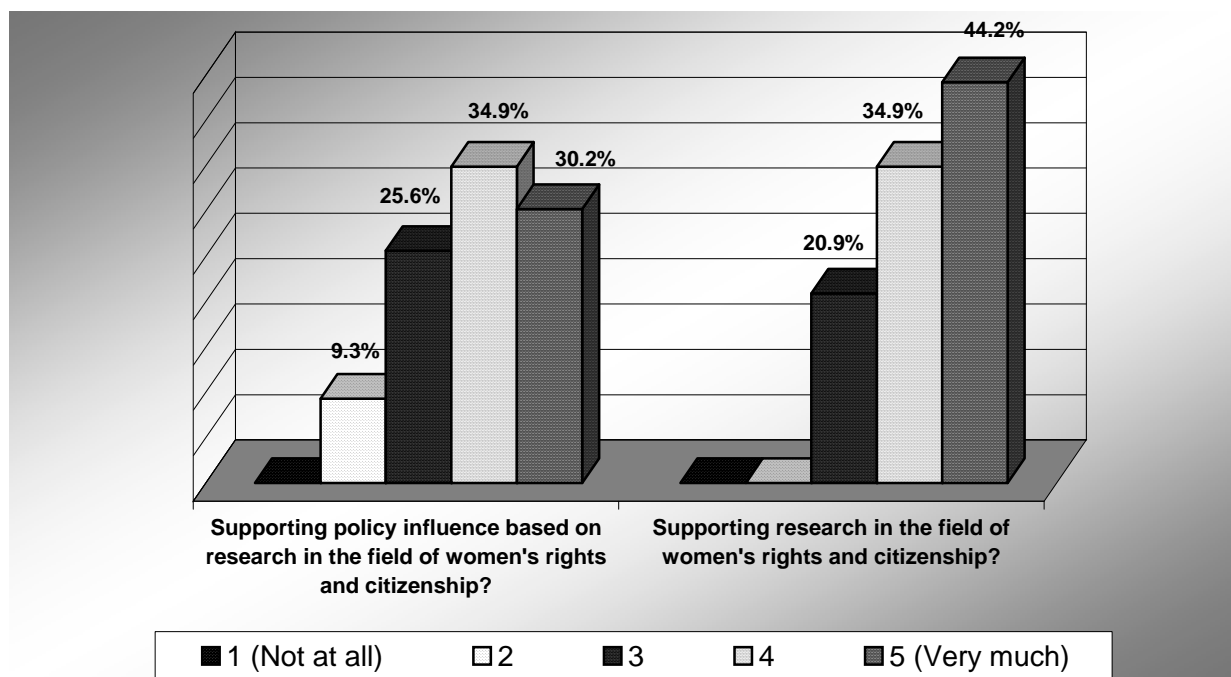
**Q. How familiar are you with the overall program of WRC and its objectives (research, capacity building and policy development)?**

**Figure 2. Number of Previous Studies Related to WRC**



**Q. Before this WRC-funded project, how many research studies had you conducted in the field of women's rights and citizenship?**

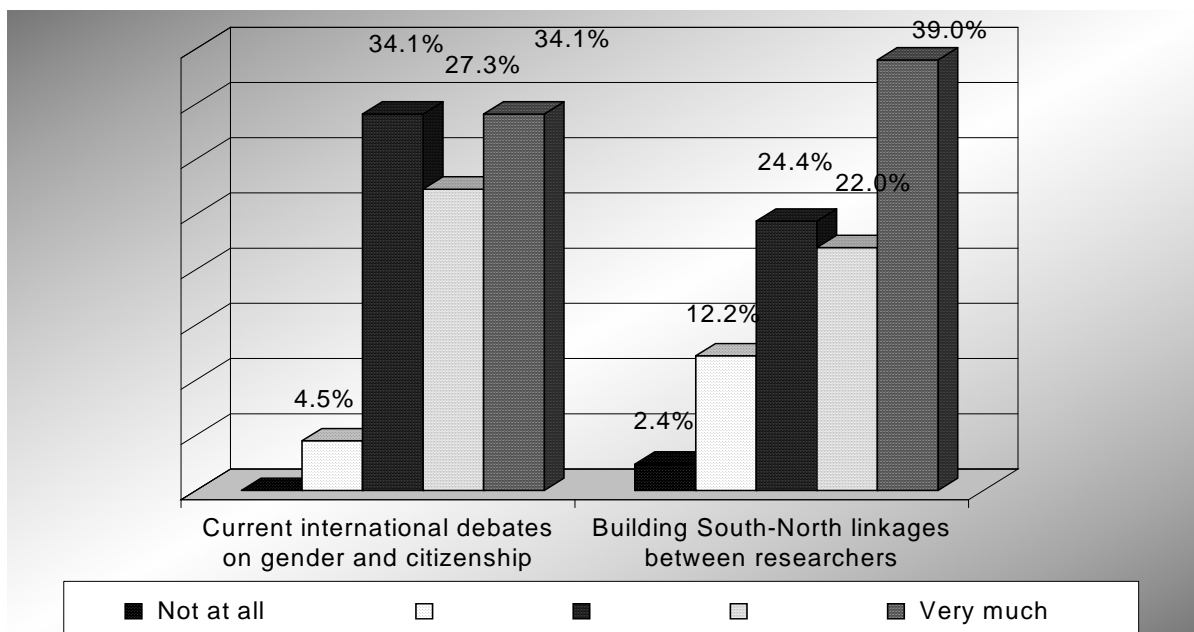
**Figure 3. WRC's Contributions to Research and Research-Based Policy Influence**



