

Investing in Women

Mid-Term Review

Pathway 3 Review Report

July 2021

Submitted by Learning4Development

The opinions expressed in the report are those of the authors and do not necessarily reflect the views of the Australian Government or Investing in Women.

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Acronyms

BC	Business Coalition
DFAT	Australian Department of Foreign Affairs and Trade
EOPO	End of Program Outcome
GEB	Gender Equality Branch
GLI	Gender lens investing
IW	Investing in Women
KEQs	Key Evaluation Question
KII	Key Informant Interview
MEL	Monitoring, Evaluation and Learning
MTR	Investing in Women's mid-term review
P3	Pathway 3
WEE	Women's economic empowerment
WGE	Workplace Gender Equality

Executive Summary

This document forms one part of an independent mid-term review of Pathway 3 of Investing in Women (IW) and covers the period of July 2019 to May 2021. The specific objective of the review is to provide a clear assessment of implementation progress and provide recommendations to assist IW to achieve its end of program outcomes by June 2023. Notably, the period of review has been significantly impacted by COVID-19, and therefore reflections on progress are mindful of the way that IW has been affected and has adapted to the COVID-19 context.

IW is a 7-year, \$102 million (AUD) initiative that is implemented through Abt Associates. It is a multi-country Australian Government initiative in Southeast Asia that seeks to improve women's economic participation as employees and entrepreneurs and influence the enabling environment to promote Women's Economic Empowerment (WEE). It commenced in April 2016 with operations in the Philippines, Indonesia, Vietnam and Myanmar and is managed out of the Gender Equality Branch (GEB) of the Department of Foreign Affairs and Trade (DFAT) in Canberra. Phase 2 of the program began in July 2019 and is due for completion in June 2023.

IW consists of three pathways, with each pathway contributing to improvements in the enabling environment to WEE by supporting the removal of barriers to women's full economic participation. This report presents findings and recommendations from the Mid-Term Review of Pathway 3 (P3) focused on Influencing Gender Norms. Under P3, IW works with a range of local partners to shift harmful norms, attitudes and practices that entrench discrimination against women in the world of work. The work of P3 is guided by the Influencing Gender Norms (IGN) Strategy, which was finalised in October 2019 and refreshed in April 2021.

As per its design, Pathway 3 is relevant and strategic to DFAT's policy priorities. It closely aligns with DFAT's Gender Equality and Women's Empowerment Strategy and directly supports DFAT's Partnerships for Recovery — Australia's COVID-19 Development Response. The mid-term review also found that IW's approach of working with local actors is an effective and appropriate way to progress Australia's foreign policy agenda and influence relating to gender equality and women's economic empowerment.

This mid-term review found that early program outcomes for P3 have been substantially achieved and that progress is on track for intermediate outcomes. In terms of the end of program outcome, the review found that P3's work is supported by a well-developed strategy and approach to influencing gender norms and women's economic empowerment that has been informed by extensive insights, research and learnings about gender norms and campaigns. It is also supported by a cohort of strong local partners who are firmly invested in delivering impactful campaigns and building networks with local influencers to scale, amplify and create positive social norms change. IW's positive, open and constructive relationships with local partners are also a key enabler to achieving program outcomes. Collectively, these strategies place IW in a strong position to achieve the P3 End of Program Outcome of *'Positive changes in aspects of attitudes, social expectations and/or behaviour among targeted urban millennials in support of WGE'*.

As noted above, however, the first two years of the program have been substantially affected by COVID-19 and created a range of challenges for partners, including low levels of engagement with businesses and other organisations, constraints in conducting face to face events, and online connectivity issues. Interestingly, COVID-19 has also created some unexpected opportunities, including expanding campaign reach to people who live outside capital cities through online events and conversations, and increased discourse relating to the impacts of the pandemic on women and work. IW's response to COVID-19 demonstrated excellent adaptive program management, enabling

it to effectively support the program in uncertain and challenging conditions and sustain momentum. It also preserved funds in 2020 to allocate to a specific COVID-19 fund supporting targeted and responsive COVID-19 gender norms campaigns in 2021.

Program partners reported that IW has been consistently supportive in the context of COVID-19, working with them to re-align budgets, postpone or change activities where required, and approve extensions where needed. There is, however, significant interest from P3 partners to be better networked with each other for potential collaborations and mutual learning. Partners from all three IW pathways also recognise the potential value in greater coordination and collaboration between the pathways to amplify the effectiveness of their work.

At this mid-point in the program, P3 partners are not able to generate data that will show shifts in gender norms. However, IW has developed a thoughtful, well-resourced and robust MEL system that will enable the assessment of program effectiveness and provides a fair basis to make claims towards attribution. To date, IW has demonstrated strong MEL capacity and a sophisticated approach to measuring progress relating to social norms change. The learnings from P3 advocacy approaches in multiple countries will also have potential for broad applicability to gender equality efforts for other DFAT programming, as well as a wider landscape of stakeholders who seek to influence gender norms.

Finally, DFAT has expressed strong satisfaction with IW management of P3. It was clear from the review that this is underpinned by an effective working relationship between the Gender Equality Branch and IW Senior Leadership. During the review, DFAT bilateral programs also expressed interest in P3 and noted the potential for greater sharing with DFAT's bilateral programs and contributing to a broader policy agenda in-country. The remaining two years of the program provide an opportunity for IW to further engage and seek potential synergies with DFAT in-country.

Summary of Key Findings

Relevance

- Pathway 3 is relevant and strategic. It closely aligns with DFAT's Gender Equality and Women's Empowerment Strategy and directly supports DFAT's Partnerships for Recovery — Australia's COVID-19 Development Response.
- Supporting, amplifying and incentivising the work and influence of local actors is an effective and appropriate way to progress Australia's foreign policy agenda and influence relating to gender equality and women's economic empowerment.
- The learnings from P3 advocacy approaches in multiple countries have potential for wide applicability to gender equality efforts in other DFAT programming.

Effectiveness

- P3 has a well-developed strategy to support partners to deliver impactful campaigns that is underpinned by extensive research of norms among urban millennials and a deep understanding of social norms theory
- P3 represents a cohort of strong local partners who are firmly invested in delivering impactful campaigns and building networks with local influencers to scale, amplify and create positive social norms change.
- Further analysis and support to partners in the remaining two years will be important in order to achieve both the intermediate and mid-late program outcomes that relate to reference groups participating in campaign activities.

Coordination and Collaboration

- There is interest from DFAT to identify opportunities for social norms advocacy to contribute to DFAT's bilateral programs and a broader women's economic empowerment policy agenda in-country.
- DFAT embassy staff also see opportunities for greater collaboration between P3 and the work of Business coalitions.
- Partners from all pathways recognise the potential value in greater coordination and collaboration between pathways to amplify the effectiveness of their work.
- There is also significant interest from P3 partners to be better networked with each other for potential collaborations and mutual learning.

COVID-19 Adaptations

- P3 fully applied adaptive program management practices in its response to COVID-19 and has effectively supported the program in extremely uncertain and challenging conditions.
- COVID-19 has created a range of challenges for partners, including low levels of engagement with businesses and other organisations, constraints in conducting face to face events, and online connectivity issues.
- COVID-19 has also created some unexpected opportunities, including expanding campaign reach to people who live outside capital cities through online events and conversations, and increased discourse relating to the impacts of the pandemic on women and work.
- Partners reported that IW has been consistently supportive in the context of COVID-19, working with partners to re-align budgets, postpone or change activities where required, and approve extensions where needed.

Program Management

- IW Program Management is underpinned by strong and effective working relationships between the Gender Equality Branch and IW Senior Leadership.
- The P3 team has established constructive relationships with local partners.
- The role of Country Managers and the Gender Norms Advisory Panel is considered to be an effective component of IW's program management arrangements.
- Grant allocations to partners are considered reasonable and appropriate to campaign size.
- IW has demonstrated a cost-conscious approach to resource management.

Monitoring and Evaluation

- The MEL team has generated rich insights, research and learnings about gender norms and campaign effectiveness that have been foundational to the approaches taken to influencing gender norms and women's economic empowerment.
- P3's MEL system is a thoughtful, well-resourced and robust system that enables the assessment of program effectiveness and provides a fair basis to make claims towards contribution. IW has demonstrated strong MEL capacity and a sophisticated approach to measuring progress relating to social norms change
- There is potential for more of the research and insights that have been and will be generated through P3 to be disseminated more widely within the program, with DFAT, and with a broader landscape of stakeholders who seek to influence gender norms.

Summary of Recommendations

PRIORITY RECOMMENDATIONS – EMPHASISED FOCUS FOR NEXT TWO YEARS

- 1:** P3 should develop a Plan to widely disseminate research, results and learnings from its work over the next two years.
- 2:** DFAT GEB should explore opportunities to lead conversations with other DFAT areas to profile IW learnings about the effectiveness of social norms advocacy and canvass broader uptake of similar approaches in other DFAT programs.

RECOMMENDATIONS – SUSTAINED FOCUS FOR NEXT TWO YEARS

- 3:** P3 should sustain its focus on supporting all P3 partners to build networks of influential organisations and strategic partnerships for the remaining two years of the program.
- 4:** P3 should ensure regular forums are conducted to promote sharing, learning and collaboration between partners and draw on insights from members of IW's Gender Norms Advisory Panel.
- 5:** P3 should continue to pursue opportunities to profile its work among experts in the field, such as through the ALIGN program (Advancing Learning and Innovation on Gender Norms) of the Overseas Development Institute.
- 6:** P3 should proactively check-in with partners to identify areas for potential follow-up MEL support.
- 7:** P3 should sustain its focus on developing insights and learning papers and ensure that these collate key findings from partner research, situational analyses and campaign effectiveness.

RECOMMENDATIONS – EXPLORATORY AREAS FOR NEXT TWO YEARS

- 8:** P3 should consolidate and profile its research and learnings in gender stereotyping and advertising.
- 9:** DFAT Posts and P3 should reflect on existing mechanisms at the country level to identify how P3 could potentially intersect more with other DFAT programs, support broader policy agendas, and further profile the work of IW in the remaining two years of the program.

