

External Evaluation of the William and Flora Hewlett Foundation's 2015–2020 Women's Economic Empowerment Strategy

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SRI Executive
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Introduction

The starting point: WEE in global development in 2014

Women's economic empowerment (WEE) is a familiar theme in global development literature and practice; it is readily acknowledged as "one of the key drivers of sustainable development and gender equality."¹ Since the Beijing Platform for Action was convened in 1995, every major global effort towards sustainable development has, to varying degrees, recognized the role of WEE. With each iteration of the global commitments – beginning with the Platform for Action and building through the Millennium and Sustainable Development Goals (MDGs and SDGs) – the objective of WEE in the pursuit of development has been reaffirmed and broadened. Within the economic development space, national governments, bilateral and multilateral donors, international non-governmental organizations (INGOs) and foundations increasingly responded to the centrality of WEE by increasing their own commitments to gender equity, and eventually WEE projects.

However, national economic policy formulation (macro-level economics), especially as practiced in the international financial institutions (IFIs) - and in particular at the International Monetary Fund (IMF) - had almost completely neglected the role of macroeconomic policy choices in constraining or enabling WEE and gender equality as an important contributor to macroeconomic outcomes. As a result, in the words of the William and Flora Hewlett Foundation (the foundation), "[t]he economic development paths pursued by many countries systematically disadvantage women."² Yet this was also starting to shift. IFIs such as the World Bank, the regional development banks, and the IMF were, to varying degrees, making progress in mainstreaming WEE into their programs (research and operational). However, despite these changes, many feminist and other development practitioners remained critical of the IFIs' practice of considering WEE as instrumental to their economic development agenda, and not as having intrinsic value as a human right.

The goal of the foundation's WEE strategy

In the context of growing awareness of WEE's significance to global development goals, and the gaps in focus and funding that existed at the time, the foundation introduced its inaugural WEE strategy in 2015 with the ultimate goal of achieving "greater agency, opportunities, and control over resources" for women.³ Prior to 2015, the foundation included WEE-focused programs and projects in its Global Development and Population (GD&P) grantmaking, such as grants in 2013 to Women in Informal Employment: Globalizing and Organizing (WIEGO), International Development Research Centre (IDRC) for the Growth and Opportunities for Women (GrOW) program and to Data2X for work on gender data. In developing the focused WEE strategy, the foundation recognized that introducing more gender-sensitive options into the dialogue around macro-level economic policy development was a neglected area. Very few other foundations or donors funded with this focus.

The strategy sought to fill this gap through the following three lines of grantmaking:

- > **Data:** Promoting the inclusion of women's informal work in measures of Female Labor Force Participation (FLFP) and economic productivity and promoting the measurement of non-income generating economic activities.
- > **Research:** Ensuring that gender-specific implications of economic policies are understood and taken into consideration when creating policy.
- > **Advocacy:** Supporting advocacy organizations to better inform and influence policies that affect economic opportunities for women.

The new WEE strategy was underpinned by the view that “if it were possible through better data, if it were a practice through solid research and if it were made visible...and incentivized through strong advocacy...to take into consideration differential issues by gender, ...policies would be more likely to be formulated and implemented in ways that were not disadvantageous to women.”⁴

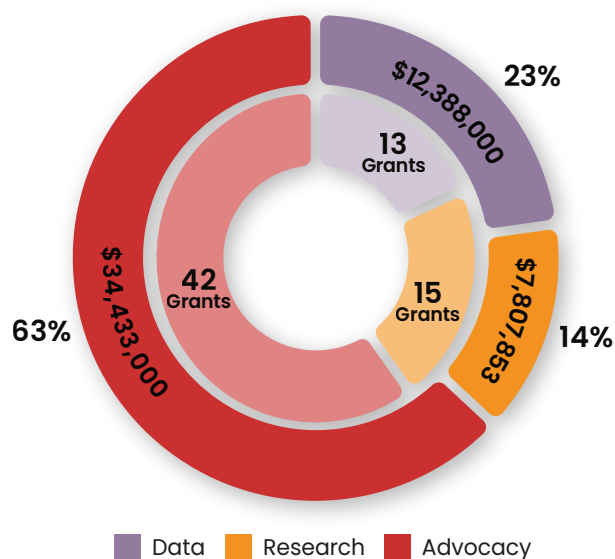
Since the strategy launched, the foundation has invested over \$54.5 million through 70 grants (Figure 1).

Evaluation to refresh the strategy

Every five years, foundation program staff assess progress, consolidate learning, and plan for the coming five years. In preparation for the WEE strategy refresh, the foundation commissioned SRI Executive and Kore Global to undertake an evaluation (including a “look back” landscape analysis). The purpose was to assess progress made between 2015 and 2020 towards the achievement of strategy outcomes, and to illuminate how and why progress was or was not made. Key to the evaluation’s success was understanding where the foundation had made progress and what lessons had been learned to inform the next strategy period.

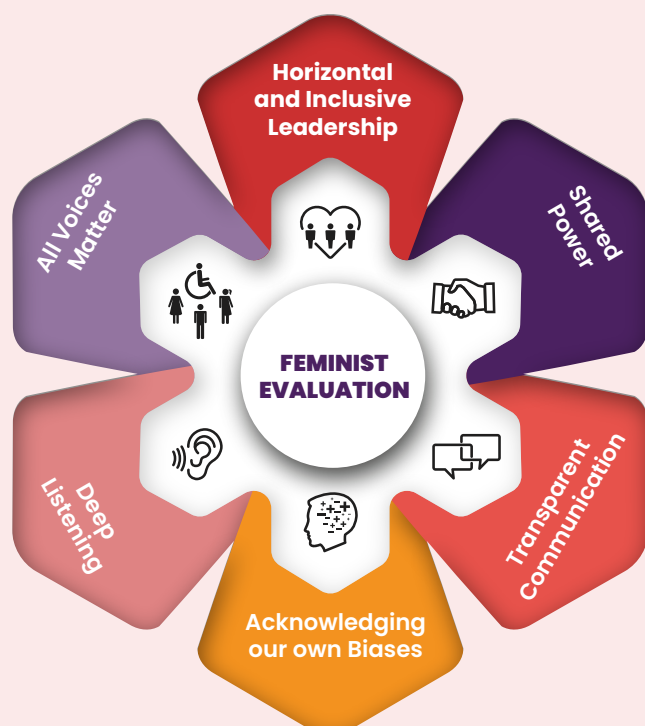
In order to take a theory-based approach, the evaluation team worked with the foundation to articulate the original theory behind the first five years of the WEE strategy from 2015-2020. This included understanding

Figure 1: 2015–2020 WEE grants by value and number



and documenting the causal pathways, strategic and tactical hypotheses, and key assumptions the foundation sought to test in this strategy period. The evaluation methodology acknowledged that this was an emergent strategy, relying to a large extent on both experimental and opportunistic grantmaking. Drawing on a feminist approach to evaluation across data collection, analysis and learning, the team listened to multiple perspectives and sought to challenge power and privilege (Figure 2).

Figure 2: Our approach to feminist evaluation



HORIZONTAL AND INCLUSIVE LEADERSHIP: While there was an overall team lead for the evaluation and strategy refresh process, there was a flat leadership structure on the evaluation team. Other team members stepped into leadership roles for key periods and less experienced team members were given opportunities to actively contribute while also learning.

SHARED POWER: Although independent, the evaluation was conducted in partnership with the foundation. We invested significant time during working together to develop an evaluation framework that reflected the foundation’s approach to grantmaking. This required grace, compromise and trust from the foundation and the evaluation team.

TRANSPARENT COMMUNICATIONS: We strove to provide information about what we were doing, how we were doing it, and what we were learning. The foundation provided feedback to shape these processes and for us to improve.

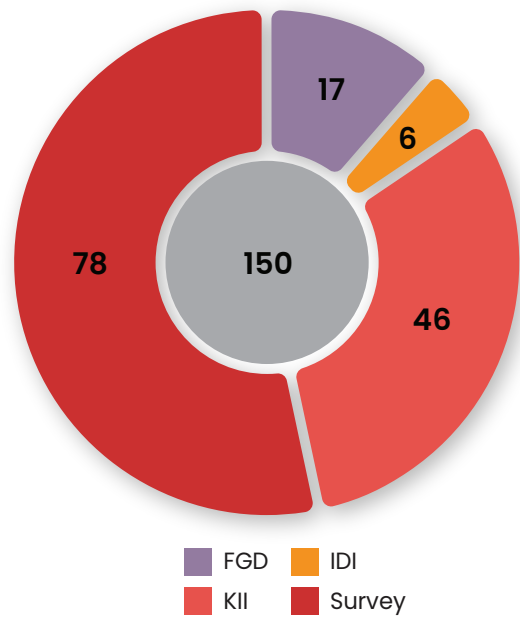
ACKNOWLEDGING OUR OWN BIASES: As a team, we were open with each other and with the foundation about potential biases, continuously reflected on these biases, and consistently challenged one another to ensure that biases did not creep into our data collection, analysis, or interpretation.