Q. To what extent does WRC support policy influence based on research in the field of women's rights and citizenship?

Q. To what extent does WRC support research in the field of women's rights and citizenship?

**Figure 4. WRC Contributions to International Debates and Linkages**



Q. To what extent does WRC contribute to current international debates on gender and citizenship?

Q. To what extent has WRC contributed in building South-North linkages between researchers?

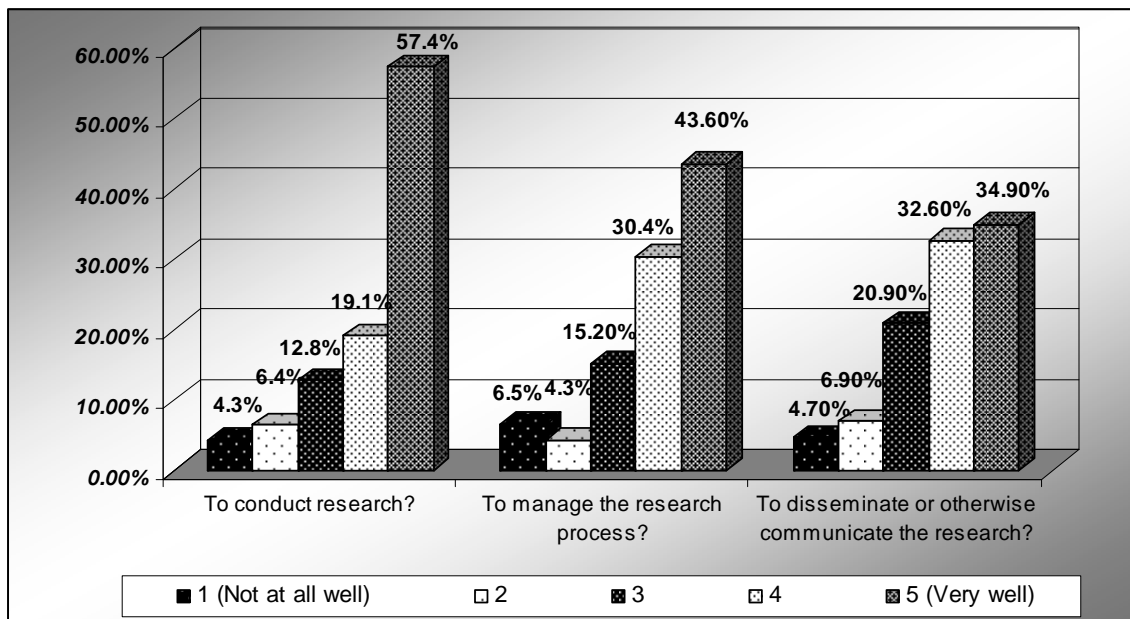
**Figure 5. Impacts of WRC Funding on Networks and Collaborative Research**

As a result of this WRC funding I am...	1 Less than before	2 Somewhat less than before	3 About the same	4 Somewhat more than before	5 More than before
Involved in networks around the thematic area of the research.	0.0%	6.1%	38.8%	32.7%	22.4%
Collaborating with other researchers in the thematic area.	0.0%	4.1%	30.6%	42.9%	22.4%
Building collaborations for continuing research in the thematic area.	0.0%	8.2%	26.5%	38.8%	26.5%

**Q. As a result of this WRC funding, I am...**

- Involved in networks around the thematic area of the research
- Collaborating with other researchers in the thematic area
- Building collaborations for continuing research in the thematic area

