Monitoring, Evaluation and Learning Framework for CARE's Women's Economic Empowerment Programmes

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0. Quick Guide to the MEL Framework for WEE

This MEL Framework is intended to serve as reference guide for monitoring, evaluating and learning from WEE projects. It is advisable to read the entire Framework. However, as **a quick guide to the most relevant sections for a specific task or role,** please follow this quick guide:

1. **For proposal development / project design / preparation of a proposition paper:**
   o **section 1: 'Purpose of MEL Framework for WEE'** in order to be able to explain CARE M&E processes to a funder; also includes useful references to other CARE guidance for evaluations;
   o **section 3: 'Methodology for MEL Framework Development'** in order to be able to explain CARE M&E processes to a funder;
   o **section 4: 'WEE Indicators'** in order to know which indicators to use in results framework / Logframe;
   o **section 7: 'Evaluation of WEE Projects'** in order to be able to explain CARE's approach to a funder.

2. **For project implementation:**
   o **section 3: 'Methodology for MEL Framework Development'** in order to know relevance of global and supplementary indicators;
   o **section 4: 'WEE Indicators'** in order to know Global Indicators that are mandatory to monitor and supplementary indicators that are optional to monitor;
   o **section 5: 'Processes for Reporting WEE Indicators'** in order to correctly report data on WEE Indicators;
   o **section 6: 'Processes and Methods for Monitoring WEE Indicators'** in order to correctly collect and analyse data for monitoring WEE Indicators;
   o **section 7: 'Evaluation of WEE Projects'** in order to be able to plan and prepare for the project's end evaluation.

3. **For developing data collection system and processes:**
   o **section 1: 'Purpose of MEL Framework for WEE'** includes useful references to other CARE guidance for evaluations;
   o **section 4: 'WEE Indicators'** in order to know Global Indicators that are mandatory to monitor and supplementary indicators that can be useful to monitor;
   o **section 5: 'Processes for Reporting WEE Indicators'** in order to correctly report data on WEE Indicators;
   o **section 6: 'Processes and Methods for Monitoring WEE Indicators'** in order to correctly collect and analyse data for monitoring WEE Indicators.

4. **For managing an evaluation:**
   o **section 1: 'Purpose of MEL Framework for WEE'** includes useful references to other CARE guidance for evaluations;
   o **section 7: 'Evaluation of WEE Projects'** in order to be able to plan and prepare for the project's end evaluation.

1. Purpose of the MEL Framework for WEE

As set out in the *CARE 2020 Program Strategy*[1], **Women's Economic Empowerment (WEE) is one of four impact areas for CARE's global programmes**. The WEE strategy sets the target of providing greater access to and control over economic resources to 30 million women by 2020. The *CARE Women's Economic Empowerment Strategy*[2] outlines how CARE envisions achieving this.

The Monitoring, Evaluation and Learning (MEL) Framework at hand complements both strategies: While the *CARE 2020 Program Strategy* and the *WEE Strategy* outlines <u>what we aim to achieve</u> for women, **this MEL Framework defines <u>what we need to measure</u> in order to know whether a project has achieved set objectives and whether our overall WEE work is having the intended impact. Furthermore, the MEL framework outlines how we manage the knowledge created by monitoring and evaluation data and how we can learn from it to improve programming, policy, advocacy and partnerships.**

As much as possible, the MEL Framework draws on MEL standards and processes that already exist in CARE. Important reference documents include:

1. *CARE Core Standards and Foundations for MEAL Management*[3] (these standards are targeted at Prgrammes Management and Funding teams and, thus, complement this MEL Framework)*;*
2. *CARE International MEAL Approaches, Principles and Operational Standards for Projects and Initiatives*[4] (these principles and operational standards have been followed when developing this MEL Framework)*;*
3. *M&E and Accountability Framework for CI's Advocacy Work*[5] (this framework focuses on Advocacy and, thus, complements the MEL Framework at hand)*;*
4. *MEL Framework for the Asia DW IGS*[6] (this framework focuses on the Asia DW IGS and, thus, complements the MEL Framework at hand)*;*
5. *Impact Growth Strategy Complexity-Aware Monitoring, Evaluation, Learning (MEL) Guidance Note*[7] (this is guidance for all IGS and, thus, complements the MEL Framework at hand)*;*
6. *CARE 'MIRRORS 3 0 USER GUIDE'*[8] (this is guidance on reporting FI data online and, thus, complements the MEL Framework at hand)*;*
7. *Guidance on other Outcome Area Global Indicators*[9] (this is the complete compendium of detailed guidance on Global Indicators for CARE's four Outcome Areas and, thus, complements the MEL Framework at hand)*;*
8. *CARE Gender Marker*[10] (this is a simple tool to assess a project's level of gender equality / transformation and should be used for every WEE project)*;*

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[1] https://www.care-international.org/files/files/CARE_2020_Program_Strategy-English.pdf (15.6.17)
[2] https://drive.google.com/drive/folders/0B9MbvYdYsm9RVUJDR2VuZzk5bVE (4.7.2017).
[3] https://drive.google.com/drive/folders/0B9MbvYdYsm9RVUJDR2VuZzk5bVE (4.7.2017).
[4] https://drive.google.com/drive/folders/0B9MbvYdYsm9RVUJDR2VuZzk5bVE (4.7.2017).
[5] https://drive.google.com/drive/folders/0B9MbvYdYsm9RVUJDR2VuZzk5bVE (4.7.2017).
[6] Currently being developed by TANGO; Expected to be available by end of 2017; <mark>Hyperlink to be added</mark>
[7] https://drive.google.com/drive/folders/0B9MbvYdYsm9RVUJDR2VuZzk5bVE (4.7.2017).
[8] https://drive.google.com/drive/folders/0B9MbvYdYsm9RVUJDR2VuZzk5bVE (4.7.2017).
[9] https://drive.google.com/drive/folders/0B9MbvYdYsm9RVUJDR2VuZzk5bVE (17.07.2017).

9. *CARE Inclusive Governance Marker[11]* (this is a simple tool to assess a project's level of inclusive governance integration and should be used for every WEE project)*;*
10. *CARE Resilience Marker[12]* (this is a simple tool to assess a project's level of resilience and should be used for every WEE project, especially those implemented in fragile contexts)*.*

[All saved here on the CIUK Y-drive and on this google drive.]

So, in order to know where we are against the WEE target impacting 30 million women by 2020 **each WEE project[13] needs to measure a set of indicators that will help us to understand whether the project has achieved the set outcome(s) – and, more importantly, whether it has had the intended impact and any unintended impact (positive or negative).**

Monitoring and evaluating WEE projects' outcomes and impact (and learning from the information collected) serves several purposes:

✓ CARE can be **accountable** to project participants, funders, partners and stakeholders, because monitoring and evaluation (M&E) data tells us what we have achieved and what did not go so well, so we can improve it. In particular, the WEE Outcome Area can be accountable to CARE International and monitoring data for WEE projects helps to understand the impact of WEE work in relation to other CARE Outcome Areas.

✓ The WEE team can utilise M&E data for **business planning**.

✓ CARE WEE projects can **increase effectiveness and improve programme quality**, because we can modify project design and operations based on learning from M&E information of what works well and what does not.

2. Clarification of Key Terminology

It is important to distinguish between:

1. **Monitoring** describes the systematic way to collect, record, and analyse data on a project's outputs, budget and compliance with procedures while the project is ongoing. This enables us to track a project's progress against targets – and provides data for evaluation after the end of a project. Sections 4, 5 and 5 focus on what to monitor (i.e. which indicators, as well as how to monitor and record data).

2. **Evaluation**, on the other hand, assesses the difference a project has made, usually after it has ended. An evaluation describes impact achieved by a project. There are various types of evaluations (e.g. real time evaluation, mid-term evaluation etc.), but these details are not

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[10] http://gender.care2share.wikispaces.net/Gender+Marker (23.8.17)

[11] http://governance.care2share.wikispaces.net/Governance+Marker (30.6.2017)

[12] https://drive.google.com/drive/folders/0B9MbvYdYsm9RVUJDR2VuZzk5bVE (10.8.17)

[13] Please note that a project qualifies as a 'WEE project' even if it has some non-WEE activities / outcomes besides WEE ones. So, any project with a WEE component is, in fact, a WEE project.

relevant here. Section 7 briefly touches on evaluation and provides resources for further guidance.

3. **Learning** describes the use of monitoring or evaluation information to make informed decisions related to project implementation, management, research (e.g. identifies successful models or opportunities for scale up) – and informs new project proposals and communication. Learning strengthens the organisational expertise. Learning should be documented and can be generated and used at any stage during the project.

4. **Impact** describes high-level changes that are usually achieved long term (e.g. economic and social conditions of people in particular women's economic empowerment or gender equality, increase food security etc.). Impact on people's lives can be achieved by directly working with people in a project, but is also achieved indirectly (e.g. through advocacy leading to policy change that people benefit from).

5. **Reach** describes the people that either directly participate in a CARE project (=direct reach) or are indirectly reached by a project (=indirect reach), for instance through a media campaign. In contrast to impact, reach numbers are used to report on a project's output or outcome (i.e. more tangible, faster / easier to reach deliverables, for instance women's businesses established, VSLAs supported etc.), not impact.

For a full list of key terminology explained, please refer to section 11 at the end of this document. Moreover, the above mentioned *CARE Core Standards and Foundations for MEAL Management* and *CARE International MEAL Approaches, Principles and Operational Standards for Projects and Initiatives* both provide useful explanations of key MEL terminology.

3. Methodology for MEL Framework Development

To briefly describe the methodology[14] used to develop this MEL Framework: In the first step, we unpack the WEE Theory of Change (ToC) (*Figure 1*) into more detailed pathways of change (i.e. a detailed ToC, *Figure 2*). This was done in consultation with the WEE Team. It is essential to begin building the MEL Framework by reviewing and elaborating the WEE ToC, as the latter outlines what CARE is trying to achieve for women's economic empowerment – and how we envision achieving our intended impact.

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[14] The methodology is known as the 'the four pillar approach' and has been developed by NCP. Within the non-for profit sector this is considered best practise for developing a MEL framework. (http://www.thinknpc.org/publications/npcs-four-pillar-approach/).

Figure 1: **WEE Theory of Change**

| Women have the capability, confidence and choice to identify, pursue and achieve their own/collective economic aspirations | **X** | Women individually or collectively influence or make economic decisions | **X** | Power holders, structures and formal and informal institutions enable and respect women's equal access to and control over economic resources, assets and opportunities | **=** | Women are economically empowered and have greater access to and control over economic resources, assets and opportunities |

The WEE ToC highlights that women can be economically empowered and have greater access and control over economic resources provided that the following conditions are in place: (1) women are able to choose, pursue and achieve their own economic ambitions, (2) women can influence or make economic decisions, and (3) there is an enabling environment respecting and enabling women's equality.

Figure 2: **Detailed WEE Theory of Change**
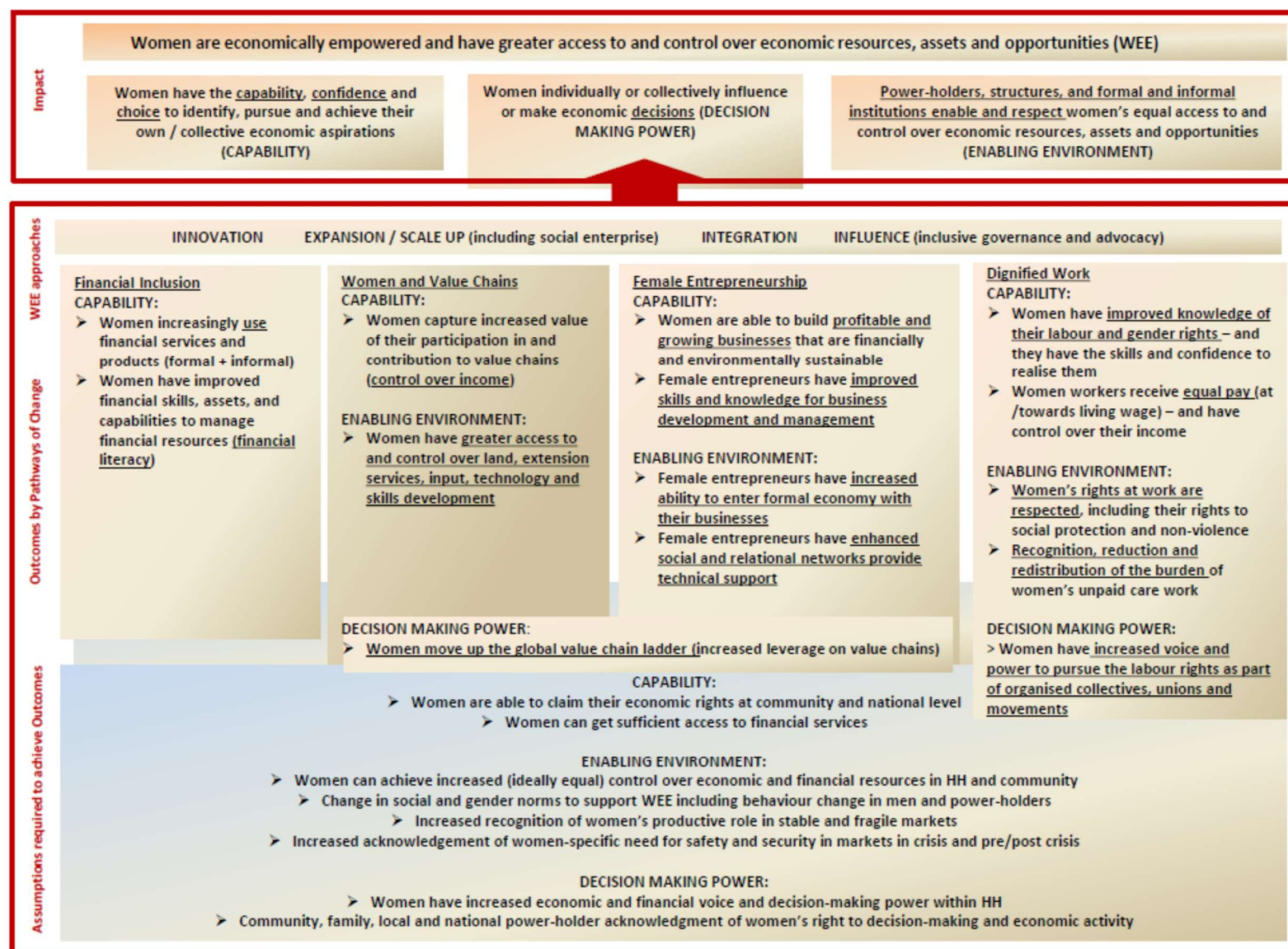
In step two, we prioritised what to measure – i.e. we identified the most important outcomes in the WEE ToC and confirmed that the **WEE Global Indicators** (*Box 1* below) tracked progress towards the most important outcomes / impact.