DEEP LISTENING: Part of ensuring that we kept our own biases in check was to practice deep and open listening to foundation staff and key informants.

ALL VOICES MATTER: To acknowledge and value diverse experiences and points of view, consultation processes needed to cast the net wide. We carefully considered the balance between Global South and Global North participants and sought to include the views of grantee and subgrantee staff and team members working on the implementation of grants. We also sought to evaluate grantees’ experience with the foundation’s power as a grantmaker.

A mixed-method approach to data collection drew on 78 survey responses, 46 key informant interviews (KIIs), three focus groups discussions (FGDs) with 17 participants and 6 in-depth interviews (IDIs) with former and current foundations staff (Figure 3). A desk review was also carried out. An analysis was conducted of grantee proposals and reports and a wider literature review was done to inform an understanding of the WEE landscape and how it shifted over the five years of strategy implementation. Stakeholders engaged in this process included current and former GD&P (now the Gender Equity and Governance Program) staff, grantees, sub-grantees, and key stakeholders in the WEE field.

Figure 3: Breakdown of evaluation informants by data collection method



The foundation's grantmaking strategy: what was achieved?

This section reviews progress against the 5-year outcomes specified in the Foundation's 2015 WEE strategy.⁵

Data grantmaking

Expected 5-year outcome: Women's work is included in measures of Female Labor Force Participation (FLFP) and economic productivity.


The problem and the foundation's solution

The foundation identified as a key problem the unavailability or lack of use of high-quality data to advocate for, design, implement, and monitor better gender-responsive policies and programs in low and middle-income countries (LMICs). They hypothesized that this problem could be addressed by supporting the development and promotion of international, standardized, gender-unbiased definitions and measurement of the paid and unpaid productive activities of women, and encouraging the use of these standards in official statistics in LMICs. This would include time spent, earnings, and value to the economy of both formal and informal activities at places of work and in the home, including subsistence agriculture. The foundation's approach was therefore to fund grantees: (i) in multilateral agencies who work with LMIC statistics offices to expand ways to measure women's paid and unpaid work accurately and comprehensively;⁶ (ii) in non-governmental agencies (NGOs) to advocate for better data, and (iii) in universities and multilateral agencies to disseminate data on laws and regulations that influence women's economic opportunities and choice of activities.⁷ It should be noted that, at the outset, the foundation envisaged that the scope of these activities would be broader than the specified five year outcome.

Progress was made, but the 5-year outcome was too narrowly defined

A key strategy used by the foundation to achieve this outcome was funding the implementation of new International Labor Organization (ILO) standards for measuring women's employment and work adopted in

October 2013 at the 19th International Conference of Labor Statisticians (ICLS). These standards effectively narrowed the definition of employment to "work performed for pay or profit",⁸ excluding subsistence production of food as well as household chores and caring for family members (care work); all unpaid activities were to be recorded in a new activity category titled "work" - an overarching category including both income-generating and unpaid economic activities.

Paid and unpaid distinction is helpful. But the exclusion of unpaid productive work from measures of productivity is a problem. 
(KII respondent)

As the unpaid activities are performed primarily by women,⁹ the new definition of employment excluded a huge portion of women's work. The narrowing of the definition of employment to activities done for pay or for profit is more intuitive, but the 19th ICLS definition resulted in excluding women's unpaid work in measures of FLFP and productivity. This change in definition, which predated the foundation's strategy, meant that the important work that foundation grantees were doing to help statistics offices collect better data on unpaid work did not contribute directly to the five-year outcome.

Harmonizing guidelines and supporting National Statistics Offices to collect gender data

In 2014, foundation staff were alerted that two key international agencies – the World Bank and the ILO - who actively support national statistics offices (NSOs) to collect better data from households on their economic activity, were not working together on a joint strategy to support implementation of the 19th ICLS standards. Following discussions on measuring women's economic activity for the Clinton Foundation's No Ceilings¹⁰ report (organized in part by foundation grantee Data2X), the ILO and the World Bank agreed to work together under the auspices of the UN Foundation and Data2X to jointly develop a survey methodology and guidelines for operationalizing the 19th ICLS definitions. Initially the World Bank and the

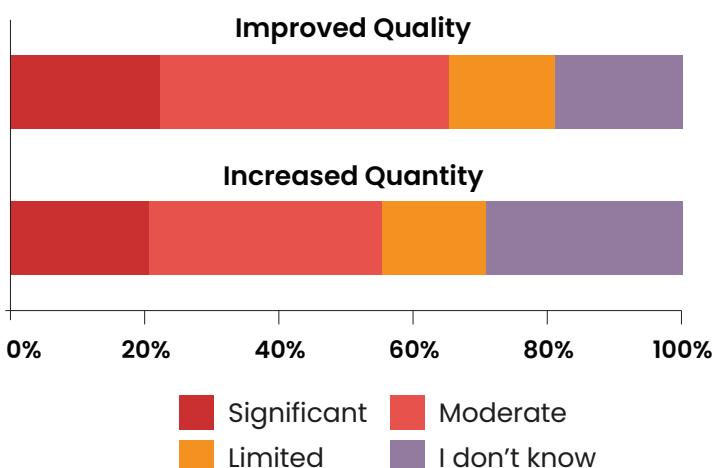
ILO issued their own guidelines for operationalizing the new standards during the program period, on which they coordinated. Following a joint project, they produced and disseminated guidelines in late 2020.

Hewlett has been insightful about what needs to be done, esp. by pushing ILO and World Bank to work together.. (Survey respondent)

As part of this joint work, both institutions also provided or funded technical assistance to help NSOs in LMICs to implement their guidance. This guidance and technical assistance have helped improve both the quantity and quality of gender data (Figure 4). Discussing, operationalizing, and measuring the new definitions of employment has led to a much deeper partnership between the World Bank and the ILO. The foundation's funding was critical to this deepening partnership and all parties agree it would not have happened without the foundation's support. Going forward, the enhanced relationship between the ILO and the World Bank should also lead to better support to NSOs in implementing ILO definitions and standards.¹¹ With foundation funding, the World Bank also produced a detailed, gender-disaggregated analysis of who would be included and excluded under the new definition of employment (published as Gaddis, Oseni, Palacios-Lopez & Pieters, 2020).¹² This analysis conclusively demonstrated that one effect of the 2013 definitional change was to exclude women whose only economic activity is subsistence agriculture from the category of employment, as well as measures of productivity and Labor Force Participation Rate (LFPR) which are calculated using employment.^{13/14}

Figure 4: Extent to which World Bank and ILO guidance and technical assistance on national surveys in LMICs impacted **data quality and quantity produced**

Source: Evaluation Survey



Measuring women's work in the informal economy

The 2015 strategy recognized that many women in the developing world work informally. Foundation grantee WIEGO has been successfully working with the ILO since 1998 to develop definitions, standards, and measurement tools that appropriately capture the range of activities performed by those working informally. This partnership continued during the strategy period with the support of the foundation. For example, *Women and Men in the Informal Economy: A Statistical Picture* has been the flagship publication of both organizations on the topic. The most recent edition was published by the ILO in 2018 and was followed by a companion publication of WIEGO.¹⁵ WIEGO and the ILO also worked closely during the evaluation period on the revision to the International Classification of Status in Employment so that it would better identify the working arrangements of informal workers. WIEGO, along with the World Bank and representatives from country statistical offices and UN agencies, was also invited to join the ILO's working group on developing new international standards to measure informality. These examples are an indication of the stronger technical cooperation between WIEGO, the World Bank and the ILO and facilitated by foundation funding. The new standards are expected to be adopted in 2023.

Through the evaluation process, survey respondents and interviewees strongly endorsed WIEGO's achievements. WIEGO's statistical advice and analysis is regularly requested and used to develop or advocate for policies beneficial to informal sector workers. Often, simply documenting the size and economic importance of the informal sector is enough to change the attitude of policymakers. Recent examples where this was done by WIEGO include Thailand, South Africa, and Uganda (in the context of understanding the impact of COVID-19 policies).

Measuring the value of unpaid care work

While progress was made in measuring women's productive work in the informal sector, women's unpaid time providing household services (e.g., household chores, caring for dependents) remains poorly measured and acknowledged. Adopting measures of time spent on household care activities by gender as an indicator for the SDGs (indicator 5.4.1) gave new impetus to efforts that were underway by the ILO, Data2X and others to develop standardized measures and methodologies that could easily be incorporated into multipurpose household surveys.

