

**Evaluation of
Gender for Agriculture and Rural Development in the
Information Society (GenARDIS)—Phases I and II**

FULL REPORT

Evaluation Period: July–November 2006

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1. INTRODUCTION—PURPOSE OF EVALUATION

This external evaluation was undertaken as a consultancy on request by the partner organisations of GenARDIS—the International Development Research Centre (IDRC), Canada; the Technical Centre for Agricultural and Rural Cooperation (CTA); the International Institute for Communication and Development (IICD) and Hivos—with discussions primarily led by IDRC's representative, Ramata Molo Thioune, and with inputs from CTA's representative, Oumy Ndiaye. The Association for Progressive Communication (APC), the lead implementing partner organisation, was contracted to manage the evaluation of GenARDIS. The overall goal is to conduct an external evaluation for the two phases (2002–2004 and 2004–2006) of the GenARDIS small grants fund in order to inform the partners in their intentions to improve the processes of designing and implementing the upcoming phases of this program.

The evaluation aimed to cull perceptions no matter how unique and different they were from the rest, with the view that it could help improve the design of GenARDIS for implementation in future phases and in its overall management and programme. This evaluation is therefore not designed to look for consensus or agreement on "what are the issues" etc., but to unearth what may be hidden in part or in full. The questionnaire was designed and administered to invite only qualitative responses, to meet the overall aim of this external evaluation and not to provide a definitive assessment or pronounce an authoritative judgment, but rather to stimulate reflection, which should feed into the partners' own reflections on the added value of GenARDIS, and its relevance to each partner organisation's vision and mission. The evaluation does not argue for specific solutions to any particular challenge but seeks to help stakeholders identify plausible paths of action and what needs to be brought to the table with the partners' concerns. A post-evaluation review of GenARDIS to discuss the findings of the evaluation among GenARDIS partners is therefore much encouraged. This is the framework and spirit in which the evaluation was conducted and in which this report should be read.

GenARDIS was first conceptualised as a result of an expert consultation organised in the Netherlands in 2002 by CTA, on "Gender and Agriculture in the Information Society". There was a strong awareness that little was known about gender issues and the implications of ICT¹-enabled initiatives in agriculture and rural development in Africa, Caribbean and the Pacific (ACP countries). Hence, GenARDIS was established in 2002 as a small grants fund in cooperation with CTA's partner institutions, IICD and IDRC, "to support innovative activities that contribute to the understanding of gender issues in ICTs and to the gender-sensitive application of ICTs in ACP agricultural and rural development".

The "Statement of Intent" signed by CTA, IICD, IDRC and Hivos (a partner that came on board to support GenARDIS in 2004) describes the overall objective of GenARDIS as "to better understand and deal with issues related to gender and ICTs in rural communities of ACP countries, in order to contribute to overcoming the gender digital divide". More specifically, GenARDIS aims to:

- 1) Increase the knowledge base of gender issues in ICTs for agricultural and rural development in ACP countries;
- 2) Enhance awareness of gender-related problems within development of ICT-enabled livelihoods initiatives;
- 3) Stimulate the appropriate use of ICTs to address gender-related problems within development of livelihood initiatives;
- 4) Build the capacity of institutions and people to understand and deal with issues related to ICTs and gender;
- 5) Identify indicators of success or failure in terms of addressing gender issues through ICT-enabled livelihood initiatives;
- 6) Catalyse knowledge-sharing between practitioners, peers and expert resources;
- 7) Capture priorities and needs of community members; and
- 8) Analyse results and provide regular output

¹ Information and communication technology

Understanding the objectives of GenARDIS, and subject to the budgetary and time limitations to conduct the evaluation, the evaluation ideally aimed to:

- Identify and assess the achievements of the two phases of GenARDIS (linked broadly to all aims described under the “Statement of Intent”). This means assessing:
 - intended outcomes and both positive and negative unintended outcomes, if any.
 - how achievements were or could have been determined by the way partners and key stakeholders carried out their role and responsibilities
- Assess the changes (in capacities, resource-sharing, services provided, program delivery, etc.) perceived and experienced by the people-Awardees of GenARDIS during their involvement in the project (linked to “Statement of Intent”, aims numbered 1, 2, 3 and 4). This means:
 - Culling a perception of the Awardees’ current gender perspective and analysis in the use of ICTs for agricultural and rural development.
 - Assessing to what extent GenARDIS has influenced their thoughts, attitudes and aspirations from a gender perspective.
 - Identifying and assessing what new knowledge did Awardees gain, what knowledge was reinforced and what knowledge was discarded.
 - Identifying a number of Awardees for more in-depth interviews/visits as case studies.
- Identify lessons learnt to feed into GenARDIS for its evolution toward its next phase of design and implementation. This includes reviewing:
 - The original conceptualisation of GenARDIS, changes in original design if any, and aspects of coordination, decision-making and implementation mechanisms and processes.
 - The extent and level of participation of GenARDIS partners in decision-making.
 - The extent and level of knowledge and experience of GenARDIS partners in managing and administering small grants.
 - The extent and level of knowledge and experience of GenARDIS partners in gender and ICTs.
 - Who are the key liaison focal points for each GenARDIS partner and their decision-making role in their respective organisations.
 - The size of grants and the types of activities and services implemented vis-à-vis the needs of Awardees and the wider intended beneficiaries of GenARDIS (linked to “Statement of Intent”, aim numbered 7).
 - How lessons and other relevant knowledge in gender and ICT issues were shared and disseminated among the partners, Awardees and other key stakeholders in the area of agricultural and rural development in the ACP countries (linked to “Statement of Intent”, aims numbered 1 and 6).

This evaluation is undertaken with the original purpose of producing an evaluation report that includes:

- an examination of how and why the specific objectives, benefits and expected outcomes of GenARDIS were or were not achieved;
- operational and developmental lessons learned from GenARDIS activities;
- views and expertise of groups who have benefited from, been involved in, or have been affected by the GenARDIS network; and
- recommendations on improving the design and implementation of GenARDIS for future and upcoming phases.

The evaluation, therefore, was never aimed to specifically assess the implementation of projects on the ground, which were supported by GenARDIS, and hence, the findings may contribute less explicitly to the fifth aim described under the “Statement of Intent”, that is, “identify indicators of success or failure in terms of addressing gender issues through ICT-

enabled livelihood initiatives”. The selected project site visits, however, gave some insights as to the kind of projects GenARDIS should continue to support and which to be more wary of.

On a final note, this report does not take into account the developments that may have taken place within partner organisations since the completion of the evaluation; developments which could have implications on how the future phase of GenARDIS is re-designed and implemented (for example, change in personnel and internal capacities, availability of resources, etc.).

2. STRUCTURE OF REPORT & TERMS USED

The report begins with a brief background to and overview of the evaluation’s purpose and methodologies used to conduct the evaluation. Findings are presented in an integrated manner within the analysis and recommendations in order to help shift focus from “the sources of information and what people said” to “implications for GenARDIS’ re-design possibilities and implementation”. As such, as far as possible, generic references are made to the respondents rather than actual names but without losing the geographical and language context of these respondents, specifically for those who were grantees or Honourable Mentions.² To ensure a clearer distinction of roles and responsibilities among the lead organisations, the term “partner organizations” (also known as sponsor agencies among the partners) is used to mean organisations who provide funds towards achieving the purpose of GenARDIS. The term “implementing partner” is used to refer to APC or the Women of Uganda Network (WOUGNET)³, since the two organisations were contracted to administer and coordinate GenARDIS for its second phase of grantmaking.⁴

3. METHODOLOGY & TOOLS

The GenARDIS evaluation adopted a learning-oriented approach and focused both on processes⁵ and outcomes⁶, in order to cull to an optimum level (within the given time and budgetary constraints) critical information that would better inform the design and implementation of future and upcoming phases of GenARDIS. The evaluation had three main components: a questionnaire tool, developed distinctively for four different categories of respondents—grantee, Honourable Mentions, judges and partners; 2) project site visits; and 3) background literature review. An evaluation framework was developed and draft questions prepared prior to the literature review. Questions were further refined during the literature review and after feedback from GenARDIS partners, as well as after testing these during face-to-face interviews with at least one grantee and one Honourable Mention.

The evaluation team composed of five main members:

² These aspects were especially noted for each grantee or Honourable Mention respondent, due to the emphasis of GenARDIS partner organisations in their responses and expression of hope to widen outreach, especially to Francophone Africa, the Pacific and the Caribbean.

³ Subcontracted by APC to administer GenARDIS. WOUGNET was participant at CTA’s ICT Observatory Meeting on “Gender and Agriculture in the Information Society” in Wageningen, the Netherlands, 11–13 September 2002, and so had the historical context of GenARDIS as well.

⁴ Administration under Round 1 of GenARDIS was the responsibility of the African Training and Research Centre in Administration for Development (CAFRAD). Unfortunately, the questionnaire was not administered to CAFRAD and no one was interviewed either. This was inadvertently overlooked as mention of CAFRAD only appeared in four completed questionnaires (a judge, a partner organisation, a 2003 grantee and indirectly by another judge) that were submitted quite late during the conduct of the evaluation, and no contact information on CAFRAD was provided.

⁵ Process Evaluation involved answering questions about the delivery of activities, programs and strategies by GenARDIS partners to the grant awardees and other key stakeholders and intended beneficiaries of GenARDIS.

⁶ Outcomes Evaluation involved answering questions about whether the implemented program, activities and strategies have made a difference for each of the GenARDIS grant awardees (according to the objectives of GenARDIS) and for the targeted beneficiaries of the program.

- 1) Angela M. Kuga Thas, Malaysia – lead coordination and evaluation team member for project site visits in Kenya
- 2) Lenka Simerska, Czech Republic – coordination support and evaluation team member for questionnaire administering, data collection, collation and initial analysis
- 3) Jennifer Radloff, South Africa – APC coordination focal point and evaluation team member for project site visits in South Africa
- 4) Sylvie Niombo, Congo Brazaville – French translation and evaluation team member for project site visits in Burkina Faso and Benin
- 5) Natasha Primo, South Africa – evaluation team member for project site visits in Ghana

The evaluation team would like to stress that a comment by one interviewee or respondent, if presented, is not necessarily a widespread opinion. In some instances, a particular view might be widespread but some stakeholders might feel more strongly about it than others. Paradoxically, the majority view is not necessarily objectively correct or in the best interests of GenARDIS, for example, that the grant size is too small or insufficient to ensure sustainability or to increase the grant size. The primary objective of this evaluation was to collect, interpret and communicate the perceptions and opinions of stakeholders. Although perceptions vary from one individual to another, the qualitative responses culled from the questionnaires have all been taken at face value. However, these were triangulated against the findings of the evaluation team members during the project site visits in selected countries and personal observations and notes of the lead evaluator during the GenARDIS workshop in Uganda from 3rd to 5th July 2006 and the two face-to-face interviews conducted. It is also hoped that additional verification can be obtained through comments and feedback on the initial draft of this report by selected respondents, pre-identified based on a combination of: 1) their history and knowledge with GenARDIS (Helen Hambly Odame, Gesa Wesseller); 2) their extensive experience in ICT for development (ICT4D) (IICD); 3) their extensive experience and knowledge in development research (IDRC); 4) their extensive experience and knowledge in agricultural and rural development (CTA); and/or 5) their extensive involvement in gender and ICTs (APC). The challenge that lay with the evaluation team members was how to predicate decisions on a balanced view of the situational contexts of gender and ICT in the areas of agricultural and rural development within ACP countries. In this respect, the evaluation team felt that remaining open and being able and willing to listen to all voices, irrespective of how few they may have been or what role they carried under the first and second phases of GenARDIS, would help better foster a culture of inclusive debate. Hence, views that might be perceived as less than positive have been included to encourage and ensure a more improved design of GenARDIS. There will therefore be views that contribute to answering more than one evaluation objective, and will definitely overlap because of the interrelatedness of issues and key areas examined by the evaluation research.

3.1 QUESTIONNAIRE TOOL DEVELOPMENT & ADMINISTERING

There were four different questionnaires designed in order to address specific issues for each of the groups researched within the GenARDIS Evaluation: Grantees, Honorable Mentions, Partners, and Judges (please see Annexures 2, 3, 4 and 5). E-mail was found the most convenient and accessible for distribution and collection, although for a number, these channels of communication still presented challenges, such as unstable connectivity issues and slow download. Questionnaires were distributed as attached documents to e-mail messages (see Annex 6). There were some cases in which email addresses were not known or were outdated and therefore, messages would bounce. In such cases, the evaluators used the available telephone and fax contacts or searched for the up-to-date contact information. However, it was impossible to contact three grantees of 2003 and one Honourable Mention of 2003 since e-mail communication with them had repeatedly bounced and no other contact information was found.