Box 1: **WEE Global Indicators (each WEE project is required to measure at least one of these)**

Indicator #16: *# and % of women who are active users of financial services (disaggregated by informal and formal services)*

Indicator #17: *# and % of women who report they are able to equally participate in household financial or economic decision-making*

Indicator #18: *# and % of women with union, women's group or cooperative membership through which they can voice their labour rights*

At the same time, it became obvious that the three Global Indicators do not sufficiently capture impact across the broad range of WEE pathways. In order to fill that gap, the MEL Advisor in consultation with the WEE Team based in London and MEL experts from the CI MEL working group developed a menu of **supplementary WEE indicators** for most important outcomes / impact.[15] We drew on indicators that are already being used for WEE projects and, again, selected the most relevant high quality impact indicators. In the course of this process, we found that several indicators used by other Outcomes Areas (namely: (1) Food and Nutrition Security and Climate Change Resilience (FNS+CCR), (2) Gender Equality and Women's Voice (GEWV), and (3) Inclusive Governance also measure what is essential to measure for the WEE ToC. As we need to ensure that we do not miss essential indicators, we simultaneously reviewed all indicators listed on PIIRS which are currently used for WEE projects. The result of the indicators mapping process is:

1. **A menu of 6 supplementary WEE indicators;**
2. **A list of 16 Global Indicators and supplementary indicators developed for other Outcome Areas (FNS+CCR, GEWV, Inclusive Governance) that are important to measure for WEE projects as well.**

Please see section 4 for a full list of supplementary WEE indicators and Global Indicators and supplementary indicators developed for other Outcome Areas that are important to measure for WEE.

Box 2: **WEE supplementary indicators (WEE project can opt to measure one or several of these)**

The **supplementary indicators are optional to use**. The set of supplementary indicators is intended as a 'menu' for Project Managers and Funding Coordinators to choose from when designing a project, so they do not need to reinvent the wheel. They should only use the supplementary indicators relevant to the project's strategy. **Supplementary indicators will not be tracked in**

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[15] The other Outcome Area teams within CARE did the same. And, in a CI MEL working group meeting in April 2017 supplementary indicators were jointly finalised. WEE supplementary indicators are particularly closely coordinated with FNS+CCR, GEWV, and Inclusive Governance.

designated cells in PIIRS; however the PIIRS form allows entering additional data that has been collected on a supplementary indicator in a blank cell.

This is in contrast to the Global Indicators, of which at least one is mandatory to use and which are tracked in PIIRS. So, each WEE project is required to report on at least one of the three WEE Global Indicators.[16]

In case a WEE project is not in a position to report on any of the three WEE Global Indicators, it must report on another Global Indicator and also report on at least one of the WEE supplementary indicators in the PIIRS form section on additional data.

Please note that WEE Global Indicator #17 and several of the supplementary indicators measure impact (i.e. what CARE is ultimately aiming to achieve). However, WEE Global Indicators #16 and #18 as well as some of the supplementary indicators measure outcomes, which are stepping stones towards impact, but on a level below impact (i.e. an intermediary result, but not the ultimate impact). Often, outcome indicators measure a tangible deliverable, thus are easier to measure. However, impact indicators are essential to track as well, because they indicate the more significant changes that CARE is contributing to. Stagnation or negative trends in monitoring data can indicate that CARE is having unintended negative impact – which then needs to be acted upon in the sense of adaptive management[17].

To help contextualise the WEE Global Indicators, they all align with the Sustainable Development Goal (SDG) concept and some even exactly match with an SDG indicator (*Table 1*). This allows CARE to track and communicate the organisation's contribution towards achieving the SDGs.

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[16] Projects can monitor as many Global Indicators as are relevant to their objectives and goals, but at least one is mandatory.

[17] For more details on adaptive management, please refer to:
http://fwww.betterevaluation.org/en/blog/adaptive-management-ksi-fred-carden-and-arnaldo-pellini or
https://www.bond.org.uk/resources/adaptive-management-what-it-means-for-csos (30.6.17).

Table 1: **Mapping of WEE Indicators against SDG Indicators**

	#	WEE Indicator (Global and Supplementary)	Exact match with SDG Indicator	*Related SDG Target*	Closely aligned with SDG Indicator	*Related SDG Target*
WEE Global Indicators	# 16	# and % of women who are active users of financial services (disaggregated by informal and formal services)			8.10.2 Proportion of adults (15 years and older) with an account at a bank or other financial institution or with a mobile money-service provider	*8.10 Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all*
	# 17	# and % of women who report they are able to equally participate in household financial decision-making	na	*5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life*		
	# 18	# and % of women with union, women's group or cooperative membership through which they can voice their labour rights			8.8.2 Increase in national compliance of labour rights (freedom of association and collective bargaining) based on International Labour Organization (ILO) textual sources and national legislation, by sex and migrant status	*8.8 Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment*
WEE supplementary indicators	1	# and % of women and men reporting net income increase per day; and US$ value of increase [from selling product or service, from formal/informal employment] [calculation of gender pay gap]	8.5.1 Average hourly earnings of female and male employees, by occupation, age and persons with disabilities	*8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value*		
	2	# and % of women and men who have increased capability to perform economic activity			5.a.1 (a) Proportion of total agricultural population with ownership or secure rights	*5.a Undertake reforms to give women equal rights to economic resources, as well as*

	#	WEE Indicator (Global and Supplementary)	Exact match with SDG Indicator	Related SDG Target	Closely aligned with SDG Indicator	Related SDG Target
					over agricultural land, by sex; and (b) share of women among owners or rights-bearers of agricultural land, by type of tenure	access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws
WEE supplementary indicators	3	# and % of women and men who own or control productive asset (including land) /technology and have the skills to use them productively	5.a.1 (a) Proportion of total agricultural population with ownership or secure rights over agricultural land, by sex; and (b) share of women among owners or rights-bearers of agricultural land, by type of tenure	5.a Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws		
	4	# and % of women and men who have universal access to social protection services relevant to their occupation	na	na	na	na
	5	# and % of women and men who are aware of/understand gender barriers at workplace			na	5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life
	6	# and % of women and men in managerial/senior decision- making position [in company, enterprise, producer group, cooperative, VSLA etc.]	5.5.2 Proportion of women in managerial positions	5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life		

	#	WEE Indicator (Global and Supplementary)	Exact match with SDG Indicator	Related SDG Target	Closely aligned with SDG Indicator	Related SDG Target
Other Outcome Area Indicators that are also relevant for WEE	7	% of people of all genders who have meaningfully participated in formal (government-led) and informal (civil society-led, private sector-led) decision-making spaces	na	5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life		
	8	# of new or amended policies, legislation, public programs, and/or budgets that promote gender equity / rights, needs and demands of people of all genders			5.1.1 Whether or not legal frameworks are in place to promote, enforce and monitor equality and non-discrimination on the basis of sex 5.c.1 Proportion of countries with systems to track and make public allocations for gender equality and women's empowerment	5.1 End all forms of discrimination against all women and girls everywhere. 5.c Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels
	9	# and % of people of all genders with knowledge & awareness of their rights and responsibilities as citizens			5.1.1 Whether or not legal frameworks are in place to promote, enforce and monitor equality and non-discrimination on the basis of sex	5.1 End all forms of discrimination against all women and girls everywhere
	10	# and % of men, women, boys and girls that have actively engaged in reducing their vulnerabilities to the drivers of shocks and stress that affect them	na	1.5 By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and		

	#	WEE Indicator (Global and Supplementary)	Exact match with SDG Indicator	Related SDG Target	Closely aligned with SDG Indicator	Related SDG Target
				disasters		
	11	% of respondents who report gender equitable attitudes (GEM scale)			5.2.2 Proportion of women and girls aged 15 years and older subjected to sexual violence by persons other than an intimate partner in the previous 12	*5.2 Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation*
Other Outcome Area Indicators that are also relevant for WEE	12	# examples in the media representing relevant norms	na	*na*	na	*na*
	13	% of individuals reporting high self-efficacy	na	*na*	na	*na*
	14	% of individuals who report confidence in their own negotiation and communication skills	na	*na*	na	*na*
	15	Average total # and proportion of weekly hours spent on unpaid domestic and care work, by sex, age and location (for individuals five years and above)	5.4.1 Proportion of time spent on unpaid domestic and care work, by sex, age and location.	*5.4 Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate.*		
	16	# of organizations/social movements (and # & % of leaders, disaggregated by sex) with strengthened capacities to channel demands of marginalized citizens and engage in decision-making			5.1.1 Whether or not legal frameworks are in place to promote, enforce and monitor equality and non-discrimination on the basis of sex	*5.1 End all forms of discrimination against all women and girls everywhere*
	17	# of organizations/movements supported by CARE that are considered by their constituents to			5.1.1 Whether or not legal frameworks are in place to promote, enforce and	*5.1 End all forms of discrimination against all women and girls everywhere*

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	#	WEE Indicator (Global and Supplementary)	Exact match with SDG Indicator	Related SDG Target	Closely aligned with SDG Indicator	Related SDG Target
		effectively represent marginalized groups			monitor equality and non-discrimination on the basis of sex	
	18	# of new/strengthened inclusive accountability spaces in which marginalized citizens can negotiate with service providers, public authorities or other power-holders			5.1.1 Whether or not legal frameworks are in place to promote, enforce and monitor equality and non-discrimination on the basis of sex	5.1 End all forms of discrimination against all women and girls everywhere
	19	Total amount of savings made by impact population	na	na	na	na
	20	# of sustainable enterprises supported contributing to FNS&CR outcomes	na	na	na	na
	21	# of new employment created for impact population (women, youth)	8.3.1 Proportion of informal employment in on-agriculture employment, by sex	8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services		
	22	% of women and girls aged 15 years and older subjected to sexual violence by persons other than an intimate partner, in the last 12 months	5.2.2 Proportion of women and girls aged 15 years and older subjected to sexual violence by persons other than an intimate partner in the previous 12	5.2 Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation		

Please note that all WEE indicators relate either to SDG 5 'Achieve gender equality and empower all women and girls' or SDG 8 'Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all' – indicated in *Table 1* by the number in front of the indicator. Whenever an SDG indicator measures 'proportion of countries', CARE can calculate this for the countries we work in. Overall, CARE's monitoring of WEE indicator allows the organisation to evidence contribution towards achieving the SDGs.

Step three in developing this MEL Framework involved choosing the required level of rigour for evidence of CARE's impact that suits the need of stakeholders. We identified the following key stakeholders for WEE impact evidence:

(1) WEE team: Requires data on global and supplementary indicators to track progress towards target of economically empowering 30 million women by 2020, as well as for business planning and impact and reach reporting (external / internal) and learning. Requires standard processes for reporting WEE M&E data and is responsible for offering guidelines and processes for collecting M&E data to CARE Members.

(2) CI Programmes: Require data on global indicators to track progress against targets for WEE and all other Outcome Areas, as well as for impact and reach reporting (external / internal) and learning;

(3) CARE Member teams:

    a. In-country Project Management and Funding teams require an outline of M&E standards, in particular guidance on collecting and reporting M&E data. Furthermore, they need data on global and supplementary indicators as well as reach in order to understand progress towards project targets. Impact data also provides learning that helps Project Management teams to improve programme implementation (i.e. adaptive management) and partnerships. Advocacy staff and Funding Officers require data on global and supplementary indicators to feed in to project designs, proposition papers and advocacy messages.

    b. CARE Member Office Programme Management, Private Sector Engagement, and Funding teams require a clear outline of M&E standards and processes to quote when preparing proposition papers for funders. Furthermore, they need data on global and supplementary indicators as well as reach to understand progress towards project targets. Finally, they require learning that helps to improve project designs. Advocacy teams require data on global and supplementary indicators to feed into advocacy messages.