The United Nations Statistics Division (UNSD) is now leading a process to develop standards and methods for this indicator. Foundation grantee Data2X helped nurture and fund this effort in the early stages;¹⁶ all concerned UN agencies including UN Women, the ILO, international development banks as well as the Organization for Economic and Cooperation Development (OECD) and multiple NSOs are involved. Detailed guidelines and technical assistance will be needed to help developing country NSOs to regularly collect and report these data. Developing international standards and guidelines for the consistent measure of the economic value of this unpaid work in developing countries is a long-term challenge for the UN system.

Leading, field-building, and advocating for more gender-disaggregated and gender-sensitive data

Since its formation in 2011,¹⁷ the foundation has supported Data2X in their mission to increase the quantitative understanding of women's activities, decisions, opportunities, constraints, and overall gaps in gender equality through the collection and dissemination of gender-unbiased, policy-sensitive data. Data2X, along with UN Women, are the leading international advocates for increased funding for gender data efforts in LMICs. They work with data producers, data users and standard setters through partnerships and technical collaborations. For example, Data2X (along with UN Women and many civil society organizations (CSOs) and governments) were an important advocate for meaningful, gender-disaggregated indicators for the SDGs during the foundation's WEE strategy period. UN Women credits Data2X with providing the conceptual framework and helping to secure funding for their flagship effort, Women Count.¹⁸

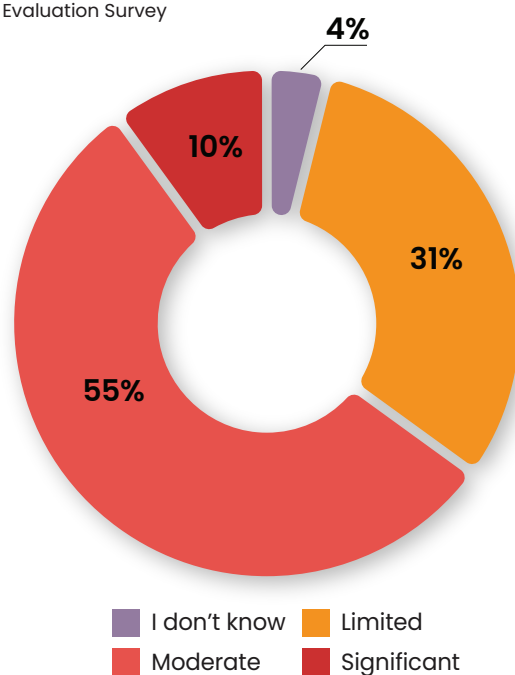
Data2X also developed and implemented a program to support gender-sensitive digital data collection methods and the use of digital data in gender-sensitive policymaking, resulting in the 2017 report *Big Data and the Well-Being of Women and Girls*,¹⁹ which then led to a round of pilot projects, resulting in the 2019 report *Big Data, Big Impact*²⁰ (cited in several professional publications). The report highlighted the benefits of digital data for just-in-time monitoring and policy formulation and noted the importance of protecting the privacy of women and girls. Over the last few years, Data2X have convened numerous roundtables and prepared reports and presentations on current funding gaps. In 2019, they published 18 case studies, including briefings, on how gender-sensitive data improve policy development and monitoring in specific areas.²¹ The Data2X website

has also grown in sophistication and traffic, as they play an important clearing house and knowledge management role in the gender data space.

Data2X are seen as an important leader and field builder, advocate, convener, and knowledge manager for meaningful, gender-disaggregated indicators of economic policy formulation and monitoring. Data2X is perceived to have played a significant role, working across the spectrum with data producers, data users, and data standard setters to understand the gaps in gender equality. Most survey participants (Figure 5) and KIs concluded that the availability and quality of gender data had improved over the last five years and credited Data2X's role in this effort. The foundation's catalytic funding and "beyond grant dollar" work have also played an important role in attracting additional large-scale donors (e.g., Bill and Melinda Gates Foundation and the UK Foreign, Commonwealth and Development Office (FCDO)) into gender-disaggregated data collection and dissemination.

Figure 5: Extent of gender data quality improvements in LMICs in last five years

Source: Evaluation Survey



From data collection to use

While there are still gaps in the collection and dissemination of gender-unbiased and gender-disaggregated data, most survey respondents reported that new gender-disaggregated data are often not being used by policymakers. A key assumption underlying the foundation's strategy was that if the data are produced, stakeholders will use it and value it. This assumption did not appear to hold completely during the strategy period. While the joint guidance published by the World Bank and the ILO is anticipated to be helpful, results have yet to be seen. It may be early days, as new

gender data have only recently become available for application by users to policy choices at hand. Statistics offices in LMICs still need support in this area, as do data users. Additionally, even in some cases where the data are collected and disseminated, they are still not widely used because of a disconnect between data producers and users. However, despite these obstacles, the data line of grantmaking was clearly valued among survey and KII respondents. No respondent suggested that the Hewlett Foundation should abandon this line of grantmaking; however, a shift in strategy may be needed as the field has evolved significantly.



Lessons learned – data grantmaking

Multiple pathways are needed for effective influencing

Hewlett funding has been critical to supporting technical collaboration between agencies, and among different key actors. Deepening relationships, for instance between the ILO and the World Bank, was important and would likely not have happened without the foundation's direct involvement. Strategic partnerships should continue to be identified and prioritized in the next strategy to ensure greater connectivity, including exploring opportunities to help highly impactful grantees secure additional funding for their programs. The work of WIEGO and Data2X, for example, as data advisors, aggregators and advocates can serve as a template for spanning existing silos.

Data uptake takes time and engaging users early is important

Data uptake takes time. It is a long path from developing guidelines and data collection through to use focused on policy solutions. To ensure the connection is less tenuous between collecting data and its use in advocacy and policy, the foundation could build on the experience of Data2X and WIEGO. WIEGO's work has extended from data collection, collation, and introduction for use in policy documents. Both Data2X and WIEGO have been actively engaged in incorporating indicators

for gender, and informality in WIEGO's case, into the SDGs. One lesson is the importance of engaging data users early on, through user consultations, so that they understand the data collection methodology and the data collected meets their needs. It is equally important that the data be packaged in a user-friendly way, so users recognise its value and use it to inform gender-sensitive policies.

Unpaid work was an important focus, and should remain so

Measuring unpaid work and its value to the economy is a major unmet need – as revealed by recent experience with COVID-19 interventions. However, it is a difficult undertaking and has a long-time horizon. Grantees such as the Counting Women's Work project have made a start in this regard but are small in scale relative to the size of the issue. For example, WIEGO has been working with the ILO to define and measure the informal economy, and women's participation within it, for more than two decades. As the foundation undertakes its WEE strategy refresh, a key consideration will be to understand if there is a player or set of players with determination, focus and longevity to measure and value women's unpaid work. The COVID-19 effects on women may present a timely opportunity to explore investing in the integration of unpaid care work into standard data collection methods.

Research grantmaking

Expected 5-year outcome: The gender-specific implications of economic policies (related to employment and other areas – social protection, taxation) are understood and taken into consideration when creating policy (global and national levels).

The problem and the foundation's solution

National economic policies (beyond those directly related to employment) have gender-specific implications. Yet, evidence on gender-differentiated drivers of macro-level economic outcomes and what works to achieve WEE has not been prioritized by LMIC policymakers or their advisors in the Global North, including at IFIs. This happens because macroeconomic models used to analyze alternative economic pathways do not consider important gender-based differences in behavior and outlook or the relationships between national economic policies and household decision-making. As a result, policies recommended by IFIs or agreed by national authorities in LMICs may exclude or disadvantage informal sector workers and women, depriving them of a fair share of the benefits of a dynamic and emerging economy.

The foundation hypothesized that, to address this problem, research by feminist economists that restructures and recalibrates macroeconomic models and uses them to build the evidence base on what works to achieve the twin goals of WEE and national economic development would generate valuable insights and compelling evidence that would inform advocacy and policymaking in the longer term. The foundation's approach was therefore to (i) fund researchers in the Global North to expand gender-aware economic models and tools, and (ii) support local researchers especially in Sub-Saharan Africa (SSA) to investigate gendered effects of economic policies and advocate for change. In early 2019, the foundation started focusing funding more on the dissemination of gender-aware economic models and tools and their application in LMICs.