Introduction

1.1 Background and Context: Program and Pathway Overview

Program Overview

Investing in Women is a 7-year, \$102 million (AUD) initiative implemented through Abt Associates. It is a multi-country Australian Government initiative in Southeast Asia that seeks to improve women's economic participation as employees and entrepreneurs and influence the enabling environment to promote Women's Economic Empowerment (WEE). It commenced in April 2016 with operations in the Philippines, Indonesia, Vietnam and Myanmar and is managed out of the Gender Equality Branch (GEB) of the Department of Foreign Affairs and Trade (DFAT) in Canberra. Phase 2 of the program began in July 2019 and is due for completion in June 2023.

IW consists of three pathways, with each pathway contributing to improvements in the enabling environment to WEE by supporting the removal of barriers to women's full economic participation.

The three pathways are:

- Pathway 1: Workplace Gender Equality (WGE) – IW supports Business Coalitions that work with influential businesses on shifting workplace cultures, practices and policy barriers to achieve WGE.
- Pathway 2: Impact Investment for Women's SMEs – IW partners with impact investors and ecosystem builders to expand market opportunities for women, to incentivise and catalyse access to capital for small and medium enterprises (SMEs) – led by and responsive to the needs of women; and
- Pathway 3: Influencing Gender Norms – IW works with partners to positively shift attitudes and practices to support women in the world of work.

All three pathways are developing models that others can learn from, adapt, or emulate to support women's economic empowerment. Each pathway is being reviewed separately and will feed into an overarching review of the IW program. This report presents the findings from the Pathway 3 Review and was conducted by Learning4Development.

Pathway 3 Overview

This report presents findings and recommendations from the Mid-Term Review of Pathway 3 (P3) focused on Influencing Gender Norms. Under P3, IW works with a range of local partners to shift harmful norms, attitudes and practices that entrench discrimination against women in the world of work. The work of P3 is guided by the Influencing Gender Norms (IGN) Strategy, which was finalised in October 2019 and refreshed in April 2021.

Recognising that transformational change in WGE can only be achieved if social norms change, its end of program outcome is positive shifts in gender norms related to WGE. P3 has taken an innovative and adaptive approach and has been willing to experiment.

P3 is the refocused Advocacy and Communications Component from Phase 1 of the program. Work began in early 2018 in Phase 1 of the program, mainly focusing in the first 18 months on preparing the IW Advocacy and Communications Strategy. Pilot partnerships with local influencers in Indonesia and the Philippines implemented activities targeting young women and men in urban areas to support local advocacy on WEE, women's role in the economy, and work, particularly in STEM industries and men's role at home. IW also worked to communicate the business case of WGE to

target audiences as part of its work to make advocacy resources available to key IW partners. There were two logic chains: supporting local advocacy partners and ensuring sustainability of advocacy support.

Phase 2 drew on lessons learned from the Phase 1 pilots to roll out partnerships in Indonesia, the Philippines and Vietnam and refined its focus to stimulate discourse on core attitudes and norms, with the aim of a deep ‘layering’ advocacy approach. Potential impact and ongoing influence post IW support was also a key selection criterion for partners. Substantial investments in research and monitoring and evaluation seeks to build the evidence base to understand social norms and shape effective approaches to changing gender norms among target audiences.

To guide the implementation of activities, P3 developed its **Influencing Gender Norms Strategy** (or IGN Strategy) in late 2019. The *goal* of the strategy was “to increase women’s economic empowerment in Indonesia, the Philippines, and Vietnam by positively shifting gender norms related to workplace gender equality within formal sector workplaces and amongst urban millennials.” In October 2020, Pathway 3 underwent a restructure following the departure of its director and the Influencing Gender Norms Strategy was revised, leading to a nuanced articulation of the strategy and theory of change. This occurred in parallel with the review of the program’s theory of change. This Strategy “refresh” realigned it with the TOC and proposed changes to P3 implementation to reflect lessons learnt during implementation.

MTR Approach and Methodology

2.1 Evaluation Purpose and Scope

This mid-term review of Pathway 3 focused on the progress of IW since the start of its second phase in July 2019. The review findings will inform the development of an investment concept note that will outline the rationale and options for a potential subsequent women's economic empowerment program for DFAT's consideration.

The Pathway 3 review was undertaken by Belinda Lucas and Jo Thomson of Learning4Development. It reviewed program progress in the three target countries of the Philippines, Indonesia, and Vietnam.

2.2 Ethics and Principles

The MTR conformed to OECD/DAC (2010) Quality Standards for Evaluation, the DFAT (2017) Monitoring and Evaluation Standards and the Australian Evaluation Society (AES) Code of Ethical Conduct and Guidelines. The reviews were carried out with consideration of safeguarding issues, but no key risks were identified.

The key principles underpinning this review and report were:

Utilisation-focused: Keeping a line of sight to the key users of the evaluation and their knowledge needs to ensure the evaluation served its original purposes.

Strengths-based: Identified what has worked well and why and focused on how to build on these strengths to overcome any challenges encountered.

Participatory: Key IW stakeholders were involved and consulted throughout the evaluation. DFAT and IW were briefed on preliminary findings and invited to help shape recommendations.

Inclusive: How projects and programs have sought to address, and their impact on, gender equity and social inclusion were considered.

Learning-orientated: The review sought to identify why particular outcomes were achieved (or not) and what can be learned from experiences to inform future programming.

Independent: The review team's independence ensured the legitimacy of the review and reduced the potential for conflict of interest, which could arise if policymakers and managers were solely responsible for reviewing their own activities.

Triangulation: The same review questions were explored with a range of key stakeholders to identify commonalities and differences in perspective and to bring rigour to the method.

Ethical: The evaluation was undertaken with professional integrity; with respect for the rights of partners and individuals to provide information in confidence; with sensitivity to the beliefs and customs of local social and cultural contexts; and did not reflect personal or sectoral interests.

Complementarities: A desk review of project and related documentation was complemented by data collected through key informant interviews with the full range of stakeholders to ensure a comprehensive data set and a full range of perspectives were considered.

Commonality: Common review questions informed data collection tools/guides to ensure consistency of inquiry, comparability of data, and transparency regarding the lines of inquiry.

Consent and confidentiality: De-identification of any data collected ensured confidentiality. Meaningful consent processes and the principles of do no harm were utilised.

2.3 Key Evaluation Questions for Pathway 3

A set of common key evaluation questions (KEQs) were agreed with IW and DFAT and applied across all four reviews, enabling consolidation of findings across pathways for higher-order analysis. The KEQs tailored to Pathway 3 are:

Key Evaluation Area	Key Evaluation Question
Relevance	KEQ1: How relevant and strategic is IW to DFAT policy priorities?
Effectiveness	KEQ2: To what extent is IW likely to meet its End of Program Outcomes?
	KEQ3: How effectively has the program adapted to COVID-19?
	KEQ4: How effectively has IW collaborated and coordinated within DFAT, with other programs and with external organisations?
Efficiency	KEQ5: How effective and efficient is the program management by the P3 team?
	KEQ6: How appropriate is the Phase 2 Budget and resourcing to meet End of Program Outcomes?
Future Recommendations	KEQ7: How should any future WEE program expand or change?
MEL	KEQ8: How appropriate is the MEL for supporting monitoring and learning?
	KEQ9: How effective has MEL been in demonstrating results and supporting internal learning?
	KEQ10: How have MEL products and research supported program implementation beyond IW?

2.4 Stakeholder Analysis

Stakeholders engaged in the review of Pathway 3 included: DFAT Gender Branch in Canberra and DFAT Embassies in Myanmar, Indonesia, Philippines, and Vietnam; staff and advisers working on Pathway 3; and representatives from P3 partners in Indonesia, the Philippines and Vietnam.

The IW team nominated a sample of 9 partners from Pathway 3 to participate in the MTR. These partners were selected to represent diversity in terms of geography and partner type.

These partners were:

- QBO
- Magdalene
- Yayasan Rumah Kita Bersama (Rumah KitaB)
- Institute for Social Development Studies
- Edukasyon
- Team Lead, Gender in Advertising Research Group, University of the Philippines
- Yayasan Pulih
- Ethical, Creative, Unique and Enterprising

- CARE International in Vietnam

Other interviewed stakeholders included:

- IW CEO
- IW MEL Adviser
- Gender Expert Adviser on IW's Panel
- DFAT GEB Program Manager
- IW Pathway 3 Director and team members
- DFAT Heads of Mission in the Philippines, Indonesia, Vietnam
- DFAT Embassy staff in the Philippines, Indonesia, Vietnam and Myanmar

2.5 Data Sources and Analysis

The Pathway 3 review used three elements of data collection:

Document analysis: a desk review of all program documentation. A full list of documents reviewed is provided in Appendix B.

Key informant interviews: semi-structured interviews were held in April and May 2021. The full list of P3 partners interviewed with dates of interviews is provided in Appendix B, and the interview guides are provided in Appendix C. KEQs informed the development of the interview guides. All interviewees participated voluntarily and gave verbal consent to be interviewed and recorded.

Sense-making/validation workshops: held with IW and DFAT. These workshops presented preliminary findings and identified areas for further exploration.

2.6 Limitations

The Pathway 3 review process faced some limitations, which included:

- **Documentary sources:** the review relied on pre-existing documentation provided by the IW and Pathway teams. Documents may vary in quality, and some may be more objective than others on the positive aspects and challenges of Pathway work. Extensive consultation with stakeholders and triangulation of data sources sought to overcome any potential bias in the documentation
- **Remote interviews:** the review was conducted entirely remotely due to travel restrictions. Interviews were conducted online via Zoom/Webex. This can prove challenging where online discussion does not allow for a more personal face-to-face engagement that can help to put the respondent at ease and allow the interviewer to interpret non-verbal communication.
- **Inconsistency in documentation across partners:** The documents provided by partners varied in the level of detail and analysis presented in their first progress report. As many partners were in the early stages of their campaign implementation, there was limited documentation available.