(4) CIUK Senior Leadership: require data on WEE impact and reach to understand progress against target of economically empowering 30 million women by 2020. They also need to have an overview of M&E standards and processes in order to have confidence in data.

(5) Funders and partners: require data on agreed indicators to be able to track progress, i.e. for accountability purposes. Many funders prefer indicator data that is aligned with the SDG indicators. Timeframe for reporting to a funder might vary from PIIRS.

The global and supplementary indicators as well as the associated processes for collecting and analysing data provide sufficiently rigorous evidence for the above mentioned key stakeholders. We combine qualitative and quantitative data collection methods (i.e. PIIRS data collection, end

evaluations with mixed method approach, and Longitudinal Impact Study) and statistical, case-based and theory-based data analysis approaches.[18]

The next section introduces the global and supplementary indicators for WEE and provides detailed guidance on these.

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[18] NPC, 2014: Building Your Measurement Framework: NPC's Four Pillar Approach (http://www.thinknpc.org/publications/npcs-four-pillar-approach/).

4. WEE Indicators: Global Indicators, Supplementary Indicators and Joint Indicators with other Outcome Areas

This section provides detailed guidance on the three WEE Global Indicators (*Table 2*).

4.1 WEE Global Indicators

Table 2: **WEE Global Indicators – detailed guidance**

INDICATOR 16: **# and % of women who are active users of financial services (disaggregated by informal and formal services)**
Why this indicator? What will it measure and provide information for? This indicator captures programmes/projects which aim to ensure women's equal access to and use of financial services. Access to financial services can give women a better opportunity to invest in a business or other income generating activity (IGA). At the same time, access to financial services helps women to deal with fluctuating incomes and provides a safety net during difficult periods. Using a financial service reduces the safety concerns attached to having large amounts of cash at home.

What Sustainable Development Goal is the indicator connected to?
This indicator is linked to
  ➢ SDG 5 "Achieve gender equality and empower all women and girls", because women and girls using financial services supports a more equal role in society for them. Use of financial services is a necessary precondition to be met to achieve economic empowerment for women and girls. However, it does not automatically lead to economic empowerment.
  ➢ SDG 8 "Promote sustained, inclusive and sustainable economic growth, full and productive employment and descent work for all".

Definitions and key terms Women: The data should be disaggregated between women (aged 25 and above) and youth (aged 15-24). We also want data on men and boys, so please record that as well. Active users: The definition of an active user will depend on the type of financial service and needs to be defined according to the local context (for example, saves at least once a month, repays loans at least every two months, takes out a loan once a year or has monthly bank transactions; uses mobile money service). Financial services: Financial services are economic activities and services provided by the finance industry and include business, credit union, banking service, insurance, accountancy, stocks and investments – particularly including mobile money services. The services include savings or deposit services, payment and transfer services, credit and insurance The relevant financial services will be contexts specific. Only financial services that are considered beneficial to women should be included. Informal financial services: Informal financial services are those that are provided outside the structure of government regulation and supervision. Formal financial services: Formal financial service are economic services provided by financial institutions regulated and supervised by government, semi-formal financial services are not regulated by banking authorities but are usually licensed and supervised by other government agencies.
Data and information required to calculate the indicator •   Numerator: number of women (youth and adults) that are active users of formal financial services

- Denominator: total women (youth and adults) surveyed

Suggested method for data collection
- For VSLAs, the information should be regularly reported by COs in MIS[19].
- For a new project a baseline survey is required. Survey questions should align with information required for MIS, but you can ask for additional information if needed. Survey among a representative sample of the impact group.
- In case it's unclear which financial services are to be included, this should be discussed with representatives of the impact group. It is important that financial services considered negative or exploitative are excluded. However, in case you find these, please report to WEE MEL Advisor!
- Qualitative methods like focus group discussions and key informants interviews should supplement the quantitative data collection to provide a better understanding of barriers and potential negative consequences of inclusion in financial services.

Suggested tool for data collection
- The information is collected through annual surveys by CARE and partners.
- Baseline and endline survey questionnaire: align questions with what is required for reporting on MIS and add questions as needed.
  (1) Are you an active member of a VSLA or savings group? (2) Do you have a bank account? (3) Do you regularly use any mobile banking service?

Possible data sources
Data that a project is already collecting for indicators with the same meaning, but different wording can be used. Please specify the indicator in the PIIRS reporting format.
The information is reported by COs/ local partner organizations in MIS on a monthly basis.
For new projects and formal financial services, baseline survey data will need to be collected.

Resources needed for data collection
The quantitative and qualitative data collection will have to be conducted by CARE and partners. It needs to be included in the monitoring and evaluation plan and budgeted for.

Reporting results for this indicator: number of people for which the change happened
- How many women / youth were active users of (formal and informal) financial services in the last reporting month?

Questions for guiding the analysis and interpretation of data (explaining the how and why the change happened, and how CARE contributed to the change)
- What is the trend for numbers per impact group, country? (Have numbers increase / stagnated / decreased)?
- What does the change in women's and adolescent girls' use of informal financial services mean for the sustainability of their economic activity?
- Has the fact that women and girls use financial serves contributed to an increase in their economic power? What does the change in women's and adolescent girls' use in formal financial services mean for women's ability to sustainably and competitively manage their business, job or other income generating activity? In cases of increase in formal linkages, has this increase led to women being more competitive? And, their businesses being more sustainable?
- What contributed to the change? What did women, men or financial service providers do differently.
- What was CARE's contribution?

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[19] http://mis.thesavix.org/p:en/index.html

- How has CARE contributed to the change? What were CARE's main strategies for contributing to this change (e.g. linking VSLAs to financial services, financial literacy trainings, etc.)?
- Has the overall accessibility (independent of CARE) of informal and formal financial services increased in the same period?
- Which type of financial services has proven most successful in this context? And, which ones have proven least successful - or even caused harm or had negative consequences?
- From the qualitative data: What are barriers for women's use of financial services? Are there any negative consequences of using financial service? What are the recommendations from women and youth on the utilization of formal and informal financial services?

Other considerations; other related Global Impact Indicators and supplementary indicators
- Data on women and girls should be compared to data on men and boys' financial inclusion rates. It will enrich the analysis to show whether CARE is really making an impact on the key inequalities in financial inclusion.
- In case data on repayment rate of loans or information about women who fail to pay on time (past dues) is available, this should be added to the analysis of the data as it sheds light on the appropriateness of the levels of the loans.
- If data about specific enablers or barriers for women's access to financial services is available, this should be added to the analysis.

This indicator can be complemented by the following:
- Total amount of savings made by impact population (FNS supplementary indicator).

INDICATOR 17: # and % of women who report they are able to equally participate in household financial decision-making

Why this indicator? What will it measure and provide information for?
This indicator measures women's decision making power in relation to the household's finances. The indicator is a proxy to show change in social norms supporting women's economic and financial empowerment. Equal participation in financial decision increases women's access and control over the household's resources. This indicator is relevant for all WEE pathways: DW, FI, ENT, VC as well as RM[20].

What Sustainable Development Goal is the indicator connected to?
This indicator is linked to
- ➢ SDG 5 "Achieve gender equality and empower all women and girls", because women and girls using financial services supports a more equal role in society for them. Equal decision making power is a necessary precondition to be met to achieve economic empowerment for women and girls. However, it does not automatically lead to economic empowerment.
- ➢ SDG 8 "Promote sustained, inclusive and sustainable economic growth, full and productive employment and descent work for all".

Definitions and key terms
Equally: Women and men have equal decision making power (i.e. their voice weighs equally). Women or those in the "power down" position are able to hold their own during conversations with men, to use their knowledge of finances and business their own agency to speak out, posit arguments and make judgment calls. Men respect women's opinion, give them the space to speak, and weigh women's opinions and arguments as just as important as their own. Men and other power-holders begin the decision making exercise understanding that women have the same personal, social and political worth as them.

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[20] DW = Dignified Work, FI = Financial Inclusion, ENT = Female Entrepreneurship, VC = Women and Value Chains, RMS = Women in Resilient Markets.

Financial decision-making: The relevant financial decision-making processes need to be determined based on the local context. It is important that the range of financial decisions is reflected: which business to enter and key business management decisions, purchase or sale of productive assets (like machines, fertilizers, tools), land, real estate, financial assets (like loans, savings).

Data and information required to calculate the indicator
- Numerator: number of women (female and male-headed households) who report they are able to equally participate in financial decision-making
- Denominator: total women (in female and in male-headed households) surveyed

Suggested method for data collection
- Baseline and endline among representative sample of the impact group (ask women and their male partners). The data should be collected at baseline, subsequently followed up every second year (depending on the programme length).
- Depending on context please chose 5 major financial decisions topics and ask proxy question for each one of these (see example proxy questions below). Preferably, discuss the major financial decision topics with representatives of the impact group as part of a gender analysis during the baseline.
- Survey couples, but ask male and female respond separately (at the same time, if possible).
- Count # of couples that either respond they jointly decide on all 5 (and the woman's voice weighs equally), or women decide on at least 3 of 5 decision topics;
- Qualitative methods like focus group discussions and key informants interviews should supplement the quantitative data collection to provide a better understanding of barriers and potential negative consequences.

Suggested tool for data collection
- Survey questionnaire: (1) In your HH how do you decide (a) what to spend money on, (b) whether to take a loan, (c) what to do with loan amount or savings (or other financial asset)?; (2) In your HH how do you decide how to spend the woman's income?; (3) In your HH how do you decide how to spend the man's income?; (4) In your HH, how do you decide on major household purchase [*needs to be contextualized, but can be TV, land, real estate, car etc.*]?; (5) In your HH how do you decide what business to engage in?; (6) In your HH how do decide on taking a loan or open a savings account?; (7) In your HH how do you decide on major purchase of productive asset such as fertilizer, tools, machines, land, real estate (or other productive asset or income generation)? *[Response options: only female, only male, equally together*]; *for female respondent*: (8) Do you feel you have a stronger or weaker say in these decision since you have been participating in the project?; (9) Do you own land in your name?; (10) Do you own any major productive assets in your name (e.g. cattle, machine)?; (11) Have you ever used your savings for business or money-lending?
- Overall guidance: Ask for HOW financial decisions are made, instead of WHO decides.

Possible data sources
Data that a project is already collecting for indicators with the same meaning, but different wording can be used. Please specify the indicator in the PIIRS reporting format.
The information is collected through annual surveys by CARE and partners.

Resources needed for data collection
The quantitative and qualitative data collection will have to be conducted by CARE and partners. It needs to be included in the monitoring and evaluation plan and budgeted for.

Reporting results for this indicator: number of people for which the change happened
- How many women (female and male-headed households) report they are able to equally participate in household financial decision-making last year?

- What has been the trend in % of women who report they are able to equally participate in household financial decision-making? Has the % increase, stagnated or decreased?

Questions for guiding the analysis and interpretation of data (explaining the how and why the change happened, and how CARE contributed to the change)
- How has CARE contributed to the change? What were CARE's main strategies for contributing to this change (e.g. model men/engaging men, awareness raising, etc.)?
- Have there been any changes in legislation or practice that have influenced the results?
- What are the types of financial decisions that have seen a noticeable increase or decrease in the involvement of women?
- If the following information is available from quantitative or qualitative sources it would help the analysis of the data:
  - How are women concretely benefitting from the change? How has the gender based division of labor inside the household changed? Have men contributed to the change and how? Has the level of conflict inside the household increased or decreased?
  - How have women changed? What strategies did they use to gain more power in decision making? How have men changed? What attitudes and behaviors did they change to share decision making more with women?
  - How do women and men know that their decision making is "more equal"? What behavior proves this?
  - How have any changes in these gender relations strengthened women's ability to participate in, sustain and grow their economic activities/businesses? How has this change in dynamic contributed to women's access to and control over financial assets and benefits?

Other considerations; other related Global Impact Indicators and supplementary indicators
It is worthwhile to also monitor trends in the household's economic situation – and to assess whether economic advancement correlates with increase women's decision making power.

This indicator can be complemented by the following:
- # and % of women and men reporting net income increase per day (WEE supplementary indicator);
- # and % of women and men who own or control productive asset (including land) / technology and have the skills to use them productively (WEE supplementary indicator);
- # and % of women and men in managerial/senior decision- making position [in company, enterprise, producer group, cooperative, VSLA etc.];
- # and % of people of all genders with knowledge & awareness of their rights and responsibilities as citizens (Governance supplementary indicator);
- % of respondents who report gender equitable attitudes (GEM scale).

INDICATOR 18: # and % of women with union, women's group or cooperative membership through which they can voice their labour rights

Why this indicator? What will it measure and provide information for?
This indicator is relevant for programmes/projects multiplying impact for Dignified Work.

For CARE, dignified work is about tackling underlying structural challenges that mean men and women have no or unequal access to Decent Work. Dignified Work is about women gaining respect and recognition through earning a living wage, exercising greater agency (the knowledge and ability to make choices) and experiencing equitable relations at work (labour rights & freedom of association) and in the home (shared household care responsibilities) and benefiting from structures that respond to the needs of

women and men equally and with dignity. <u>Access to and participation in collectives – both formal and informal – is critical to women's voice and agency, whether it is with a formal employer or the economic power holder in the family.</u>

Realising women's rights at work is essential for both, decent work and substantive equality for women and requires that women can access employment with decent pay, safe working conditions and social protection. Women normally find themselves with the most vulnerable work and job status whether they are in the formal sector or informal sector. Collective action makes a difference to improving women's access to decent work. This could be in the form of a formal union with collective bargaining, through co-operatives and through savings and self-help groups.