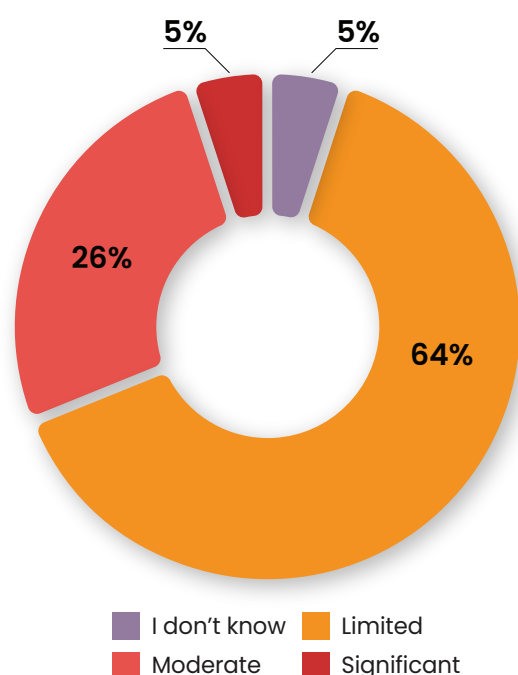
The 5-year outcome was achieved to a limited extent

Given the broad range of economic policies, policymaking actors, and countries within the scope of the strategy, the five-year outcome was not specific enough to be measured. There was progress

in understanding the gender-specific implications of economic policies and new models (Figure 6), which reflected culture changes within development economics broadly, including among leading mainstream economists and departments. This included IFIs, where culture change was also underway. Though several intermediate outcomes were achieved, some of which had not been envisaged, difficulties arose with the practical uptake of research funded by the foundation.

Figure 6: Extent to which economic models and tools used in development economics have incorporated gender-aware drivers and outcomes

Source: Evaluation Survey



Progress was made in several areas, but challenges remain

The path of bringing ideas to policymakers is difficult

Research that moved from the theoretical to the practical and could be applied in real world settings was vital to the achievement of the five-year outcome, as policymakers were looking for costed national policy alternatives. However, apart from the International Development Research Centre (IDRC) GrOW project, research funded by the foundation during the period of this evaluation did not report on viable policy options. GrOW, because of partnerships with researchers in the Global South, had the capacity to disseminate research more effectively to policymakers. For example, the importance of safe transport to work and the need for publicly funded childcare options to increase women's participation in policy making. However, even GrOW generated very

little concrete evidence on the effectiveness of these dissemination activities, underscoring the long and difficult pathway from evidence to use to policy change.

One of the positive changes over the 5-year strategy period was the foundation's increased attention to evidence use in LMICs and signalling this expectation to grantee partners. However, the foundation's grantmaking process did not include monitoring the quality of the research commissioned, or the actual uptake in the field (e.g., through publications in peer-reviewed journals or at selective conferences) or by policymakers. When foundation-funded research was published, it was usually not open access, limiting use by LMIC researchers. As a result, the focus on evidence did not generate the expected outcomes. An exception is GrOW East Africa, funded by the foundation in its second iteration, which has a strong focus on research quality, publication, and providing concrete policy alternatives to policymakers.

"I am a strong believer in cross country evidence...It is used to tell policymakers, we can do this, another country did it this way. It is about intelligent comparison, the art is finding aspects and making comparisons that will resonate."
(KII respondent)

Recognizing that policy change is difficult to influence and takes time, three-quarters of evaluation survey respondents believe that stakeholders in LMICs now have a stronger evidence base today than five years ago. However, the disconnect between economic analysis and policy change indicates the ongoing challenge in tracking when, how, and why research is being used for policy making.

Capacity was strengthened for local researchers

The capacity of researchers in LMICs to undertake gender-aware research in support of policy change was strengthened, largely through partnerships between Global North universities and research institutes and LMIC researchers. The GrOW and UC Berkeley's Counting Women's Work (CWW) projects used their extensive networks to support a mix of passive and practical learning, including commissioning research and using experienced economists as mentors to local researchers in LMICs. Overall, the GrOW project had the largest footprint: more than 40 young researchers

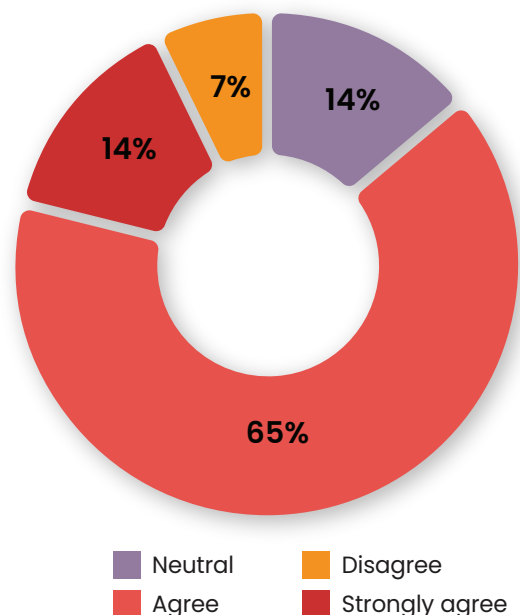
took part in various training sessions, and over 60 local researchers prepared papers. It will take time to determine whether this country-led research approach enables country researchers to influence policymakers. Capacity strengthening (building knowledge and skills) for LMIC researchers is still needed and should be part of a larger and more inclusive system of local research development. Capacity strengthening also needs to include broader skills such as proposal writing and research management. Research partnerships between established researchers in the Global North and young researchers in LMICs were seen as an effective approach. Broadening this to include experts from the Global South should also be explored.

Economics is changing, but with little influence attributable to the foundation

The 2015 – 2020 WEE strategy identified that changes in the field of economics were important and needed, stating these as a pathway for larger and more sustainable change. In response, grantmaking focused on supporting academic researchers in the Global North to expand gender-aware economic models and tools and supporting local researchers to investigate gendered effects of economic policies and advocate for change. In the last five years, a growing body of work produced by a wide range of researchers has changed development economic analysis. Thought leaders in economic development theory and policy now value gender aware economic analysis more so than five years ago (Figure 7). However, these changes cannot be directly tied back to foundation funding.

Figure 7: Thought leaders value gendered economic analysis now more than five years ago

Source: Evaluation Survey



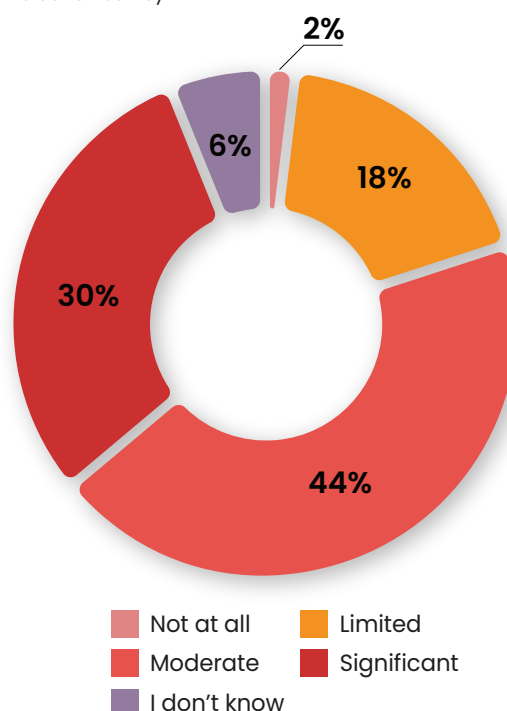
IFIs, which have a role to play in influencing national economic policy, are now more gender aware and have a better understanding of the gender-specific implications of economic policies. But change is slow, and most survey respondents and key informants were not satisfied with progress to date. The IMF's current position is that gender equality is a "macro-critical issue", and that reducing gender gaps "can have important economic benefits"²² but survey and interview respondents felt that they still place too much focus on the narrow issue of LFPR. The World Bank is seen by evaluation participants as more gender-aware, including in its macroeconomic advice.²³ The World Bank's 2016 Gender Strategy explicitly recognized women's rights as human rights and the World Bank pays more attention to issues of voice and accountability in its lending programs. Their analysis is more likely to focus on the quality of jobs and decent work, not just whether women are working for pay or profit at all.²⁴ Influencing the economics practiced at IFIs is difficult as they tend to be self-referential, using their own research and evidence.

Research is only one input into policy change

The complex political, social, and economic environments within which economic policy design and implementation take place mean that country-specific economic analysis, whether by local researchers and economists or by economists in international agencies or Global North universities, is only one necessary input of many (Figure 8). Other factors include political will to consider the issue and the availability of tangible, viable alternatives to the current development path. This needs to be backed by persuasive analysis of the value of improvements at the household, community, or national level. Key informants noted that academic economics must be repackaged to be accessible to advocates and policymakers concerned with current and future policy issues.

Figure 8: Extent to which key stakeholders (inclusive of decision-makers) and advocates have a stronger evidence base on effective policies and programs to achieve WEE outcomes in LMICs

Source: Evaluation Survey





Lessons learned – research grantmaking

Understanding the landscape is a critical foundation

A robust landscape analysis is needed to identify innovative and influential development economics researchers focusing on macro-level economic policy and gender equity. Working with academics and think tanks that have deep connections with the institutions the foundation wants to influence is key. Also critical is an understanding of the cultural levers of change; how to influence the IFIs, research translators, and regional and LMICs technical policy-making staff. This will require assessing potential grantees' interest in and capacity to communicate and collaborate with those who will be ultimately using the research.