MTR Findings and Recommendations

3.1 Relevance

Findings

- Pathway 3 is relevant and strategic. It closely aligns with DFAT's Gender Equality and Women's Empowerment Strategy and directly supports DFAT's Partnerships for Recovery — Australia's COVID-19 Development Response.
- Supporting, amplifying and incentivising the work and influence of local actors is an effective and appropriate way to progress Australia's foreign policy agenda and influence relating to gender equality and women's economic empowerment.
- The learnings from P3 advocacy approaches in multiple countries have potential for wide applicability to gender equality efforts in other DFAT programming.

The focus of P3 on advancing positive gender norms related to women's economic empowerment advocacy is consistent with the interests and values of Australia and DFAT policy priorities.

Tackling the root causes of gender inequality closely aligns with DFAT's Gender Equality and Women's Empowerment Strategy, which promotes gender transformative approaches through seeking to address unequal gender norms, legal frameworks and policies. Societal attitudes and beliefs towards women's role in the family, workplaces, and the economy are critical obstacles to progress on gender equality. Transforming these adverse gender norms and attitudes is widely accepted as essential to accelerating women's economic empowerment across workplaces, entrepreneurship, investment and economies.

P3's focus on addressing the root causes of gender inequality related to workforce participation remains relevant in the context of COVID-19. This acknowledges the significant social and economic impacts of the pandemic on women and gender norms regressions. Advancing gender equality and women's economic empowerment in this context directly supports DFAT's commitments under Partnerships for Recovery — Australia's COVID-19 Development Response.

P3's efforts to develop 'exemplar' models have the potential to progress gender equality efforts under other DFAT programs. This is a unique offering in terms of relevance to DFAT's policy agenda in that it seeks to test and measure experimental advocacy approaches in multiple countries. This work builds on earlier experimentation and learnings in Phase 1 of IW, where a range of partners were supported to generate a positive discourse on WEE, normalize women's role in the economy and men's role at home, and empower girls for future work.

The focus in Phase 2 on monitoring and evaluation will enable local partners and IW to assess the effectiveness of advocacy activities. P3 partners have been supported to develop bespoke frameworks to measure campaign reach and campaign effectiveness. This will generate learning in terms of the strategies and modalities that have optimal reach and effectively stimulate engagement around core attitudes, social norms, and behaviour change related to workplace gender equality. The learnings generated from this work have the potential for broad applicability to other DFAT programming.

Learnings from P3's work can both influence and inform local actors in South East Asia and DFAT to effectively challenge deeply entrenched gender attitudes and practices that are essential to

achieving women's economic empowerment and gender equality more broadly. At the time of the MTR, partners engaged in Phase 2 were still in the early stages of campaign implementation. Therefore the focus of partners and IW in capturing and disseminating results and learnings from this work over the next two years will be vital in realising the long-term and strategic value of the investment in P3.

While Australia does not receive significant profile from the work of P3, **the approach of P3 is consistent with the need for gender norms shifts to be driven by local actors within the countries of operation.** Discussions with DFAT embassy staff in the countries of Vietnam, the Philippines and Indonesia affirm that supporting, amplifying and incentivising the work and influence of local actors is an effective and appropriate way for Australia to progress Australia's foreign policy agenda and influence relating to gender equality and women's economic empowerment.

Where appropriate and relevant, P3 materials have acknowledged support from DFAT. For example, research reports published by the Institute for Social Development Studies (ISDS) and CARE Vietnam included a foreword by the Australian Ambassador to Vietnam. Similarly, where IW publishes any blogs, articles, or reports, Australian government support is always acknowledged.

The review found that there is strong interest from DFAT for P3 to generate research and resources that DFAT and stakeholders can use to progress women's economic empowerment policy influencing agendas in the target countries. Examples provided included the potential for IW to support DFAT agendas relating to the future of work for women in South East Asia, child care, and sexual harassment in the workplace. There may be potential to reconsider how greater synergy between IW and bilateral program priorities could be achieved in a future DFAT women's economic empowerment program

Recommendations

- P3 should develop a Plan to widely disseminate research, results and learnings from its work over the next two years.
- DFAT GEB should explore opportunities to lead conversations with other DFAT areas to profile IW learnings about the effectiveness of social norms advocacy and canvass broader uptake of similar approaches in other DFAT programs.

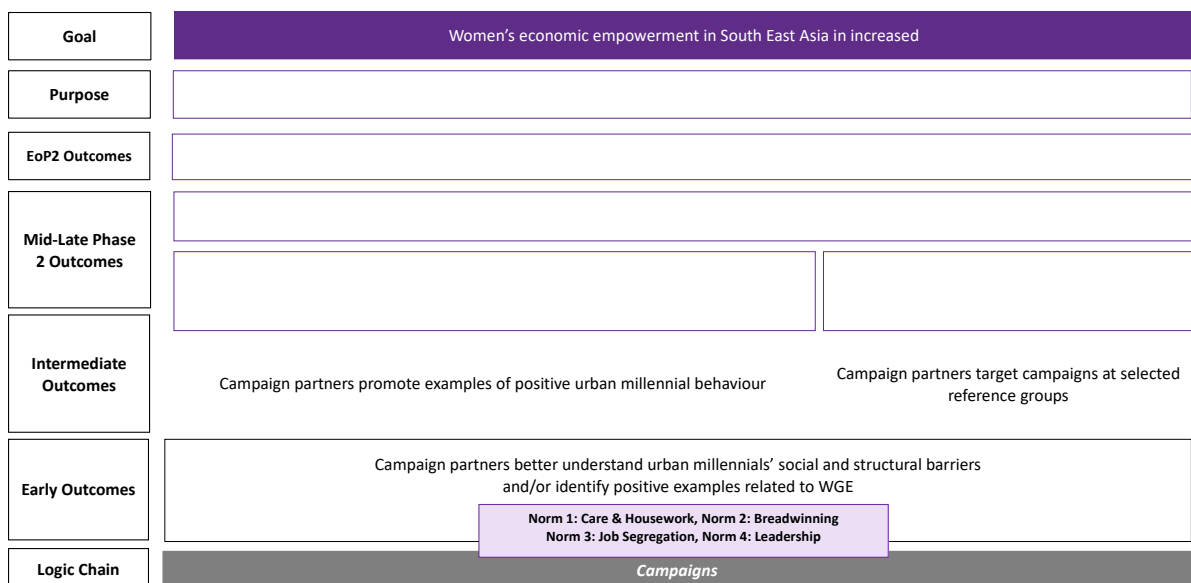
3.2 Effectiveness

Findings

- P3 has a well-developed strategy to support partners to deliver impactful campaigns that is underpinned by extensive research of norms among urban millennials and a deep understanding of social norms theory
- P3 represents a cohort of strong local partners who are firmly invested in delivering impactful campaigns and building networks with local influencers to scale, amplify and create positive social norms change.
- Further analysis and support to partners on how to create or reach reference groups in the remaining two years will be important in order to achieve both the intermediate and mid-late program outcomes that relate to reference groups participating in campaign activities.

THEORY OF CHANGE

Pathway 3: Influencing Gender Norms



*Reference groups include those whose social expectations affect millennials attitudes and behaviour: eg family, peers, educators, social and religious groups
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IW's theory of change and strategy provides a very firm theoretical basis for the approach taken towards meeting the EOPO by mid-2023. The end-of-program outcome (EOPO) for Pathway 3 is 'Positive changes in aspects of attitudes, social expectations and/or behaviour among targeted urban millennials in support of WGE'. The EOPO is based on a well-articulated Theory of Change and supported by an Influencing Gender Norms (IGN) Strategy, both of which were updated in early 2021. These are further underpinned by social norms theory and a gender norms framework developed by IW, which shows the interdependence of individual beliefs and behaviours with social expectations.

The three objectives of the IGN Strategy provide the framework for this MTR to assess the likelihood of IW meeting the EOPO. At this mid-stage of the program, it is not possible to assess progress towards the EOPO, as campaigns are in their early stages of implementation and partners have not yet reported against their baseline data. However, progress against the IGN Strategy provides insights towards achieving early and intermediate outcomes, which are the precursors to achieving

the EOPO. The goal of the IGN strategy aligns with the goal, purpose and EOPO of Pathway 3. It is phrased as “to increase women’s economic empowerment in Indonesia, the Philippines, and Vietnam by positively shifting gender norms related to workplace gender equality within formal sector workplaces and amongst urban millennials.”

Objective 1: Research

The first key objective of the IGN Strategy is to establish a research and evidence base on the target gender norms and how they are operating in the three target countries in order to inform partner campaigns on shifting gender norms. This objective has been substantially met through significant investment in undertaking original research, collating and analysing Phase 1 MEL data, and supporting Phase 2 partners to undertake their own situational analyses. **IW research and analysis has contributed to an iterative understanding of social norms in the three target countries and a sound evidence base of effective campaign approaches to shifting gender norms.**

One of the primary sources contributing to IW’s body of research is the Social Norms, Attitudes and Practices (SNAP) Survey which has generated insights on the dynamics of gender norms and directly informed partner campaigns. First undertaken in 2018 in Phase 1 in Indonesia, the Philippines and Vietnam among urban millennials, it was again undertaken in 2020 and will be next undertaken in 2023. This survey has served multiple purposes. Interviews with partners found that they were familiar with findings from the survey and could reflect on how these align with their campaign objectives and rationale for their approaches. The 2020 survey also provided early insights into COVID-19 effects on gender roles at home and work, which were shared with partners so that their campaigns and messages could be adapted where relevant. The SNAP survey also serves as a benchmark to provide a comparison group of urban millennials against changes seen by partners within their own target audience. **The quality of the survey report and its analysis is excellent and provides a legacy contribution to publicly accessible gender norms evidence from South East Asia.** There is scope for a future program to establish an evidence base of social norms amongst cohorts of society other than urban millennials. For example, understanding the attitudes of educators or employers would also provide insights on how social norms impact educational and work opportunities for men and women.

Research undertaken by P3 partners has also added to the evidence base around gender norms that are country-specific. This includes research on *‘Men and masculinities in a globalising Vietnam’* by the Institute for Social Development Studies and research by CARE Vietnam on how perceptions of women’s caregiving roles affect workplace decisions. Both research pieces identified opportunities to shift norms in Vietnam among urban millennial women and men. Situational analyses undertaken by P3 partners have also directly informed their campaigns.