The calls for completing the questionnaires went out by e-mail in early August. A month later, reminders were sent to those who had not replied. Since the response rate was quite low, one more e-mail reminder and follow-up telephone calls were conducted in the month of September. Some answers came in after September. Two questionnaires arrived in

November, one on the 7th and the final one from the Tongan grantee on the 27th, while analysis of the questionnaire responses was already in process. Despite the lateness in response, and because of the critical need to include the feedback of as many grantees as possible, these were incorporated for analysis as well (see Annex 7 for “Overview of all respondents included into the evaluation and their questionnaire return status”).⁷

The answers to the questionnaires were collated according to questions and the four different categories of respondents. The collation resulted in an initial analysis paper, “Initial Analysis of Questionnaires Answered by Grantees, Honorable Mentions, Partners, and Judges” that is grounded in quotations and based on the GenARDIS Evaluation Framework.

3.2 FACE-TO-FACE INTERVIEWS

In addition, two interviews were conducted in Entebbe, Uganda, during the GenARDIS workshop between 3rd and 5th July 2006. While the workshop provided a valuable opportunity to obtain as much information from the 2005 grantees and Honourable Mentions who were participating, time constraints made it quite impossible to conduct face-to-face interviews with most of them as the workshop programme was quite packed with sessions and other activities. Difficulty was faced in interviewing the grantee from DR Congo due to the lack of capacity of the lead evaluator in speaking French and the lack of knowledge and familiarity with gender and ICT issues of the French translator at the time, which affected her ability to translate as well. The interview had to be cut short with apologies, and follow-up was conducted by sending out the questionnaire in French.

Interviews were also conducted face-to-face during project site visits and through the telephone. All interviews were digitally recorded with permission unless a request was made not to do so.

3.3 LITERATURE REVIEW

In order to design the questionnaire as well as the guidelines for the conduct of the project site visits, a literature review was conducted of all existing proposals and project/grantee reports, as well as other written materials (articles on websites on GenARDIS grantees’ projects, write-ups on GenARDIS on partners’ websites, etc.). The literature review also provided evaluation team members a clearer perspective of the original ideas and intentions behind the conceptualisation of GenARDIS. The literature review included the partners’ original agreement/memorandum of understanding on GenARDIS, entitled “Statement of Intent on the Implementation of the GenARDIS Programme 2004”, an internal document provided by IDRC, but which was prepared for Phase 2 when Hivos became a new partner organisation/sponsor agency.

⁷ This is also why there was a need for an extension to the evaluation time-frame in order to finalise this report.

3.4 PROJECT SITE VISITS

Project site visits were undertaken with the specific aim of understanding to what extent GenARDIS influenced the design and delivery of these projects and so fulfill the objectives of GenARDIS. While evaluation team members expressed that the visits are not meant to evaluate the projects per se, it was understandable that grantees would want to make the best impression they can on the GenARDIS evaluators with the hopes of obtaining repeated grants and/or additional support in other forms or ways.



Visit to one of KAIPPG's community project sites in Musokoto, Kenya. PLWHA peer educators wearing t-shirts with rights-based messages.

Countries selected for site visits were based on the following criteria:


- Geographical spread
- Uniqueness of the project/grantee (e.g. two-time grantee, the use of the GPS)
- Balance between Francophone Africa and Anglophone Africa
- Distance and economical use of available budget vis-à-vis location of evaluation team members
- Priority to countries with more than one grantee (from first or second phases)

As a result, the following countries were selected for visits:

- Benin (Francophone), West Africa (2 grantees)
- DR Congo (Francophone), Central Africa (1 grantee)
- Ghana, West Africa (2 grantees)
- Kenya, East Africa (1 two-time grantee)
- South Africa (3 grantees, 1 Honourable Mention)


Because the visit to DR Congo could not be conducted due to the in-country political climate and security issues, Burkina Faso (1 grantee, 1 Honourable Mention) was added as a country to visit to also understand the reasons for the lack of communication by the 2005 grantee in responding to WOUGNET on submission of project reports. The final list of countries and grantees' projects visited are as shown below, with project sites actually visited highlighted in blue:

Country	Grantee (Year)	Honourable Mention (Year)
Benin GenARDIS Evaluator: Sylvie Niombo	2003 Alice Djinadou Igue Kouboura , Institut National des Recherches Agricoles du Bénin (INRAB), Renforcement des capacités des femmes fonctionnaires qui oeuvrent pour l'autonomisation économique des femmes rurales pour la sécurité alimentaire et la réduction de la pauvreté au Bénin. <u>Reference:</u> Report by Sylvie Niombo.	2003 Françoise Atigossou Elegbe , Institut National des Recherches Agricoles du Bénin (INRAB), Benin, Renforcement des capacités des groupements féminins pour la commercialisation des produits

Country	Grantee (Year)	Honourable Mention (Year)
		<p>agricoles.</p> <p><u>Note:</u> Interviewed by evaluator since project was not funded by GenARDIS nor anyone else. Hence, project was never implemented.</p> <p><u>Reference:</u> Report by Sylvie Niombo.</p>
	<p>2005</p> <p>Guy Raoul Gbaguidi, Benin. Projet de sensibilisation, de formation et de mise en place d'un système d'information agricole basé sur les TIC au profit de dix groupements féminins de la commune de Dassa-Zoumé au Bénin.</p> <p><u>Note:</u> Gbaguidi, project coordinator and director, passed away in April 2006. Evaluator met with his secretary, Ahouangonou Prosper Audrey who had very little information on the project. The office of ACET was closed since the death of the director and it seemed as if all activities had stopped. Most of the information obtained by the evaluator therefore was culled from the final project report, submitted seven months after the death of the director.</p> <p><u>Reference:</u> Report by Sylvie Niombo.</p>	
<p>Burkina Faso</p> <p>GenARDIS Evaluator: Sylvie Niombo</p>	<p>2005</p> <p>Eric Ilboudou, Burkina Faso. Projet de renforcement des compétences de 30 femmes paysannes en NTIC.</p>  <p>The Cyber Centre established by grantee 2005 Association MANEGDBZANGA in Loumbila, one hour away from Ouagadougou, the capital of Burkina Faso.</p> <p><u>Note:</u> Ilboudou, project manager, moved to another organization resulting in communication problems with WOUGNET. At the time of the visit by the evaluator, the group was preparing their progress report in order to get the second tranche/instalment of their GenARDIS grant.</p>	<p>2003</p> <p>Souleymane Ouattara, Interf@ce. Burkina Faso, Les Nouvelles technologies au service du développement durable: le cas des femmes du groupement Wend Namendzanga, de Ipenga.</p> <p><u>Note:</u> Contact details proved unreliable. Effort was made to search for her latest contact details online, but that proved futile too.</p>

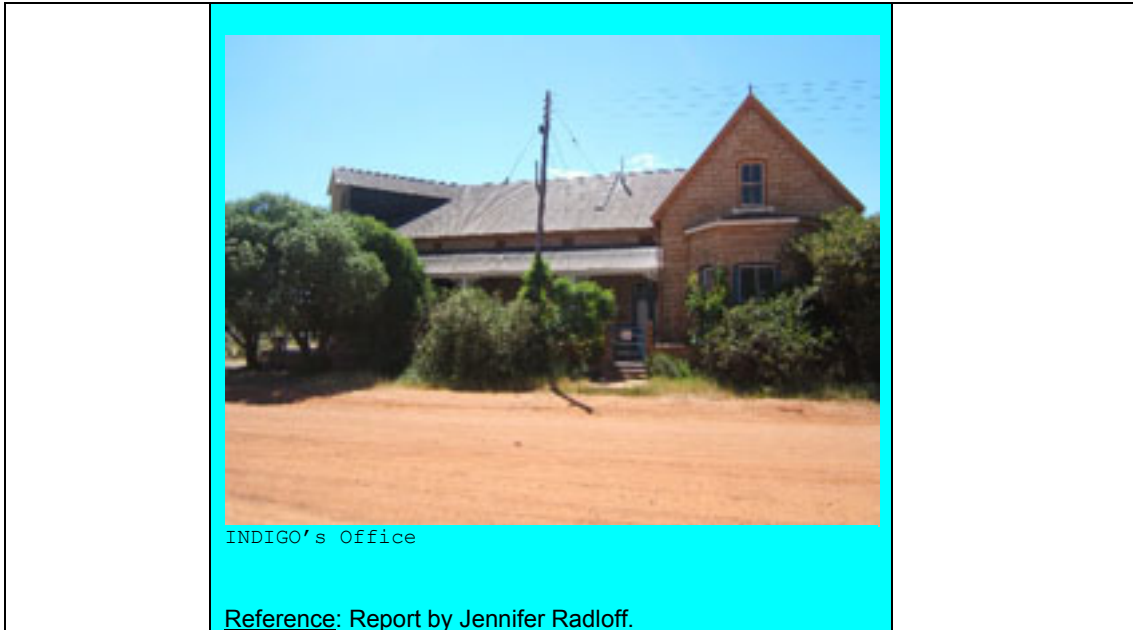
Country	Grantee (Year)	Honourable Mention (Year)
	<u>Reference:</u> Report by Sylvie Niombo.	

Country	Grantee (Year)	Honourable Mention (Year)
Ghana GenARDIS Evaluator: Natasha L. Primo	2003 Joana Francis Adda , Participatory Community Development (PACODEV), Ghana, Proposal to use Participatory Community Planning (PCP); ICTs as tools to give rural women a voice in decision making to promote a new social awareness about their roles in managing natural resources for sustainable agriculture through biodiversity conservation. <u>Note:</u> Contact details proved unreliable. Effort was made to search for her latest contact details online, but that proved futile too.	
	2005 Collins K. Osei , Ghana. Promoting the Cultivation of Healthy Vegetables by Farmers: A Gender Approach to Using ICTs <u>Reference:</u> Report by Natasha L. Primo.	

Country	Grantee (Year)	Honourable Mention (Year)
<p>Kenya</p> <p>GenARDIS Evaluator: Angela</p>	<p>2003</p> <p>James Onyango, Kenya AIDS Intervention Prevention Project Group (KAIPPG), Kenya, Health and Agriculture Community Radio Network</p> <p>Reference: Report by Angela M. Kuga Thas.</p>	
	<p>2005</p> <p>James Onyango, Kenya. Engendering equality: a health and agricultural community-based information & communication system project</p>  <p>Sex disaggregated data on HIV/AIDS prevalence displayed at the KAIPPG office. Statistics show the disproportionate rise of HIV/AIDS infections among women.</p> <p>Reference: Report by Angela M. Kuga Thas.</p>	

Country	Grantee (Year)	Honourable Mention (Year)
<p>South Africa</p> <p>GenARDIS Evaluator: Jennifer Radloff</p>	<p>2003</p> <p>Joseph Kiplang'at, University of Zululand - Department of Library and Information Science, South Africa, Diffusion of ICTs in communication of agricultural information for rural development among women in Kwa-Zulu Natal.</p> <p><u>Note</u>: It was a research-type project that was implemented in 2003. Visit to the site was not possible largely due to logistical issues. Kiplang'at moved to Moi University in Kenya. Instead, a face-to-face interview was conducted by the evaluator when he was in South Africa for an event in September 2006. The impression was that Kiplang'at saw his project more as purely research than application⁸ and so there was no direct participation by women. It also seemed as if Kiplang'at had "moved on" from the time he first implemented and completed the research. Kiplang'at never completed or submitted the questionnaire despite reminders sent.</p> <p><u>Reference</u>: Report by Jennifer Radloff on interview with Joseph Kiplang'at.</p>	<p>2003</p> <p>Esther Igandu Njiro, Council for Scientific and Industrial Research (CSIR), South Africa, Promoting Gender-related Agricultural Extension through use of Information Communication Technologies (ICTs) in South Africa</p> <p><u>Note</u>: Was travelling at the time the project site visits were being arranged and subsequently, had other work priorities. Last communication expressed wanting the visit to be done in December. She, however, completed and submitted the questionnaire.</p> <p><u>Reference</u>: Trail of e-mail communications between Jennifer Radloff and Esther Igandu Njiro.</p>
	<p>2005</p> <p>Anil Naidoo, South Africa. Mobile learning for change.</p> <p><u>Note</u>: It was a research-type project which ended on expending the GenARDIS grant, hence visit to the site was not possible. He, however, completed and submitted the questionnaire.</p>	
	<p>2005</p> <p>Gabriela Demergasso and Bettina Koelle, South Africa. Developing rural expertise in spatial dynamics - participatory GIS in the rooibos tea lands of the Suid Bokkeveld (Northern Cape Province, South Africa)</p>	

⁸ "Pure research" was the exact same description used by CTA's Gesa Wesseler, in her article that appeared in *ICT Update* of 5th May 2004, available at <http://ictupdate.cta.int/index.php/article/articleprint/322/-1/59/>, and accessed on 23rd July 2006.