Evidence use must be a central consideration

To be usable by policymakers, research needs to report viable, costed policy options. Academic research is rarely “policy-ready”. As with data, it is important to first understand what pathways lead to evidence use at the national and sub-national level; then decide which pathways the foundation is best able to influence given its resources, role in the field, organizational structure, and scope. It is essential to involve “economic journalists” or other types of actors who can play an evidence translation or knowledge brokering role, to ensure that evidence is consumable and packaged in a manner that advocates and policymakers can use. IFIs, UN agencies, and many think tanks do this with their own work. Advocacy grantees felt that the lack of translation from academic research was a barrier to influencing decision-makers. The foundation could consider directing their funding toward research institutes and think tanks that have technical strength in WEE, a

policy focus, and are either based in the Global South or have a strong North-South partnership model. A more systemic approach should seek to involve research users from design through dissemination to ensure that policy options, recommendations and advocacy “asks” have traction with policymakers.

An evolving approach to research partnerships

The foundation could consider funding grantees that take an open-call approach to improve equitable access. The foundation should encourage all research outputs to be open sourced and require more accountability from research grantees to disseminate (in publications and events / fora) and ensure uptake (from citations to policy change).

Understanding and working with IFIs and multilateral institutions

An understanding of the authorizing environment of international institutions (e.g., the Board of Directors) is key to influencing systemic change. By gaining deeper insights on how these institutions work, the foundation could identify points of influence that align with its values and be more targeted in its support and influence. It may also lead to deeper relationships and the opportunity to impact the IFIs and multilateral research and technical assistance agendas. For example, to influence economic norms and frameworks within IFIs, the work likely needs to come from established researchers within the economics field.

Advocacy grantmaking

Expected 5-year outcome: Advocacy organizations are better able to inform and influence policies that affect economic opportunities for women.

The problem and the foundation's solution

The foundation identified that economic policies do not sufficiently take gender-specific implications into consideration, particularly how these policies differentially affect poor women. International institutions, namely the IMF, World Bank and World Trade Organization (WTO), also do not take into full account the gendered implications of their policy guidance and advice when influencing the direction of macro-level economic policies in LMICs. Women's rights organizations and advocates have not been as influential as they could be in promoting gender-responsive macro-level economic policies and monitoring their execution, in part due to challenges in understanding and using evidence in their advocacy.

The foundation hypothesized that, by strengthening WEE advocates' capacity to use data and research and increasing their opportunities to coalesce around key themes and to develop a shared policy agenda, advocates would be more visible and influential in shaping macro-level economic policies at the regional and international levels. The foundation employed three tactics in their grantmaking: (i) exploring and identifying key entry points where the foundation would be best placed to make grants, (ii) strengthening advocates' capacity to understand and use evidence more effectively, and (iii) engaging in joint advocacy to increase commitment to WEE by key actors.

Though significant progress was made toward the 5-year outcome, it was not fully achieved

Exploratory grantmaking allowed the foundation to better understand the WEE field and to build relationships. Intelligence gathering, attendance at conferences, and convening grantees has enabled the foundation to build relationships with organizations that are well aligned with its vision and values. Ultimately this has helped the foundation find their place in the WEE advocacy field. According to key informants and survey respondents, the foundation's

funding to advocates working on macro-level economic issues with a feminist lens is considered unique in the landscape, as it targets systemic change and has the potential to be gender transformative. Advocates did not mention any other donors funding in this space and the landscape analysis for the evaluation confirmed that in 2014 the foundation's focus on macro-level economic policy influencing for WEE was unique.

The evaluation found an increase in commitment to WEE by policymakers and advisors, including at the IFIs. However, this commitment has often failed to transform how they wield their influence over national macro-level economic policy decisions. Because IFIs are perceived by grantees to be largely self-referential, it is more difficult for advocates to influence from the outside.

“Hewlett funding in this area has been vital...and serves a function that many other funders won't do particularly in relation to the more macro-economic issues. Funding for micro level economic issues is much easier to access.”
(Survey respondent)

Another stumbling block to achieving the five-year outcome was the lack of contextually relevant and solutions-focused evidence and advocacy. This is seen as critically important in influencing policymakers, but advocates felt they lacked viable policy alternatives to propose, making it difficult for advocates to move advocacy targets from increased commitment to concrete policy change.

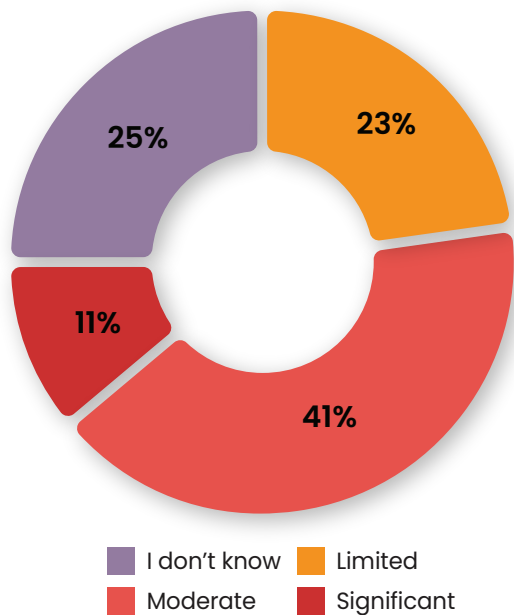
Advocates have strengthened capacity and relationships, but further work is needed to increase influence

Greater understanding and ability to inform and influence

WEE advocates have greater confidence in macro-level economic policy influencing, a relatively nascent area for many. Advocates reported that their capacity had been strengthened and that they were now “better able” to inform and influence policies that affect economic opportunities for women than they were five years ago (Figure 9 - see following page). However, when asked if they still lack the capacity needed to effectively influence economic policy decision-makers, 75% of advocacy survey respondents agreed.

Figure 9: Extent to which advocacy organizations have been better able to inform and influence policies that affect economic opportunities for women

Source: Evaluation Survey



While there have been improvements in advocates' capacity to engage and build relationships with key stakeholders, there is little evidence that this increase has translated into influencing more gender-responsive macro-level economic policies. The foundation's funding has been essential in supporting this increase in capacity, but there is a need for continued investment for advocates to influence concrete policy change.

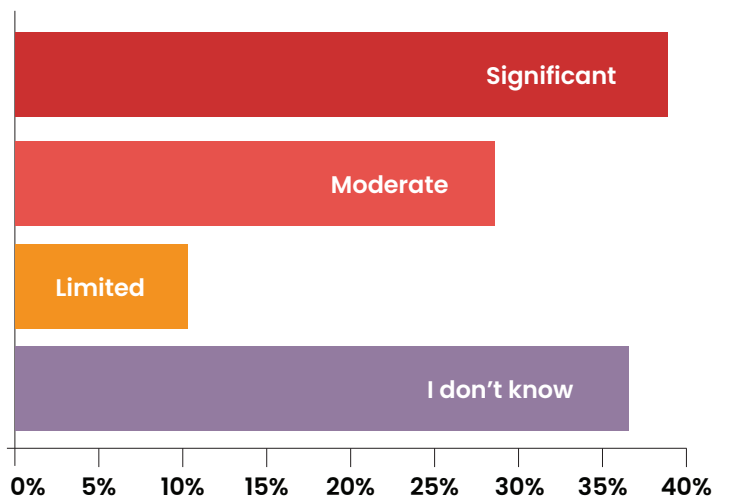
Greater capacity maximizes access and trust, but doesn't always result in influence

Key informants and focus group participants noted that advocates' increased recognition of the importance of data and research in macro-level economic policy influencing, their familiarity with this evidence, and their ability to generate contextual research of their own, has helped to build credibility in providing technical advice and, ultimately, relationships with those in power. An example across these success factors is ActionAid's Young Urban Women research and dissemination activities in South Africa and Ghana around links between gender-responsive public services and WEE. This work led to shared national advocacy plans with national chapters of the International Trade Union Confederation (ITUC), Public Services International (PSI) and WIEGO. There has been a notable increase in use of gender data in advocacy. In part this has been attributed to increased visibility. In the survey, respondents described advocates' ability to use context-specific research and data to engage stakeholders as having

improved (Figure 10). For example, Oxfam delivered extensive capacity building to women's rights organizations and other civil society actors and the trained advocates took part in at least 60 national and global influencing events with greater confidence and motivation to advocate around unpaid care.

Figure 10: Extent to which advocates have been able to use context-specific and / or thematic WEE research and data to effectively engage bilateral, multilateral and national level stakeholders at key policy moments

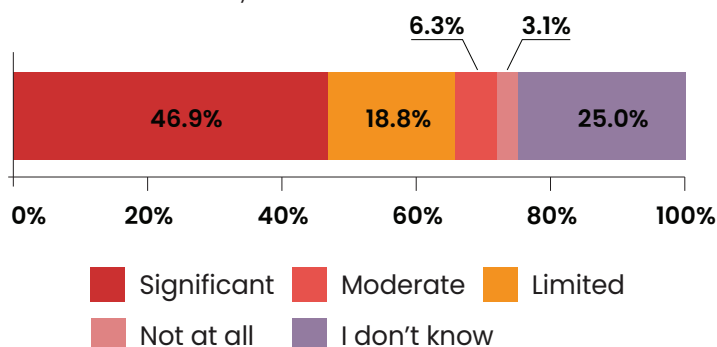
Source: Evaluation Survey



Survey respondents highlighted that the foundation's funding has been important in facilitating and increasing advocates' access to consultative and decision-making fora (Figure 11 - see following page). The foundation placed importance on ensuring the women impacted by policy were able to represent their own experiences.