CARE supports ILO's Decent Work Agenda (as referenced in SDGs) which measures decent work across 4 pillars: job creation, labour protection, social protection, and social dialogue. CARE also supports the UN Women' Substantive Equality Framework. The Dignified Work Theory of Change is based on CARE's Gender Equality Framework/ Women's Empowerment Framework with 3 dimensions of empowerment to achieve transformative change: women's agency, relations and structures; Empowerment is critical to enabling women to work with dignity.

What Sustainable Development Goal is the indicator connected to?
This indicator is linked to SDG 5 "Achieve gender equality and empower all women and girls" and SDG 8 "Promote sustained, inclusive and sustainable economic growth, full and productive employment and descent work for all".

Definitions and key terms
<u>Membership (in a group/ co-op/ union):</u> Refers to women that are registered in a group
<u>Union, women's groups or cooperatives</u>: The groups can be organized at different levels from local, regional to national and can be more or less formal.
<u>Voice labour rights:</u> Refers to collectives that are able to present demands to employers. This includes women's voice and control over working conditions in value chains (e.g. agriculture) towards whoever is the power-holder (e.g. husband, employer).

Data and information required to calculate the indicator
- Numerator: number of women with union, women's group or cooperative membership through which they can voice their labour
- Denominator: number of women workers surveyed (disaggregated by age)

Suggested method for data collection
- Appropriate and more exact definitions of membership and what are relevant groups should be discussed and agreed with representatives of the impact group. This could be part of a gender analysis.
- The information should be collected from a baseline and endline survey among representative sample of the impact group.
- Qualitative methods like focus group discussions and key informants interviews can supplement the quantitative data collection to provide a better understanding of the quality of representation the group, cooperative or union provides.

Suggested tool for data collection
- Survey questionnaire: (1) Are you a member of a union, women's group, or cooperative?
- FGD questions: (1) What is the most significant achievement of the union, women's group, or cooperative in terms of representing your labour / women's rights?; (2) What has the union, women's group, or cooperative achieved since you have been a member?; (3) What could the women's group, or cooperative improve?; (4) Are you aware of any violations of labour of women's rights (including

molesting, grooming, physically or verbally abuse, pressure, mobbing or (sexual or other) harassment) related to work? If so, what has the union, women's group, or cooperative done to tackle it? Has this been successful? If not, what else needs to be done?

Possible data sources
Data that a project is already collecting for indicators with the same meaning, but different wording can be used. Please specify the indicator in the PIIRS reporting format.
The information is collected through surveys by CARE and partners.
Qualitative methods applied on an annual basis such as FGD are also useful.

Resources needed for data collection
The quantitative and qualitative data collection will have to be conducted by CARE and partners. It needs to be included in the monitoring and evaluation plan and budgeted for.

Reporting results for this indicator: number of people for which the change happened
- How many women were members of a union, women's group or cooperative through which they can voice their labour rights last year?
- How many women were members of a union, women's group or cooperative through which they could voice their labour rights (but not necessarily listened to)?
- Has there been an improvement of the % of women that were member of a union, women's group or cooperative through which they can voice their labour rights has it stayed the same or has it worsened? Has there been an improvement of the % of women that were member of a union, women's group or cooperative through which they can voice their labour rights (but not necessarily listened to), has it stayed the same or has it worsened?

Questions for guiding the analysis and interpretation of data (explaining the how and why the change happened, and how CARE contributed to the change)
- How has CARE contributed to the change? What were CARE's main strategies for contributing to this change (e.g. policy advocacy, issue-based advocacy, working with unions/cooperatives/collectives, trainings and capacity building, strategic partnerships, etc.)?
- Have there been any changes in legislation or practice that have influenced the results? (This could be by the government or global supply chains)
- Has there been a noticeable improvement or worsening in accessing decent work?
- If data about the number or % of women with access to named work is available this could be added to the analysis.
- If information about the changes in the women's working conditions is available it should be added to the analysis.

Other considerations; other related Global Impact Indicators and supplementary indicators
CARE supports ILO's work across the 4 pillars of job creation, labour protection, social protection and social dialogue. CARE's 4 pillars CARE is measuring the following indicators that are relevant for decent work (please see next section for details on these):

Job creation:
- # and % of women and men reporting net income increase per day; and US$ value of increase;
- Average total # and proportion of weekly hours spent on unpaid domestic and care work, by sex, age and location (for individuals five years and above);
- # of new employment created for impact population (women, youth);
- # and % of women and men in managerial/senior decision- making position [in company, enterprise, producer group, cooperative, VSLA etc.];

Labour protections:
- # of new or amended policies, legislation, public programs, and/or budgets that promote gender equity / rights, needs and demands of people of all genders;
- # and % of people of all genders with knowledge & awareness of their rights and responsibilities as citizens;
- # and % of women and men who are aware of/understand gender barriers at workplace;

Social protections (WEE supplementary indicator):
- # and % of women and men who have universal access to social protection services relevant to their occupation;
- % of women and girls aged 15 years and older subjected to sexual violence by persons other than an intimate partner, in the last 12 months;

Social dialogue:
- % of respondents who report gender equitable attitudes (GEM scale);
- # and % of women and men who are aware of/understand gender barriers at workplace
-
- # of organizations/social movements (and # & % of leaders, disaggregated by sex) with strengthened capacities to channel demands of marginalized citizens and engage in decision-making (Governance supplementary indicator);
- **#** of organizations/movements supported by CARE that are considered by their constituents to effectively represent marginalized groups;
- # of new/strengthened inclusive accountability spaces in which marginalized citizens can negotiate with service providers, public authorities or other power-holders.

4.2 WEE Supplementary Indicators

Following from the WEE Global Indicators, this section gives an overview of the **6 supplementary WEE indicators, 16 Global Indicators and supplementary indicators developed for other Outcome Areas that are important to measure for WEE** (*Table 3*). The menu of indicators specifies the link to SDG indicators or other CARE Outcome Area to allow reporting on those. Moreover, the menu of indicators suggests which of the WEE Pathways the indicator is applicable for in order to make it easier for Project Managers and Funding Officers to choose an indicator relevant to their project. Finally, the menu includes suggestions for methods and tools for data collection. Please note these are just suggestions. They need to be adapted to the project's cultural and socio-economic context. In case the indicator requires proxy-questions (i.e. indicator cannot be directly translated into a question), the last column in the menu also suggests questions to track the indicator. Again, these are only suggestions and need to be adapted to the project's context. Where appropriate, definition of key terms and further guidance on data analysis is being provided.

Please note the following:

1. **Indicators 1 to 6 are to be used to supplement the WEE Global Indicators**. They are **optional** and can be used if they are relevant to the project strategy - in addition to one of the three WEE Global Indicators. **Please report any data you have on these indicators in PIIRS form blank section for additional information.**

2. **Indicators 7 to 22 are Global Indicators and supplementary indicators for other Outcome Areas (FNS+CCR, GEWV, Inclusive Governance), but which are also relevant for WEE**. These are also optional and can be used similarly to the supplementary WEE indicators. **Please note that all data on Global Indicators has to be reported in PIIRS.**

3. Even though most indicators are for women-only, we need numbers for men and women, because we need to understand gender equality in the programme context. Moreover, we need to calculate percentage and in some cases, the number of men is the denominator.

4. We want to track total number and percentage, because the former evidences reach and the latter gives us a sense of impact among the programme's target population.

5. Men = males aged 15 to 49 (younger age should be reported as boys)

6. Women = females aged 15 to 49 (younger age should be reported as girls)

7. Unless advised otherwise, please calculate percentage as per the following example: percentage of women who active users of formal or informal financial services: numerator = total number of women who are active users of formal or informal financial services, denominator = total number of women surveyed.

> **Please note: in case a WEE project is not in a position to report on any of the three WEE Global Indicators, it must report on another Global Indicator and also report on at least one of the WEE supplementary indicators in the PIIRS form section on additional data.**
>
> **Please use as few indicators as possible but, at the same time, as many as you need to provide evidence for all key objectives of the project.**
>
> **The fewer indicators you have to monitor, the better you can focus on high quality data!**

Table 3: **Supplementary WEE indicators and Global / supplementary indicators developed for other Outcome Areas that are important to measure for WEE**

No. reference to SDG or other CARE Outcome Area	Indicator	applicable for WEE Pathway	1. Suggested methods and tools for data collection 2. Suggested question to track indicator 3. Further guidance on data analysis and definition of key terms
1 SDG indicator 8.5.1	# and % of women and men reporting net income increase per day; and US$ value of increase [from selling product or service, from formal/informal employment] [calculation of gender pay gap]	DW, RMS, VC, ENT [21]	1. Baseline and endline survey among representative sample of project participants. If you do not have baseline data, ask for income before project start and now. You can use national/local statistics on net income, but please try to verify using survey data. 2. (1) *What do you earn now on a typical day from selling* [specify product or service] – *or from your employment?*; If baseline data is not available: *What did you earn on a typical day before joining the project?*; (2) *Have your working hours changed (increased/decreased)?*. 3. Please count # women who report net income increase. To calculate % please use numerator = sum of women who report increased income, denominator = sum of women surveyed. Please document US$ value of net income for men and women separately, calculate increase for men and women at baseline and endline and compare to know increase. Please calculate gender pay gap by comparing income difference between men and women (% of women's income from men's income for same job/source of income: numerator = sum of women's income, denominator = sum of men's income); Please ask for income in local currency and transfer to US$ at current exchange rate in your analysis. If sale of seasonal product, ask for high and low season income and for alternative income source for respondent and family. To analyse increase/reduction, please compare baseline and endline numbers and indicate trend. Please survey all genders. Please investigate any reduction in pay and any increase in working hours (should not be

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[21] DW = dignified work, RMS = resilient markets, VC = women and value chains, ENT = female entrepreneurship

No. reference to SDG or other CARE Outcome Area	Indicator	applicable for WEE Pathway	1. Suggested methods and tools for data collection 2. Suggested question to track indicator 3. Further guidance on data analysis and definition of key terms
			more than 60 hours/week (ILO standard) as more can be potentially harmful); Net income = income after tax and other expenses net hourly pay from any economic activity. Income can be from any kind of economic activity, e.g. selling product or service, formal/informal employment. Please document in case net income at endline is below or above living wage (ILO standard).
2 SDG indicator 5.a.1	# and % of women and men who have increased capability to perform economic activity	VC, ENT, RMS	1. Baseline and endline survey among a representative sample of participants in capacity development activities (e.g. training, mentoring, advise or counselling service, rural extension service), participants who receive support to increase productivity/quality of service or product/business management/marketing etc. 2. (1) *What additional skills have you learned/what skills have you improved thanks to the CARE intervention?*; If necessary, you can probe by asking: (1a) *Do you think that you now know more about calculating your operating costs, profit, growth rate, return on investment, or do you feel comfortable to develop a business plan or strategy, and whether to continue with a business pilot or not?*; (3) *Has your weekly net income (US$) increased thanks to the CARE intervention?*; (4) *Are you now producing more than before (US$ value in a typical week)?*; (5) *Have you been able to increase the quality of your product or service thanks to the CARE intervention? Has this increased your net income?*; Please modify questions according to specific skills covered in training/advice/mentoring etc – the above are just examples; If US$ is difficult to indicate for respondent, please ask for local currency and transfer to US$ at current exchange rate. If sale of seasonal product, ask for high and low season income and for alternative income source for respondent and family. 3. Please count all genders and disaggregate data by gender; Compare baseline and endline numbers and indicate trend (increase/reduction). You can use post-training/intervention questionnaires. <u>Capability</u> to perform economic activity = <u>ability</u> to perform economic activity with increased <u>productivity</u> (increased productivity indicates growing business and is expected

No. reference to SDG or other CARE Outcome Area	Indicator	applicable for WEE Pathway	1. Suggested methods and tools for data collection 2. Suggested question to track indicator 3. Further guidance on data analysis and definition of key terms
			to lead to increase in profit; increase productivity can be caused by industrializing, making production more cost-effective and efficient), increased <u>profitability</u> (positive profit indicates healthy business; for this indicator it is measured by net income (i.e. income after tax and other expenses net hourly pay from any economic activity), or increased quality (<u>higher quality of product or service</u> should lead to increase in profit); capability also includes <u>skills, knowledge, financial and other resources, and assets</u>. <u>So, if a woman has at least two of those we can count her as having 'increase capability'.</u> Please ask for local currency and transfer to US$ at current exchange rate during your data analysis. If sale of seasonal product, ask for high and low season income and for alternative income source for respondent and family. To calculate % please use numerator = sum of women who report increased capability, denominator = sum of women surveyed. This indicator can be used jointly with indicator 3 (below), as economic capability comprises ownership of or control over productive asset etc.
3 SDG indicator 5.a.1 and 5.a.2	# and % of women and men who own or control productive asset (including land)[22]/technology and have the skills to use them productively	VC, RMS, ENT, FI[23]	1. Baseline and endline survey among a representative sample of project participants; Please ask same question to women and male partner/family or community member for triangulation. If available, you can also use land registry data or similar from local authorities, but please verify using survey data. 2. (1) *Who in your HH owns (a) agricultural tools/seeds/machinery, (b) land that you cultivate, (c) technology used in your business, (d) assets in used in your business?* Please modify questions by using specific examples of input, technology or assets relevant in this context; (2) *Do you know how to productively use asset or technology?*; (3) *Is there anything you do not know about using it – or anything you would like to know in addition?*