4. RESPONDENTS & RATE OF RESPONSE

The questionnaire response rate for each category of respondents is as shown below:

Grantees

- Out of total of nine grantees of 2003, five (50%) answered the questionnaire. One grantee did not fill in the questionnaire but was interviewed based on the same questions.
- Out of total of ten grantees of 2005, nine (90%) answered the questionnaire. One grantee did not start the project but was interviewed. In one case, the leader of the project died shortly before the evaluation was conducted and the office was closed. The questionnaire was filled in by his secretary who did not have much information on the project funded by GenARDIS.
- A total of 14 grantees answered questionnaires and two agreed to face-to-face interviews. This means that 16 out of 19 grantees provided information towards the evaluation of GenARDIS, an 84% overall response rate. One of the respondents was a grantee in both rounds of GenARDIS. His questionnaire is counted separately i.e. as if it was two different projects, for 2003 and 2005. The rate of response was affected by the lack of contact details for 2003 grantees. Difficulty in contacting grantees in DR Congo and Tonga affected the evaluation timelines and delivery of the initial analysis.

Honorable Mentions

- Out of a total of nine Honourable Mentions of 2003, three (33%) answered the questionnaire.
- Out of a total of five Honourable Mentions of 2005, one (20%) answered the questionnaire. One Honourable Mention did not fill in the questionnaire but was interviewed based on the same questions.
- A total of four answered questionnaires and one agreed to a face-to-face interview out of 14 Honourable Mentions. This means that five out of 14 Honourable Mentions provided information towards the evaluation of GenARDIS, a 36% overall response rate. The rate of response was affected by lack of contact details for 2003 Honourable Mentions. Lack of interest by 2005 Honourable Mentions (or 2003 Honourable Mentions for that matter) in completing the questionnaire may also be due to the fact that they never received a grant or any other form of concrete support.

Judges

- Five out of seven judges (71%) from the 2003 phase answered the questionnaire.
- Four out of five judges (80%) from the 2005 phase answered the questionnaire.
- Overall, out of a total of nine judges from both grantmaking rounds in 2003 and 2005, six (67%) answered the questionnaire. Three of these people set as judge for both phases. Two judges failed to respond to the initial and follow-up e-mail communication sent. One judge for 2005 submitted her questionnaire only as a GenARDIS partner, and not as judge.

Partners

- Out of a total of six partners, five (83%) answered the questionnaire. Hivos declined to complete the questionnaire; they felt that they were not as involved as a partner (see Annex 8 for e-mail response from Paul Massen).

Overall, out of a total of 47 actual individuals, organisational representatives and/or project owners (without repeated count, for example, two-time grantee KAIPPG in Kenya is counted as one project owner rather than two), a total of 31 responses were obtained or a response rate of 66%. Annex 7 contains an overview of all respondents included into the evaluation and their questionnaire return status.

5. FINDINGS & ANALYSIS

The findings of the evaluation and analysis of responses are discussed vis-à-vis the original objectives of the evaluation. The historical context of GenARDIS applies across all three evaluation objectives.

Helen Hambly-Odame (judge and participant at CTA's ICT Observatory Meeting on "Gender and Agriculture in the information Society", Wageningen, the Netherlands, 11–13 September 2002) and Gesa Wesseler (judge, formerly with CTA and who was the programme coordinator of CTA's Planning and Corporate Services Department, and responsible for the coordination of GenARDIS from its inception) were understandably the main two respondents who provided the most information on the historical context of GenARDIS. While some of the information could be cross-referenced to partner organisations' and APC's websites, as well as the "Statement of Intent" (agreed to by CTA, IDRC, IICD and Hivos and dated 2nd November 2004), the "voices" of the two respondents combined, provided much better depth to the available background documentation. This is probably due to them sharing quite vividly their expectations and hopes at the time when GenARDIS was first conceptualised, designed and implemented, and their continued aspirations for GenARDIS.

"GenARDIS grew out of the ACP consultation known as the **Observatory on Gender and Agriculture in the Information Society** (Sept. 11, 2002). <http://www.cta.int/observatory2002/index.htm> GenARDIS was important to CTA because it was part of a wider set of activities that they were trying to achieve related to their efforts to be more gender aware and responsive (a request from their governance structure that started about 2000 or so). The context around the topic of gender and agriculture in the info society was also important viz. the III World Rural Women's Congress and the build up of WSIS. I was among the group of people who worked out the idea of GenARDIS during the process of planning the Observatory. There were Gesa Wesseler (CTA), Nancy Hafkin (consultant/expert and formerly of UNECA) and myself (ISNAR) who served as consultants to the Observatory and then Peter Ballantyne (IICD) and eventually, IDRC (Ramata Thioune). Also Dorothy Okello of WOUGNET was at the Observatory and her experience and input was very important. The idea behind GenARDIS was to stimulate "blue sky" (or 'what if', pilot, seed) projects. I remember using that term. I think our discussion was along the lines of "what if there were actual cases on the ground of gender and ICTs for improved agriculture and rural development in ACP nations"? At the time, the conceptual links between the two fields of gender and development and ICTs and agriculture were quite

weak/non-existent. GenARDIS went on to influence other work in the field. KIT for instance took the idea of a book on gender and ICTs for development. IDRC already had a strong reputation in GED (gender, environment and development) and a separate and strong ICTs and development program - but few linkages between this work. The latter field is often populated by male researchers/practitioners. Women are more strongly involved in the GAD/GED field. So the timing of GenARDIS was very good. The funds were modest but important. ISNAR offered research assistance and my time but no funding. ISNAR had a project called “Gender and Agriculture in the Information Society” of which one component involved collaboration with CTA. We had collaborated on the Gender Strategy of CTA and then the Observatory and simultaneously on Briefing Paper #55: Hambly Odame, H., Hafkin, N., Wessler, G., and I. Boto. “Gender and Agriculture in the Information Society”. ISNAR/CTA Briefing Paper 55. ISNAR: The Hague. 2002. <http://www.isnar.cgiar.org/publications/briefing/bp55.htm>

— judge, Phases 1 and 2

Information provided by Hambly-Odame and Wessler was further supported by responses from most of the other judges. This means that the history of GenARDIS currently lie with the judges, and not with the current official representatives of the partner organisations, nor with the current implementing partners. It was therefore to GenARDIS’ benefit and advantage that these people who “held the history” of GenARDIS continued to be active within GenARDIS as judges.⁹

The objectives of GenARDIS stated in the evaluation terms of reference differ quite considerably from the specific objectives described in the “Statement of Intent” (see below). They, however, do not depart from the spirit of the originally designed specific objectives.

- 1) Increase the knowledge base of gender issues in ICTS for agricultural and rural development in ACP countries
- 2) Facilitate the strengthening of gender-related work on ICTs in agriculture and rural development by organisations in ACP countries;
- 3) Support the application of ICTs in gender, agriculture and rural development in Africa, the Caribbean or the Pacific;
- 4) Support research and understanding of ICTs in gender, agriculture and rural development in Africa, the Caribbean or the Pacific.

In addition, the “Statement of Intent” also describes what proposal submissions should be aimed at, that is:

- 1) Understanding gender differences in the use of ICTs;
- 2) Promoting ICT use among rural women (sensitization);
- 3) Improving rural women’s access to ICTs;
- 4) Improving the skills and capacities of rural women in using ICTs;
- 5) Increasing the attractiveness of ICTs for rural women by providing relevant content;
- 6) Mainstreaming gender concerns in ICT policy and projects; and
- 7) Using ICTs for gender advocacy purposes.

The “Statement of Intent” also went on to describe the criteria for judging proposals, which were:

- 1) Innovativeness
- 2) Clearly outlines and addresses gender issues, i.e. the socially constructed relations between women and men in a particular society
- 3) ICT-enabled
- 4) Agricultural or agro-linked rural development context
- 5) Proposal clearly states objectives, includes a methodology/implementation strategy, identifies outputs, partners/stakeholders and includes a timeline and budget
- 6) Realistic within budgetary and time constraints

⁹ Judges were mostly identified in order to represent the donor partners' organisations. A few of them were at the same time highly involved in GenARDIS on behalf of a partner organisation and participated in the selection of judges and the conceptualisation of GenARDIS.

Applications were expected to be submitted by organisations located in ACP countries and were also expected to describe the institutional and personal capacity to carry out the proposed project (see “Statement of Intent”, dated 2nd November 2004). These terms, unlike the judging criteria and the specific project design aspects expected from proposers as described above, were not contained in the announcement for Round 2 of GenARDIS. Project proposers unconsciously complied with these terms through the GenARDIS application form.

The shifting articulation of the specific objectives of GenARDIS and when communicated to proposers as to what their project proposals should aim to achieve, may well explain why one partner organisation feels somewhat disappointed with the quality of the proposals received:

“It was expected the competition would generate new and innovative ideas that could serve as a basis for (other) practitioners to develop (or copy) and execute relevant small projects. Besides this it would also build and strengthen partnerships with the collaborating organisations. It was to provide an opportunity for organizations in ACP countries to strengthen gender-related work on ICTs in agriculture and rural development. . . . [GenARDIS] would form a repository of ideas and examples of use of ICTs for sustainable development and broaden the scope of possibilities, especially as at the time the initiative started, gender was only marginally part of our activities. By taking part in GenARDIS, examples on best uses of ICTs to support gender equality would be generated. . . . the project proposals received are generally not innovative (apart from the exceptions), so content wise [they] do not offer many new insights compared to the projects we are ourselves involved in.”

— partner organisation

Taking note of the underlined terms as shown above, the objectives of GenARDIS as originally envisaged do point to some design elements that should be an integral part of any mechanisms or processes established in operationalising GenARDIS. It is therefore safe to expect that successful applicants to the GenARDIS grant would at least aim or manage to do one or preferably a combination of the following, through their proposed projects in relation to addressing gender while promoting the use of ICTs in agricultural and rural development:

- Generate new knowledge
- Foster new or strengthen existing gender-related work
- Be organisationally led
- Consciously integrate the use of appropriate ICTs
- Expand understanding of gender and ICT issues through research or practical application
- Be centred on rural women’s ICT needs, both practical and strategic
- Consciously address gender power relations in rural areas

It is these original ideas behind GenARDIS that set the contextual tone for the final analysis of the qualitative data collected for the evaluation.

5.1 ACHIEVEMENTS OF GENARDIS

This section will look at findings related to Evaluation Objective 1, as shown below:

Evaluation Objective 1: Identify and assess the achievements of the two phases of GenARDIS. This means assessing:

- *intended outcomes and both positive and negative unintended outcomes, if any.*
- *how achievements were or could have been determined by the way partners and key stakeholders carried out their role and responsibilities*

The most telling of responses that were culled from the completed questionnaires on GenARDIS and what it has managed to achieve came from the responses to the three creative questions listed below:

- If GenARDIS were an animal, what kind of animal would it be?
- If GenARDIS were a piece of music, what would the piece sound like?
- If GenARDIS were a politician, what kind of politician would it be?

While one respondent admitted being challenged by the creative questions, the response still pointed to the perceived positive lack of rigidity of GenARDIS as a small grants fund, “I’m challenged to think of an animal, music or politician — obviously not creative! But GenARDIS allowed projects to shape themselves within a broad theme of gender, ICT and rural development” (implementing partner).

A number of responses highlight the very short-term but reasonably significant “felt” presence of GenARDIS:

“Hare, small but very captivating; comes and excites others to take action against their own odds, it however disappears at a time when it is still needed (the grant comes to an end before sustainability is attained)”.

“It would be an animal that is big but has a short life span”.

“Slow start with some increased speed and sound at the end.”

“Moderately soft, communities start getting motivated to listen, but it fades from the ear of the listeners.”

“A politician who fulfills his/her obligations and promises but does not seek for votes for a second term of office”.

Another key feature of the responses to the creative questions pointed to the “nurturing” and “fertilising” elements within GenARDIS, being needs-based while building up capacities of the intended beneficiaries as well as creating a more enabling and “fertile” environment in which to address gender and promote the use of ICTs in agricultural and rural development:

“A bird which weans its young very early.”

“GenARDIS would be a bee — not very big, fertilising flowers (=ideas) so that they can bear fruit (=projects), very hard-working and quite social.”

“A cow giving birth to many calves.”

“An earthworm that keeps the soil healthy for grassroots activism!”

“Kangaroo that [jealously protects] its infants.”

“A democratic politician who always works for the people’s interest.”

“Good listener, making promises only once the facts are clear.”

“A politician who is able to bring many stakeholders around the table, and diffuse power and responsibility widely, who listens to the needs of communities and is able to strategise on their behalves.”