IW has taken an innovative approach through commissioning research relating to stereotyping in the advertising industry. This has included a situational analysis conducted by Magdalene to understand women’s representation in Indonesian media, formal research by Kantar in Indonesia and the University of Philippines, and situational analyses by CARE Vietnam looking at the impact of media. The University of the Philippines research provided IW with a strong evidence base for focusing on gender equality in advertising. Leveraging the credibility of the University of the Philippines as a research institution, IW disseminated the research through a roadshow with industry stakeholders. There was strong interest in the findings. IW recognised that the research is silent on effectiveness, which is the language marketers speak. Marketing decisions ultimately revolve around whether approaches or messages will effectively achieve the campaign objectives. To address this gap, IW has taken two approaches:

- In the Philippines, IW developed a partnership with the [Internet and Mobile Marketing Association of the Philippines](#) (IMMAP) to include an award for gender equality in advertising in their highly influential Boomerang Awards. IW strategically chose IMMAP as a partner because their membership includes stakeholders from brands, ad agencies and the media—as opposed to other award-giving bodies, which engage with those stakeholders separately. The Purple Boomerang seeks to promote the campaigns and approaches of early adopter brands as role models for the industry and provide an incentive for brands to implement gender equality in advertising.
- In Indonesia, where IW did not have an evidence base that it could use for engaging with the advertising industry, it commissioned Kantar to analyse the performance of brands both stereotyped and “unstereotyped” ads. This research found that “unstereotyping” can lead to increased brand equity, but was not able to make conclusions that all stereotyping negatively impacts brands. IW has not published this research but plans to pull out the case studies of positive impacts on brands when they “unstereotype” to use for engaging with the industry. In preparation for engaging the industry in Indonesia, in late 2019 IW sponsored two small competitions within Citra Pariwara, the biggest advertising festival in Indonesia. The *Daun Muda Awards* (new leaf) was open to young advertising professionals, while the BG Awards was open to students (when read in Indonesian BG, sounds like *benih*, the Indonesian word for seed). The competitions sought ideas from the participants on what approaches IW can take to engage brands on addressing gender stereotypes in advertising. After IW’s sponsorship of these competitions, the Citra Pariwara Advertising Festival committee expressed interest in including a bigger award directly engaging brands, similar to the model of the Purple Boomerang in the Philippines. These discussions have been put on hold because of COVID, but IW is reviving them with Citra Pariwara this financial year.

As a next step, IW is exploring the possibility of undertaking follow-up research in gender stereotyping and advertising using the performance data that it will collect through its sponsorship of the awards. The networks and research created through IW in this area is a strong achievement and has significant potential for scalability and sustainability. IW is encouraged to consolidate and profile its research and learnings in this area.

Another key research initiative commissioned by IW relates to evidence and lessons from recent program interventions to address gender norms. This work was undertaken by members of IW’s Influencing Gender Norms Advisory Panel, established in Phase 2. **Again, this is an excellent document that was also published and contributes to the body of evidence relating to social norms campaign effectiveness.**

In conclusion, research generated in Phase 2 has ensured that the program has fully met the early outcome of ‘Campaign partners better understand urban millennial’s social and structural barriers’, and is directly contributing to intermediate and mid-late program outcomes. **DFAT can be confident that the content and approaches in partner campaigns targeting urban millennials are supported by evidence-based research and form an effective strategy towards meeting the EOPO.** This would be further enhanced by broader dissemination of research between and beyond IW partners, which was also raised in the above section on ‘Relevance’.

Objective 2: Campaigns

The second key objective of the IGN Strategy is to engage a diverse network of local voices and influencers to undertake impactful campaigns to amplify the shift towards equality in gendered social expectations of urban millennials.

P3 has a well-developed strategy to support partners to deliver impactful campaigns that is underpinned by extensive research of norms among urban millennials and a deep understanding of social norms theory. To amplify the shift towards equality in gendered social expectations of urban millennials, all IW campaigns target at least one of the following four specific norms:

- Norm 1 – Childcare and Housework: addressing women’s perceived primary role as caregiver
- Norm 2 – Breadwinning and Family Income: addressing men’s perceived role as family provider
- Norm 3 – Job segregation: addressing perceptions that certain jobs are for women or men only
- Norm 4 – Leadership at work: addressing perceptions that women are better in support roles and men are better leaders

The focus on these norms was informed by Phase 1 MEL data, SNAP survey data and literature reviews of research on gender equality and the economy, WEE and gender norms. This research found that even where there may be support for gender equality at work, there continues to be strong gender prescribed roles at home, which affect women’s economic participation.

Interviews with partners and P3 staff indicate that they are a cohort of strong partners who are firmly invested in delivering impactful campaigns. Bearing in mind that most partners are in the early stages of implementation, the following observations are made in terms of effectiveness and sustainability:

- **Interviews with IW staff, DFAT embassy staff and P3 partner affirmed that campaigns designed and driven by local partners are essential to addressing sensitive personal and cultural issues around gender equality and mitigates the risk of campaigns being seen as externally driven initiatives.** For example, the work done by IW’s local partner in Indonesia, Rumah KitaB, on interpreting Islamic texts regarding women’s employment could not be undertaken with an external lens.
- Similarly, media research conducted by the University of the Philippines builds on extensive local networks and reputation, which has been key to generating significant follow-up interest from key industry organisations such as the Association of Accredited Advertising Agencies and the Advertising Standards Council.
- **The Phase 2 focus on encouraging partners to build networks with local and influential organisations to be change agents in raising awareness and advocating to positively shift gender norms increases the likelihood for campaigns to scale, amplify and create movements that continue beyond the life of the program and widen the reach of conversations about gender norms.** For example, research with University of the Philippines (UP) and Kantar in Indonesia, has seen partners build relationships with advertising industry stakeholders; and Edukasyon is working with a range of educational institutions. A further focus in supporting all P3 partners to build networks and strategic partnerships is recommended for the remaining two years of the program.
- **Intentionally selecting partners who are committed to and already working on gender norms is an excellent strategy towards building the profile and capacity of actors who are likely to**

continue this work beyond the life of the program. For example, Magdalene is an online feminist magazine which, with IW support, launched a podcast that celebrates women leaders and explores issues that prevent women from moving into leadership roles. The podcast is accompanied by a microsite that contains articles and content related to the topics of women at work and women's leadership. This is a good example of campaign products that are likely to be accessed in an ongoing way to influence norms.

- **Inputs from both the IW P3 team and the Influencing Gender Norms Advisory Panel have been well received by partners.** Partners have welcomed the technical expertise and guidance from IW to develop their campaigns and ensure campaign messages do not inadvertently put additional pressure and responsibility on women to work harder and strive for success. Sustained use of the panel is encouraged in the second half of the program to continue to strengthen the approaches and of partners that they can take into the future.

Objective 3: Reference Groups

The final objective of the refreshed IGN Strategy is to deliver specific campaigns to influence gendered social expectations of reference groups in society to lower barriers to urban millennials adopting more gender equal behaviours. This explicit focus on 'reference groups' refers to those people whose opinions matter to the individual making a decision on what is typical or appropriate behaviour and whether to comply with the social norm. The Strategy Refresh recognised 'the need to be more considered in working with reference groups to reduce the environment of criticism that urban millennials could face'.

While it was not envisaged that all campaigns would have to incorporate reference groups, P3 partners are working with educational institutes, teachers, journalists, employers, and faith leaders through various campaign events and activities, all of whom could be considered to be reference groups that influence urban millennials. Some partners have also created communities through their campaigns that could serve as reference groups. For example, QBO Innovation Hub kicked off its campaign with a brunch with women tech startup founders. The brunch was QBO's way of sowing seeds for a community of women founders, who they are branding as Pinay Tech Sheroes, and which may serve as a reference group. The online communities created by RumiKitab, Madgalene, and Pulih may similarly act as reference groups that serve to influence individuals making decisions on what is typical or appropriate behaviour and whether to comply with a particular social norm. **All four partners shared reflections on the positive and sometimes robust discourse that has been generated through online engagement in their campaigns.**

The revised IGN Strategy committed IW to being '*more intentional in targeting reference groups, who are within the spheres of influence of urban millennials and can affect them through criticising changes in their interpretation of gender norms*'. Interviews with partners indicated that they were not yet familiar with language relating to 'reference groups' and did not anticipate broadening their target audience within current campaigns. However, IW has recently initiated discussions with partners on how to identify reference groups that influence urban millennials and how best to tailor messaging to them under each campaign. **Ongoing analysis and support to partners on targeting reference groups in the remaining two years will be important to achieve both the intermediate and mid-late program outcomes that relate to reference groups participating in campaign activities.** Further clarity on defining a 'reference group' will also be important in order to correctly capture data in the P3 MEL framework.

Pathway 3 Changes

The Phase 2 design originally intended for P3 to 'build up a repository of advocacy products' with a specific focus on 'ensuring that the BCs, and other IW partners, have access to these products, with the intention that these are ultimately housed by the BCs, as a core resource supporting their 'WGE Centre of Excellence' vision'. This was premised on an assumption that 'the advocacy initiatives supported by IW will be useful to a range of IW partners, particularly the BCs'. The rationale for this was sound and supported social norms change research findings that advocacy campaigns should be supported with broader interventions through policy and institutions.

However, IW made changes to the original focus of P3 in the early stages of Phase 2. While the original Phase 2 design intended a focus on gender norms work intersecting with workplaces, the ToC and IGN strategy were updated in 2021 to remove references to workplaces. This included re-drafting a key objective that was previously aimed at resourcing Business Coalitions and other IW partners with practical toolkits, technical assistance and training resources to help them shift gender norms within their organisations and industries.

The revised approach under P3 still addresses gender norms at the household and community level as well as institutional gender inequality, but does not seek to integrate the work and focus of the pathways as much as was intended in the original design. The ToC and IGN Strategy updates in 2021 clarify this shift, and DFAT approved the changes.