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[22] Informs SDG indicator 5.a 1 (b) 'share of women among owners or rights-bearers of agricultural land, by type of tenure' (global data collected by FAO, UN Women).
[23] FI = Financial Inclusion

No. reference to SDG or other CARE Outcome Area	Indicator	applicable for WEE Pathway	1. Suggested methods and tools for data collection 2. Suggested question to track indicator 3. Further guidance on data analysis and definition of key terms
			3. Ownership = belongs to women, her name is on land title deeds; Productive asset = any machinery or item that is used to generate income, e.g. for a hairdresser equipment, restaurant cooking equipment, agricultural machinery, seeds, etc.; Productive technology = any technology that is used to generate income (e.g. accounting software). This indicator can be used jointly with indicator 2 (above), as economic capability comprises ownership of or control over productive asset. For analysis of increase/reduction, please compare baseline and endline numbers and indicate trend.
4	# and % of women and men who have universal access to social protection services relevant to their occupation	DW, RMS, VC, ENT	1. Baseline and endline survey among a representative sample of project participants. Alternatively, you can request this information from government, but try to verify (e.g. by survey among representative population or employee sample). 2. (1) *Do you have universal access to (a) paid annual leave, (b) paid sick leave, (c) pension, (d) health care/ insurance, (e) accident insurance, (f) paid maternity/paternity leave?* Please add other social protection services that are relevant in the project context; Alternatively ask for each relevant social protection service: (2) *Do you benefit from a policy for paid sick or annual leave, pension, health care, accident/health insurance?;* (3) *Do you use it?;* (4) *Could it be improved in any way?* 3. Health and accident insurance/care should be universally accessible to domestic workers and sex workers, so please include these occupations; Universal access = is not just limited to current employer. It is important to include domestic workers and workers in the informal sector in the survey. Please survey all genders and disaggregate data by gender. To analyse increase/reduction, please compare baseline and endline numbers and indicate trend.
5 SDG indicator	# and % of women and men who are aware of/understand gender barriers at workplace	DW, VC, ENT	1. Baseline and endline survey among representative sample of project participants.

No. reference to SDG or other CARE Outcome Area	Indicator	applicable for WEE Pathway	1. Suggested methods and tools for data collection 2. Suggested question to track indicator 3. Further guidance on data analysis and definition of key terms
5.5.2			2. (1) *From your perspective, what are major barriers at the workplace for women in general?*; If necessary, please unpack question/probe for potential barriers; please modify or add questions to suit specific context: (2) *What challenges do women face in formal employment, informal employment, domestic work, employment in agriculture (e.g. buying or owning land, access to agricultural extension services, access to market, training, power to decide what to do with own income, getting a paid job, balancing burden of unpaid care work, accessing formal sector jobs (or having to work informally near the home to juggle care demands), working in male-dominated industries, getting promotion and senior positions, getting better paid and more skilled positions, accessing male dominated departments and job types, equal pay, maternity benefits, representation and voice, harassment, GBV, controlling how wages are used in the home)*?; (3) *What challenges do women face when running a business (e.g. access to information, access to training, registering a business in their own name/owning a business, having a bank account in their own name)?*; (4) *What challenges do women face when trying to get into a senior political or economic position?*; (5) *What is dominant public attitude towards women running a business/in a senior political or economic position?* 3. Gender barrier = any kind of obstacle that prevents women from (a) accessing employment or income generating activity equally to men, (b) fair and equal treatment at work (e.g. equal pay , promotion to senior positions, social protection services, (c) control over income and productive assets. To analyse increase/reduction, please compare baseline and endline numbers and indicate trend; To calculate % please use numerator = total # of women who are aware of/understand gender barriers at work, denominator = total # of women surveyed. This indicator can be used jointly with indicator GE/Governance indicator #20, as awareness of barriers can be the first step towards removal of the same barriers brought about by change in policy or legislation.
6	# and % of women and men in managerial/senior decision-	VC, ENT, DW, FI	1. Baseline and endline survey among a representative sample of companies, enterprises,

No. reference to SDG or other CARE Outcome Area	Indicator	applicable for WEE Pathway	1. Suggested methods and tools for data collection 2. Suggested question to track indicator 3. Further guidance on data analysis and definition of key terms
SDG indicator 5.5.2	making position [in company, enterprise, producer group, cooperative, VSLA etc.]		groups etc. that CARE works with; Alternatively, you can request this information from the company or group leader, but try to verify (e.g. list of members, terms of reference, members' survey etc.); Compare baseline and endline #s and indicate trend (increase/reduction). 3. managerial position = all positions above middle-management/managerial/supervisor positions in company or enterprise or producer group (e.g. head of team, director, board member, head/chair of group (also VSLA) or committee; also supervision and all senior roles (i.e. any role that has significant decision making power). To analyse increase/reduction, please compare baseline and endline numbers and indicate trend. To calculate % please use numerator = total # of women in managerial positions, denominator = total # of managerial positions available in all companies and enterprises CARE works with.
7 Governance Global Indicator #19	% of people of all genders who have meaningfully participated in formal (government-led) and informal (civil society-led, private sector-led) decision-making spaces	DW, ENT, VC, FI, RMS	1 and 2 to be provided by Inclusive Governance (IG). 3. IG to disaggregate type of policy, legislation etc. so WEE can refer to those relevant: Recommended to use in conjunction with Global Indicator #18.
8 Governance Global Indicator #20 and SDG indicator 5.c.1	# of new or amended policies, legislation, public programs, and/or budgets that promote gender equity / rights, needs and demands of people of all genders	DW, ENT, VC, FI, RMS	1 and 2 to be provided by IG; recommended data collection at baseline and endline: national / regional legislation, as well as among a representative sample of companies and enterprises that CARE works with: count # of new or amended policies, legislation, public programs, and/or budgets. 3. IG to disaggregate type of legislation, so WEE can refer to reported #. Disaggregation should include: (1) gender-inclusive policies and budgets, (2) legislation and policies that make value chains gender-inclusive. This should include public and private sector policies. For DW changes in policy, legislation, public programmes and budgets can include: 1. Ensuring access to work: getting a paid job, balancing burden of unpaid care work,

No. reference to SDG or other CARE Outcome Area	Indicator	applicable for WEE Pathway	1. Suggested methods and tools for data collection 2. Suggested question to track indicator 3. Further guidance on data analysis and definition of key terms
			accessing formal sector jobs (not having to work informally near the home to juggle care demands), working safely and fairly paid in male-dominated industries; 2. Ensuring equality at work: getting promotion and senior positions, getting better paid and more skilled positions, accessing male dominated departments and job types, equal pay (i.e. reduction of gender pay gap), maternity benefits, representation and voice, reduced harassment and GBV; 3. Ensuring control over how wages are used in the home.] Recommended to use in conjunction with WEE supplementary indicator #5 (WEE barriers at workplace).
9 Governance supplementary indicator and SDG indicator 5.1.1	# and % of people of all genders with knowledge & awareness of their rights and responsibilities as citizens	DW, VC, ENT, FI, RMS	1 and 2 to be provided by IG. 3. IG to specify sector and include labour rights, economic rights (rights as business person and entrepreneur), so WEE can refer to reported #. Recommended to use in conjunction with WEE supplementary indicator #5 (WEE barriers at workplace); Recommended to use in in conjunction with Global Indicator #18 and WEE supplementary indicator #5.
10 Resilience Global Indicator #21	# and % of men, women, boys and girls that have actively engaged in reducing their vulnerabilities to the drivers of shocks and stress that affect them	RMS, VC, FI, ENT	1 and 2 to be provided by Resilience team. 3. Primary interest in women and girls numbers.
11 GEWV supplementary indicator and SDG indicator 5.2.2	% of respondents who report gender equitable attitudes (GEM scale)	DW, VC, ENT, FI, RMS	1 and 2 to be provided by GEWV. 3. GEWV needs to distinguish attitudes that support WEE; measures informal structures (=attitudes); Recommended to use in in conjunction with Global Indicator #17 and #18 as well as WEE supplementary indicator #5.

No. reference to SDG or other CARE Outcome Area	Indicator	applicable for WEE Pathway	1. Suggested methods and tools for data collection 2. Suggested question to track indicator 3. Further guidance on data analysis and definition of key terms
12 GEWV supplementary indicator	# examples in the media representing relevant norms	DW, VC, ENT, FI, RMS	1 and 2 to be provided by GEWV. 3. GEWV needs to distinguish norms that support WEE; measures informal structures (=attitudes).
13 GEWV supplementary indicator	% of individuals reporting high self-efficacy	FI, VC, ENT, DW, RMS	1 and 2 to be provided by GEVW; numbers will be sex and age disaggregated (SAAD), 3. GEWV needs to gender-disaggregated, so WEE can refer to reported # of women; Recommended to use in in conjunction with Global Indicator #17.
14 GEWV supplementary indicator	% of individuals who report confidence in their own negotiation and communication skills	DW, VC, ENT	1 and 2 to be provided by GEVW; number will be SAAD. 3. GEWV needs to gender-disaggregated, so WEE can refer to reported # of women; Recommended to use in in conjunction with Global Indicator #18.
15 GEWV supplementary indicator and SDG indicator 5.4.1	Average total # and proportion of weekly hours spent on unpaid domestic and care work, by sex, age and location (for individuals five years and above)	DW, ENT, VC, RMS	1. Baseline and endline survey among representative sample of project participants. If you do not have baseline data, ask for hours spend in a typical week on unpaid domestic and care work before project start and now. You can also use time use diaries[24]. 2. *How many hours per week do you spend on cooking, housework, laundry, shopping, child care, adult care?* Please add or modify examples for unpaid domestic or care work relevant to specific context; (2) *How many hours per week does your male partner/male family member spend on the same?;* (3) *What is the estimated total # of hours per week spent by all family members in unpaid work domestic or care work?;* (4) *What caused this reduction (e.g. affordable child care)?;* (5) *Has this increased or decreased for you since you have been*

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[24] Some guidance can be found here: http://www.actionaid.org/sites/files/actionaid/making_care_visible.pdf

No. reference to SDG or other CARE Outcome Area	Indicator	applicable for WEE Pathway	1. Suggested methods and tools for data collection 2. Suggested question to track indicator 3. Further guidance on data analysis and definition of key terms
			participating in the project? 3. To analyse increase/reduction trend, please compare baseline and endline numbers, for each gender separately. Please ask all genders and compare hours. To analyse difference between gender, please compare gender groups at baseline and endline. To calculate %: nominator = total hours spent on unpaid domestic and care work in a week, denominator = total hours worked (paid + unpaid). CARE's interventions aim to achieve a more equal share of unpaid domestic or care work between male and female family members. This indicator allows us to report on SDG indicator 5.4.1: 'Proportion of time spent on unpaid domestic and care work, by sex, age and location' (global data collected by UN Women).
16 Governance supplementary indicator and SDG indicator 5.1.1	# of organizations/social movements (and # & % of leaders, disaggregated by sex) with strengthened capacities to channel demands of marginalized citizens and engage in decision-making	DW, VC, ENT, FI, RMS	1 and 2 to be provided by IG. 3. IG need to include unions, women's groups and cooperatives as one type of organisation, so WEE can refer to reported #; measures informal structures and power relations.
17 Governance supplementary indicator and SDG indicator 5.1.1	# of organizations/movements supported by CARE that are considered by their constituents to effectively represent marginalized groups	DW, VC, ENT, FI, RMS	1 and 2 to be provided by IG. 3. IG need to include unions, women's groups and cooperatives as one type of organisation, so WEE can refer to reported #; Recommended to use in conjunction with Global Indicator #18.
18 Governance supplementary indicator	# of new/strengthened inclusive accountability spaces in which marginalized citizens can negotiate with service providers, public authorities or other power-holders	DW, VC, ENT, FI,	1 and 2 to be provided by IG. 3. IG need to include unions, women's groups and cooperatives as one type of accountability spaces, so WEE can refer to reported #;

No. reference to SDG or other CARE Outcome Area	Indicator	applicable for WEE Pathway	1. Suggested methods and tools for data collection 2. Suggested question to track indicator 3. Further guidance on data analysis and definition of key terms
and SDG indicator 5.1.1			measures informal structures and power relations.
19 FNS+CCR indicator #2 for 'Sustainable Economies'	Total amount of savings made by impact population	FI, RMS	1 and 2 to be provided by IG. 3. FNS+CCR need to gender-disaggregate, so WEE can refer to reported # of women; Recommended to use in conjunction with Global Indicator #16.
20 FNS+CCR indicator #4 for 'Sustainable Economies'	# of sustainable enterprises supported contributing to FNS&CR outcomes	VC, RMS, ENT	1 and 2 to be provided by IG. 3. FNS+CCR need to gender-disaggregate, so WEE can refer to reported # of women; Sustainability = includes dignified and fair working conditions for employees, including fair a pay (minimum wage / living wage), equal pay for all genders for the same type of work, access to social protection services (e.g. health and accident insurance, paid annual leave and sick leave, paid maternity / paternity leave, pension). If self-employed, national / local government must offer universal access to social protection.
21 FNS+CCR indicator #5 for 'Sustainable Economies' and SDG indicator 8.3.1	# of new employment created for impact population (women, youth)	DW, ENT, VC, RMS	1 and 2 to be provided by IG. 3. FNS+CCR need to gender-disaggregate, so WEE can refer to reported # of women; New employment = should meet minimum standards for dignified and fair working conditions for employees, including fair a pay (minimum wage / living wage), equal pay for all genders for the same type of work, access to social protection services (e.g. health and accident insurance, paid annual leave and sick leave, paid maternity / paternity leave, pension). If self-employed, national / local government must offer universal access to social protection. Please include female extension workers and similar in this indicator.
22 LFFV Global Indicator #12	% of women and girls aged 15 years and older subjected to sexual violence by persons other than an intimate partner, in	DW	To be provided by SRHR.