Quite a number of respondents also described GenARDIS as inclusive and although experimental, was also action-oriented:

“A peacock — many different coloured feathers representing the diversity of socio-economic contexts, culture (language, media employed) and proponents (young, old, men, women, community activists, academics).”

“A fusion of traditional and modern music — that is inclusive and experimental.”

“Traditional drum beat sounding a wake up call for more action.”

“If it were a piece of music, it would be classic music from an orchestra. There is smooth blending of instruments and it appeals to people across cultures.”

“African beat with drums and many voices with changing harmonies.”

“It is extremely difficult to see GenARDIS as a piece of music. Perhaps whatever piece of music it can be, it would invite one to socialise through dance instead of sitting and listening to the piece, watching and listening to the piece or chatting while one is playing the piece.” (2005 grantee, male, Carribean)

“It would be a chorus of many different voices, very lively and vibrant, singing a nice mix of African, Caribbean (and very few Pacific) tunes.”

“An orchestra of professionals and amateur musicians playing New Jerusalem.”

“GenARDIS can’t be a politician — it can only be a committee.”

“Democrat, socialist but with a liberal view on participation of citizens (end users) in development and governance issues.”

From the responses provided by the various respondents, achievements of GenARDIS can be said to have four main characteristics:

Influential

The first indication is in GenARDIS’ growth of outreach. The first round of GenARDIS saw 360 submissions, from which 50 were shortlisted. The second round of GenARDIS received more than 310 submissions in a period of two months, from which also 50 were shortlisted. While the outreach of GenARDIS does centre on organisations that are well-networked and have access to information, GenARDIS has also reached organisations that are situated in areas where poor ICT infrastructure exists. This clearly shows that GenARDIS has the potential to reach, encourage and support the work of smaller organisations and community-based organisations in remote areas. But more than that, GenARDIS has proven to be persuasive in different ways, effecting positive outcomes both directly and indirectly.

For a number of respondents, receiving the GenARDIS grant was affirmation to their ability to address gender and ICT issues. Grantees described diverse ways in which GenARDIS funding enabled them to **raise their profile, attract new funding, enlarge their focus, gain new skills and knowledge, present themselves at various fora, include new areas into their work, influence policy, and strengthen their gender approach:**

- “The funding greatly added value to our existing work. We were able to create relationships with radio stations who air our programs as well as other ICT-focussed donors such as Commonwealth of Learning. We were able to revive the forgotten knowledge on the role of various community members in ICTs as well as package information on tapes and CD-ROMS for use in open and distance education” (2003 and 2005 Grantees, Anglophone Africa).



Critical messages and information at the information kiosk in Shibale, Kenya. The background poster shows a condom holding a soccer ball. On the left, in the background, are instructions on how to plant especially identified indigenous plants for health and medicinal use.

- “Working on gender issues and in the rural setting within the agricultural sector raised our profile” (2003 Grantee, Anglophone Africa).
- “This helped us to reach our objectives, because we were holding trainings, but with few women involved. The GenARDIS centre became ADEN centre as we received funding from the French ministry” (2005 Grantee, Francophone Africa).
- “Improved our experience in the area of ICTs for rural development. Enabled the organisation to improve on its Open Distance Learning activities with [the Commonwealth of Learning] COL. At the individual level, skills learned from the GenARDIS activities has enabled [us to provide] consultancy services to NGOs working on ICT for women in agriculture” (2005 Grantee, Anglophone Africa).
- “Have now expanded focus to other areas including domestic violence” (2005 Grantee, Anglophone Africa).
- “INDIGO development & change has been presenting this work at various workshops, for example, the PGIS workshop in Kenya, Community Mapping workshop in Washington, Arid Zone Ecology Forum in South Africa, local workshops and conferences. The GenARDIS funding gave Indigo the opportunity to explore gender specific PGIS, certainly an aspect our organisation is going to pursue in the future” (2005 Grantee, Anglophone Africa).
- “GenARDIS funding has the potential to improve my organisation’s goals and image as a learned authority on Gender Issues in Agriculture. Knowledge gained can further improve the welfare and image of women food producers. There is no other organisation within the Caribbean region that addresses this subject. GenARDIS provided a window of opportunity from which my organisation can build more intelligence” (2005 Grantee, the Caribbean).
- “It is envisaged that after the launching, we will be able to continue on going dialogue on ICTs in the rural areas and how we can mainstream ICTs into rural development – to influence policy in this area” (2005 Grantee, the Pacific).
- “This funding has made it possible for us to understand and strengthen the gender approach within our organisation through new staff employment, training and retraining of these ones taking into account the gender approach especially in the area of computer training and access to Internet” (2005 Grantee, Francophone Africa).

For partners, this aspect was less obvious due to their strong history in gender, gender and ICTs, or ICT for development work, but there was still some influence:

“Although the IICD programmes have more and more taken into account gender issues this **cannot be directly linked to GenARDIS**. But of course because of our involvement, and therewith the awareness in the organisation

that our name is linked to this initiative, does bring up the subject more frequently. When a new round is announced all staff is informed and has the task to inform their local partners on the competition. We try to stimulate our Spanish-speaking partners by offering to translate their proposal for submission (never made use of though). However, there also has been a steady development of more attention for gender since the process started (end 2003) for an internal gender scan.”

— partner organisation

Stimulating

The catalytic element of GenARDIS despite being a small grants fund lie in its very specific advocacy agenda, of addressing gender and promoting the use of ICTs, particularly among rural women, in the areas of agricultural and rural development in ACP countries.

“It was quite experimental at first. I don’t think many of the agencies involved CTA, IICD, IDRC, WOUGNET, ISNAR had actually organised competitive grants projects before—we weren’t accustomed to making a call for proposals on such a focused topic—and we were surprised to see the number of applications! I do think GenARDIS stimulated a lot of interest in gender and agriculture in the information society that previously did not exist.”

— judge, Phases 1 and 2

The perception of the above judge was indirectly confirmed by the history and experience with gender and ICT work of those who received the GenARDIS grant. Most grantees and Honourable Mentions expressed that they did not have any previous experience with concrete projects on gender and ICTs before applying and being selected for a GenARDIS grant. Viewing these experiences across the board, these experiences obviously varied from little to extensive, but three distinctive groups could be identified.

One group of grantees and Honourable Mentions are those who have not been working on gender and ICTs before. All of them had some contact with the area or some ideas about why gender work is important. For example, some had **indirect contact** with the issues via the institution where they worked, “The university where I work started focusing on ICT in 2002, it came up as a university policy. However the project was implemented outside the university” (2003 Grantee, Anglophone Africa). Some have not been focusing on gender specifically but **felt that by their work they have been addressing it anyway**, “INRAB [a government agency] designs technologies for the rural world that reduce the pain of women. Our NGO works with youth, our first targeted group” (2003 Grantee, Francophone Africa); “Our org[anisation] has been doing quite a lot of work on gender—but this was the first time we produced a programme on gender and ICTs—GenARDIS is a great initiative because this is one of the biggest problems faced by women in the rural areas in [our country]—lack of access to ICTs and lack of knowledge about ICTs which leads to rural women and young girls being disadvantaged compared to women and young girls from the town area. They are further disadvantaged when it comes to furthering or continuing their education and when it comes to accessing information about their well being and health” (2005 Grantee, the Pacific).

For some respondents, they themselves as **individuals brought the theme to an organisation** out of their personal interest, “Not that it can be said to have been focusing on gender but that I personally had interest in the subject and participate in gender activities with NGO (2003 Grantee, Francophone Africa); “ICT is one of my areas of interest because it relates very much to women’s empowerment, major area of my teaching, research, training and consultancy activities” (2005 Honourable Mention, Francophone Africa). Some respondents **recognised the need, thanks to the mere existing opportunity of applying for a GenARDIS grant** (2003 and 2005 Grantees, both Anglophone and Francophone Africa).

The second group includes those grantees and Honourable Mentions who had **long-term experience in utilising ICTs for women’s benefit**:

- “In 1995, because it became clear to us that women’s voices would need to be ‘networked’ to sustain momentum for change and that women need to contribute to the knowledge and information ‘bank’ that is distributed over the Internet. We recognised that it was just a matter of time before electronic communications would become an essential tool for women organising and for their business and education activities (2003 Grantee, the Caribbean).
- “My organisation started focusing on gender and ICTs from 1996. Some members of my organisation received training in e-commerce from a local organisation and as a Women’s Co-operative we decided to start offering ICT services to women in our community (2003 Honourable Mention, Anglophone Africa)
- “This is part of our organisation’s objectives, we organise trainings in management and marketing. The gender was incorporated in our work before, but not ICTs. We thought that with ICTs tools, we could easily reach our objectives of promotion of income-generating activities of women (2003 Honourable Mention, Anglophone Africa)
- “Our NGO [name] started to focus its work on gender and ICTs in 2002 in the region of Uvira and of Fizi. Indeed, we have initiated a project of promotion of women’s rights for rural women in media after [giving them some basic literacy skills] and taught them about their rights and [how to] claim [these rights]. [We] developed during the same time activities that would promote gender and human rights, gender and peace, as well as gender and citizenship participation, and we started this project in 2002, adding a new dimension of gender and ICTs, with the aim to contribute to the promotion of the principle of equality and equity of men and women. The funding of the current project [via GenARDIS], two years after its initial start has contributed to its materialisation and its success (2005 Grantee, Francophone Africa).

The third group are those projects in which the need to address gender issues and target women **directly arose from previous experience in farming and/or ICT work, long-term experience, and observations in the field**. The GenARDIS grant was a logical follow up to activities that were already in place in some form:

- “We have noted that women couldn’t even dream of using a computer. They didn’t know what a computer could bring to them, women feared computers. We have tried to sensitise them, then we receive the support from GenARDIS to train for the first time 30 women who are animating workers and supervisors in literacy training centres (220 centres in 6 provinces, women learn for free at this centres and they receive support from [the] World Food Organisation for food also support from the National Fund for literacy training). The association had women members and has been working with them before the GenARDIS project began. It is better to work with women, if we organise a meeting, women are more available than men, and this [has been our experience] since the creation of the association (2005 Grantee, Francophone Africa).



Explaining the multiple services of the information kiosk managed by the NewVision group in Akobwait, Kenya.



Women users at the Cyber Centre set up by MANEGDBZANGA in Burkina Faso.

- “In 1985-99, during the second phrase of the Ghana / CIDA project executed by CSIR- Crops Research Institute (CSIR-CRI), gender issues were incorporated into the activities of CSIR-CRI. This was to reach more women farmers who were involved in food crops production; CSIR-CRI was collaborating with radio stations within Kumasi and the National television station to broadcast some of its findings. By 2000, CSIR-CRI, the Commonwealth of Learning (COL) and Ministry of Food and Agriculture (MOFA), Ghana to enlarge the space for dissemination of agriculture information through radio, cassette recorders and agriculture information centers. The reason for focusing on gender and ICT was to reach more female food crop farmers through an enlarged medium” (2005 Grantee, Anglophone Africa).
- “Indigo has been working in rural development for many years. Since its beginnings there was a strong focus on gender throughout the projects. As Indigo explored the GPS/GIS component as a new way to improve resource management it became more and more important to extend this focus also to women as the perceptions and spatial realities are often gender specific. To work with both genders is therefore imperative for Indigo, however it is also clear that a special effort is needed to include women as equal partners—in rural areas especially when technology is concerned” (2005 Grantee, Anglophone Africa).



Working with ICTs for better resource management—Bettina Koelle (INDIGO) and Tempes (from the women’s group).



The land in the Suid Bokkeveld area in South Africa, where women land users and young women are taught how to use the GPS/GIS by INDIGO.

- “The DAEE began working with Gender towards the end of the 1980’s. At that time, several Caribbean countries began to place prominence on the study of Gender Issues in the field of agricultural occupations. Global initiatives chronicled by the activities of the United Nation’s decades for women provided appropriate catalyst to sensitize planners and thinkers to gender mainstreaming in Agriculture. Also, the DAEE engaged a Caribbean Agricultural Extension Project from which it began to understand gender issues and the access to resources such as ICTs. This coincided with the emergence of a vibrant Centre for Gender and Development studies within the host environment of the University of the West Indies. Both initiatives helped to make Gender an issue in the continued social and economic development of the Caribbean (2005 Grantee, the Caribbean).

As a result, the motives and experiential paths leading respondents to submit an application to GenARDIS for funding, were diverse:

- Reflected needs of their beneficiaries/communities they were directly working with;
- Desire to do more work on ICTs;

- Personal interest in gender and ICT issues, particularly in gender issues;
- Continuing the work with women beneficiaries;
- Attractive framework of the fund to realise specific projects; and/or
- Shared objectives with GenARDIS.