Figure 11: Extent to which Hewlett Foundation funding has facilitated advocates to access consultative and decision-making fora

Source: Evaluation Survey



When survey respondents were asked about the importance of including those directly affected by decisions made at key forums, a majority (77%) agreed. This signals the importance of engaging women in processes that shape policy decisions which affect their lives.

New opportunities have emerged for advocates to access decision-making fora and consultative spaces. For example, the IMF has committed to hosting a standing dialogue group with feminist economists. However, there have been notable roadblocks in accessing those who make macro-level economic policy decisions and translating access into influence. When advocates can identify the 'right' policy and decision-makers (e.g., finance ministers), soft approaches and relationship-building are seen by respondents as key building blocks to maximizing access and influence. In particular, feminist advocates highlighted the need for space to build networks and relationships so that they become listened to and trusted. This is felt especially when influencing governments. To be most effective, access needs to be combined with capacity strengthening. Building advocates' credibility for work on macro-level economic policy influencing is seen to be especially critical as they expand beyond traditional gender equity areas such as sexual and reproductive health and rights (SRHR), gender-based violence (GBV) and micro-level economic empowerment issues.

A foundation has been laid for collective action, but there is still no shared agenda

Joint advocacy was highlighted as an important pathway in the strategy, and the foundation effectively created spaces for advocates to strategize, share learning and align on advocacy 'asks.' This has been particularly important for influencing international institutions and fostering North-South and South-South partnerships. Examples include:

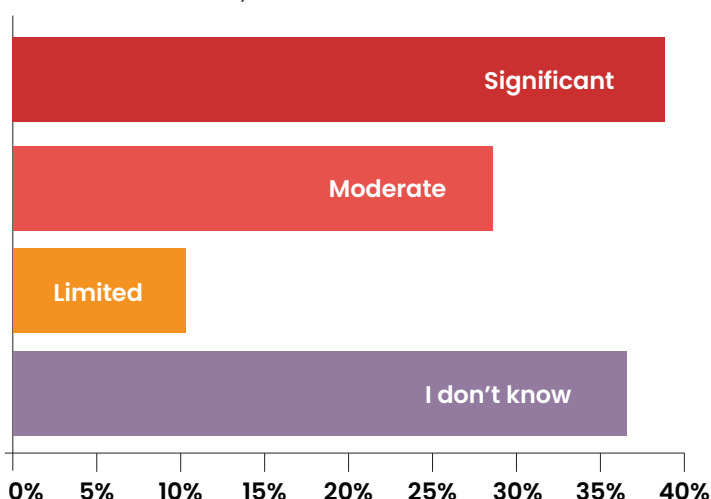
- > The Gender and Trade Coalition (GTC), a feminist alliance for trade justice launched in 2019 at the 63rd CSW and includes over 300 organizations and has organized advocacy events in policy arenas such as the World Trade Organization Public Forum, UN High Level Political Forum, and International Association for Feminist Economics Annual Conference.²⁵
- > Oxfam's contribution to the first development sector international influencing plan on unpaid care and domestic work (aimed at influencing IFIs) with sector allies Action Aid and Bretton Woods Project.²⁶

Having created additional important spaces where collective advocacy can occur with key decision-makers, these examples point to the potential for more effective influencing.

It takes time to build relationships and, develop alignment among women's rights organizations and other actors so that they can speak with a collective voice around a shared policy agenda. It is a long process to build trust, understand what the data means, appreciate the complexities of the political economy and which tactics will be the most effective. This is especially true in a nascent field like macro-level economic policy influencing with a feminist lens. During the strategy period, relationship building has laid the foundation for political influence and further joint advocacy, bringing more solidarity to the field. Almost 60% of survey respondents felt that the foundation's grantmaking led to more effective advocacy around a shared policy agenda to a moderate or significant extent (Figure 12).

Figure 12: Extent to which Hewlett's grant-making has led to more effective advocacy around a shared policy agenda

Source: Evaluation Survey



“Having several groups push the same key issues across many fora and institutions that [are] joined up and coordinated is extremely valuable and doesn’t happen enough in this field.”
(Survey respondent)

While FGD participants and key informants noted that there is no evidence that a shared policy agenda has emerged so far, some key themes - such as unpaid

care work, gender, and tax - are emerging with clear policy recommendations, around which a shared policy agenda could be further shaped. Respondents also raised important considerations for shaping a shared policy agenda. These included who sets the agenda, how progress is tracked, how action around the agenda is coordinated, and at what scale (regional, national, global level). Many respondents felt that the agenda needed to be owned and shaped by the Global South to enable sustainable change. While the original intention for the strategy to generate this shared agenda was perceived as interesting, participants noted that the field is just not there yet and likely will not be for quite some time.



Lessons learned – advocacy grantmaking

Policy change takes time and happens at the national level

Policy change requires context-specific knowledge, and access to and relationships with national policymakers. Policymakers are seeking specific, well evidenced, and costed policy solutions, which requires advocates to work together with evidence generators and evidence translators. Advocacy for policy change is a long-game, with many actors involved, requiring solutions-focused, evidence-based, and flexible tactics.

Efforts to shift power to the local level are critically important, but take time

Evaluation participants felt it was important for the foundation to place greater emphasis on the national and regional level, and to fund actors in those contexts to advocate for the change needed. With a stronger geographic focus, the foundation could continue to expand its grantee base from INGO intermediaries to include more national and regional women’s rights organizations and feminist movements.

Greater thematic focus is helpful

Advocacy is seen to be most successful when it is thematically focused and backed by clear policy ‘asks’ rooted in evidence. Evaluation participants felt that a stronger thematic focus by the foundation, given its limited resources and considering COVID-19, would enable the foundation to achieve greater impact. Thematic areas that arose most consistently were unpaid care and domestic work and social protection as they are increasingly being recognized as central to economic justice. When linking a greater thematic focus to the generation and use of data, advocates will be better positioned to influence policies that look at the total labor market in a different way.

The strategy as a whole: overarching findings and recommendations

Did the strategy work together?

The three lines of grantmaking did not maximize synergies

A key question that this evaluation sought to answer was to what extent the three lines of grantmaking worked effectively as a whole, and whether this contributed to the aspirational goal of women having greater agency, opportunities, and control over resources. Despite evidence to support the logical coupling of data to research, and of both to advocacy, none of the 5-year outcomes were fully achieved. While we conclude, based on the progress that was achieved and interviews with stakeholders that the three lines of grantmaking could have worked effectively as a whole and made contributions towards the goal, partial achievement of the 5-year outcomes of all three lines of grantmaking makes this evaluation question difficult to answer. Furthermore, it appears that the inability to leverage synergies across the lines of grantmaking may have led to partial achievement of outcomes in some cases and limited overall effectiveness.

The evaluation found that much of the new, gender-disaggregated data is not being used in LMICs by researchers or technical specialists in government. New research on economic models is also not providing advocates with a sufficient basis from which to advocate for new and viable policy options. Additionally, while the IMF and the World Bank, as well as many academic researchers, are considering gender variables more explicitly as outcomes or drivers of change, this research is not being translated into concrete policy options. Realizing more synergies across the lines of grantmaking through an integrated theory of change focused explicitly on the levers of policy change in LMICs might help, including examining bridges between evidence generation and engagement of evidence users and advocates.

Monitoring and learning processes did not adequately support adaptive management

The WEE portfolio was both experimental and opportunistic, but the foundation's approach to reporting and monitoring limited the learning necessary in the early phases of a strategy. This is particularly important in an innovative, multidisciplinary strategy, as this was. As noted in the foundation's own documentation, previous evaluations, and in discussions with foundation staff and external stakeholders, it has a substantial appetite for risk in comparison to other funders, including other foundations. Linked to this risk appetite is the foundation's desire to be as flexible as possible in their reporting requirements. While this is in line with both emergent strategy and feminist grantmaking, the foundation's approach to monitoring lacked the rigor necessary to learn what is working well in the strategy and what is working less well, a process necessary to support adaptive management.²⁷

Recommendations for the foundation's WEE strategy refresh

1 Set a realistic, aspirational goal and a "living" theory of change

Learning and adapting across an ambitious, complex, diverse, and emergent strategy is hugely challenging. Adding to this is the challenge of navigating the WEE landscape which itself is both fluid and rapidly evolving. Substantive changes are hard won and results difficult to measure. The 2015-2020 WEE strategy was too ambitious, and for the refresh there is a clear need to scale down ambitions and set a realistic goal that aligns with the strategy's resources and timescale.