No. reference to SDG or other CARE Outcome Area	Indicator	applicable for WEE Pathway	1. Suggested methods and tools for data collection 2. Suggested question to track indicator 3. Further guidance on data analysis and definition of key terms
and SDG indicator 5.2.2	the last 12 months		

5. Processes for Reporting WEE Indicators

The following guidance on processes for reporting on WEE indicators is primary targeted at Project Managers who manage PIIRS and funder reporting. Furthermore, this is intended for Funding Coordinators who develop proposition papers and design project. When developing a proposition paper for a new WEE project it is essential to use at least one of the WEE Global Indicators in the project design / Logframe / Theory of Change and explain M&E standards and processes.

In addition to the WEE Global Indicators, you can use as many of the supplementary indicators, as are useful given the strategic objectives of the project. It is important to 'educate' funders and partners about the fact that these indicators reflect CARE's and the WEE sector's best practise (as they have been developed based on SDG indicators in a comprehensive consultation and review process involving sector and MEL experts). Furthermore, it is essential to inform funders and partners at the proposal stage about CARE's M&E standards and processes.

5.1 WEE Global Indicators: Reporting on PIIRS and MIS annually

As said above, **each WEE project is required to report on at least one of the three WEE Global Indicators** – but can report against as many as are relevant to the projects objectives and goals. Numbers and percentage on the WEE Global Indicators should be reported in PIIRS – referring to the latest measurement done in the project. In case a project ends during the FY or you are reporting indicator data to a funder, please report the monitoring or end evaluation data immediately to the CI MEL Coordinator (Ximena Echeverría, piirs@careinternational.org) and the WEE MEL Advisor (Regine Skarubowiz, skarubowiz@careinternational.org).

Even though the three WEE Global Indicators focus on women-only, you should collect data for men also. Please report this data in the cell asking to "*Please share any additional comments you may have about the reporting of the project's contribution to this indicator. Examples: additional details on the data reported above (e.g. dates of the measurement), data from previous measurements, data with a different level of disaggregation (e.g. age, class, race, etc.), qualitative data supporting this data, etc.*" We need data on men, as we need to understand gender equality in the project's context. Moreover, data on men allows us to analyse the percentage of men and women being impacted.

Please report data on the Global Indicators immediately after you have collected it – however frequently this may be the case for specific project. Reporting is simply done in the latest PIIRS impact form[25] and sent to piirs@careinternational.org. 'Latest measurement' data on PIIRS should be updated whenever you have new impact data available. Please simply report the new impact numbers, we will not add them to the previous ones –and you should not do so either to avoid

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[25] http://careglobalmel.care2share.wikispaces.net/PIIRS+FY17 (18.09.17).

double counting. **So, 'latest measurement' impact data is expected to change during the lifetime of a project (increase or decrease).**

We recommend collecting data at least at baseline (i.e. before / at project start) and endline (i.e. at / shortly after project end. You need baseline data to be able to indicate number and percentage change achieved by the project.

Please describe in PIIRS the exact indicators you have used in your project or initiative in order to report on the respective WEE Global Indicator. Please see *Figures 3 and 4* for specific guidance on how to report WEE Global Indicators on PIIRS.

Guidance to avoid double counting in PIIRS[26]: In order to prevent double counting **within the same project, please only report the largest number between all Outcome Areas as a total for the project.** Do not add up participants / impact groups from several Outcome Areas as they could be the same people. If you have a robust mechanism in place to avoid double counting (also with other proejcts) you can add these numbers.

Counting the same people for reach / impact for more than one Outcome Area is acceptable, because we do want to record people for each Outcome Area that they have been impacted by. When CI and the WEE MEL Advisor analyse data, they take into consideration the potential overlap.

Monitoring data on Financial Inclusion is also tracked on the Monitoring Information System (MIS)[27]. The Financial Inclusion Team annually collects data to input to MIS. **Please ensure that data reported to MIS and PIIRS is consistent**. Reporting periods might vary between MIS and PIIRS, therefore we strongly recommend you document monthly, or at least quarterly, data on formal and informal financial service users, total savings of individuals, number of VSLA members, rates on attendance, dropout and membership growth, assets, liabilities (debts), equity and other information required by MIS. For detailed guidance on how to report on MIS, please refer to the '*MIRRORS 3 0 USER GUIDE'[28]*.

5.2 WEE Supplementary Indicators: Reporting annually

WEE supplementary indicators should be reported in the blank cell PIIRS which asks for "*Other indicators related to Women's Economic Empowerment: Please report data on any other related indicator that shows CARE & partners' contributions to this Outcome Area, such as the WEE Supplementary Indicators.*" However, there is no designated cell for each supplementary indicator as there is for each Global Indicator.

The same guidance applies to supplementary indicators as it does for Global Indicators: In case a project ends during the FY or you are reporting indicator data to a funder, please report the monitoring or end evaluation data immediately to the CI MEL Coordinator (Ximena Echeverría,

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[26] This is based on CI guidance on how to avoid double counting.
[27] http://mis.thesavix.org/p:en/index.html
[28] https://drive.google.com/drive/folders/0B9MbvYdYsm9RVUJDR2VuZzk5bVE (4.7.17).

piirs@careinternational.org) and the WEE MEL Advisor (Regine Skarubowiz, skarubowiz@careinternational.org).

We recommend collecting data at least at baseline and endline. You need baseline data to be able to indicate # and % change achieved by the project since the beginning.

In order to analyse the impact and reach data in PIIRS, the WEE MEL Advisor reviews annual PIIRS data and asks for clarification or additional data where required. Therefore, it is essential to indicate correct and up to date contact persons for each project in PIIRS.

The MEL Advisor (in collaboration with CI Programmes) will cross-examine PIIRS data for all WEE projects, including those projects reporting on another Outcome Area's Global Indicator and a WEE supplementary indicator. Once questions are clarified with the Country Office focal point, the MEL Advisor, jointly with WEE senior leadership, will decide how to use data from supplementary indicators for communicating CARE's global WEE impact. The WEE Director signs it off before sharing internally and externally.

Figure 3: **Guidance on how to report impact in PIIRS (IMPACT OUTCOMES form, WEE Global Indicators section)**

Please report number (#) of women who have been impacted.

Please report percentage (%) of women impacted among the total number of women surveyed (NOT: total population or women participating in project!), because this indicates impact among the programme's target population.

Please report data on men here.

In case you use data collected for a similar indicator to report on the Global Indicator, please specify it here.

Please report all supplementary indicators you have used in this cell.

In case your WEE project cannot report on any of the WEE Global Indicators, please ensure you report against at least one of the supplementary indicators and provide data here (please also see *Figure 4* below).

Figure 4: **Guidance on how to report impact in PIIRS (REACH form, top section for general reporting)**

In case your WEE project cannot report on any of the WEE Global Indicators, please ensure that you:

1. still tick the WEE or non-WEE ED box,
2. report on at least one of the Global Indicators for another Outcome Area, and
3. report on at least one supplementary WEE indicator.

The next section further outlines our approach to collect reliable evidence on impact.

6. Processes and Methods for Monitoring WEE Indicators

The following guidance on process and methods to collect data on WEE indicators is primary targeted at Project Managers (in country or in a CARE member office) who manage monitoring and evaluation activities. Section 6.1 provides guidance on the quantitative method of surveys. As a minimum standard, these should be conducted at baseline and endline of a project. Most surveys are not limited to collecting quantitative data. Instead, they often include open-ended questions that provide qualitative data, too. To collect data on time spent on domestic and unpaid care work vs. paid work[29], time diaries are an excellent method to collect quantitative data. Please see section 6.2 for guidance on this. Sections 6.3 to 6.5 provide guidance on qualitative methods, i.e. Focus Group Discussions, Key Informant Interviews, and the Longitudinal Impact Study.

Overall, it is advisable to combine quantitative and qualitative data collection methods in project monitoring and evaluation. While the former provide 'hard evidence' of impact (if conducted correctly) the latter provide insight into 'how' and 'why' impact was achieved.
Please note that this is not meant to be a comprehensive overview of M&E processes applicable for WEE programmes. Instead, this is meant as a practical 'hands on' guidance on most commonly used and suitable methods.

Please contact the WEE MEL Advisor (Regine Skarubowiz, skarubowiz@careinternational.org) if you require support on any of these or other M&E methods for your WEE project.

6.1 Baseline and Endline Survey
The most commonly used monitoring method is baseline and endline household-level surveys among a representative sample of the target population. **To allow us to compare baseline data to endline data, we need to collect the same information in the endline as we did in the baseline**. Of course, we can add questions at the endline (acknowledging that we will not have baseline data to compare it with). However, we should abstain from deleting any questions from the endline that we have asked at baseline, because then we will have no data to compare with.

Data to report on the WEE Indicators should be collected, at minimum, at baseline and endline of the project. You need baseline data to be able to indicate change in numbers and percentage. In case several projects cover the same target population, you can conduct a joint survey for several projects. However, please ensure that you record and document which data is for which project and analyse data jointly as well as per project. Funders are likely to require project-specific data. In case of one project following seamlessly from another with the same strategic objectives, you can use the endline survey of the previous project as the baseline for the following project. **In case WEE Indicators are used for funder reports, data needs to be collected in alignment with funder reporting timelines.**

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[29] This indicator is one of the WEE supplementary indicators and very relevant for DW and VC.

Please, **allow sufficient time for data collection prior to the funder reporting time.** In case you collect data via a survey, you need time to:

1. Develop the questionnaire and test it in the field,
2. Establish / hire and train a group of enumerators,
3. Run the survey (plan for approx. 10 interviews / enumerator / day),
4. Collate and clean data,
5. Summarise and analyse data,
6. Write a report (if applicable).

Guidance on sampling: In many cases, the project target population is too large to be surveyed. Therefore, **we need to select a sample** (i.e. manageable number of people / HH to survey) that is representative of the target community in terms age, sex, wealth etc. Firstly, you need to calculate the adequate sample size. Please calculate sample size using online sample size calculator such as: http://www.surveysystem.com/sscalc.htm using confidence level 95% and confidence interval 5%.

Secondly, you need to randomly select that sample from among the total target population. At baseline, this will allow you to claim that the data you have collected for the smaller sample, also represents the larger target community.

Who can conduct the baseline / endline survey? CARE staff, local partner staff and hired enumerators can conduct the survey – as long as they are fully trained on the survey questionnaire (i.e. know and fully understand all questions) and know and follow good survey conduct (see below).

Good survey conduct (minimum standards for enumerators):

1. **How to start the interview?** Please introduce yourself by name, say who you work for and that you would like to ask a few questions about the respondent's honest feedback and view on women's economic and financial empowerment and gender issues (or whatever the specific purpose of your survey is). Please inform the respondent how long the interview will approximately take and that all information given by the respondent will be treated confidential and, if published, will be anonymous – and not be misused. In case you plan to publish quotes, stories or photos with names, you need a CARE consent form signed by the respondent. The purpose of the survey is to help CARE learn what changes happened in the respondent's life, what worked well in the project and what CARE and partners need to improve.

2. **What to do when nobody is at home?** From the start, plan to visit households at a time when the head of HH is most likely to be home (for example early in the morning). If no one is at home, enquire when they will be back and return later. If that is not possible, you can move to the household next door. Please keep a record of the HH where nobody was at home. Please do not do this for a significant number of households. Please note that excluding households or moving next door could result in data being biased (e.g. during the day you are likely to survey HH members who are not at work / school).

3. **What to do when the householder does not want to be interviewed?** If you explain who you are and what you want transparently, respondents should be comfortable to be interviewed. However, if they are really not, that is ok. The best approach is to move to the

household next door; again, you should keep a running record of the number of households excluded because householder didn't want to be interviewed.

4. The survey design will prescribe whether you should interview an individual (women / men), head of the household, or several household members together. Please stick strictly with this guidance.

5. **At the end of the interview**, ask the respondent whether they have any questions or comments. Please thank the respondent for their time and support.

6. **To allow you to come back to the same HH / individual for the endline survey, please ask the respondent whether they are ok to be interviewed again and give them the approximate time when the endline survey will take place.** It is helpful to record the respondent's phone number to be able to contact them at a later stage. It is perfectly acceptable if a respondent does not want to be interviewed again and they do not have to give any reason for their choice.

Pre-survey preparation:

1. For the baseline, **develop the survey questionnaire** using suggested questions for those indicators that are relevant to your project. Please adapt terminology, proxy questions and examples to local context and ensure they are culturally appropriate to ask.

2. **For the endline, please use the same questions as have been used in the baseline survey as much as possible**. You need to be able to compare baseline and endline data in order to identify changes between baseline and endline. Of course, you can add questions if additional information needs to be collected at endline stage.