While this catalytic element has been a paradox for some grantees, i.e. perceived positively in the short-term but negatively in the long-term especially when viewed vis-à-vis sustainability issues, it must be clearly emphasised upfront by the GenARDIS partners that a small grants fund was never designed to sustain projects but to stimulate action to effect change despite the limited resources, “. . . GenARDIS was a program that seemed to be able to get quite a ‘bang for its buck’ . . .” (judge, Phase 1). Grantees particularly have failed to grasp the main purpose of GenARDIS as a small grants fund, in that:

“Small competitive grants are increasingly recognised as a way to make better use of scarce resources. Small grants tend to encourage creativity and provide the recipients with funds that require minimal paperwork so that they can get on with their activities. Donors are also able to share the obvious risks associated with funding pilot projects.”

— ICT Update, 1st October 2004¹⁰

One way to strengthen and enable a better understanding of the main purpose of a small grants fund like GenARDIS is to examine the key elements of project design of the shortlisted projects during the “kick-off” workshop (see section on recommendations, recommendations number 1 and 2).

The stimulating effect of GenARDIS does not only affect the applicants and type of applications submitted, but also influence who else will partner and support the “mission” of GenARDIS, and this aspect could be further exploited for the future phases of GenARDIS (see section on recommendations, recommendations number 7 and 12).

“We felt that we would expand our knowledge in gender, ICTs and agriculture from the process of administrating the small grants fund, in particular from the reading and processing of the applications. In particular, we felt we could deepen our knowledge on women living in rural spaces and the information society in order to inform our work on gender and ICT policy.”

— implementing partner

Momentum Generator

For a number of grantees, GenARDIS helped create a momentum for the organisation and/or individual to address gender and promote ICTs further in the areas of agricultural and rural development (see also respondents’ views above on the “influential” characteristic).

“. . . the village has been chosen as a millennium village [UNDP millennium village project] and will take the project further using its upscale strategy.”

— 2003 Grantee, Anglophone Africa

“. . . it [has] been personally empowering to hear women’s comments regarding the use of ICTs following the viewings we have had so far—the video is still yet to be launched at the Mainstreaming Rural Development Stakeholders Workshop (early 2007) before it is given to gender trainers to use at rural workshops.”

— 2005 Grantee, the Pacific

This included their hope to or being able to influence to some extent the general or local policy environment:

¹⁰ Accessed online at <http://ictupdate.cta.int/index.php/article/articleprint/385/-1/68/> on 23rd July 2006.

a) Grantees identified contributions of their GenARDIS projects to national and regional policies, or they saw the effect on policies yet to come:

- “It is envisaged that we will influence policy development in the education sector by submitting our monitoring and evaluation reports documenting discussions on ICTs to the Ministry of Education, community education programs and donor agencies with policy recommendations.” — 2005 Grantee, the Pacific
- “To some extent, we were able to provide practical case studies in local and international conferences, radio stations, churches and local governments on various gender issues that affect the well being of some members of our communities, such as women, children and youths, and gave recommendations on what needs to be done. Our contributions influenced some policies such as the the national HIV/AIDS policy, the national food policy and even the Kenya ICT policy.” — 2003 and 2005 Grantees, Anglophone Africa
- “I see it affecting policy regionally. I see the millennium project as an extension of the project we designed and implemented. We know it will affect national policy in due course.” — 2003 Grantee, Anglophone Africa
- “The project has yet to influence policy in other institutions, nationally and regionally. More advanced assessments will need to be carried out before such interventions are possible. However the results of this project are an excellent first ‘building block’ to future initiatives which my organisation may undertake in the area of Gender and ICTs. These advanced initiatives will influence future policy.” — 2005 Grantee, the Caribbean
- “By implementing the project, other organisations that have computer infrastructure will now try the same experience related to the approach of accompanying rural women in the framework of the promotion of ICTs for the purpose of gender advocacy.” — 2005 Grantee, Francophone Africa

b) Grantees also noted that their projects were appreciated by local authorities and encouraged local governments:

- “We received no support from local authorities. But the project was well appreciated by them.” — 2005 Grantee, Francophone Africa
- “Local government seems encouraged by the results and we are hopeful that they will start using SMS technology to interact with their rural constituencies. We are lobbying for this.” — 2005 Grantee, Anglophone Africa

c) Technology outreach to regional, national and international levels was mentioned:

- “Indigo raised awareness on regional, national and international level regarding the potential of PGIS and participatory community mapping processes. Other interested organisations (such as municipalities and NGOs) have been actively seeking support in creating maps and using technology such as a GPS/ GIS.” — 2005 Grantee, Anglophone Africa

d) A comment was made that concrete actions are necessary at the level of ICT policy, lessons learnt from the project can be used to stimulate such actions:

- “. . . It is clear that women are marginalised in the use ICTs. But this project has made it possible for women to understand the importance of ICTs and computer equipment. As a result, women were motivated to learn, despite their domestic tasks, they find time to learn computer skills. To reduce the digital divide, it is necessary to have undertaken concrete actions. Theory or speeches won’t change anything.” — 2005 Grantee, Francophone Africa

Grantees used the new knowledge they gained through the GenARDIS-sponsored projects to start, broaden and tighten cooperation with their partners, in some cases including influencing the government. They will also use it in order to design new projects, repackage programs, and apply the research:

- “This new knowledge has increased women’s involvement in HIV/AIDS prevention activities, their openness to discuss issues of sexuality with their spouses, their openness in sharing their experiences on living with HIV-including being interviewed by radio stations as well as KAIPPG’s improved partnership with media-based private

sector partners. These new knowledge is being used to re-package our programs to meet a wide spectrum of community needs.” — 2003 and 2005 Grantees, Anglophone Africa

- “The government is supporting the reduction of the digital divide with its partners. That’s the reason why we have benefited from funding for an ADEN centre.” — 2005 Grantee, Francophone Africa
- “The project has also influenced the learning results at other involved organisations such as local municipalities, Heiveld Co-operative, SPP, Environmental Monitoring Group. All organisations are considering a gender specific PGIS (Participatory GIS) as a crucial tool to plan and monitor development in rural areas.” — 2005 Grantee, Anglophone Africa
- “Major changes are yet to occur within my organisation regarding the use of cell phones within the agricultural industry. This assessment should be expanded and repeated to obtain empirical evidences from more quantitative data and to obtain deeper qualitative perspectives guided by the outcome of this analysis.” — 2005 Grantee, the Caribbean
- “The video project is actually the first to introduce our rural women to ICTs and how it can be used as a tool for their empowerment—it will be documented by our local media and this will be forwarded following the launch prog[ramme] in Feb[ruary] 2007. This new knowledge has also encouraged the Director to look at how future projects can be established with regards to promoting the use of ICTs in the rural area.” — 2005 Grantee, the Pacific
- “This new knowledge have brought us personal change at the level of capacity-building in computer use and access to Internet as well as for the benefit of women, direct beneficiaries of the project. Our organisation has just acquired a very good experience in the area of gender promotion and ICTs.” — 2005 Grantee, Francophone Africa

Needs-based, Inclusive & Open

Grantees confirmed that GenARDIS is a unique small grants fund. While most partners assumed this only lay in its theme, “the only existing seedgrant programme that brings together the three aspects of gender, ICTs and agricultural/rural development”, one grantee did comment that the follow-up workshop, i.e. the knowledge-sharing workshop, made GenARDIS “a bit different”.

“ . . . We were extremely pleased that GenARDIS held a workshop with all the recipients to share experiences and compare best practices—I wish more funders did this!”

— 2003 Grantee, the Caribbean

Those grantees who focused on GenARDIS from the grantmaking aspect and processes understandably saw GenARDIS as similar to any other fund (2003 Grantee, Anglophone Africa; 2005 Grantee, Francophone Africa and 2005 Grantee, Anglophone Africa), “no different” and may point to the lack of value placed on the knowledge-sharing workshop as well as the dgroups mailing list. But there were those who did pick up on what was different about GenARDIS:

“ . . . a small granting body like this is unique—with the least fuss but with a clear determination of both the need and where the money can be best spent. There should be more models like this where smaller grant funding is provided to organisations working at grassroots level—the vast proportion of funding these days is through multilateral agencies via government bodies, which more often than not, require not only a disproportionate amount of paperwork but also [have] potentials for corruption and misuse In other words, GenARDIS is a breath of fresh air and should be continued.”

— 2003 Grantee, the Caribbean

“GenARDIS offers much support for gender initiatives. Before, it was quite difficult to receive funding for women projects, especially in ICTs. It helped us achieve our objectives and also build capacity of women journalists contributing to the newspaper. Women are expected to collect information for the newspaper that is printed in 3000 copies and distributed in the country.

— 2005 Grantee, Francophone Africa

“The different approach to seed grant programming is very useful. It gives the grantee some breadth of scope in order to understand emerging trends and in order to chart an investigation into relatively new gender phenomena. Potential grantees are likely to be carrying extended portfolios in order to meet all the interest of their usually complicated gender portfolio. Funding mechanism like the GenARDIS mechanism, complement the rest of a possible Gender portfolio.”

— 2005 Grantee, the Caribbean

“Yes. Far more flexible given changes of time-frames.”

— 2005 Grantee, Anglophone Africa

“Yes, GenARDIS is different from other organisations because it seeks contributions and involvement from the implementers at grassroot level rather than focusing on the big players.”

— 2003 Honourable Mention, Anglophone Africa

“GenARDIS contributes a lot to the promotion of gender in one of the areas of the human life in the world, particularly equality and equity between men and women. The area where women are taken care of their needs and the capacity- building with the help of other stakeholders in their communities is more distinctive than approaches of other donors.

— 2005 Grantee, Francophone Africa

“Different in some aspects, for instance, most donors rarely fund workshops for all their grantees to share experiences as a basis for project replication/scale up.” — 2003 and 2005 grantees, Anglophone Africa

Summary on achievements:

For a relatively young small grants fund, GenARDIS has achieved quite a lot, generating not only new but also re-newed interest in addressing gender and promoting ICTs in the areas of agricultural and rural development. GenARDIS has therefore met its catalytic purpose and in fact, directly and indirectly effects very positive immediate outcomes through the efforts of the projects sponsored. The fact that GenARDIS manages itself as a small grants fund that is open, inclusive and needs-based has been well-received and welcomed by respondents in the ACP countries, who are quite aware of corruptive practices within their own countries and the difficulty of getting funding when you are a small organisation or an organisation located in a remote area, without any kind of political affiliations. The opportunity that GenARDIS offers is highly valued by most respondents.

5.2 CHANGES EFFECTED WITHIN GRANTEEES BY GENARDIS

This section will look at findings related to Evaluation Objective 2, as shown below:

Evaluation Objective 2: *Assess the changes (in capacities, resource-sharing, services provided, program delivery, etc.) perceived and experienced by the people-Awardees of GenARDIS during their involvement in the project. This means:*

- *Culling a perception of the Awardees' current gender perspective and analysis in the use of ICTs for agricultural and rural development.*
- *Assessing to what extent GenARDIS has influenced their thoughts, attitudes and aspirations from a gender perspective.*
- *Identifying and assessing what new knowledge did Awardees gain, what knowledge was reinforced and what knowledge was discarded.*
- *Identifying a number of Awardees for more in-depth interviews/visits as case studies.*

Lessons learnt carried into GenARDIS from previous work in the area are diverse. Some grantees built on concrete projects in which they participated before. Some valued the experience of learning how to make projects more effective and efficient in different ways (such as involving men; including income-generating activities; using participatory approaches; building partnerships; using the Short Message Service system (SMS); establishing women's committees on the ground, etc.). Other respondents emphasised contacts, information and knowledge of the area they carried into the project (such as on existing farmers groups dominated by women; on the local communities; on relevant local content; on institutions to collaborate with, etc.). There were also substantial lessons learnt mentioned. These were either gender-related (women are disadvantaged in whole range of areas of agriculture, access to information, ICTs, generally in the society) or ICT-related (ICTs are powerful and essential for improving rural life conditions, farming, for bringing economic value, communication, etc.). In one respondent's case, the feminist approach and framework was noted as an important knowledge value carried into GenARDIS. Two Honourable Mentions answered this question. This might indicate that they were not sufficiently equipped with previous experience and lessons learnt from previous work in order to be successful in their applications to GenARDIS. This however, does not necessarily mean that those who were successful had a strong gender perspective. A number of grantees considered "focusing on women" as addressing gender. A number of Honourable Mentions "wanted" to address gender for the first time, and GenARDIS offered them a possible opportunity to do so.

In most cases, there were **no major challenges** found among grantees and Honourable Mentions. Respondents either did not answer the question or said that they managed without problems. As for areas which remain unresolved until now, there were two aspects mentioned: **lack of resources, underestimation of budget**, and no clarity about **what is next after GenARDIS**, if there would be a follow up [follow-up support]. For those who faced the problem of lack of resources and an underestimation of the budget, it could point to poor planning design, and echoes the sentiment of one judge, that most proposals were ambitious for the amount being granted.