It is critically important that the foundation (a) be clear about its Theory of Change (ToC), key hypotheses, and measurable strategic outcomes; and (b) have ways to test experimental grantmaking rigorously and capture learning systematically. They will also benefit from defining clear indicators for when an approach

is not progressing as anticipated and can be adapted, pivoted, or exited in a timely manner. There is a fine line between capturing learning and not over-burdening grantees with onerous reporting requirements, eroding the trusting relationships that the foundation fosters so well. As the foundation is committed to outcome focused philanthropy (OFP)²⁸, the refreshed WEE strategy should consider how to better capture the outcomes from grantmaking and beyond grant activities to better see ‘the sum of the parts’ and increase confidence that progress is being made towards outcomes. When progress is not being made, an interrogation of why can enable course corrections and exploration of new avenues of grantmaking. To effectively monitor, grantee outputs and outcomes should be mapped against the foundation’s own specified outcomes for the strategy.

2 Continue to focus on macro-level economic policy influencing

It is recommended that the foundation continues to fund work that explores the connections between macro-level economic policy choices and women’s welfare, which is underfunded and yet much needed. The foundation could play an important role in advancing this part of the WEE field, in particular through building bridges between actors and fostering more inclusive macro-level economic policy making processes. The issues that continue to need attention, and that have increasing momentum, include informal work, valuing of unpaid care in the functioning of the economy, and the nexus between informality, unpaid care and domestic work and social protection.

While the WEE field has become broader, deeper, more active, and better funded since the foundation started working in this space in 2015, the foundation remains one of the very few funders with a specific emphasis on using macro-level economic policy to improve gender equality. This presents both an opportunity and a risk: to add value and strengthen a field that focuses on systems-level and structural change but at the risk of overreliance on the foundation if additional large-scale funders do not invest in this area. Focusing on a field strengthening strategy is important for creating lasting and sustainable change.

3 Take a more solutions-focused approach

One of the key lessons from the evaluation is the need for solutions focused evidence. We recommend that this form one of the cornerstones of the next strategy. Some of the most challenging barriers to shifting macro-level economic policy in LMICs (and indeed anywhere) are the lack of gender-aware and gender-transformative policy

solutions supported by compelling data and contextually relevant narratives. A gender-informed political economy lens is critical to balancing the competing priorities of vested interest groups to which political decision-makers are aligned. The foundation could explore strategic multi-stakeholder partnerships led by grantees that have a deep understanding of these politics and how best to influence them.

According to many advocates, policymakers claim that there is not enough evidence on what works for WEE translated into viable context-specific policy options. The foundation’s funding on awareness and knowledge building amongst policymakers, opinion leaders and elites, and building the capacity of local policy-engaged researchers and analysts on how to use and interpret evidence is perceived as potentially catalytic. Equally important to building the capacity to use evidence, is to ensure that it is packaged in a manner that is accessible to its end user. Coupled with this shift in focus on evidence generation to evidence for use, the foundation should seek to ensure that evidence is high quality.

4 Shifting power

Recognizing the need for in country and contextual data, research and advocacy, the foundation could, and has started to, have a stronger focus on funding Global South organizations with a strong national and/or regional focus. The WEE grantee portfolio so far has funded largely Global North entities, many of which either sub-grant to local partners or have federated structures. Developing stronger partnerships with Global South data, research and advocacy organizations is essential moving forward. Also important for success in specific LMIC contexts is developing context-specific and policy relevant research. This will entail funding the capacity building of local and regional advocates to develop knowledge, skills, strategies, relationships, and networks. It may also include funding convening and forming coalitions or alliances to collectively advocate for WEE. Grants made with an intersectional lens would also ensure the foundation is consciously and intentionally funding those who explicitly demonstrate a commitment to advancing WEE for all women and seek to redress imbalances of power. Doing so will enable the future strategy to achieve greater and more sustainable impact.

Appendix 1: Acronyms

| Acronym | Organization |
|---------|--|
| AERC | African Economic Research Consortium |
| BREAD | Bureau for Research and Economic Analysis of Development |
| CSO | Civil Society Organization |
| CWW | Counting Women's Work |
| FCDO | UK Foreign, Commonwealth and Development Office |
| FGD | Focus Group Discussion |
| FLFP | Female Labor Force Participation |
| GADN | Gender and Development Network |
| GBV | Gender-based violence |
| GD&P | Global Development and Population |
| GrOW | Growth and Economic Opportunities for Women |
| GTC | Gender and Trade Coalition |
| ICLS | International Conference of Labor Statisticians |
| IDI | In-Depth Interview |
| IDRC | International Development Research Centre |
| IFI | International Financial Institution |
| ILO | International Labor Organization |
| IMF | International Monetary Fund |
| INGO | International Non-Governmental Organization |
| ITUC | International Trade Union Confederation |
| KII | Key Informant Interview |
| LFPR | Labor Force Participation Rate |
| LMIC | Low- and Middle-Income Countries |
| MDG | Millennium Development Goal |
| NGO | Non-Governmental Organization |
| NSO | National Statistical Office |
| OECD | Organization for Economic and Cooperation Development |
| OFP | Outcome Focused Philanthropy |
| PEP-Net | Partnership for Economic Policy |
| PSI | Public Services International |
| SDG | Sustainable Development Goal |
| SRHR | Sexual and Reproductive Health and Rights |
| SSA | Sub-Saharan Africa |
| ToC | Theory of Change |
| TUS | Time Use Survey |
| UNSD | United Nations Statistics Division |
| WEE | Women's Economic Empowerment |
| WIEGO | Women in Informal Employment: Globalizing and Organizing |
| WTO | World Trade Organization |

Appendix 2: Evaluation Design

As part of an inclusive and participatory process, the evaluators worked with foundation staff to develop a comprehensive evaluation framework, which sought to clearly articulate the original Theory of Change (ToC) for the strategy and identify evaluation questions. The evaluation was independent and the evaluation team, SRI Executive and Kore Global used a feminist approach.

Evaluation design and methodology

The evaluation methodology was developed in acknowledgement that this was an emergent strategy that relied to a large extent on both experimental and opportunistic grantmaking.

Evaluation framework and questions

The evaluation team invested time in understanding and spelling out the outcomes, causal mechanisms, and assumptions for each of the three lines of grantmaking. These were developed and agreed upon in a collaborative manner with the foundation. The evaluation team then developed a set of five overarching evaluation questions aimed at exploring results, causal mechanisms, and assumptions. The mixed-method evaluation draws on 78 survey responses, 33 key KIIs (involving 46 respondents) (see Appendix 3 for a list of those consulted) and three FGDs with 17 participants. Three of the KIIs and one FGD centered on the WEE landscape broadly and how it evolved over the course of the strategy. Five in-depth discussions (IDIs) with Hewlett Program Officers (PO) and other key foundation staff were also conducted during data collection and analysis to gain further understanding and stress test early findings. Finally, the evaluation team also reviewed and analyzed available documents (grantee proposals and interim and/or final reports for 21 grantees), as well as other stakeholder reports, academic articles, the grey literature, stakeholder press releases, and websites related to WEE.

Data analysis

A modified framework approach was taken to the data analysis. A framework matrix is a way of summarizing and analyzing qualitative data in a table of rows and columns. The framework analysis method enabled the team to organize and manage data through the process of summarization. It resulted in a robust, flexible, and unique matrix output which supported analysis by theme (i.e., research question) for each method, as well as interpretation, enabling us to collate summaries of data for each research question across the different data collection methods employed.

This approach had two main advantages:

1. Data summarization and synthesis reduced the volume of data the evaluators had to deal with yet maintained a direct link to the primary data, ensuring full grounding in the context, language and meanings captured in the primary data.
2. The systematic process for creating and populating the matrices meant that the method could be used confidently by a multi-disciplinary evaluation team.

As this was a mixed method evaluation, where the quantitative survey portion preceded and informed the qualitative data collection, the main findings from the survey were incorporated into the framework matrix. This enabled a holistic and comprehensive analysis of the quantitative data set and all qualitative data sets and enabled four evaluators to work systematically across data sets, thus increasing confidence in the analysis and interpretation. Where there was dissonance between data sets, this was called out explicitly in the evaluation as interesting and divergent points of view.

Risk and limitations

- 1 The lack of ToC – this had to be retrospectively created.
- 2 Grantee reporting – it was initially assumed that most of the evidence for achievement of the results identified would come from grantee reporting. However, this turned out not to be the case.
- 3 Respondent bias – the team were aware that those who were receiving foundation funding may only respond positively. This risk was minimized, by among other things, clearly stating when information is confidential; by carefully protecting the confidentiality of respondents; by administering an anonymous survey etc.
- 4 The COVID-19 pandemic – due to travel restrictions all of the evaluation was done remotely.