**Figure 6. The Extent of WRC Programmatic Support to Projects**

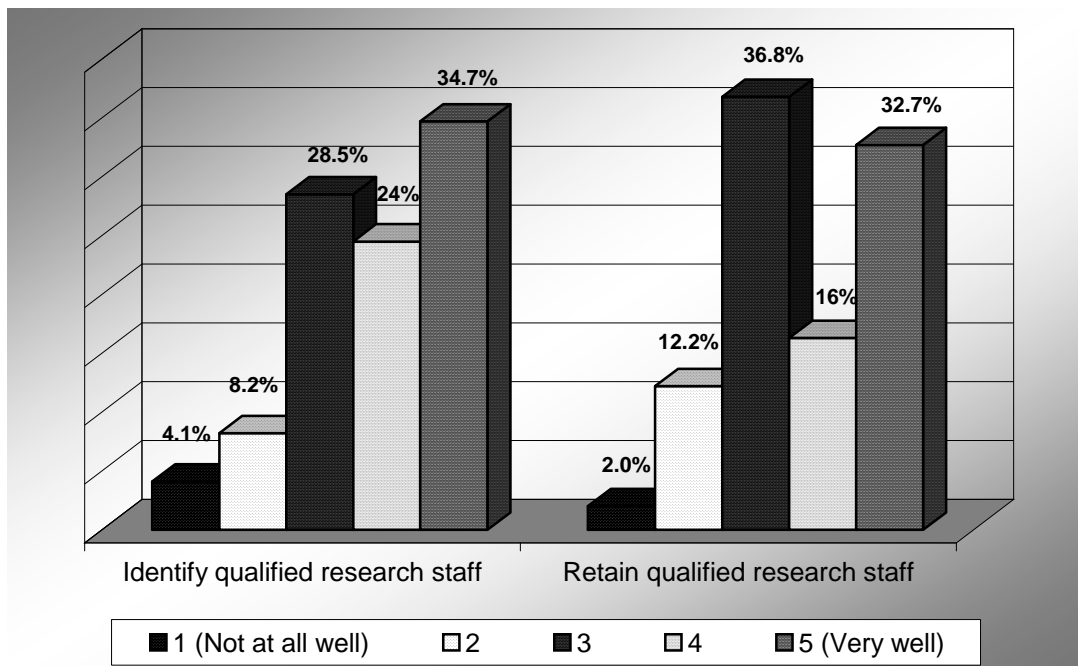


**Q. To what extent has WRC been able to provide support ...**

- To conduct the research?
- To manage the research processes?
- To disseminate or otherwise communicate the research findings to target audiences?



**Figure 7. Staffing Challenges**



v

**Q. For your WRC-funded project, to what extent have you been able to ...**

- a. Identify qualified research staff?
- b. Retain qualified research staff?

**Figure 8. Impact of WRC Funding on Partner Entering Policy Debates**

	1 Not very much	2 Less than somewhat	3 Some- what	4 More than somewhat	5 Very much
a. Entered policy debates locally with findings	17.0%	17.0%	19.2%	27.6%	19.2%
b. Entered policy debates nationally with findings	10.7%	23.4%	23.4%	25.5%	17.0%
c. Entered policy debates regionally with findings	19.2%	19.2%	23.4%	23.4%	14.8%
d. Entered policy debates internationally with findings	17.0%	31.9%	27.6%	10.7%	12.8%