In a few cases, grantees conducted early or mid-term evaluations leading into changes, modifications, introducing new aspects into the project, and revisions. They conducted these evaluations themselves in more or less structured ways. In one case, they requested an evaluation to be conducted by an external partner. The evaluations had diverse intentions and targets, for example: discussion with communities, staff and collaborators; training focus, communication with beneficiaries, achievements and challenges so far, aspects of technology used, variables in research, learning by involved stakeholders, request from the governing body of the organisation. The evaluation by grantees took the following forms:

a) Evaluation of the outreach to beneficiaries and project's achievements:

- "Yes - all the training participants filled in a detailed evaluation form - which helped us to improve subsequent training workshops." — 2003 Grantee, the Caribbean
- "Yes, project review meetings with stakeholders and beneficiaries; questionnaires used to assess knowledge, attitudes and practices, discussions with radio stations on number of our beneficiaries seeking information on various subjects; This self-evaluation indicated that: There was increased interest and a feeling of personal and community stake holding in the project, thereby attracting more rural women towards ICTs training for their own empowerment. There was increased knowledge base on the potentials of ICTS to catalyze development. Beneficiaries were able to develop

simple scripts for on topics of choice for airing in FM.” — 2003 and 2005 Grantees, Anglophone Africa

b) Evaluation requested by a funder:

- “We had also received an infoDev (World Bank) grant for this project which required a detailed evaluation at the end of the workshop. The IDRC also sponsored three participants—each of whom conducted a detailed evaluation for IDRC offices in Canada.” — 2003 Grantee, the Caribbean

c) Various ways of self-evaluation, self-reflection:

- “A work session was hold with the committee and groups at the end of the project. IACET staff was responsible, and involved in the preparation and implementation of awareness activities.” — 2005 Grantee, Francophone Africa
- “This formed part of our internal reflection and evaluation sessions. Each project activity (e.g. field trip, workshop) was followed by an evaluation session with the group as well as an evaluation session within the team.” — 2005 Grantee, Anglophone Africa

d) Evaluation of impact, impact study:

- “We were evaluating women at the end of the modules. Women were taking time to assimilate the notions slowly. We had two groups of women who could read some basic French. Before they could access the Internet, they had to obtain good results for the text typing exercises. These changes after the project evaluation have been noted using survey, interview of women individually and in focus groups. Small surveys have been done with their families as an attempt to measure the impact of their training in ICTs use.” — 2005 Grantee, Francophone Africa

The lessons learned from the GenARDIS projects concerned the following aspects: the power of ICTs even when applied in rural conditions, such as in places with irregular electricity supply; methods to support women in their social advancement; the effectiveness of participatory approach; the specifics of the rural environment; the specific use of ICTs among the beneficiaries groups and how to use ICTs more effectively; the potential of women when access and support to ICTs is given to them; various gender considerations; deeper knowledge of the life realities of beneficiaries, and operational issues:

- “ICTs can be used to give rural women and other vulnerable groups a voice for expressing their concerns and possible solutions to issues affecting them. It is possible to make use of ICTs even where there is no electricity, computers, connectivity and literacy. ICTs can add value on existing projects; make them more results oriented and exciting. Self-developed activities and action plans by women and other vulnerable groups increases their level of esteem, empowerment, participation and ownership; which has positive effects on their overall development. A participatory approach in working with groups (e.g., involving them in selection and explaining why the criteria used are important) encourages a buy-in of the project from its initial stage. Most of these lessons were to a large extent different from the projects funded outside GenARDIS.” — 2003 and 2005 Grantees, Anglophone Africa



Through KAIPPG's project interventions, men now tend kitchen garden plots, work which is traditionally expected to be done by women.



Bicycles are used in rural areas in Mumias, Kenya, for rent and local transportation. Here, a woman in Lung'anyiro shows how she is able to repair bicycles as an income-generating activity for herself and her family, work traditionally expected to be done by men.

- “We need to learn from the rural sector. There are practices that must be documented and stories told. Website development or use of ICT can affect people in the rural sector as well even today. We must find a way to have intermediaries between technology and [the] rural (no supporting infrastructure) sectors to help develop those sectors.” — 2003 Grantee, Anglophone Africa
- “Learning experiences for all stakeholders. The results of a participatory needs assessment indicated among others that the use of ICTs among women farmers was low and unreliable. The use of conventional ICTs such as radio is still relevant and useful for rural farmers despite the introduction of modern ICTs. Women farmers when sensitised on modern ICTs will aid them [to] enlarge their agricultural information base.” — 2005 Grantee, Anglophone Africa
- “It is important to consider different spatial perceptions. There are different spatial perceptions within the community. There are some elements of spatial perception that are gender specific. Understanding these differences helps the communities and CBOs to plan better and more efficiently. Maps are powerful tools for rural land users if they are accessible and if land users have been involved in creating the maps—and have ownership!” — 2005 Grantee, Anglophone Africa
- “The team learnt how difficult it is to be engaged in an agricultural occupation in today's world. Yet those who practice agricultural livelihoods are prepared to defend their choice regardless of the inherent difficulties. Even so it is likely that their next generation may not choose an agricultural livelihood. The team learnt that small producers will cooperate with their leaders in order to make a better life for themselves and their country. The team realised that many producers cannot afford modern ICT's without the help of mediating and facilitating agencies.” — 2005 Grantee, the Caribbean
- “To ensure that there is a tighter framework for completion on our side and to ensure that the launching programme is confirmed prior to commencement of the project.” — 2005 Grantee, the Pacific
- “We have learnt that even illiterate women could learn to use ICTs and to exploit them for their welfare socially, particularly in favour of development in agriculture and in rural areas. ICTs contribute to the improvement of welfare of families and women in rural communities benefiting of this kind of support.” — 2005 Grantee, Francophone Africa

The GenARDIS grants also contributed to the grantees' organisational development. This happened mainly in two ways:

a) It helped to include ICTs into the activities and profile of the organisation, often by entering a new area or dimension of ICTs and testing it:

- “To some extent, we now have an ICT component integrated in most of our programming and planning.” — 2003 and 2005 Grantees, Anglophone Africa
- “It was first time we applied ICT to the Agriculture Sector and touched lives of real people. It was so fulfilling. It raised our profile in that we can now list our company as working in this development sector.” — 2003 Grantee, Anglophone Africa
- “The main objective of my organisation is to develop and disseminate agricultural technologies. GenARDIS enabled the organisation to experiment on relevant ICTs to enlarge the agricultural information channels particularly for women farmers.” — 2005 Grantee, Anglophone Africa
- “Substantially, in so far as the use of SMS technology as a development tool is concerned.” — 2005 Grantee, Anglophone Africa
- “The GenARDIS funding allowed Indigo to explore new directions. The reflection and learning process was rich and has contributed to general international and national debate on community mapping and PGIS.” — 2005 Grantee, Anglophone Africa



“At Melkkraal [a farm inhabited by families of farmers], we met up with the women's group (Tempes and Maria) who run walking tours of the area and have a bed and breakfast for guests. It is called Rietjieshuis Cultural Tours. They were involved in the PGIS mapping process where they mapped out sites of relevance to them in relation to their lives and livelihoods. Tempes (photo on the right) took Bettina and I on the short walk (about 1 hour) where she pointed out indigenous plants and their medicinal uses, rock paintings and houses belonging to various members of the community. It was a fascinating walk and Tempes has much knowledge of the area and its history. While we were walking, I had another chance to use the GPS tool and was shown how to record sites which I [had] marked. We walked back to the settlement where Maria (photo on the left) served a breakfast of roosterbrood and rooibos tea. Tempes was very good company and is a dynamic, knowledgeable and energetic woman. There is a great sense of optimism for the Rooibos heritage route and the possibilities for their enterprise. It was good to see how the PGIS can contribute to marking sites of relevance and meaning for communities, and how these can translate into real and sustainable ways of livelihood security.”

— Jennifer Radloff, GenARDIS evaluator, excerpted from project site visit report on South Africa

- “This funding increases the credibility of our NGO towards other donors as well as beneficiaries of our activities in DRC.” — 2005 Grantee, Francophone Africa

b) It helped build capacities within the organisation:

- “Regarding the development of the association, we have been able to build the capacities of our members: supervisors, monitoring workers, animating workers and journalists.” — 2005 Grantee, Francophone Africa
- “The funding allowed Indigo to employ one GPS/ GIS trainee full time to continue with the work initiated within the frame of the GenARDIS funding.” — 2005 Grantee,

Anglophone Africa

- “It has contributed immensely towards our on-going promotion of gender equality and women’s empowerment through educational programming.” — 2005 Grantee, the Pacific
- “By acquiring Internet connection, the organisation increases its capacity in favour of its members to develop contacts with many partners and to publish its activities reports, particularly on gender and human rights, peace, citizen participation and ICTs. ... The capacity building in gender and ICTs of women members of our grassroots.” — 2005 Grantee, Francophone Africa

Summary on changes effected within grantees:

There were certainly varying effects that took place within grantees and their organisations as a result of the GenARDIS grant, which facilitated their ability to carry out a gender and ICT project in the areas of agricultural and/or rural development. These changes effected within grantees and their organisations were also dependent on the extent of grantees’ own comprehension of gender issues, and there were differing levels of conceptual understanding among staff/project team members as well. The “new” ICT-related learnings reinforced existing knowledge at the global level. These learnings should not be dispensed as “nothing new” by those who have been privileged and continue to be privileged in having access to project or research-based information that others around the world have generated, but to consider that these projects sponsored by GenARDIS had very specific contexts and poor ICT infrastructure environments to work within. These learnings, in particular, are very new for those who have never had access to information on gender and ICTs at the global level, and/or who have never undertaken a gender and ICT project. So for a number of these respondents, especially those who are working directly with the communities, and are community-based organisations themselves, GenARDIS has given them new knowledge and new experiences, to the extent that at least two have claimed that their projects are the first of its kind in their countries or a region of their countries (i.e. eastern part of DR Congo and Tonga). When the GenARDIS grant is contributing or building on an existing project, the effected changes are quite different, with some real new learnings taking place (e.g., Indigo, KAIPPG, Arche D’Alliance). However, for others, there was a high level of possibility of integrating gender and ICT aspects into an already “flawed” project design (e.g., see project site visit report on Ghana).¹¹

5.3 LESSONS LEARNT AND IMPLICATIONS FOR FUTURE PHASES OF GENARDIS

This section will look at findings related to Evaluation Objective 3, as shown below:

Evaluation Objective 3: Identify lessons learnt to feed into GenARDIS for its evolution toward its next phase of design and implementation. This includes reviewing:

- *The original conceptualisation of GenARDIS, changes in original design if any, and aspects of coordination, decision-making and implementation mechanisms and processes.*
- *The extent and level of participation of GenARDIS partners in decision-making.*
- *The extent and level of knowledge and experience of GenARDIS partners in managing and administering small grants.*
- *The extent and level of knowledge and experience of GenARDIS partners in gender and ICTs.*
- *Who are the key liaison focal points for each GenARDIS partner and their decision-making role in their respective organisations.*
- *The size of grants and the types of activities and services implemented vis-à-vis the needs of Awardees and the wider intended beneficiaries of GenARDIS.*

¹¹ This project focused on working with male agricultural extension workers to impart information to women farmers. The evaluator had felt that there was a lack of effort to empower the women farmers themselves, but the relatively higher costs of including women farmers actively was raised as an issue by the project owner.

- *How lessons and other relevant knowledge in gender and ICT issues were shared and disseminated among the partners, Awardees and other key stakeholders in the area of agricultural and rural development in the ACP countries.*

The findings presented here, however, are not exhaustive in order to avoid being repetitive, and should ideally be read with the section on recommendations.

The combined strengths of the partner organisations and implementing partners has given GenARDIS a lot of credibility. The partners of GenARDIS represent a well-combined and diverse set of experiences, focus and history of gender work in the area of ICTs, and agricultural and rural development. Representatives/focal points of both organizational and implementing partners are all clearly convinced of the value of and need for GenARDIS. Although one partner acknowledged that gender is not a work focus area, it is considered a cross-cutting theme and is now more consciously integrated within the organisation's strategic framework for 2006–2010 as one of their guiding principles:

“About 2 years ago, gender started to become more important in our work, and an internal organisational gender scan was also part of that shift in accent. . . . Demographic information coming from the M&E programme point to the fact that women are underrepresented in IICD's end-user group. This is the case despite their core relevance to social change and their strong participation in the livelihoods and education sectors. Though cross-cutting gender into development is not an innovative theme, it is an innovation in IICD's work . . .”