3. A **good survey structure**
   - ➢ starts with simple demographic questions (e.g. number of household members, age of respondent) to 'warm up' with the respondent, then
   - ➢ moves on to the most relevant questions (while the attention curve of the respondent is still high);
   - ➢ includes 'control questions'[30] when needed (later in the survey when attention curve of respondent is low).

4. **Translate questionnaire to local language** (if necessary). CARE staff managing the projects should check correct translation, in particular when it comes to technical terms. In case translation is requiring, please also plan time and resources to translate findings back to English after data collection.

5. The questionnaire must be tested in the field and revised as necessary before the survey starts – ideally by the enumerators supervised by the survey manager.

6. **Terminology, proxy questions and examples might need to be adapted to local context.**

7. In case you want to add questions at endline for which you have not collected data at baseline, you can add a retrospective question to ask about the 'before-situation', this

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[30] To give an example: If you want to find out about a woman's equal decision making power in the HH, you can first ask the proxy question "*In your HH how do you decide (a) what to spend money on, (b) whether to take a loan, (c) what to do with loan amount or savings (or other financial asset)?*", then move on to another subject and then come back to a similar question asking "*Who in your HH decides (a) what to spend your income on, (b) whether or not to take a loan, (c) what to do with loan amount or savings (or other financial asset)?*".

provides you with quasi-baseline data that you can compare to your endline data. However, this quasi-baseline data is likely to be biased by respondent's wish to respond what s/he thinks the enumerator wants to hear (social desirability bias).

8. Please train all enumerators thoroughly on the questionnaire and on good survey conduct. Ideally, training should be at least one full day plus a second day for trialling questionnaire in the field. Only then enumerators should start the survey.

9. In case you want enumerators to collect data using a tablet or mobile phone, we suggest using free software such as Kobo: http://www.kobotoolbox.org/.

During the survey:

1. Enumerators can collect data with paper-based questionnaires (need pen, writing board and sufficient number of blank questionnaires). This is the recommended way to collect data if enumerators are not sufficiently skilled to use digital devices or when power supply is short. As an alternative, enumerators can use a tablet or mobile phone. Please note that you will either need to provide enumerators with digital devices or need to recruit enumerators who bring their own device. You also need to prepare a virtual questionnaire (e.g. Kobo, http://www.kobotoolbox.org/).

2. Please **randomly select the respondents for the sample you have calculated**.

3. For the baseline survey, all your respondents will usually be non-participants, because the project has not yet started. In the endline, however, random sampling will result in some of your respondents being project participants and some not being project participants. It is good to survey some non-participants, because you can then compare any differences between project participants and non-participants. However, you will need at least 50% of your sample to be project participants, otherwise, the sample will be too small to be representative of the project's target population. So, in case you have done half the survey and you realise there are more than 50% non-participants, please purposefully only survey project participants until you have reached your 50% participants rate. Only then, please return to random sampling. This is called 'purposive sampling'.

4. Please also determine what minimum rate of female / male respondents you need. We suggest 60% female and 40% male, but if your project focuses on women, the female rate might need to be higher.

5. **As the survey manager, you need to check survey data collected at the end of each day. This is important in order to find any errors or gaps, but also to determine whether purposive sampling needs to be applied** (see point above). In case there are errors, please clarify them with the respective enumerator, before they go out again to collect more data. It is important that data errors are corrected immediately and prevented in future.

Post-survey:

1. In case of paper-based data collection, you will need to plan time and cost for transcription of data into xls-form, probably including basic coding and development of graphs for analysis.

6.2   Time Use diary

To help collect data for WEE supplementary indicator 15 and to check whether increased income (WEE supplementary indicator 1) is not only due to longer working hours, you will need to ask questions on how much time the respondent spends on household and work activities. To make this easier, in particular in rural communities or with numerically illiterate respondents, you can use a time diary. **In a time use diary the respondent indicates what kind of activity they have been doing at what time of the day and for how long**. The time use diary chart can also be incorporated into a questionnaire that covers other themes – and it can be used in a FGD. For this purpose, respondents can put a stone for each hour they spend on this activity in the box ('rock voting'; please see point 3 below).

You would use a time use diary regularly with the same cohort of project participants in order to track any change in their time allocation.

There are different ways to ask questions in time diaries:

1. Use a list of activities and ask how many hours are spent on each on a daily basis;
2. In rural or illiterate communities, use a drawing of the sun's east-west trajectory from sunrise to sunset. Sunrise thus would be represented by the sun resting on the right hand side of a flat line, noon, the sun directly above the line at 90 degrees, and sunset, the sun resting on the left hand side of the line, with hours in between indicated by in between positions.
3. Use objects (stones etc.), especially if you want the total the amount of time over the day that people spend on different activities rather than what people are doing at individual points in the day. For example, you could give people a number (8, 16, 24, 48) of items and ask them to put them into a containers corresponding to the activity they were doing and for how long.
4. A chart such as the one in *Figure 5* might be too detailed if you only want to find out the amount of time spent on an activity. Yet, it goes an idea of how you can develop a time use diary template using images. You can find various time use diary templates online.

Figure 5: **Example of time use diary chart**

Source: http://www.actionaid.org/sites/files/actionaid/making_care_visible.pdf

Please note that, instead of indicating time of day as is done in this example of a time use diary, you can also ask for duration of time spend on each activity.

6.3   Focus Group Discussion (FGD)

In a focus group discussion (FGD) a facilitator discusses with a group of people their experiences and views. Depending on the topic, the group should be women or men-only. Yet, the group can be mixed as long as participants still feel comfortable to speak openly. For a children-focused project, you can also conduct a children-only FGD, again gender-disaggregated if the topic requires. **An FGD can provide valuable qualitiatve data on people's experience with and view of a project**. It is advisable to conduct an FGD after a survey, as the survey collect quantitative data while the FGD can provide an explanation of HOW the quantitative findings came about. However, if time is short, it can also be conducted in parallel, but immediate findings from the survey should always be explored further in the FGD.

Some practical guidance for conducting an FGD is listed below.

Plan and prepare well:

1. **Preferably conduct the FGD in the participants' local language**. If you do not speak this language, you will need a translator. You have two options:
    a. Either, the translator conducts the FGD in local language (in which case s/he should also have translated the FGD question guide beforehand) - while you observe and audio record. After the FGD, the translator should transcribe the audio recording

word by word – and should translate both, the audio transcript and his/her notes literally (not summary) for you to analyse.

b. As an alternative, you facilitate and the translator acts as a simultaneous interpreter (i.e. translates your questions to the group and then translates responses straight back for you and the note taker). Please familiarise the translator with the broad questions beforehand. S/he should also be aware that the sequence of questions might change, according to the flow of conversation. It is important that the translation happens simultaneously, i.e. the translator must not summarise, but translate word by word. **Details are essential in an FGD and you do not want to lose them**.

2. Regardless of whether you chose option 1) or 2), it is advisable to **audio record the entire discussion** which you can go back to in case your notes require clarification.

3. **The FGD team should comprise one FGD facilitator, one (or two) note taker(s) and one translator if needed**. Depending on the cultural context and type of FGD (e.g. women-only), it is advisable to have a female only team. **In order to maintain a level of neutrality, the team ideally should not include any staff (CARE or partner) directly involved with this group.**

Developing questions for the FGD:

1. You need a **question guide** for the FGD. One way to do this is to firstly determine what 'buckets of information' you want to get from the group. In a second step, you develop questions for each bucket; you should cross reference between buckets if possible to avoid duplication. Finally, you sequence these questions (i.e. start with broad questions to 'warm up' with the group and continue to the specific topic you want data on) in your question guide.

2. **Use open ended questions only** (i.e. questions that can't be answered by 'yes / no'). For example:
   - *What kind of financial decisions do you personally make?*
   - *In your HH, how do you decide to take a loan / save money / make a major purchase / engage in a business or IGA?*
   - *Are there other financial decisions that you would like to make but are not able to at the moment?*

3. Ask **WHY and HOW** something happened. For example:
   - *How are you participating in this project?*
   - *Why are you participating in this project?*
   - *What changes have taken place in the community [since beginning of CARE programme]?; In your view, what has caused these changes?; Will these changes continue / persist?; Have there been backlashes that have led to worse situation that start-off?; What kind of resistance or support has there been to these changes in the community?*

4. Use information you already have about the group to identify suitable questions and phrasing (i.e. conduct a survey first and FGD after, so you can dig into the WHY and HOW of the survey findings).

5. You need to know the questions by heart, so you can swop the order in case another questions fits better within the flow of discussion you are having with the group. Each group discussion will vary, so you need to be adaptive and flexible.
6. Do not ask for information that you can get from other sources, because your time with the group is precious!
7. **Test the FGD question guide** with a group. If changes are necessary, make them the same day.

Conducting the FGD:

1. It is good FGD conduct to firstly introduce yourself and your team to the group.
2. Explain why you are here (e.g. to hear honest feedback and experience from the participants on a certain aspect of the project). Please make it clear that this is not on performance check of local partner or CARE staff. Please also manage expectations (i.e. there will be no direct benefit from the FGD (e.g. another project for this community, payment etc.).
3. Emphasise that this is a 'safe space' and everything said will be treated as confidential (i.e. no names will be given) and get written consent from participants.
4. Explain about translation and audio recording and get written consent from participants before you start.
5. In case photographs or videos are being taken, it is advisable to do so only with individuals who have given written consent.

After the FGD:

1. **Debrief with the note taker and translator immediately after the FGD**. In this way, you can confirm the key learning points and clarify any questions. You will not remember these details the next day, so do it straight away.
2. It is advisable to document FGD responses in an xls-spreadsheet: each question in a column, each FGD response in a row. This will allow you to run key word searches and filter responses. In this spreadsheet, you only need to document key responses. So, you are selecting key responses when listening to your audio recording and reading your notes – and only enter those in your xls-spreadsheet.
3. At the same time, record quotes that you want to use later, including date and location where they were given.
4. Transcribe / translate the audio recording as soon as possible.

Further detailed guidance on FGDs can be found in the following resources:

- USAID (2011): TIPS – conducting focus group interviews [http://pdf.usaid.gov/pdf_docs/pnadw110.pdf] (15.6.17);
- METGUIDE (2000); Methodologies for Participatory Assessments [https://www.ircwash.org/resources/methodology-participatory-assessments-communities-institutions-and-policy-makers-linking[(15.6.17).

6.4   Key Informant Interviews

Key informant interviews follow similar guidance as FGDs, but only interview one person at a time. Key stakeholders can be staff from the project team, staff from partner organisations, political decision-makers who have been involved in the projects, companies and funders. These **key informants provide important insight from their unique perspective**. Similar to an FGD, the interviewer needs to prepare guiding questions for the interview. Please refer to details in section 6.3. Key informants should be asked about the working relationship with CARE, challenges and suggestions for improvement. Ideally, key informant interviews are conducted face to face. However, if this is not possible, they can be conducted over the phone.

6.5   Longitudinal Impact Study

Another good method for impact assessment is a Longitudinal Impact Study. This helps to **understand the changes that have taken place in individual participants' lives related to CARE's WEE work**. **Acknowledging that social and gender norms take time to change the longitudinal study follows the lives of a small sample of WEE project participants over multiple years**. As a result, we are able to identify factors that have helped women's economic empowerment, barriers to the same, as well as any unintended (negative) impact caused by CARE's intervention. **The Longitudinal Impact Study produces learning for WEE approaches and programme implementations on an annual basis - as well as communication material on the impact of WEE programmes to CARE internal and external audiences**. Moreover, findings contribute to WEE impact reporting.

In 2016, the WEE MEL Advisor and Business Manager (with the support of external impact assessment experts) began to study individual cases of female / male entrepreneurs, business women and men, VSLA's and others in selected WEE programmes in Asia and Africa. Pending funding, we aim to expand the study to additional countries to achieve an even better representation of CARE's geographical presence and WEE Pathways. The Longitudinal Impact Study is planned to continue until 2020 – in line with the *CARE 2020 Program Strategy* and *CARE Women's Economic Empowerment Strategy.* The study approach recognises that there is rarely a single cause to any change in social or gender norms. Therefore, this in-depth qualitative study re-visits on an annual basis approx. 3 groups (VSLAs or other) per country programme and only 3 individual cases per group - summing up to 9 individual cases per country programme. This approach does not aim to be statistically representative of all programme participants. Yet, most useful conclusions for learning on WEE approaches and improved programming, policy, and advocacy implementation can and already have been drawn using 2016 data.

6.6   Other Qualitiatve Monitoring Methods

There are a few other theory-based monitoring methods that are widely used in CARE – primarily to assess the HOW and WHY change happened.
Firstly, **contribution tracing** is a method that can be used for evaluating impact and attempts moving away from experimental methods such as randomised control trials (RCT, which are rarely useful in

the context of development / humanitarian projects). Contribution tracing measures an intervention's 'plausible contribution' to an outcome. The approach includes process tracing (i.e. case study, longitudinal to find particular evidence for change) plus Bayesian updating (which helps to remove errors and clarifies which evidence is the 'right' evidence to looking at).