Appendix 3: Key informants

| Name | Organization (at time of evaluation consultation) |
|------------------------------|---|
| Research KIIs | |
| Arjan de Haan | IDRC |
| Maria Floro | American University |
| Gretchen Donehower | University of California, Berkley, Counting Women's Work |
| Dana Schmidt | Echidna Giving |
| Sonalde Desai | University of Maryland |
| Sarah Baird | George Washington University |
| Kalpana Kochhar | IMF |
| Markus Goldstein | World Bank |
| Kathleen Beegle | World Bank |
| Abigail Hunt | Overseas Development Institute (ODI) |
| Cheryl Doss | Oxford University |
| Jane Mariara | PEP - Partnership for Economic Policy, University of Nairobi |
| Jennifer Obado-Joel | Enyenaweh |
| William Baah-Boateng | University of Ghana |
| Data KIIs | |
| Amparo Palacios-Lopez | World Bank |
| Isis Gaddis | World Bank |
| Michael Weber | World Bank |
| Françoise Carré | WIEGO |
| Joann Vanek | WIEGO |
| Papa Seck | UN Women |
| Johannes Jütting | Partnership in Statistics for Development in the 21st Century (PARIS21) |
| Neil Jackson | UK FCDO |
| Emily Courey Pryor | Data2X |
| Mayra Buvinic | Data2X |
| Kieran Walsh | ILO |
| Valeria Esquivel | ILO |
| Yusuf Murangwa | National Institute of Statistics of Rwanda |
| James Muwonge | Uganda Bureau of Statistics |
| Jenny Lah | Independent Consultant |
| Malcolm Ehrenpreis | World Bank |
| Advocacy KIIs and FGD | |
| Crystal Simeoni | Nawi Collective |
| Gita Sen | Development Alternatives with Women for a New Era (DAWN) |
| Anita Nayar | Regions Refocus |
| Marina Durano | Open Society Foundations |
| Nina Rabinovitch Blecker | Data2X |
| Rhonda Douglas | WIEGO |
| Ouida Chichester | BSR (Business for Social Responsibility) |
| Baishali Chatterjee | ActionAid UK |

| Advocacy KIIs and FGD contd. | |
|---|--|
| Lila Caballero | ActionAid UK |
| Emma Burgisser | Bretton Woods Project |
| Jessica Woodroffe | Gender and Development Network |
| Maria Graciela Cuervo | DAWN |
| Thalia Kidder | Oxfam |
| WEE landscape KIIs and FGD | |
| Naila Kabeer | International Association for Feminist Economics (IAFFE) |
| Ruth Levine | IDInsight |
| Sarah Hendriks | UN Women |
| Abena Oduro | Dept. of Economics, University of Ghana |
| Benedetta Musillo | UK FCDO |
| Diva Dhar | Bill & Melinda Gates Foundation |
| Cleopatra Mugenyi | International Center for Research on Women (ICRW) |
| Megan O'Donnell | Center for Global Development |
| Rachel Marcus | Overseas Development Institute |
| Akshara Gopalan | Poverty Action Lab |
| Grantee experience FGD | |
| Ajit Zacharias | Bard University |
| Jody Heymann | University of California, Los Angeles (UCLA) |
| Meredith Slater | ActionAid USA |
| Ella Hopkins | Bretton Woods Project |
| Latif Dramani | Centre Régional d'Excellence en Economie Générationnelle (CREG Centre) |
| Sally Roever | WIEGO |
| IDIs with Hewlett Foundation Program Officers | |
| Aimée Bruederle | |
| Alfonsina Peñaloza | |
| Althea Anderson | |
| Norma Altshuler | |
| Sarah Iqbal | |

Appendix 4: Top 3 grants per line of grantmaking

Table 1: Major grants **data line of grantmaking**

| | |
|---|---|
| UN FOUNDATION DATA2X \$6.8M <p>Data2X's core mission is to develop technical solutions to improve gender data and to advocate for their widespread adoption among data producers and users. Key grant objectives included:</p> <ol style="list-style-type: none"> 1 Increased understanding of the need for gender data use and production to inform effective development policy among key audiences (policymakers, civil society, and private sector). 2 Improved technical methods / standards for collecting and analyzing gender data (e.g., on women's economic participation, financial inclusion, civil registration, etc.) including joint work with the ILO to improve measurement of employment and time use. <p>Institutionalization of Big Data at the country-level to improve monitoring on gender issues.</p> <ol style="list-style-type: none"> 3 Increased funding for gender data production or use in official statistics and new data innovations. 4 Establishment of meaningful linkages with policymakers, and improved understanding of how data influences policy in practice. | UNIVERSITY OF CALIFORNIA, LOS ANGELES (UCLA) \$3M <p>Compile, disseminate and promote use of information (by civil society, policymakers, journalists, and researchers) about laws and policies that affect women's economic empowerment and its correlates (e.g., early marriage, education, and early childhood education).</p> |
| | WORLD BANK \$1.3M <p>In partnership with Data2X, the International Labor Organization, and the Food and Agriculture Organization:</p> <ol style="list-style-type: none"> 1 Develop a methodology to measure unpaid/ own-production work (to support NSOs in implementing the new standards adopted by the 19th International Conference of Labor Statisticians as well as monitoring of SDGs). 2 Design and implement a pilot study to test the approach in one developing country. |

(1) Prior to the WEE strategy period, UN Foundation received three grants (in 2012, 2013 and 2014) totaling \$1.26M for Data2X, and UCLA received a grant for \$1.1M in 2014.

(2) A significant portion of Data2X funding was regranted, including over \$1M to the ILO.

Table 2: Major grants **research line of grantmaking**

| IDRC (GROW) | AMERICAN | BARD COLLEGE |
|--|--|---|
| \$2.5M | \$2.1M | \$1.9M |
| <ol style="list-style-type: none"> 1 Through innovative research, build a stronger evidence base to inform policymaking and programming in the area of women's economic empowerment and economic growth. 2 Strengthen capacities of researchers in sub-Saharan Africa, especially in East Africa, for gender equality and evaluative research and policy engagement. 3 Promote uptake and use of high-quality evidence by practitioners, policymakers and private sector to address barriers to women's economic empowerment and promote quality work for women and girls in sub-Saharan Africa, through evidence synthesis, improved researcher-policy linkages, and wide dissemination of evidence in accessible formats to key audiences at national, regional and international levels. | <ol style="list-style-type: none"> 1 Convene a multidisciplinary consortium of scholars to produce new research that incorporates the care economy and gender-disaggregated activities into macroeconomic models, along three work streams: (a) macroeconomic models that incorporate paid and unpaid care of children, the sick, and the elderly; (b) measurement of the aggregate care economy; and (c) empirical research that integrates an understanding of care as an element of the economy. 2 From this research, produce a series of papers, conference presentations and policy briefs that help bring visibility and attention to the importance of care provisioning in gender equality, and generate discussions in policymaking, civil society and academic circles. | <ol style="list-style-type: none"> 1 Develop cross-national datasets and conduct comparative/ modeling studies on patterns, determinants and implications of gender disparities in the intrahousehold division of unpaid work in four Sub-Saharan African countries (Tanzania, Ghana, South Africa and Ethiopia). 2 Convene workshops on integrating gender and unpaid work into macroeconomic analysis, to ultimately inform gender-equitable economic policy in low- and middle-income countries. |

(1) A prior foundation grant of \$1M was provided to IDRC for the GrOW project in March 2013.

Table 3: Major grants **advocacy** line of grantmaking

| | | | |
|---|----------------|---|---------------|
| WIEGO | \$15.2M | OXFAM AMERICA | \$3.3M |
| <p>Provide general operating support for WIEGO (a global action-research-policy network), as it seeks to improve the status of the working poor, especially women, in the informal economy, through activities such as training, convenings, local, regional and global advocacy campaigns, and developing and publishing research.</p> | | <p>Build on previous WEE and CARE work to develop and implement a global, regional (pan-African) and national (Ethiopia, Uganda, Kenya, and Tanzania) advocacy strategy. Promote the use of research and evidence, build capacity of and strengthen representation of women's and youth organizations, generate, share and promote use of learning on unpaid care and domestic work advocacy.</p> | |
| WOMEN, BUSINESS AND THE LAW WORLD BANK AND IFC | \$3M | ACTIONAID USA | \$2.8M |
| <p>Build the capacity of civil society organizations to more effectively use Women, Business and the Law data and evidence (which systematically documents discriminatory laws and measures legal and regulatory barriers to WEE around the world) in their policy advocacy work on gender equality.</p> | | <p>Support to the Young Urban Women and Valuing Women's Work projects: to mobilize, connect and build capacity of young women leaders in the Global South, generate compelling new evidence, and influence policy agendas.</p> | |

Endnotes

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