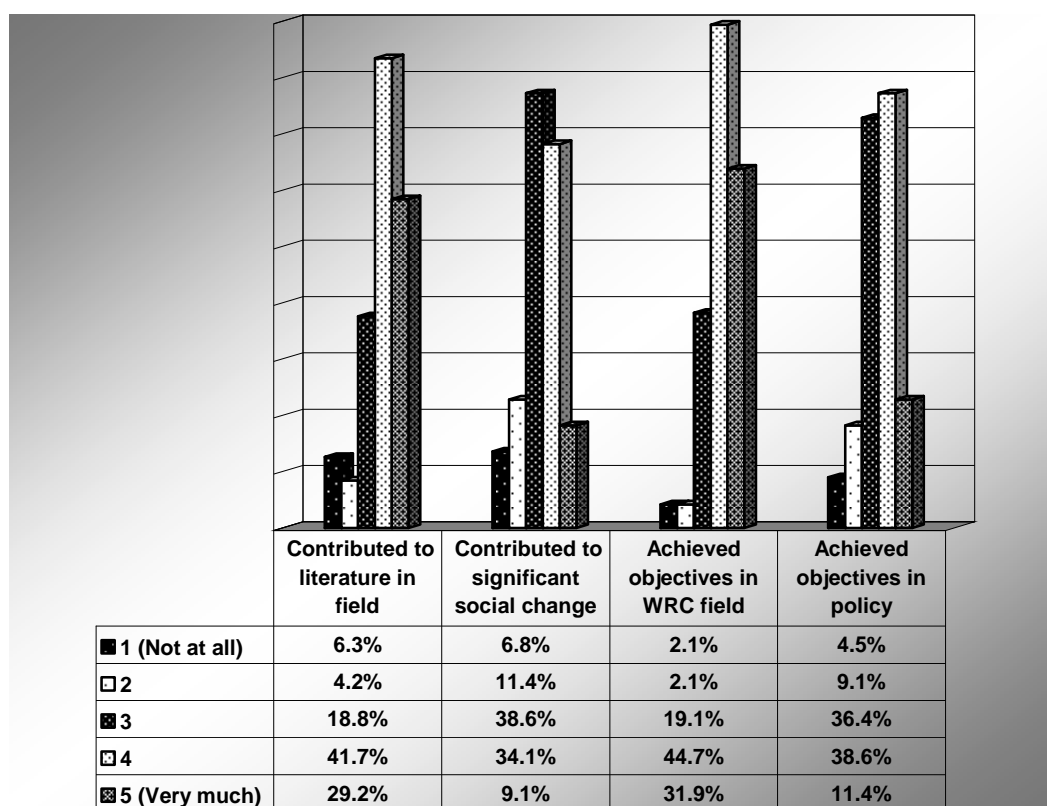
**Q. To what extent have you been able to enter the policy debates relevant to the thematic area in which you have been conducting WRC-funded research?**

**Figure 9. Impact of WRC Projects on Social Change**

	1 Not very much	2 Less than somewhat	3 Some- what	4 More than somewhat	5 Very much
a. Influenced social change locally with findings	15.9%	29.5%	22.7%	15.9%	15.9%
b. Influenced social change regionally with findings	20.4%	36.4%	22.7%	11.4%	9.1%
c. Influenced social change nationally with findings	25.6%	25.6%	23.3%	13.9%	11.6%
d. Influenced social change internationally with findings	30.2%	39.5%	18.6%	4.7%	7.0%

**Q. To what extent have you been able to influence social change in the thematic area in which you have been conducting WRC-funded research?**

**Figure 10: Relationship between Contributions to Literature and Influencing Policy/Social Change**



**Q. Overall, to what extent has this WRC project contributed to the growing body of literature in your thematic area?**

**...contributed to significant social change in your thematic area?**

**...achieved its objectives as a WRC-funded research endeavor in the field of women's rights and citizenship?**

**...achieved its objectives in influencing policy based on your WRC-funded research findings?**

**Figure 11. Overview of WRC's Capacity Development and Support**

Question	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
a. WRC provided adequate financial resources for my project.	0.0%	0.0%	2.0%	0.0%	6.1%	4.1%	10.2%	16.3%	18.4%	<b><u>42.9%</u></b>
b. WRC provided helpful feedback on the initial proposal.	0.0%	2.1%	<b><u>6.3%</u></b>	4.2%	6.3%	4.2%	8.3%	8.3%	18.8%	<b><u>41.7%</u></b>
c. WRC staff supplied relevant materials to place the project into context.	0.0%	2.2%	<b><u>8.7%</u></b>	4.3%	10.9%	17.4%	8.7%	8.7%	17.4%	<b><u>21.7%</u></b>
d. WRC Program Officer/s (PO) have provided useful guidance for my project.	2.2%	0.0%	<b><u>8.7%</u></b>	0.0%	6.5%	6.5%	10.9%	8.7%	23.9%	<b><u>32.6%</u></b>
e. (If appropriate): The PO's comments on my mid-project report provided useful feedback.	2.6%	<b><u>5.3%</u></b>	<b><u>5.3%</u></b>	2.6%	5.3%	7.9%	7.9%	13.2%	21.1%	<b><u>28.9%</u></b>
f. (If appropriate): The PO's comments on my final technical report provided useful feedback.	<b><u>6.1%</u></b>	<b><u>6.1%</u></b>	3.0%	0.0%	15.2%	0.0%	12.1%	15.2%	<b><u>21.2%</u></b>	<b><u>21.2%</u></b>
g. The mid-point review of my project adequately captured its main findings.	3.1%	3.1%	0.0%	0.0%	15.6%	6.3%	21.9%	9.4%	<b><u>21.9%</u></b>	18.8%
h. I understand WRC's programmatic thrust and intent.	0.0%	2.1%	2.1%	0.0%	8.3%	4.2%	16.7%	16.7%	20.8%	<b><u>29.2%</u></b>
i. I understand how my research fits with the research others are doing in this thematic area.	<b><u>6.4%</u></b>	4.3%	2.1%	2.1%	12.8%	4.3%	10.6%	21.3%	8.5%	<b><u>27.7%</u></b>
j. I need more support from WRC (specify below).	<b><u>20.0%</u></b>	<b><u>8.6%</u></b>	5.7%	0.0%	2.9%	5.7%	14.3%	14.3%	2.9%	<b><u>25.7%</u></b>

