

PROVISION FOR POST-PROJECT EVALUATIONS FOR THE UNITED NATIONS
DEMOCRACY FUND
Contract NO.PD:C0110/10

EVALUATION REPORT



UDF- ARG-08- 271 Best Practices for Women´s Participation in Democracy at
Local Levels (Argentina)

Date: 10 December 2012

Table of Contents

I. EXECUTIVE SUMMARY.....

I. EXECUTIVE SUMMARY

(i) Project Data

This report presents the findings of the evaluation of the project “Best Practices for Women’s Participation in Democracy at Local Levels (LIDERA)¹, implemented by *Equipo Latinoamericano de Justicia y Género*² (ELA) from November 1, 2009 to April 30, 2012.³ UNDEF provided a grant of US\$325,000, of which \$25,000 was retained for monitoring and evaluation purposes.

The project strategy focused on consolidating and advancing a new view and understanding of the essential role of women leaders in social and policy-making bodies. It pursued two main objectives: (a) to promote women’s leadership in civil society by identifying and sharing relevant experiences in leadership-building with this group at the local level; and (b) to provide tools for improving women leaders’ ability to promote the issues on their agenda through advocacy with national and local government agencies.

In order to meet these objectives, the project was structured around four strategic lines of action: (a) knowledge-building; (b) networking for collaboration and sharing between women leaders and CSOs; (c) leadership capacity-building and training in key issues of concern to women leaders; (d) awareness-raising about women’s role in different aspects of political, economic, social, and cultural life in Argentina.

LIDERA operated in Buenos Aires, Rosario, San Salvador de Jujuy, Mendoza, Neuquén, and Morón, working with a beneficiary population made up of women leaders from civil society and/or politics. The project was backed by partner organizations, which furnished support and organized activities in the intervention areas.

gender equity. However, encouraging male participation in the initiatives could have contributed to greater gender equity, making the project's approach even more relevant.

The project was very

experiences in the promotion and defense of rights and in

(ii) Evaluation methodology

The evaluation was conducted by an international and a national expert, hired under the Transtec contract with UNDEF. The evaluation methodology is spelled out in the contract's Operational Manual and is further detailed in the Launch Note. Pursuant to the terms of the contract, the project documents were sent to the evaluators in early July 2012 (see Annex 2). After reading and analyzing them, the evaluators prepared the Launch Note (UDF-ARG-08-271) describing the analytical methodology, techniques, and instruments used during the evaluation mission to Buenos Aires from August 6 to 10, 2012. The evaluators interviewed project staff and members of the ELA coordinating team. They also met with the beneficiary women and organizations and visited *Madre Tierra* [Mother Earth], a local civil society action group, in the town of Morón, some 50 km from Buenos Aires. The interviewees consisted of:

- The ELA team that coordinated LIDERA;
- The communications and press, research, and financial administration teams;
- Women leaders who had participated in the project activities⁸: in-depth interviews for the database of practices, training and educational events, participation in the project's closing Forum;
-

numerous public events | testimony to a genuine social movement built on the visibility that women's issues were gaining internationally.

Argentina's Constitution of 1994 recognizes the validity of all international human rights treaties signed by the country and calls for equal opportunity and equal treatment of men and women, opening a new path for the exercise of civil rights.

In 1991 Law 24,012, or the Quota Act, was passed. This requires that 30% of the candidates for elective office on the slates of political parties be women, in proportions that do not preclude the possibility of them being elected. Passage of this act had a positive impact and sparked an intense debate on social equality between the genders among a wide range of stakeholders. Passage of the act had an immediate multiplier effect: between 1992 and 1997, 20 provinces out of 24 jurisdictions passed legislation requiring the same percentage as the national act. The provinces of Córdoba, Santiago del Estero, Río Negro, and Misiones raised the percentage to parity, requiring 50%. In 2010 and 2011, respectively, Jujuy and Entre Ríos provinces passed the Quota Act requiring 30%. However, its political and institutional importance notwithstanding, compliance with the Quota Act is no guarantee of gender equity in public institutions.

In recent years, Argentina has also made progress in legal measures to eradicate violence against women, among them its ratification of the Inter-American Convention on the Pre

III. PROJECT STRATEGY

(i) Project approach and strategy

The project strategy was centered on consolidating and advancing a new view and understanding of the essential role of women leaders in social- and policy-making bodies. To this end, it combined the issue of gender equity with the strengthening of women's participation in political life in the broadest sense, including women's involvement

made up of women working in civil society and/or politics. In these jurisdictions, LIDERA received support from partner organizations, namely *Convocatoria Neuquina por la Justicia y la Libertad* [Neuquén Council for Justice and Freedom] (Neuquén); *Mujeres organizadas por el Cupo Femenino* [Women Organized for the Women’s Quota] and *Fundación Siglo XXI* [XXI Century Foundation] (Jujuy); *FAVIM Acción Ciudadana* [FAVIM Civic Action] (Mendoza) and *Las Juanas* [Juanas] (Rosario)¹⁰.