P3's advocacy materials on shifting social norms among urban millennials were not the type of advocacy materials that the BCs could use in the delivery of WGE services to members. However, the change to P3's focus has not precluded it from interacting with businesses and workplaces as these are still considered to be key reference groups for urban millennials, but shifting norms within workplaces is no longer an explicit part of the IGN strategy or the ToC for P3 and has therefore not formed part of the assessment in this Mid-Term Review. The revised IGN Strategy notes '*P3 will continue to support P1, as there is a natural complementarity with the BCs and P3 campaigns. P3 will support requests considered a priority from BCs and P1, for technical inputs on gender norms related advocacy and thought leadership. P3 partners will collaborate with BCs where there are strategic opportunities to integrate partner campaigns with workplaces engaged by Pathway 1 and where this collaboration will help meet P1 outcomes.*'

Recommendations

- P3 should consolidate and profile its research and learnings in gender stereotyping and advertising.
- P3 should sustain its focus on supporting all P3 partners to build networks of influential organisations and strategic partnerships for the remaining two years of the program.

3.3 COVID-19 Adaptations

Findings

- P3 fully applied adaptive program management practices in its response to COVID-19 and has effectively supported the program in extremely uncertain and challenging conditions.
- COVID-19 has created a range of challenges for partners, including low levels of engagement with businesses and other organisations, constraints in conducting face to face events, and online connectivity issues.
- COVID-19 has also created some unexpected opportunities, including expanding campaign reach to people who live outside capital cities through online events and conversations, and increased discourse relating to the impacts of the pandemic on women and work.
- Partners reported that IW has been consistently supportive in the context of COVID-19, working with partners to re-align budgets, postpone activities where required, and approve extensions where needed.

IW showed great initiative and foresight in the early stages of COVID-19. Conscious of the significant changes in the context in which gender equality campaigns would be implemented, IW reviewed all of its proposed partnerships to determine whether they remained relevant. Based on this assessment, IW worked closely with partners to ensure that campaigns responded to potential shifts in gender norms that could occur as a result of the health and economic crisis.

The P3 team also reviewed partners' workplans to ensure that campaigns could be implemented in ways that accounted for local restrictions. In particular, the emphasis on online campaigns was promoted while also including provision for face to face and other offline components to be rolled out where appropriate, depending on the nature of ongoing restrictions. **Partners reported that IW was consistently supportive, working with partners to re-align budgets to take into account the shift from live events to online events, postponing activities where required, and approving extensions where needed.**

IW also recommended to DFAT that the program not proceed with some of the lower ranked partner proposals, which were less relevant in aligning with emerging COVID-19 circumstances and instead retain flexibility within the P3 budget to fund further initiatives that could respond to gender norms and the evolving COVID-19 situation in each country. **This has provided IW with scope to identify partnerships that more specifically respond to and can operate in a COVID-affected context more effectively.** These new partnerships, initiated in 2021, are explicitly developing campaigns built on research and examples of positive deviance as a result of COVID-19. While this is an excellent illustration of IW's responsiveness to COVID-19, these campaigns only have a brief time frame in which to be implemented due to the program finish date of mid-2023.

There are several ways in which partners have experienced challenges related to COVID-19. For example, research undertaken was affected in terms of reaching the target number of respondents due to the perception that participating in research would take time. In addition, some partners faced difficulties with online connectivity issues. This affected the ability to conduct focus group discussions online, record podcasts, and support staff working from home. Partners also observed that while social media and online platforms present great opportunities to engage with some target groups, it is not always ideal for building capacity and forming connections, conversations and networks among some target groups – such as religious leaders, business leaders or journalists where the value of coming together lies in brainstorming, networking and collaboration. In these

cases, partners have adapted their workplans to postpone key events that they still hope to conduct face-to-face, and IW has been flexible in accommodating these workplan changes. Other reflections shared by partners raised concerns about the extent to which target audiences are meaningfully engaging with online content due to general social media and webinar fatigue.

Some partners have also struggled to meaningfully engage with industry and private sector partners due to so much uncertainty in the economy, limited capacity to engage, and other priorities related to COVID-19 taking precedence above their participation in gender norms work.

This finding is also echoed by key stakeholders involved in Pathway 1, where businesses are showing less interest in workplace gender equality while focused on and pre-occupied by the business impacts of COVID-19. This particularly affected partners like Edukasyon and Yayasan Pulih, whose campaigns relied on engaging with educational institutions and businesses. One example of an adaptation made by a partner due to COVID-19 was the shift from placing young men and women into non-traditional jobs, to ensuring that they are job-ready. Another example was a partner broadening the opportunity to attend an online class designed for employees of a business, to members of the general community.

On the other hand, the shift to online platforms enabled partners to expand reach to people who live outside capital cities and engage them in online events and conversations. Partners have also been encouraged to become more innovative in delivering their campaigns, leveraging social media online platforms to engage audiences more deeply. One example of a recent innovation in Vietnam is the use of ‘online vignettes’ – short evocative videos – designed to guide or steer an online discussion. Partners have also had reasonable success hosting online events instead of planned off-line events. IW has also recognised that online platforms provide the ability to follow through and sustain a connection with a target audience beyond a single engagement that would generally derive from an offline event. The increased delivery of campaigns through online content has provided IW with the opportunity to identify lessons from partners on what works to engage urban millennials during COVID-19, given constraints on mobility and increased volume of online content. This will become an area of research focus in the remaining two years of the program.

IW also encouraged partners to ensure that campaigns reflected changing circumstances and discourse in response to the significant social and economic disruptions due to COVID-19. For example, Yayasan Pulih is leveraging the abundance of conversations on mental health arising from COVID-19 and lockdowns to raise awareness of the mental stress resulting from strong adherence to gender norms, which adds to the burden of male and female workers.

Through MTR interviews, partners reported that they had observed increased discussions about how women are affected the most by the pandemic, especially working women who bear the most significant burden of managing both domestic work and responsibilities alongside formal work responsibilities. Issues relating to mental health, the breadwinning burdens on men and the benefit of sharing roles also gained more attention among target groups. Several partners reported that they developed content plans to capitalise on these issues related to the pandemic. For example, Magdalene, an online feminist magazine, produced a podcast series where women business leaders were interviewed about how their companies had adapted and survived by changing or pivoting or shifting their business models. However, most partners took a less instructional approach and capitalised on the momentum they saw emerging in online conversations relating to burden sharing and women’s roles in the home rather than developing COVID-19 specific content. New partnerships funded through the COVID Fund are explicitly designed to undertake research and identify examples of positive deviance resulting from COVID-19. This will supplement other data collected through the SNAP survey related to the impacts of COVID-19.

IW also adapted its approaches to providing support to partners in light of travel restrictions. For example, in place of planned face-to-face inductions in each country, partner inductions were undertaken online. The P3 team also maintained online communications with partners to support them through implementation, including additional support required to respond to COVID-19 adaptations in workplans, strategy and budget. This approach of remote support will continue as needed through the rest of the program until travel is possible.

The role of IW Country Managers has been critical during COVID-19, especially given that other program staff cannot travel. This role provides IW with localized COVID-19 updates and projections on how COVID-19 is likely to affect some offline activities. Country Managers are also engaged with partner-level activities, maintaining partner relationships and providing IW with first-hand analysis and feedback through physically attending partners' events.

Recommendations

There are no recommendations relating to P3's approach to COVID-19.

3.4 Coordination and Collaboration

Findings

- There is interest from DFAT to identify opportunities for social norms advocacy to contribute to DFAT's bilateral programs and a broader women's economic empowerment policy agenda in-country.
- DFAT embassy staff also see opportunities for greater collaboration between P3 and the work of Business coalitions.
- Partners from all pathways recognise the potential value in greater coordination and collaboration between pathways to amplify the effectiveness of their work.
- There is also significant interest from P3 partners to be better networked with each other for potential collaborations and mutual learning.

Coordination with DFAT

P3 has experienced relatively low levels of DFAT engagement in the first half of Phase 2, which has resulted in generally low levels of knowledge of P3 by DFAT embassy staff. Coordination between P3 and DFAT generally relates to DFAT attendance or participation in P3 events such as the launch of a campaign or a panel discussion. However, opportunities for this type of engagement have been quite limited in Phase 2 due to the first period being focused on soliciting expressions of interest from potential partners and then partners undertaking situational analyses for their campaigns. Opportunities for DFAT engagement have also been significantly impacted by COVID-19 and the shift to online platforms for campaign implementation. Interviews indicated that DFAT would benefit from more information and updates on P3 beyond events opportunities.

While P3 was not designed or resourced to coordinate with DFAT at the bilateral level, DFAT embassy staff see potential for greater strategic alignment and coordination between P3 and its bilateral programs. In Indonesia, Rumah KitaB's work in developing the Fiqh for working women book is highly relevant and has broad applicability to inform other DFAT programs in understanding the influence of religion on attitudes towards gender equality. Similarly, in the Philippines, all three campaign partners are focused on norms around job segregation and women's leadership. Edukayon's study of gender norms and beliefs among Filipinos and TVET employers and schools is particularly relevant to DFAT's broader programming in the TVET sector. There is potential for closer collaboration with DFAT in this space in both the Philippines and Vietnam.

There is also interest from DFAT bilateral programs for P3 to intersect with broader policy issues.

The review found a sentiment from some DFAT Posts that, unlike in Phase 1, IW Phase 2 is not linked to policy conversations related to workplace gender equality or research undertaken by other actors and is directly relevant to P3. For example, in a partnership with the World Bank, the government of Vietnam is about to roll out its first time-use study, which will validate how much unpaid care work women do in Vietnam and there is another study underway on supply and demand for childcare and the public sectors' response. P3 research undertaken by Institute for Social Development Studies (ISDS) Research in Vietnam on men and masculinities provides an evidence base on gender norms and WEE in Vietnam, whose findings are relevant to policy development by both the private sector and the Vietnam Government. At least in one of the implementing countries, there is a strong view that the mechanism of IW has more potential to connect DFAT to policy conversations and offer insights to others like UN Women, IFC and World Bank. **The design of a new WEE program provides an opportunity to reflect on whether there is strategic value in steering P3 towards policy influence opportunities identified in each country in coordination with DFAT.**

DFAT also expressed interest in seeing more strategic connections between P3 and broader women's economic empowerment priorities such as the future of work for women in South East Asia, child care, and sexual harassment in the workplace.