For an overview of contribution tracing, please refer to: https://www.pamoja.uk.com/aboutct

Secondly **outcome mapping** is a move away from output-oriented monitoring systems that often fail to capture change in complex contexts of social change. Outcome mapping is a complexity- and systems-oriented approach and can be used for project planning (e.g. development of a ToC), design, and stakeholder analysis at the beginning of a project – as well as for evaluation. Furthermore, outcome mapping is an actor-centred approach focusing on changes in behaviour (i.e. actions, interactions) of those within whom the project works. It brings out what is working and what is not working – thus supporting adaptive project management. Outcome mapping distinguishes between those stakeholders we influence directly (i.e. stakeholders, not necessarily 'beneficiaries') from 'beneficiaries' (i.e. people who are supported by stakeholders and for whom we want to improve something. Outcome Mapping helps to identify 'what actors and factors contributed to the change'. However, it does not explore in-depth the contribution a specific project made to the change.

For instance, outcome mapping is a useful method for evidence a claim on CARE advocacy work contributing to a policy change happened thanks to CARE advocacy. However, as said above, to be able to do this, outcome mapping needs to be applied from the design stage of a project.

For an overview of outcome mapping, please refer to: www.outcomemapping.ca; https://www.outcomemapping.ca/resource/care-pathways-programs-use-of-outcome-mapping-to-understand-empowerment (15.6.17).

For an overview over other qualitiatve methods, please refer to: http://careglobalmel.care2share.wikispaces.net/Qualitative+Methods (23.8.17).

For more details and support, please contact Regine Skarubowiz (WEE MEL Advisor, skarubowiz@careinternational.org), Tom Aston (CIUK Governance Advisor, aston@careinternational.org) for contribution tracing, and Kaia Ambrose (CARE Canada / CARE USA - Multiplying Impact Team, Kaia.Ambrose@care.ca) for outcome mapping.

The next section provides guidance on evaluating WEE projects.

7. Evaluation of WEE Projects

We usually evaluate a project at the end –or, preferably sometime afterwards. Depending on the type and scope of the project, you can select from among various types of evaluations. The ideal time to conduct an end evaluation for a development WEE project is a few weeks and up to 6

months after the end of the project.[31] In case the project has a duration of 5 or more years, a mid-term evaluation is advisable. For a humanitarian WEE project, an end evaluation or real-time evaluation (evaluation conducted when the project is ongoing) is suitable.

For further guidance on evaluating longer-term development projects, please see:
http://www.betterevaluation.org/en/blog/managers-guide (15.6.17).

For further guidance on evaluating humanitarian projects, please see:
http://www.alnap.org/what-we-do/evaluation/eha;
On real time evaluations specifically: http://www.alnap.org/what-we-do/evaluation/rte (15.6.17).

When planning for an end evaluation, please do:

1. Work with the budget available. The budget will determine whether you can contract an external evaluator or need to do an internal evaluation using staff time. It will also determine methods of data collection and analysis. For detailed guidance on budget, please see *CARE Core Standards and Foundations for MEAL Management[32].* As a very rough guideline, you should budget for an external evaluator £350 – £550 ($450 – $720) day rate (rates vary significantly by country, but the lower end of this range reflects rates in many African and Asian countries and the higher end reflects rates for Europe and the US).

2. **Identify the key audience for the evaluation** (e.g. funder, general public, CARE internal)? This will determine the evaluation approach and questions.

3. **Plan early**: Good external evaluators get contracted months in advance. So advertise at least 3 months before you want to start the evaluation and allow 4-6 weeks for candidates to apply. As a rough guide, an evaluation that involves desk review of project documents, primary data collection (e.g. survey, FGDs, interviews), data analysis and report writing takes between 4 to 6 weeks – given that the evaluation team works on this full time (which might not be the case if it's an internal evaluation, as staff will have other day-to-day responsibilities).

4. **Phrase Evaluation Terms of Reference (ToR) as clearly as possible**. Specify the purpose of the evaluation as well as questions you want the evaluation to answer. Give a clear timeline for all steps in the evaluation. It is helpful for candidates if you indicate a budget range (expect all bids to come in at the higher end!) or a total duration of time or a maximum day rate.

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[31] In case evaluation findings need to be available earlier, you need to conduct the evaluation earlier. However, please bear in mind that sustainable impact can only be measured after some time. So, findings of an evaluation conducted immediate at the end of a project provide preliminary insight in terms of sustainability.
[32] https://doc-14-04-apps-viewer.googleusercontent.com/viewer/secure/pdf/hdv5gl70u549uqq97263nqkkfhlcofmc/6gskm9dqceo5iev0pbjevbl5mnhltmip/1496322600000/drive/01038301102070905727/ACFrOgAPiEe6RwGSO_9H_ovF7F048Bo0_t8WE1FbxEym3fw9hBuLwZ61zF4bMBBHWM8888EAz3HGtKaf4C-4ygVQ-yC9rtZfFZsejKgw6RY2up9dM3bS1MIQu6cV0nA=?print=true&nonce=pbi69d2u81spc&user=01038301102070905727&hash=cljvtbhgadap5qd4oku4lddnie388a4m (1.6.2017)

5. Do not try to be cheap, but if you need to reduce the budget, negotiate the day rate with the evaluation consultant rather than reduce the number of days. At the same time, ensure the evaluator is still delivering what you need.
6. Ask the successful candidate to write an evaluation plan / inception report, including daily activities as well as detailed research method and questions.
7. Being the evaluation manager, ensure regular check-in with the evaluator in order to spot any issues and delays, especially during data collection. Request for a debriefing meeting / call immediate after data collection has ended in which the evaluator should present immediate findings and you can clarify questions and fill in data gaps. The project team should be invited to this debrief also.

For an external evaluation, please consider:

a. You need an external evaluator who is experienced using the methods you want to apply and should know the project's thematic area, country, as well as CARE as an organisation.
b. Depending on the scope of the project, you might want a team of evaluators that comprises skills and experience in managing the evaluation overall, as well as in methods and tools.
c. An external evaluation still creates work for the project team (e.g. arranging (and accompanying) the evaluator to project locations and meetings with stakeholders, briefing and debriefing meetings / calls, staff interviews as part of the data collection process, reviewing the evaluation report etc.).
d. The external evaluator needs to be briefed on the project and arising questions need to be responded to immediately. It is essential that the external evaluator fully understands the project's context, objectives and challenges.

8. For an internal evaluation, please consider:
a. Conducting an evaluation requires staff time. For data collection, preferably work with staff who have not been directly involved in the project to ensure some level of neutrality.
b. Ensure that you work with staff who have the required skills and experience (e.g. designing an evaluation framework and questions, conducting a survey, FGDs, interviews, analysing data, writing the report). You can bring in external support, e.g. enumerators or a report writer.
c. Ensure that staff understand the evaluation is not about their performance and you want the evaluation to find out any challenges, weaknesses and unintended consequences – again, this is to avoid biased data.

==Sections 8 and 9 are still under development and will provide guidance on how to manage and disseminate knowledge created by M&E information – and how to use it for learning in order to improve programming, policy and advocacy.==

8. Knowledge Management and Learning for WEE

To enable learning, which is one of the main purposes of M&E, knowledge needs to be created, documented and shared with those who are intended to apply it. Audiences can be internal to CARE (e.g. project team, funding / contract management team, and senior leadership) or external (e.g. funders, partners, and decision makers).

To this end, the MEL Advisor (Regine Skarubowiz, skarubowiz@careinternational.org) and the Communications Officer for WEE Rebecca Wilton, wilton@careinternationa.org) are working together to ensure generation of learning as well as management and dissemination of knowledge for WEE. Moreover, we have a WEE learning agenda that indicates the four focus areas for learning and research for WEE in FY20.

9. Monitoring and Reporting of Advocacy and Influencing Impact

Advocacy and Influence work play a key role in multiplying our impact as a global organisation. Therefore, the need for MEL in advocacy work is more important than ever. At CARE, advocacy is defined as '**the** *deliberate* **process of** *influencing* **those who make** *decisions* **about** *developing, changing and implementing policies* **to reduce poverty and achieve social justice'**. Influencing and advocacy can go beyond government policies, it can include influencing governments, donors or NGOs to adopt a CARE program model or influencing the private sector to change their company policies or operating practices.

This MEL guidance for advocacy provides a series of options to choose from, depending on who you are trying to influence, how you aim to influence, how you want to capture the effects of this effort, and what resources you have to achieve this.

Moreover, the AIIR tool has been developed to gather further information and evidence on CARE's advocacy or influencing win. This tool captures the significance of the win, the level of CARE and our partner's contribution, who stands to benefit from the change, and what evidence do we have to support a claim of change or impact. With the wide range of successes within influencing work and the various roles CARE may have played in this win, this tool allows us to identify how significant the win is as well as the significance of CARE's contribution and our partners.

In case you have questions on any of the above, please get in touch with Regine Skarubowiz, WEE MEL Advisor, at: skarubowiz@careinternational.org; skype: regine793970.

10.   Bibliography

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NCP (2014): Building Your Measurement Framework: NCP's Four Pillar Approach; http://www.thinknpc.org/publications/npcs-four-pillar-approach/ (1.6.17)

11.   Key Terms

Adaptive Management	An approach to addressing the sorts of complex problems that features heavily in the Sustainable Development Goals. It is characterized by a flexible, exploratory approach in the face of uncertainty and complexity, involving testing, monitoring and getting feedback and – crucially – making course-corrections if necessary. It accepts and treats many (but not all) of the problems in international development as "complex" in nature. Moreover, it focuses on "course-correction" of activities *within* the lifetime of projects as well as from one project to the next. Finally, its proponents often recognize the need for system change within the aid world to enable adaptive management. Recognizing constraints such as the need for accountability both to funders and to people in developing countries, they approach this in pragmatic rather than revolutionary terms (Source: https://www.bond.org.uk/sites/default/files/resource-documents/adaptive_management_-_what_it_means_for_csos_0.pdf; 4.7.17)
Attitude	An individual's opinion or view on a topic (e.g. gender roles); while attitude drives an individual' behavior only to a small extent, behavior is dominated by social norms (see below).
Causality	The relation between an event or events (cause or causes) and a second event or events (effect or effects), where it is understood the second is a consequence of the first.
CI	CARE International
Counterfactual	An estimate of what would have happened in the absence of the intervention, service, or organization.
DAC criteria (also called OECD / DAC criteria)	1991 OECD / DAC (Development Assistance Committee of the Organization for Economic Cooperation and Development) criteria for evaluations. These include: relevance, effectiveness, efficiency, sustainability, and impact. These criteria are still used as standard evaluation criteria.
DW	Dignified Work (WEE Pathway)
Evaluation	The use of information from monitoring and a systematic examination of the project in order to (1) understand the project's performance (DAC criteria) and impact – as well as to draw lessons to improve policy and practice and enhance accountability.
ENT	Female Entrepreneurship (WEE Pathway)
FI	Financial Inclusion (WEE Pathway)
Impact	Usually the broad and/or long-term effects of a project's or organization's activities, outputs and outcomes, after taking into consideration an estimate of what would likely have happened anyway (i.e. the outcomes that can be reasonably attributed to a project or organization).

Impact group	Population or particular stakeholder category (institutions, government department, companies, economic actors) that experience transformational multi-dimensional change that can be partly attributed to the CARE intervention [please also see 'target group'].
Impact measurement	The set of practices through which an organization establishes what difference its work makes. We use the term to define a broad set of practices that includes measuring both outputs and outcomes. This does not mean we equate measuring outputs with measuring impact—it is just part of the overall process.
MEAL / MEL	Monitoring, Evaluation, (Accountability) and Learning: Many organizations, including CARE at times, use both abbreviations interchangeably, which can be confusing. Accountability is one of the main reasons why we do monitoring and evaluation work – Learning is another one. In this Framework we use the abbreviation MEL, because the Framework outlines guidance on how to do Monitoring, Evaluation and Learning. We do not ignore Accountability, but it's such an intrinsic part of M&E, that we do not feel it needs to be specifically mentioned here. Furthermore, the purpose of this Framework is not to provide guidance on how to do Accountability (some of the MEAL documents referenced in section1, however, do – so please refer to these.
Measurement framework	A list of the outcomes that a charity seeks to achieve together with information on: indicators of those outcomes; data sources; methods of analysis; and measures of outputs, processes, and quality.
Measurement tools	A means of collecting data. Common tools are surveys, interview questions, observation, and case records (of charities and public sector agencies).
Monitoring	A systematic way to collect and record information to check progress against plans and enable evaluation.
Outcomes	Products, services or facilities that result from an organization's or project's activities.
Outputs	The effect of an activity on the social fabric of the community and well-being of the individuals and families.
PIIRS	Projects / Programs Information and Impact System
RMS	Resilient Markets (WEE cross-cutting Pathway)
SDG	Sustainable Development Goal
Social Norms	Informal collective belief of what is acceptable in a community / society; 'norms dictate the interactions of people in all social encounters' (Talcott Parsons); therefore social norms primarily drives individuals' social behavior (as opposed to individual attitude, which drives an individual behavior only to a small extent)

Social structure	Patterned social arrangements that are caused by and, at the same time, determine individuals' actions. Social structures encompass socioeconomic stratification, political, economic and social institutions, and social networks. Social norms influence social structure through relations between the majority and the minority. [33]
Target group	Project participants; i.e. a population group that CARE activities directly or indirectly reach; their number is usually quantified in outputs and sometimes in intermediary outcomes.
VC	Women and Value Chains (WEE Pathway)
WEE	Women's Economic Empowerment

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[33] https://en.wikipedia.org/wiki/Social_structure#Definitions_and_concepts