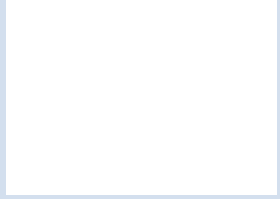
(ii) Logical framework

The table below summarizes the logic of the LIDERA intervention, which was organized around four results. It likewise illustrates the activities carried out and their contribution to the achievement of the expected results and objectives.

<p>Methodological design and implementation of three research studies Publication and distribution of brochures “Sex & Power: Who Runs Argentina?” and “Beyond numbers...” Dissemination through alliances with government organizations and NGOs Creation and development of a project website Organization of a public campaign through the press and media</p>	<p>Greater awareness of the status of women in political, social and cultural institutions through research “Who runs Argentina?”</p>	<p>Creation of a methodological instrument that permits replication of the survey on a regular basis (every five years); Up-to-date, quality information on women leaders’ participation in decision-making venues in the social, political, economic, and cultural sphere Awareness and media coverage (at least 49 publications, including 28 in the press, and coverage in radio and TV)</p>	<p>Knowledge-building and dissemination, promoting visibility and understanding of women leaders’ activism in decision-making venues in political, social, economic, and cultural life Women leaders from civil society and politics, trained and connected through a collaborative network, maximize their capacity for social and political leadership and influence Beneficiary populations and women leaders empowered (7W* n BT / q)</p>
---	--	---	---

politically
representative
institutions
Construction of a

practices identified at
local levels
Publication and

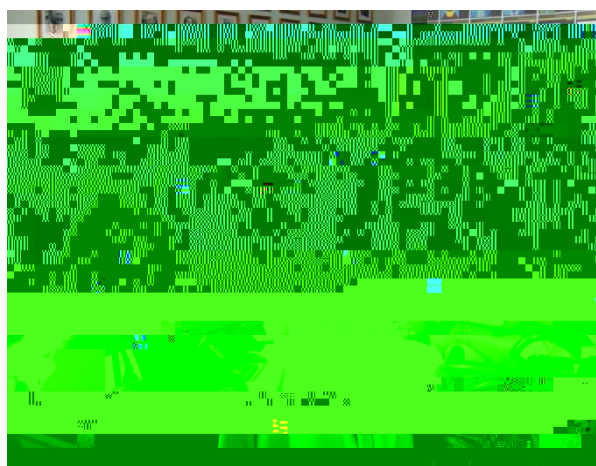


(ii) Effectiveness

The project yielded excellent, tangible results, achieving the expected results and meeting the objectives. Thus, it was very effective.

The intervention strategy was built on the results of an earlier project financed by UNIFEM (2008-2009), in which successful women's leadership practices had been identified in a provincial area. This information was used to establish LIDERA's baseline for analyzing and increasing the opportunities for women leaders to participate and improve their practices, especially in social and political life. One key factor in the project's effectiveness was the appropriate, relevant design of the methodologies used in the two implementation phases.

Through quantitative and qualitative studies, the research phase produced knowledge and information and made the results of this academic work available to women leaders and CSOs engaged in community advocacy. The study "*Sex and Power: Who runs Argentina?*" explored women's presence in decision-making bodies in politics, economics, civil society, culture, and science. During that study, the IPM was created as a methodological tool for similar future research. This study shines a light on the participation of women in civil society, where they play an active role in social and community life, forging partnerships and coordinating resources to improve living conditions in their communities. The

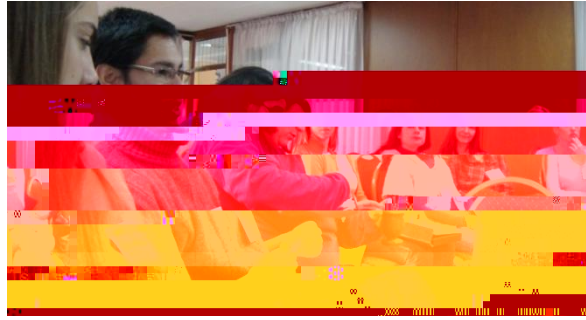


women leaders interviewed during this study greatly appreciated the fact that an organization from the country's capital had given them an opportunity to participate so it could learn about

The project helped us understand many things conceptually, motivating us to learn more about the concept of gender. We don't normally have a lot of time to theorize.

Gabriela S. Las Juanas
organization, Rosario Province

database of practices: Project Management and Funding Sources, Communication in Social Projects, and



It was the first time anyone had ever come to ask us what we'd done.
Participant in the interviews for developing the database of practices.



With respect to management and monitoring, the coordinating team held periodic meetings to supervise and adapt the planning and implementation of the activities (studies and training) and to organize monitoring visits to the intervention areas. The partner organizations assisted with the local activities, especially the training workshops and closing Forum. These organizations were selected through field visits by

the coordinating team, which evaluated the quality and relevance of their institutional competencies and their commitment to the local intervention areas. The responsibilities and work in each jurisdiction were determined jointly with ELA.

The reports detail the execution of the activities and include specific annexes with specific complementary information. The financial report details budget execution by line item and year. Another important efficiency factor was the excellence of the materials published, because of the seriousness of their contents and their appropriate, user-friendly design.