These ambitions cannot easily be addressed in the remaining two years of the program, given that campaigns have already been developed and are being implemented. However, the level of interest in IW's gender norms work by DFAT and its potential in advancing gender equality at the country level provides a solid basis for maintaining focus on gender norms in any future WEE program.

Collaboration between Pathways

At the beginning of Phase 2, IW's Theory of Change and Annual Workplan envisaged collaboration between P1 and P3 activities on gender norms in the workplace, but as outlined earlier in this report, this collaboration was not actively pursued. **The program has, however, supported niche opportunities for interaction between pathways.** For example, the IW P3 team provided input into P1 training materials and COVID-19 surveys to integrate gender norms; and the Business Coalitions in Indonesia, the Philippines and Vietnam participated in the induction of new P3 partners in 2020. The IW P3 team also provided input to Value for Women's 'How to Guide for Gender Lens Investing' to strengthen the approach to biases, stereotypes and norms.

There are also several examples where P3 campaigns have directly collaborated with BCs and their members. One example is Yayasan Pulih, who works with an IBCWE member firm to pilot a module on mental health, gender norms and workplace productivity. The review also found that there have been good communication of P3 events with P1, but mixed levels of sharing situational analyses and campaign materials generated under P3.

During MTR interviews, P1 partners expressed their desire for closer collaboration with P3, seeing this as an opportunity to co-create materials or campaigns and increase their profile and credibility. Other interviews with IW stakeholders, including DFAT embassy staff, also expressed interest in greater P3 collaboration with BCs and their members to maximise overall program coherence and outcomes. For example, running campaigns that target employees and their employers would help change some of the gender norms that might constrain the effectiveness of policy changes in workplaces and the broader government policy environment. Interviews with P2 stakeholders also identified interest in IW considering opportunities to engage impact investors with relevant campaign material and events generated under P3 partnerships, such as WISE and QBO beyond the connections already made with these partners.

P3 partners also expressed interest in greater collaboration with Business Coalitions and their members as a strategy to extend the reach of their campaigns. For example, P3 partners could work with BCs to target the role of the private sector in promoting positive gender representation in corporate advertising to improve and contribute to public attitudes towards the roles of women and men. Engaging in mental health and gender norms is another area of significant potential for further engagement with companies, particularly in the context of mental health impacts of COVID-19 on employees.

While it is clear that active collaboration between pathways on campaigns and advocacy is not anticipated for the remaining two years of the program, this will continue at a modest level, responding opportunistically. Exploring opportunities and resourcing for coordinated collaboration between advocacy campaigns and the work of BCs and potentially investment partners is an area that should be considered in any future women's economic empowerment program. This proposal is very similar to the original Phase 2 design that had intended that Pathway 3 would work more intentionally with BCs and partners to ensure that research topics, campaigns and materials are relevant to their needs and able to be utilised in their context as appropriate.

Collaboration between P3 Partners

The portfolio of P3 partners across three countries is managed as a set of independent campaigns focused on shifting gender norms of urban millennials. IW introduced partners to each other during their induction process in 2020, and some partners have formed and sustained connections with each other. While IW had planned to hold learning events with partners, these plans were deferred due to COVID-19 travel restrictions and impacts on partners and will recommence in the second half of 2021.

Interviews during the MTR identified strong interest among all partners for collaboration with other partners and a desire for IW to facilitate this collaboration. A sample of quotes from interviews demonstrate this sentiment:

"I think there's one partner from Vietnam or Philippines that has a similar program to us because they're also engaging with employers. And I would want to know, like, what, what have they learned so far in that program?"

"Even at the beginning, we were not really sure on how partnerships between partners could be initiated and a push from IW would very much be appreciated as we want to have greater cooperation between partners."

"I think it would be great if IW could create a joint work plan for partners to achieve and to amplify this issue. But it's hard to make a collaboration between partners when we don't know

how to collaborate, and in what occasion we have to collaborate. So I think IW could initiate that collaboration.”

“I do think that it would be very nice to know the experience of other partners that might also enrich our program and our ways of engaging with our target group. For example, sharing the things that are influencing millennials gender norms and sharing expertise on making fun posts and getting people talking on social media. It would be very nice to learn more about what they are doing so we can inspire one another.”

Given the common goal and target audience of P3 partners, there is significant potential for partners to share their analysis of norms, collaborate on approaches, and provide a network of support for each other. While opportunities to coordinate have been encouraged by IW, facilitating collaboration between partners was not something that IW was specifically resourced to do. The expectation had been that partners would initiate independent relationships with each other. One example of this has occurred between Indonesia partners Magdalene and Rumah KitaB, who are working together on a campaign against gender-based violence. Rumah KitaB has also contributed opinion pieces to Magdalene’s online feminist platform. **IW has recognised that there is potentially great advantage to similar collaborations between other partners and is reviewing resourcing to support facilitated networking in the remaining two years of the program.**

Recommendations

- P3 should ensure regular forums are conducted to promote sharing, learning and collaboration between partners and draw on insights from members of IW’s Gender Norms Advisory Panel.

3.5 Program Management

Findings

- IW Program Management is underpinned by strong and effective working relationships between the Gender Equality Branch and IW Senior Leadership.
- The P3 team has established constructive relationships with partners.
- The role of Country Managers and the Gender Norms Advisory Panel is considered to be an effective component of IW’s program management arrangements
- Grant allocations to partners are considered reasonable and appropriate to campaign size.
- IW has demonstrated a cost-conscious approach to resource management.

IW Program Management is underpinned by strong and effective working relationships between the Gender Equality Branch and IW Senior Leadership. Feedback from both parties relating to program management is positive and constructive. This reflects well on both parties, given that IW is a complex program working in multiple countries with multiple partners and stakeholders. Review of IW program reporting relating to Pathway 3 shows that it is detailed, reflective and analytical and provides a sound basis to inform DFAT of implementation progress and challenges arising.

Communications with DFAT GEB outside of formal reporting processes is also regular and comprehensive. This professional and efficient management of the program ensures that DFAT's role with respect to P3 is light-touch, minimising the input required by DFAT staff in Canberra. IW Country Managers communicate directly with DFAT Posts, which is appropriate given their knowledge of country context.

Within IW, **the Pathway 3 team has established constructive relationships with partners.** Regular discussions with partners provide an opportunity for partners to provide updates on their progress and approach and for IW to suggest how certain messages could be conveyed and portrayed. Partners are comfortable discussing strategies, challenges, and delays and do not see this as a risk to their funding relationship. IW also reviews and provides technical feedback on campaign products, which partners welcome.

The P3 team's ability to build open and trusting relationships is a substantial achievement.

Pathway 3 interviews featured very positive feedback from partners on the nature of support and management provided by IW. As reflected through the quotes below, IW's approach to relationship management and the quality of technical expertise is highly regarded by partners:

"So when something emerges, or comes up, we can discuss opportunities to make changes, and adapt our plan. I think that in general, they're really supportive and understanding of our approach, and I appreciate that very much."

"They are very supportive when we request a change and I think that's very important because, you know, you can see that our work requires a very organic approach, because we are building a movement over time."

"Because of COVID, we could not meet in person. So the monthly call is quite useful for us to update each other."

The role of Country Managers (CMS) is an important component of IW's program management arrangements. In addition to participating in regular internal IW meetings, CMs participate in monthly meetings between P3 staff and P3 partners. The value of their local in-country presence and background is also reflected in their ability to monitor the social media dialogue of partners in local language and read through comments from the target audience, thereby providing a deeper insight into campaign progress and effectiveness. Similarly, they attend local events in-country and experience first-hand the dialogue among stakeholders on gender norms. CMs provide comments and feedback to partners, provide updates on activities being undertaken by other IW partners, and provide progress or updates from the embassy. CMs also assist in coordination such as inviting speakers from P1 to speak at P3 events and vice versa.

DFAT embassy staff were very positive about the role that CMs fill in bridging local context and engaging with local networks in the sphere of women's economic empowerment. However, they see potential for IW to empower CMs to play more active roles in identifying opportunities to profile the work of IW, extend IW's networks, and explore strategic opportunities for IW collaboration with other DFAT programs and initiatives. This desire perhaps reflects an emerging interest from DFAT bilateral programs to create more visibility of IW's work and integrate it more firmly with the bilateral program. In preparation for the final two years of the IW program, there would be value in undertaking targeted country-level discussions between IW and DFAT to set clear expectations of how IW can best support bilateral priorities within the program's current scope and fully capitalise on the role of the CMs.

The Gender Norms Advisory Panel established in Phase 2 also provides a range of expertise for IW to draw upon to support partners in the implementation of their campaigns, undertake and review research, and advise on the development of tools and resources for Pathways 1 and 2, including a specific focus on responding to COVID-19. This is seen as a positive development by both the IW team and partners. DFAT and partner feedback particularly emphasised the value of localised technical expertise, and this could be further developed in any re-fresh or renewal of the existing panel in the remainder of Phase 2. IW recognises that there is further potential to draw on the panel as a collective in addition to their individual consultancy inputs.

Budget and Resourcing

The portion allocated to activity costs comprises grants made to 11 partners implementing gender norms campaigns ranging in size from approximately \$220k to \$590k, as well as a mix of research funded partnerships. Interviews with partners indicated that grant allocations were considered reasonable and appropriate to the campaign size.

Interviews with partners highlighted the value of IW showing flexibility in managing grants, enabling partners to adapt and change their workplans in response to the COVID context and respond to emerging opportunities. As noted earlier in this report, the decision in 2020 to set aside funding to support new COVID-19 oriented campaigns in 2021 demonstrated foresight and good stewardship of resources.

Discussions with DFAT and the IW team regarding resourcing decisions indicates that IW has demonstrated a cost-conscious approach to resource management. While the proportion of costs representing IW management and short-term advisor costs are high relative to the overall allocation to this pathway, this is considered reasonable in the context of the intensive nature of the work required to establish and support research and campaign partnerships.