— partner organisation

Each of these organisations, except for WOUGNET (six years), have at least ten years of related work experience, with three of the current partner organisations (CTA, IDRC and Hivos) with more than 20 years of developmental work experience, which includes the conscious practice of participatory, consultative and inclusive approaches. Interestingly, it is not so much about “who” is behind GenARDIS, but “how those behind GenARDIS operate” that creates an impressionable impact on grantees and Honourable Mentions:

“Kind, understanding, accountable, transparent.” (response to creative question)

“A chubby, kind woman, fairly strict but eager to make some progress where opportunities and entrepreneurship are available.” (response to creative question)

“. . . what was so special about GenARDIS was that it creates an open space to be creative about starting something new. It was lovely to have that creative space to explore options and how that could benefit and find synergies with other projects they were working on. She hopes that GenARDIS continues to create that space that is uncomplicated in relation to funding and reporting procedures. She appreciates that this could also be taking a risk.”

— project site visit report, South Africa

Going back to the responses to the creative questions, one particular respondent (2005 grantee, male, Anglophone Africa) was not sure of the answers provided, but two responses of this respondent specifically pointed to the same main feature:

“A female animal?”

“A female politician?”

The two responses would have left themselves open to a variety of interpretations such as “women-centred”, “pro-women” or “pro-women's rights”, “women-led”, etc., and hence, quite widely open for an interpretation of sorts if not for the third answer:

“Romantic?”

Combined together, this raises the question of whether GenARDIS to this particular respondent is being too idealistic or worse, guilty of romanticising “gender and ICTs”. If understanding of gender issues within grantees and Honourable Mentions is limited to “including women as well” i.e. as passive project beneficiaries, or to achieving an equal number of women beneficiaries vis-à-vis number of men beneficiaries within the same project, then the possibility of viewing GenARDIS as idealistic or “romantic” may come about. The ongoing challenge for GenARDIS as highlighted by one partner and recognised from the very beginning of its inception will be, “to find out to what extent we can press for gender equality relative to recognising local ownership” (partner organisation). The perceived rigidity of GenARDIS in this regard was expressed by a couple more respondents, indirectly through their answers to the creative questions:

“A politician who leads with directions from some type of Monarchy.”

“A chubby, kind woman, fairly strict but eager to make some progress where opportunities and entrepreneurship are available.”

This may well point to the need for GenARDIS to clearly articulate its advocacy agenda, because it does have one, and the best place to reinforce this would be during a “kick-off” workshop, at the beginning of the GenARDIS small grants fund programme term (see recommendations numbers 1 and 2 for a further elaboration).

Studying the partner organisations’ “Statement of Intent”, there are clearly three levels of intended beneficiaries’ perceived needs for which GenARDIS was designed:

- The project proposers and/or owners
- The project beneficiaries (rural and agricultural communities, with emphasis on the active participation of rural women)
- The partner organisations: The specific objectives of GenARDIS corresponded with work areas that each partner organisation had interest in. Hence, even though each partner entered the partnership with different expectations, one area was common for all of them: more understanding of gender issues in relation to ICTs, rural development and agriculture and getting ideas, examples, and impulses for further work, and to also strengthen networks, connections, and cooperation. This was also quite clearly reiterated in one of the respondent’s answers in relation to the “owners” of GenARDIS, “The Awardees and the Donors. Awardees as they’re those who produce knowledge and donors as they’ll gain from the knowledge creation (processes and outcomes)” (partner organisation).

“It’s **enhanced our understanding** of ICT in rural development; more **research** for development issues has emerged from GenARDIS and some of them have been **integrated in our programming.**” — partner organisation

“The **projects are analysed** for the purpose of: Disseminating the information via CTA various channels; Identifying possible links with operational programmes (eg : Question & Answer Service; National partnerships).”

— partner organisation

“In the areas of **‘Gender and ICT Policy Advocacy’** as well as **‘Rural Access’.**”

— implementing partner

“. . . as the received proposals are usually **not really innovative**, and as IICD’s complete programme is on ICTs, for the work IICD is doing it **does not add new insights** on possible uses of ICTs for sustainable development. However, it does **show more ways of promoting gender** with our local partners and hopefully being linked to this programme rubs off on IICD as ICT4D organisation that is sensitive to gender issues. It has to be said though, that **especially in Zambia**, IICD is supporting several small initiatives in ICT4D from and for women. But these came out of the country programme and there is **no direct link to make to GenARDIS**, except that the projects being supported there could all have been GenARDIS proposals.”

— partner organisation

“In terms of new knowledge, the main areas for me were **not necessarily new** but rather **underscored their relevance** i.e. cellphone use in rural areas is far more accessible than landlines; the importance of community radio; the importance of integration of technologies i.e. Recording of information and replaying sometimes via radio stations; the need for more relevant content for women (and men) living in rural spaces and in particular around market prices and agricultural issues. Local languages and content related to the work and lives of people living in rural areas needs to be provided on the internet. In particular cases I learnt a lot and the project **reports were full of richness and local issues** related to gender and ICTs in rural spaces.”

— implementing partner

Despite a certain level of disappointment felt by partners on the perceived lack of innovation in sponsored projects, partners were convinced of the value-added of the overall objective of GenARDIS. One view of GenARDIS by a judge (Phase 1) was that, “. . . [GenARDIS] deals with a theme that no other grants program deals with. My only concern would be that it should focus more on research issues as it was originally supposed to”. It was interesting to note though that the term “research” was not once articulated in the objectives of GenARDIS as contained in the partner organisations’ “Statement of Intent”. The term “research” was however included as one of GenARDIS’ objectives as part of this evaluation’s terms of reference. The non-explicit focus of GenARDIS on research, however, did not affect the range of projects which were finally supported, some being of pure research and others focusing more on practical application within the communities they work with.

“In terms of project focus there is a **good range of topics**. The range of topics is obviously **influenced by the applications**. It may be an idea for GenARDIS to look at **themes** in the small grants funds but this may also limit the **richness and creativity of projects**. There could be more projects which look at **policies** in relation to gender, agriculture and the information society, but this may also limit the implementation of projects which is more directly beneficial to communities. It may help to have a few **guiding priorities** for winners, i.e. when they implement their project they are asked to document observations of certain things such as gender relations in terms of access and use of the technologies, ideas for policy makers etc.”

— implementing partner

It was interesting to note too that in the “Statement of Intent”, there was a certain “looseness” or perceived flexibility in providing concrete support towards publication—a recognised way of widely disseminating new knowledge and information—found specifically under clause 3.5 (c) and (e):

- “A high level case analysis, research brief or story highlighting the programme, its results and its conclusions, will be prepared following each year’s outcomes. Each sponsor agency is expected to provide at least one such publication on the programme.”

- “Other stories, reports and case studies to be presented as appropriate. Funding for news or research publications not included in the Small Grants Fund but to be supported by sponsor agencies as appropriate. Each sponsor agency is expected to provide at least one such publication on programme.”

This leaves the issue of publication of findings or even case studies (documenting of experiences in different contexts) quite open-ended, let alone having a specific target audience and structure to its presentation. Although one partner organisation did give reassurance in its response that “All communication that is meant to be used externally is published on our iicd.org and iconnect-online.org websites. If any of the grantees or HMs would have materials that is suited to be published they **can forward to us for publication** (as we do for our local partners)”. However, none of the grantees knew of such an offer. The reality was:

“Publicising of the findings from the projects. GenARDIS had a low profile and when the brochure came it was at the end of the project. It should come earlier on and there should be promotion of GenARDIS to other donors. There should be a publication at the end. If awardees are to contribute to a publication then it should be put in the application and the contract. Have a publication of high quality but not to say that everyone must publish. It could be voluntary.”

— project site visit, South Africa

Partner organisations were also reluctant to comment on their ability to provide additional support towards grantees, outside of the grant. The main constraint was the fact that GenARDIS is an annual programme, and commitment by each partner organisation is made on a year-to-year basis.

Administration, Coordination and Management

It seems that from the partners’ perspective, mechanisms for proceeding with the different parts of the GenARDIS program were very weak, unclear, and not working very well. None of the partners was able to track back the ways in which the mechanisms were put in place or decided upon, and also none of them was aware of any related documents, process charts, or ways of informing the partners about these mechanisms and processes. For a couple, problems faced in coordination was largely due to:

“ . . . lack of capacity within CAFRAD to own’ GenARDIS . . . ”

— judge, Phase 1

“ . . . a lapse in coordination and communication when Gesa Wesseler left CTA as for some time, it wasn’t clear who would take over . . . ”

— partner organisation

Communication was quite a prominent problem for the GenARDIS partners, with them differing in their knowledge of who exactly are the GenARDIS partners (often leaving out CAFRAD, most likely because they are no longer a partner, and one or two respondents leaving out WOUGNET or Hivos). Judges’ knowledge of who exactly were the partners also differed, with a number again leaving out CAFRAD, but also APC. Hivos, WOUGNET and IDRC were also omitted at least once. The lack of knowledge on the involvement of APC, Hivos and WOUGNET could be due to the fact that these judges may not have been kept updated on the changes in partners of GenARDIS, since most are strongly linked to the history of GenARDIS. While all partners knew that the grant size was EUR5,000, all except one partner knew that it was paid out in two tranches to grantees. It may be that the respondent was referring to the disbursement of the funds directly to APC, in which case, the respondent would be correct, in that it was paid in just one instalment rather than two.¹²

¹² APC is responsible for disbursing the funds to the grantees. APC receives the funds from all of the sponsor agencies—IDRC, IICD, HIVOS and CTA—and only disburses these to grantees when they

Grantees on the whole had quite a different experience of GenARDIS, although subsequent communication was also cited as a little problematic. The overall evaluation of the GenARDIS application process was very positive. Grantees also compared GenARDIS to other funds and appreciated GenARDIS for being “easy” and straightforward.

“It was smooth and easy. Because there was a **form** attached for making the application, it made the application process easy. I was able to **finalise in a day**. If it was left open-ended, I know I would not have an idea on how presentation of the proposal was to be done and the likelihood of overdoing the proposal would have been there.”

— 2003 Grantee, Anglophone Africa

“The entire process was quite straightforward. The **proposal guidelines** were quite brief and elaborate, which made it easier to prepare the proposal. There was always an **acknowledgement** from GenARDIS upon receipt of proposal. Notification was also timely as it was made directly to me and also through some list serves. However, disbursement of the funds could not be done on time.”

— 2003 Grantee, Anglophone Africa

Administration under Round 1 of GenARDIS was the responsibility of the African Training and Research Centre in Administration for Development (CAFRAD). The lack of information on the first phase of GenARDIS does point to the lack of a systemised database of records and proposal submissions. Partner organisations/sponsor agencies had to play a more “hands-on” role in administrating and coordinating GenARDIS during this initial phase. This was a lesson learnt during the implementation of GenARDIS in its first phase, and addressed by contracting APC to undertake the said role in its second phase.

In terms of the final selection process, the judges surprisingly had a different take on what is sufficient as judging criteria. Some said that there was no real criteria or saw the criteria as too general.

“I received the **shortlisted proposals** and the **criteria** on which to judge by email. The criteria were a bit **general and not very specific**. Terms like innovative, ICT enabled..... **Different judges will have different ideas** of what is or isn't innovative...for example. Was **not easy to make an objective judgement** that way.”

— judge, Phase 2

“There **weren't really guidelines per se** (that I remember), but I was coming at it with **my own inclinations and preferences** with regard to what makes a good proposal or not.”

— judge, Phase 1

The judging process was based on a simple scoring scheme that would help judges list the top ten projects from among the 50 shortlisted proposals, a process which was guided by the above set of criteria.

“Based on the 'short list' described above, each judge had a certain number of points to distribute (ten points for the favourite proposal, nine for the next-best, etc.). The points given by different judges were added up for each project and a clear sequence emerged. The nine projects with the highest

have signed the contract (drafted by both APC and WOUNET) and met the stipulations within the contract (e.g. for the first instalment, provided the work plan, detailed operational budget, bank details and signed the contract; for the second instalment, three-monthly progress reports/progress report up until the date of the invoice, and accounting of how funds were spent.

number of points were awarded the grant, the nine projects with the next highest numbers received 'honourable mentions' (in round two, we had enough money to fund ten projects)."

— judge, Phases 1 and 2

It was interesting to note the following contradictory sentiments of judges in relation to communication on judging mechanisms, processes and final decision-making.

"No process charts were developed. The information was transmitted via e-mail. Please remember that out of the 7 judges in round 1, 4 represented the partner organisations; in round 2, 4 out of 5 represented partner organisations. Thus, most of the judges were actively involved in shaping these mechanisms and didn't need to be informed."

— judge, Phases 1 and 2

However, the knowledge on how mechanisms and processes were decided upon varied from judge to judge.