These components confirm LIDERA's highly satisfactory efficiency levels. In conclusion, the evaluation team would like to point out two aspects that could have been improved to make the strategy more efficient: (i) ELA focused its monitoring on the execution of the activities, with

- Building bridges and promoting solidarity among women leaders of social initiatives and communities in different parts of the country, fostering mutual understanding and the sharing of experiences. Several of the leaders and CSOs interviewed considered the opportunity to get to know one another and learn who was doing what to have been a very positive experience. They commented that the National Forum had given them

Participation in the workshops was very important for us and the organizations that attended. As a result of this experience, we have integrated the issues discussed and the tools received into the analysis and design of our daily work. The project improved our ability to forge political and institutional ties, to increase joint activities with other organizations, and to begin designing joint proposals for submission to municipal legislative bodies.

Gabriela S. Las Juanas organization,
Rosario Province



V. CONCLUSIONS

The main conclusions of the evaluation team and lessons learned can be summarized as follows:

i. Raising the profile of women leaders and understanding their role. The evaluators took note of the beneficiaries' very high opinion of the project's contribution to empowering women leaders and improving the quality of women's participation in political, social, cultural, community, and economic life. Great strides were made in the recognition

VI. RECOMMENDATIONS

The degree to which the initial objectives were met was highly satisfactory. The evaluation team will therefore confine its proposals to a few guidelines that could serve to maximize the impact of the results and capitalize on the lessons learned during the implementation of the intervention.

i. Adopt a monitoring strategy that includes analysis and monitoring of the impact and results and not just the implementation of activities. Such an approach could help consolidate achievements, making it possible to determine how well project activities and processes translated into sustainable benefits at the personal or institutional level (see Conclusions iv and v).

ii. Plan the systematization and use of the information and materials produced, optimizing their use in public awareness and lobbying activities through advocacy strategies tailored to specific target groups – strategies that will foster a new vision of the role of women's leadership and participation in society (see Conclusion vi).

iii. Give priority to developing a communication strategy that takes better advantage of advocacy opportunities in the legislative sphere. To this end, it would be useful to create an entity for publicizing research and analyzing its results with legislators, jointly considering what initiatives could foster equal participation of women at the national, provincial and local levels (see Conclusions iv and vi).

iv. Strengthen the institutional strategic approach with a broader gender vision, enlisting male involvement and commitment as well. The approach should foster opportunities for participation and equitable, egalitarian gender relations among legislators and leaders in the different spheres of social, political, cultural, and economic life (see Conclusions i, iii, and vii).



LIDERA National Forum, April 2012

ANNEXES

ANNEX 1: Evaluation Questions

DAC criterion	Evaluation Question	Related subquestions
Relevance	To what extent was the project, as designed and implemented, suited to context and needs at the beneficiary, local, and national levels?	<p>Were the objectives of the project in line with the needs and priorities for democratic development, given the context?</p> <p>Should another project strategy have been preferred rather than the one implemented to better reflect those needs, priorities, and context? Why?</p> <p>Were risks appropriately identified by the projects? How appropriate are/were the strategies developed to deal with identified risks? Was the project overly risk-averse?</p>
Effectiveness	To what extent was the project, as implemented, able to achieve objectives and goals?	<p>To what extent have the project's objectives been reached?</p> <p>To what extent was the project implemented as envisaged by the project document? If not, why not?</p> <p>Were the project activities adequate to make progress towards the project objectives? What has the project achieved? Where it failed to meet the outputs identified in the project document, why was this?</p>
Efficiency	To what extent was there a reasonable relationship between resources expended and project impacts?	<p>Was there a reasonable relationship between project inputs and project outputs?</p> <p>Did institutional arrangements promote cost-effectiveness and accountability?</p> <p>Was the budget designed, and then implemen</p>

ANNEX 2: Documents reviewed

- *Project document:*
 - Project Document UDF-ARG-08-27
 - Mid-term Report
 - Final Report
 - Final Financial Report
 - LIDERA website: www.ela.org.ar
- *Publications produced within the framework of the project :*
 - Mujeres participando en ámbitos locales – Banco de experiencias;
 - Detrás del número: Un estudio sobre las trayectorias políticas de mujeres y varones en las legislaturas argentinas;
 - Sexo y Poder ¿Quién manda en la Argentina?
 - Liderando los procesos de cambio: claves para la incidencia política de organizaciones de la sociedad civil;
 - Las deudas del bicentenario: Una agenda de trabajo por los derechos de las mujeres en la Argentina;
 -

ANNEX 4: Acronyms

ACIJ	Asociación por la Igualdad y la Justicia
CABA	Ciudad Autónoma de Buenos Aires
CSO	Civil Society Organization
ELA	Equipo Latinoamericano de Justicia y Género
EU	European Union
FLACSO	Facultad Latinoamericana de Ciencias Sociales, Argentina Office
IDRC	International Development Research Centre (Canada)
IPM	Women's Participation Index
NGO	Nongovernmental Organization
REDI	Network for the Rights of Persons with Disabilities (REDI)
UNDEF	United Nations Democracy Fund
UNDP	United Nations Development Programme
UNIFEM	United Nations Development Fund for Women