At times, the IW Pathway 3 team has felt under-resourced due to the workload involved in establishing multiple new partnerships across three countries and the increased workload of responding to COVID-19 challenges and adaptations. In response, IW established an Influencing Gender Norms Advisory Panel to supplement the resources of IW and provide further support to partners. This is seen as a more cost-effective option to employing additional staff, with the additional advantage of accessing a broader pool of expertise

IW has also recently expanded its team to include relationship managers who will have direct responsibility for partners in each of the three countries. While IW considered recruiting these managers in each country, the decision was ultimately made to locate managers in the IW hub in Manila. This will further assist IW to meet the resource demands of effective program management. DFAT embassy staff from Indonesia and Vietnam strongly emphasised the value of IW having a localised approach and in-country presence and would prefer to have advisors based in-country than in a regional hub. This preference can be considered in the design of a future program, while also considering the benefits of a regional hub approach.

Recommendations

- DFAT Posts and P3 should reflect on existing mechanisms at the country level to identify how P3 could potentially intersect more with other DFAT programs, support broader policy agendas, and further profile the work of IW in the remaining two years of the program.

3.6 Monitoring and Evaluation

Findings

- The MEL team has generated rich insights, research and learnings about gender norms and campaign effectiveness that have been foundational to the approaches taken under Phase 2 to influencing gender norms and women’s economic empowerment.
- P3’s MEL system is a thoughtful, well-resourced and robust system that enables the assessment of program effectiveness and provides a fair basis to make claims towards contribution. IW has demonstrated strong MEL capacity and a sophisticated approach to measuring progress relating to social norms change
- There is potential for more of the research and insights that have been and will be generated through P3 to be disseminated more widely within the program, with DFAT, and with a broader landscape of stakeholders who seek to influence gender norms.

P3 is underpinned by a comprehensive program-level Theory of Change (ToC), which recognises the critical importance of influencing gender norms to achieve women’s economic empowerment. The refresh of the program level ToC in 2021 emphasises this role by situating P3 as the central pillar.

The refresh also identified some inconsistencies between the P3 TOC and the IGN Strategy. A review in early 2020/21 resulted in greater alignment between these core guiding documents. For example, the end of program outcome in the original P3 TOC “Positive shifts in gender norms related to Workplace Gender Equality” was changed to reflect the focus of the IGN Strategy to shifting norms among urban millennials in support of workplace gender equality. The IGN strategy was also updated to shift the focus from urban millennials and workplaces to focusing on urban millennials and their reference groups. **Both the strategy and the logic chain in the new ToC is sound and underpinned by evidence-based social norms change theory.** This re-alignment was also reflected in the results framework, ensuring that IW and partners will collect data directly linked to the ToC.

The review found that P3 has strong MEL capacity and a sound approach to measuring progress and change and contributing to the knowledge bank of good practice on influencing gender norms and women’s economic empowerment.

P3’s MEL system consists of quantitative methods complemented with qualitative analysis. These include:

- The Social Norms, Attitudes and Practices (SNAP) survey is run periodically to provide a comparison group of urban millennials and their social norms shifts in Indonesia, the Philippines and Vietnam.
- An Insights Panel of urban millennials, who will be exposed to partner campaigns over a two-year period, and whose SNAP survey results will be compared to the comparison group. Millennials on the panel also participate in periodic focus group discussions and mini-surveys responding to campaign content to draw further insights.

- Campaign partners undertake their own MEL activities, gathering baseline and endline data using a simple, SNAP aligned question set. This provides another level of insights into change occurring for their specific target groups.

This combination of data collection methodologies provides a sound basis to test IW's hypothesis that urban millennials exposed to partner campaigns will experience more change than the broad-based SNAP survey respondents. Given the challenge in assessing the effectiveness of programs that seek to change attitudes and behaviour, **this is a thoughtful, well-resourced and robust approach to evaluating the effectiveness of the campaigns and providing a basis to making claims towards attribution.** Although the timeframe for affecting and measuring change is short, IW has suitable mechanisms to collect data that will enable it to identify changes, trends, and potentially draw causal links to changed attitudes and behaviours regarding workplace gender equality with defined target groups. In this way, **the MEL system provides IW with a unique opportunity to bring new and contextual knowledge to understand women's economic empowerment and contribute to partners ongoing efforts.**

The data generated through IW's MEL system also provides IW and DFAT with credible evidence on the importance and effectiveness of this work, which has the potential to be integrated into DFAT and other gender equality programs. It is unique work and has the potential to make a significant contribution to the landscape of actors and programs who seek to influence gender norms. This work has already gained attention by experts in the field, including the EMERGE program (Evidence-based Measures of Empowerment for Research on Gender Equality) of the Center on Gender Equity and Health, University of California, San Diego, and the ALIGN program (Advancing Learning and Innovation on Gender Norms) of the Overseas Development Institute.

The IW MEL team has played an effective role in providing guidance and feedback to partners to develop quantitative and qualitative MEL frameworks to support their campaigns and measure changes in attitude and behaviour. While MEL is comfortable territory for some partners who may previously have worked with donors, the review found interest from other partners for further support in data collection methods, particularly to assess campaign effectiveness (not just reach). There would be value in further consultation between the P3 Team and the MEL team on providing additional MEL support to those P3 partners who have limited MEL experience. Some partners also expressed interest in how other IW partners assess social media reach and discourse and indicated interest in opportunities to discuss monitoring and evaluation approaches with other IW partners. **It is very encouraging to note that IW has upcoming plans to facilitate joint partner reflection learning events.**

Building on experience and data from Phase 1, the MEL team has generated insights and learnings about campaign effectiveness that have been foundational to the approaches taken under Phase 2. It has also drawn out and communicated insights and evidence from SNAP survey results that indicate the potential for changes in gender norms. Research products have also been commissioned to contribute to the evidence base for particular industry engagement and a broader understanding of social norms. For example, IW published a research report in May 2020, *Gender norms and change: Resources to support campaign interventions to shift gender norms*, which outlines evidence of recent program interventions that address gender norms. This resource was shared with IW's IGN partners to inform their campaigns and is also helpful for other IW partners working to positively shift gender norms.

The full suite of P3's data and research demonstrates IW's robust evidence-based approach towards the work undertaken in P3. The only limitation noted in this review related to MEL is that there is potential for more of the research and insights that have been generated through P3 to be

disseminated more widely within the program, with DFAT, and with a broader landscape of stakeholders who would benefit from this research. While it is acknowledged that there is likely to be variable quality in research products and situational analyses undertaken by partners, **the MEL team has demonstrated that it has the technical skills and capacity to draw insights together in learning papers that could be distributed widely.**

Recommendations

- P3 should continue to pursue opportunities to profile its work among experts in the field such as through the ALIGN program (Advancing Learning and Innovation on Gender Norms) of the Overseas Development Institute.
- P3 should proactively check-in with partners to identify areas for potential follow-up MEL support.
- P3 should sustain its focus on developing insights and learning papers and ensure that these collate key findings from partner research, situational analyses and campaign effectiveness.

Recommendations for Future WEE Program

The following recommendations for a future WEE program seek to build on the success that has been achieved through IW in building capacity, evidence and momentum to positively shift attitudes and practices to support women in the world of work and achieve economic empowerment for women.

- Phase 1 and 2 of IW built a unique body of research and evidence that has an important role to play in influencing broader gender norms work. This body of research should be continued in any new WEE program, particularly the SNAP Survey undertaken in 2018, 2020, and 2023.
- In addition to sustaining a focus on research, a new WEE program should also develop and resource a strategy focused on research dissemination, to showcase the insights and learnings generated by the program and contribute to a regional and global body of expertise on gender norms insights and campaign effectiveness.
- Building on the body of research undertaken on gender representation in the advertising industry, a new WEE program should consider a focused strategy targeting media and advertising.
- A new WEE program has scope to further explore opportunities and resources for collaboration between a 'gender norms pillar', the work of BCs (while bearing in mind the need for BC's to remain firmly focused on commercial sustainability), investment partners, and DFAT policy priorities. This could include:
 - co-creation of content and campaigns
 - promotion of campaigns by BCs and investment partners
 - access by campaign partners to businesses, investors, employees and entrepreneurs
 - joint strategy development at the country level responding to key issues of mutual priority
- Any future program with multiple partners should create and resource a platform for collaboration, learning and sharing to build a sustained network independent of a DFAT program.
- Any future program should build on and integrate P1 and P2 key learnings into selection criteria and support strategies, including:
 - a focus on local partnerships
 - demonstrated partner commitment to gender equality
 - multi-target campaigns that seek to influence target audiences, reference groups and institutions
 - campaigns that build networks of influencers beyond the partner's normal reach
 - providing support in the form of localised technical expertise
 - assisting partners develop methodologies to assess campaign effectiveness
- A future program should explore how to further 'localise' support for gender norms work, potentially through an expanded in-country role for program managers and advisors or access to a regionalised pool of technical advisors.