**Q. On a scale of 1 to 10, with 10 being the highest score, to what extent do you agree with the statements [above]?**

## ANNEX 11:

### Quality Assessment for the Women's Rights and Citizenship Program Review. Evaluation Unit, December, 2009

This is the quality assessment framework that the EU will apply to the external review reports.

The report is given an overall rating of acceptable or unacceptable. A report is deemed unacceptable if one of the following conditions hold:

- If it does not adhere to the terms of reference (utility); or
- if it is deemed unacceptable on both accuracy and feasibility; or
- if it is deemed unacceptable on propriety issues.

See below for a fuller explanation of these terms.

Rating	Description
<b>I. Report's utility:</b> Does the report adhere to the terms of reference that were designed to support the evaluation's intended uses by its intended users?	
<b>High</b>	Satisfactorily addresses <b>all</b> of the review objectives - <b>Although two reviewers noted that discussion on achievement of the policy influence objective could have been more concise.</b>
Medium	Satisfactorily addresses <b>most</b> of the review objectives
Unacceptable	Satisfactorily addresses <b>few or none</b> of the review objectives
<b>II. Report's feasibility:</b> Were the evaluation objectives identified? Was the design of the evaluation realistic, practical and adequate to respond to those evaluation questions?	
<b>High</b>	The report describes a design that responds to <b>all</b> of the evaluation objectives.
Medium	The report describes a design that responds to <b>most</b> of the evaluation objectives.
Unacceptable	The report describes a design that responds to only a <b>few or none</b> of the evaluation objectives.
<b>III. Reports accuracy:</b> Did the evaluation use appropriate tools and methods? Did the application of the tools and methods generate rigorous, valid and credible evidence that is presented in the report? Does the evidence substantiate the conclusions/ recommendations?	
High	<b>Always</b> uses appropriate tools and methods, and provides evidence to support its findings, conclusions and recommendations
<b>Medium</b>	<b>Mostly</b> uses appropriate tools and methods, and provides evidence to support its findings, conclusions and recommendations - <b>Some instances in which judgment statements are not underpinned by evidence.</b>
Unacceptable	Uses <b>few or no</b> appropriate tools and methods, and <b>rarely</b> provides evidence to support its findings, conclusions and recommendations
<b>III. Report's propriety:</b> Did the content of the evaluation report raise ethical concerns (pertaining to the right of human subjects; respect for human dignity; the completion of a fair evaluation; disclosure of conflicts of interests, etc.)?	
<b>Acceptable</b>	The report raised no serious ethical concerns.
Unacceptable	The reports raised one or more serious ethical concerns.

Overall, this report is deemed: **Acceptable**

## **Background:**

The Evaluation Unit assesses the quality of all evaluation reports commissioned by the Centre. We use a form that is based on internationally-accepted criteria for evaluation quality: utility, feasibility, accuracy and propriety.

**Utility:** The framework for evaluation at IDRC is utility: evaluation should have a clear use and should respond to the needs of the user, whether the user is management, a program or a partner organization. IDRC's approach to evaluation prioritizes equally the use of rigorous methods and the utility of the evaluation process and findings. The intended uses of the evaluation and the questions to be answered guide the selection of the evaluative purpose (formative, summative, developmental), the appropriate type of data (quantitative, qualitative, mixed), design (naturalistic, experimental), and focus of the evaluation (processes, outcomes, impacts, cost-benefit, etc.)

**Feasibility:** A positive assessment of **feasibility** means that the methods and approaches are well matched to the questions and issues the evaluation set out to examine. Issues around resources, timing, perspectives represented, and information sources consulted can affect feasibility.

**Accurate:** Evaluation reports are deemed **accurate** when they present conclusions and recommendations that are supported by evidence that has been derived through the application of appropriate and solid methods.

**Propriety:** As seen in the questions in the chart, propriety issues could entail the right of human subjects; respect for human dignity; the completion of a fair evaluation; and disclosure of conflicts of interests. A "serious" propriety concern is one that undermines the credibility of the evaluation (e.g., an undisclosed conflict of interest).