Appendices

Appendix A: Evaluation Framework

Key Evaluation Area	Key Evaluation Question	Pathway 3: Influencing Gender Norms
		Sub questions/Lines of Inquiry
Relevance	1. How relevant and strategic is IW to DFAT policy priorities?	<p>P3 KEQ1 How relevant and strategic is Pathway 3 to DFAT policy priorities?</p> <p>P3 1.1 The relevance and contribution of P3 to DFAT policy priorities.</p> <p>P3 1.2 The extent to which P3 has demonstrated Australia's value and maximised Australia's influence.</p> <p>P3 1.3 Any recommendations to improve the contribution of Pathway 3 to DFAT policy priorities or maximizing Australia's influence.</p>
Effectiveness	2. To what extent is IW likely to meet its End of Program Outcomes?	<p>P3 KEQ 2 To what extent is Pathway 3 likely to meet its End of Program Outcomes?</p> <p>P3 2.1 Perspectives on the effectiveness of the research conducted by IW to inform IW and partner initiatives to shift gender norms.</p> <p>P3 2.2 Analysis of the extent to which campaign partners have stimulated public discourse within formal sector workplaces on practices and attitudes related to WGE</p> <p>P3 2.3 Analysis of the extent to which campaign partners have stimulated public discourse amongst urban millennials on practices and attitudes related to WGE</p> <p>P3 2.4 Analysis on the extent to which campaign materials are relevant to the needs of BCs, Impact Investing Partners and businesses and evidence of the use of resources by IW partners developed under P3.</p> <p>P3 2.5 Perspectives on the extent to which target audiences are increasing the demand for removal of WGE barriers.</p>

		<p>P3 3.6 Insights and key learnings from the work undertaken under P3 that will increase the effectiveness of gender norms initiatives in the last 2 years of the program.</p>
	<p>3. How effectively has the program adapted to COVID-19?</p>	<p>P3 KEQ 3: How effectively has Pathway 3 adapted to COVID-19?</p> <p>P3 3.1 Perspectives on the impact of Covid-19 on the program priorities and the ability of Pathway 3 to achieve end of program outcomes.</p> <p>P3 3.2 Identification and analysis of changes to work plans and budgets in P3.</p> <p>P3 3.3 Analysis of the effectiveness of IW and P3 partners' response to Covid-19.</p> <p>P3 3.4 Any recommendations to improve the effectiveness of IW's response to Covid-19.</p>
	<p>4. How effectively has IW collaborated and coordinated within DFAT, with other programs and with external organisations?</p>	<p>P3 KEQ 4: How effectively has P3 collaborated and coordinated within DFAT, with other programs and with external organisations?</p> <p>P3 4.1 Comment on the effectiveness and relevance of Pathway 3's collaboration and coordination with other DFAT programs, and organisations working on women's economic empowerment.</p> <p>P3 4.2 Comment on the importance of DFAT bilateral program buy in (in particular by the embassies) to the effectiveness of Pathway 3.</p> <p>P3 4.3 Offer recommendations to improve collaboration with DFAT, embassies, other DFAT programs or with external organisations.</p>
<p>Efficiency</p>	<p>5. How effective and efficient are program management arrangements?</p>	<p>P3 KEQ 5 How effective and efficient is the program management by the Pathway 3 team?</p> <p>P3 5.1 Perspectives on program management, staff resourcing, support provided by IW, including MEL support.</p> <p>P3 5.2 Any recommendations to improve the effectiveness and/ or efficiency of Pathway 3 team's program management.</p>

	<p>6. How appropriate is the Phase 2 Budget and resourcing to meet End of Program Outcomes?</p>	<p>P3 KEQ 6 How appropriate is the Phase 2 Budget and resourcing to meet End of Program Outcomes?</p> <p>P3 6.1 Perspective on the budget and resourcing for Pathway 3.</p> <p>P3 6.2 Analysis of the grant size, proportion of grant to each area campaign partner.</p>
<p>Future Recommendations</p>	<p>7. How should any future WEE program expand or change?</p>	<p>P3 KEQ 7 How should any future WEE program expand or change?</p> <p>P3 7.1 Recommend any changes, additions or adjustments that could be useful for any future WEE program.</p> <p>P3 7.2 Provide recommendations for any future WEE program in terms of expanding and/or changing the emphasis of focus areas and activities related to gender norms</p> <p>P3 7.3 Comment on the appropriateness and feasibility of a geographical expansion for any new WEE program.</p>
<p>MEL</p>	<p>8. How appropriate is the MEL for supporting monitoring and learning?</p>	<p>P3 KEQ 8 How appropriate is the MEL framework for supporting Pathway 3 monitoring and learning?</p> <p>P3 8.1 Comment on the adequacy and appropriateness of the MEL Framework and TOC for Pathway 3.</p> <p>P3 8.2 Comment on the effectiveness of MEL's collaboration with Pathway 3 partners to strengthen their capacity.</p> <p>P3 8.3 Identification of Covid-19 impact and analysis of how this might have impact the program logic.</p> <p>P3 8.4 Any recommendations on improving MEL support to Pathway 3 monitoring and learning.</p>
	<p>9. How effective has MEL been in demonstrating results and supporting internal learning?</p>	<p>P3 KEQ 9 How effective has MEL been in demonstrating results and supporting internal learning?</p> <p>P3 9.1 Analysis of how data and information has been managed and used to support P3 activities.</p> <p>P3 9.2 Perceptions on how effective the MEL</p>

		<p>system has been in supporting internal learning.</p> <p>P3 9.3 Perceptions on how effective the MEL system has been in demonstrating results.</p> <p>P3 9.3 Any recommendations on improving MEL support to Pathway 2 in demonstrating results and supporting internal learning.</p>
	<p>10. How have MEL products and research supported program implementation beyond IW?</p>	<p>P3 KEQ 10 How have MEL products and research supported program implementation and beyond IW?</p> <p>P3 10.1 Analysis of how the research commissioned by IW has supported P3 program implementation.</p> <p>P3 10.2 Comment on the extent to which research products developed within IW are useful for P3 partners and other WGE advocates.</p> <p>P3 10.3 Any recommendations on improving MEL products and research support for Pathway 3 program implementation and broader WEE objectives.</p>

Appendix B: Data Sources

List of P3 partner interviews and dates

Stakeholder	Date
Pathway 3 Partner: QBO	3 May 2021
Pathway 3 Partner: Magdalene	4 May 2021
Pathway 3 Partner: Yayasan Rumah Kita Bersama (Rumah KitaB)	4 May 2021
Pathway 3 Partner: Institute for Social Development Studies (ISDS)	4 May 2021
Pathway 3 Partner: Edukasyon	5 May 2021
Pathway 3 Partner: University of the Philippines	5 May 2021
Pathway 3 Partner: Yayasan Pulih	6 May 2021
Pathway 3 Partner: Ethical, Creative, Unique and Enterprising (ECUE)	10 May 2021
Pathway 3 Partner: CARE International Vietnam	11 May 2021
UN Women Indonesia	25 May 2021

List of reports and documents:

Pathway 3 documents reviewed
<ul style="list-style-type: none"> • IW Phase 1 Review and Phase 2 Design Update • External Review of (Phase 1) Component 4 (Advocacy and Communications) • Influencing Gender Norms Strategy • Influencing Gender Norms Scoping Mission Report • Partner Proposals • Partner Agreements • Partnership Progress Reports • Partner Situational Analysis reports • Partnerships Review • P3 Results Framework • P3 Annual MEL Report • Phase 2 MEL System • Gender Equality Matters SNAP Report 2020 • Gender Norms and Change - May 2020 Paper • Unstereotyping in Indonesia Advertising - A Cultural & Consumer Insights Presentation • Other relevant gender norms documentation/reports (e.g. SNAP 2 Report) • University of the Philippines research on gender representation in advertisements • Institute for Social Development Studies (ISDS) research on men and masculinities in a globalising Vietnam • CARE Vietnam research investigating gendered social norms affecting women's economic participation related to recruitment and promotion in Vietnam) • Indonesia Pay Gap Analysis • DFAT Minute IGN Partnerships and COVID-19

Appendix C: Interview Guides

Pathway 3 Partners

Introductory Questions	<p>Can you share a summary of your campaign and what stage it's up to?</p> <p>Who is your target audience?</p>
KEQ 3. How effectively has the program adapted to COVID-19?	<p>What effects has COVID-19 had on your ability to implement gender norms activities?</p> <p>What effects has COVID-19 had on public discourse and momentum regarding gender norms/WGE?</p> <p>How did your organisation respond to COVID-19 in terms of its planned gender norms activities?</p> <p>What, if anything, do you think you could do to strengthen your response to COVID-19?</p>
KEQ 2. To what extent is IW likely to meet its End of Program Outcome?	<p>What are your indicators of success for this campaign?</p> <p>What feedback have you received on your campaign so far?</p> <p>Is there any evidence that your campaign has stimulated public discourse amongst urban millennials?</p> <p>What feedback (if any) have you received from Business Coalitions, Impact Investing Partners and businesses on your campaign?</p> <p>Do you feel like urban millennials are the most appropriate target group?</p> <p>Do you have a strategy to reach a broader audience with your campaign?</p> <p>Can you identify any specific examples of how the campaign has successfully increased the demand for gender equality? What do you think the factors were for this success?</p>
KEQ 5. How effective and efficient are program management arrangements?	<p>How effective and efficient are your interactions with IW?</p>

<p>KEQ 8. How appropriate is the MEL Framework and System for supporting monitoring and learning?</p>	<p>How useful have you found your relationship/interactions with the IW MEL team? How has IW support helped to strengthen your MEL capacity?</p> <p>What, if anything, could make this relationship more beneficial to your organisation? Do you have any recommendations on improving MEL support to BCs for monitoring and learning for the remainder of the program?</p> <p>Can you identify any examples of an effective collaboration with the IW MEL team and your organisation?</p>
<p>KEQ 9. How effective has MEL been in demonstrating results and supporting internal learning?</p>	<p>From your perspective how has the MEL system (its data, products, processes etc) supported you to learn and to deliver activities.</p> <p>Do you have any recommendations on improvements to the MEL system for sharing learning, for example between BCs and across your networks</p>
<p>KEQ 10. How have MEL products and research supported program implementation and beyond IW?</p>	<p>Have you seen IW research products used by other organisations?</p>
<p>KEQ 4. How effectively has IW collaborated and coordinated within DFAT, with other programs and with external organisations?</p>	<p>To what extent has your organisation coordinated and collaborated with other P3 partners organisations working on gender norms and/or WGE?</p> <p>To what extent has your organisation coordinated and collaborated with other P3 partners organisations working on gender norms and/or WGE?</p> <p>Is there potential to do more/differently in terms of collaboration and coordination with other organisations?</p>
<p>KEQ 6. How appropriate is the Phase 2 Budget and resourcing to meet End of Program Outcomes?</p>	<p>Is your grant of an appropriate size to achieve your planned outcomes?</p>
<p>KEQ 2. To what extent is IW likely to meet its End of Program Outcome?</p>	<p>What, if anything, do you think would increase the effectiveness of your gender norms work in the last 2 years of the program?</p>