- "They were decided jointly by the representatives of the partner organisations."
- "Gesa and I discussed and then decided!"
- "The coordination was led by CTA who we looked to for guidance on logistical decisions but really it was agreed collectively."
- "Through consensus of the donor organisations."
- "No idea, also not sure how the shortlist came about."
- "Don't know!"

Language was mentioned once as a potential difficulty when reviewing the 50 shortlisted proposals.

"I think for future might be helpful to include summaries for all proposal received. As well as more detailed and specific criteria to judge on. Perhaps even develop a form for it. To increase objectivity in judgment. It might also be helpful to receive them printed already or to give the attachment clear names. Was not easy to keep track of what you already printed and what not due to unclear file names."

— judge, Phase 2

The size of the grant was considered by most to be a of reasonable size for projects in ACP countries, although grantees did lament that it was not a conducive amount for sustainability, and a couple of respondents did not appreciate having "to conform" to a fixed ceiling limit of EUR5,000/-. As for the method of disbursement, judges had positive comments, only Gesa Wessler was aware about delays of money reaching grantee's accounts: in round 1, ". . . this didn't always work too well (long delays)—I hope it went better in round 2".

Under APC's and WOUGNET's administration and coordination of GenARDIS, processes did improve but there were still shortfalls. Difficulties largely related to communication by GenARDIS partners and delays were mentioned, especially for the transfer of the second tranche:

"Some time had to be spent **understanding the network of GenARDIS organisations** which served the project. At times, they would **all communicate with the grantee** only to **confuse** potential guidance as one wasn't sure how to prioritise feedback to **many requests**. In the circumstance the second receipt of funds became **delayed** most likely because of inappropriate feedback by the grantee. This delay did not unduly affect the conduct of the project."

— 2005 Grantee, the Caribbean

“Transfer of first tranche of funds—a bit complicated. Initially, I had problems accessing the fund, but that was no fault of the disbursing organisation but rather the **local Bank**. The second tranche was however delayed.”

— 2005 grantee, Anglophone Africa

“We have first started to submit our project for funding to your organisation. Before to be selected during the projects selection for this GenARDIS contest in 2005, there has been a follow up of information exchange between us and the GenARDIS 2005 in the framework of defence of this project. We have even replied personally to an interview to better explain our project to be funded (see GenARDIS Winners Interview Questions-APC). It's then that your organisation asked us to confirm our project at the GenARDIS 2005 contest by asking us to communicate bank details to prepare the wire transfer of the first instalment of the grant. In brief, it was **stressful** that we were **waiting in suspense** and always with impatience if our project will be selected for the GenARDIS contest of 2005. However, the information exchange has made things as easier as possible.”

— 2005 grantee, Francophone Africa

“There was confusion and complications in terms of partners and who was who in the GenARDIS management structure. This in relation to the funding partners as well as APC and WOUGET. She was confused by so many people contacting them and was confused as to where they were based. It felt like a virtual blob. However, it eventually worked out well and it was a pleasure to communicate with Dorothy [WOUGNET] and Mylene [APC].”

— project site visit report, South Africa

Summary on lessons learnt:

The conceptualisation of GenARDIS was very much a collective effort and arose from a felt need, by a range of stakeholders. The original GenARDIS partner organisations saw themselves no less as beneficiaries, as they too were very actively supporting local partners on the ground in one or more related areas and were keen to continue their learning. This created a very fertile environment for GenARDIS to be launched, since partners already had their own networks and information dissemination mechanisms in place, and were already sensitive to language¹³, geographical and ICT infrastructure issues as well. Grantees and Honourable Mentions had described a wide range of methods of how they had gotten to know about the small grants fund—proof of the extensive information dissemination network that partners owned or had access to. In terms of management, administration and coordination, GenARDIS had taken some steps to improve on these aspects in its second phase. Efforts to facilitate more effective and timely communication and to enable a natural formation and sense of community continue to face some challenges.

6. FUTURE BUDGETARY CONSIDERATIONS

The budget for this GenARDIS evaluation had had no specific budgetline to cover project owner's costs, especially when the involvement of the community members is necessary. Opportunity costs of the community members have to be considered in such circumstances, in future evaluations. It was only through stringent budgeting, and the use of evaluation team members who are geographically closer in proximity to some of the project sites that it was possible to meet some of these “unexpected” costs.

7. RECOMMENDATIONS

¹³ One partner organisation raised the issue that announcements should also be in Spanish, but no other partner organisation raised this as an issue. The main issue for all was the need to ensure wider dissemination of the announcement and to raise awareness on GenARDIS in remote and rural areas.

“The coordination, communication and decision-making processes **worked fine** during the first 2 rounds, mostly because we all knew each other and had met on various occasions. A **clear challenge** remains the question whether the project will **continue for another round**. As long as there is no long-term commitment from the partner organisations, the project will be implemented on a year-to-year basis (which so far has worked just fine but is difficult when thinking about follow-up for winning projects and long-term impact). **None of the partner organisations has been able to make such a long-term commitment, which could resolve matters pertaining to roles and responsibilities** (for example, who will take on the overall coordination of the project). After round 1, a document was prepared (signed by the Directors of the respective institutions) that outlined the responsibilities of the partner organisations, including, amongst others, publications and other 'special' activities. Another such document could be prepared that would outline the long-term strategic planning for the programme and the commitments by the partner organisations. Another challenge will be the question of who will read through the hundreds of proposals and prepare the first short list in the next round.”

— judge, Phases 1 and 2

Recommendations are made in consideration of GenARDIS' current as well as historical context. In particular, attention was carefully paid to the original objectives of GenARDIS and the nature of GenARDIS as a small grants fund, including mechanisms and processes already put in place by the partners. Recommendations by respondents were also reviewed in this spirit, but bearing in mind too what would be relatively painless for GenARDIS' partners to implement for its future phases, i.e. without major resource implications, and what would need additional or considerable planning and mobilisation (e.g. expanding the fund and grant size, extending project terms).

1) Prioritise the explicit objective of encouraging innovation vs. the non-articulated objective of balancing geographical and language representation

Partners have expressed the hope of supporting more proposals from Francophone Africa, the Caribbean and the Pacific.

“Regional spread **favours Africa over Caribbean and Pacific countries**. The spread within Africa seems **fairly even between French and English** (predominance of English) and between regions within Africa. I would think that including more projects from Caribbean and Pacific and increasing the number of projects in French speaking countries would be good. . . . The spread and diversity could be improved through more **targetted dissemination strategies**. Some research could be done before the next announcement goes out and institutions, agencies, organisations, networks, universities etc are contacted more directly and asked to disseminate the invitation to apply. **Agencies such as FAO** could send out the announcement to their networks and **organisations such as AMARC**.”

— implementing partner

“If I remember correctly, most applications received come from Africa and most winners are also located in **Africa**. The diversity of the proposals is **limited**; mostly have to do with capacity building (ICT training for women), mobile phone use, administration and information services. But there are always some very stimulating new/innovative ideas! As we only publish the announcement in English and French it is more difficult for Spanish speaking countries to participate. So going for a **3-language approach** will most probably mean the spread of participating countries will become somewhat more 'equal'. I think it is more difficult to **stimulate creativity and**

innovation. Maybe it is possible by giving examples or by excluding (already in the announcement) certain types of applications or certain objectives.”

— partner organisation

“There was a challenge when there were two good applications from the same organisation or from the same country. We realised that we should assess merit as well as potential for impact which was interpreted not as concentrating resources on a few countries but rather on spreading them around. The same rationale featured in applications from groups that were successful in 2003 and then re-applied in 2005 (or individuals who left one organisation and joined another).”

— judge, Phases 1 and 2

While the above views reflect an ideal to achieve, partners may first want to consider reviewing the list of original submissions to see the actual initial geographical spread and do a cross-comparison vis-à-vis: 1) the 50 which get shortlisted; 2) the final list of grantees and Honourable Mentions; and 3) the final list of grantees (excluding Honourable Mentions). For example, from the proposals received for Round 2 of GenARDIS, 312 proposals were found eligible for consideration of the GenARDIS grant, and met the basic criteria set, for example, submissions from within the ACP region, etc. The proposals were from a total of 41 different countries, with the Eastern Africa region clearly dominating the submissions. Leading countries by way of submission were Nigeria with 58 and Kenya with 56. The number of quantity of proposals clearly, if taken on its own merit, show a bias in terms of GenARDIS' outreach. However, a high number of proposals from a particular region can be facilitated because of a number of issues, mainly language, but need not necessarily mean that all of these submissions were of high quality. An assessment of quality can be easily done if a simple database is maintained on all submission received, whether electronically, via fax or through the mail, and the comparison is made based on the categories cited above. This is because one may find that the geographical spread or outreach of GenARDIS is not as poor as partners perceive, but really in the quality of the proposals received.

If the issue is found to be really about the quality of proposals received, then there is a need to include a more focused capacity-building mechanism for proposers to help them refine their proposal writing and in designing their projects. This capacity-building mechanism need not be a completely new mechanism. It can be in the form of a “kick-off” workshop in lieu of the knowledge-sharing workshop held at the end of the GenARDIS small grants fund programme term—an orientation and capacity-building workshop that would allow shortlisted project proposers (without yet determining who is a grantee or Honourable Mention) a chance to react to judges' comments and further refine their proposals for submission (see recommendation number 2 on “address arising risk-taking issues” for a further elaboration of this idea).

If the issue is found to be really about outreach, then the next question partners may want to ask themselves is whether GenARDIS wants to single-mindedly encourage and support innovation or ensure equitable distribution of its resources. The two are quite divergent. Encouraging and supporting innovation may well demand that GenARDIS does exactly that, irrespective of where the proposals are coming from, which language is being spoken and whether the proposer has any kind of previous gender and ICT experience in the areas of agricultural and rural development, especially if replicability and possibilities to pilot-test the same in other local/country contexts exists.

One of the recognised challenges of the GenARDIS grantmaking process is knowing the depth of the project implementors' understanding of gender and ICT issues, and extrapolating the extent to which women might benefit from the project. The (lack of) previous experience in implementing a gender and ICT project should not become a criterion that excludes potential projects from being considered. Rather, the grant should be used to generate new knowledge in places where it does not exist. This should be the priority in GenARDIS' geographical consideration. Thus, it should remain a grant that supports innovation and to build on existing

knowledge about the gender dimensions and the application of ICTs in agriculture and rural development.

2) Address arising risk-taking issues

A small grant fund is essentially a risk-taking grant. What is critical in implementing such a grantmaking fund is to minimise the risks as far as possible without losing its edge in catalysing and spurring change and what will be necessary risk-taking at the grassroots. After all, challenging gender relations at the household level is known to be one of the most difficult areas to address. As a result, GenARDIS' grantees and Honourable Mentions have a considerable high expectation of GenARDIS to be innovative in the similar way the small grants fund expects projects to be innovative.

At the operational level, the partner organisations had the right idea in minimising risks by each contributing a specific amount towards the GenARDIS small grants fund. The partners also had the right idea in providing the grant in two instalments conditional to grantees fulfilling certain terms as agreed in their contracts to reduce risk-taking (see recommendation though on "Adjust the method of disbursement").

On the part of grantees, at the operational level, they are also risk-takers but had little access to mechanisms that would help reduce that risk throughout the GenARDIS grant term. There was a clear demand for GenARDIS to provide timely interventions (advice, feedback on proposals, reports) or opportunities for wider interaction for substantive knowledge-sharing and possible mentoring. However, there was also a clear appreciation of the "lack of intervention" by GenARDIS, "Often too much reporting or contacts [communication] can become a burden. The reporting requirements for GenARDIS were reasonable" (project site visit, South Africa). For all grantees, the ways of managing coordination, communication, decision-making, resolving conflict and monitoring and evaluation within their projects, were decisions and steps taken by themselves to establish and proceed. How well these enabled beneficiary participation and particularly women's active involvement is still an open-ended question as responses to the related questions were purely developed in the eyes of respondents, but their answers to the question, "How was gender incorporated into the processes and mechanisms?" do give us some idea.

The most common way how to incorporate gender into the processes and mechanisms was **to include women into the implementation of the project and as beneficiaries**. This was done by providing equal opportunities for women and men in the implementation team, involving women leaders and role models, by paying special attention to women's needs and providing extra support and making sure their living conditions and contexts and taken into account:

"It's in the concern of giving the same opportunities that men have to access to ICTs that we have integrated this issue of gender in the design of these mechanisms and process and to associate women within the organisation to the design, elaboration and implementation as well as decision making in the different activities of the 2005 GenARDIS project."

— 2005 Grantee, Francophone Africa

"Project team was composed of women, as well as beneficiaries."

— 2003 Grantee, Francophone Africa

"Example of how trainees were chosen: the groups' leaders were women and there was no requirement. We just targeted women in groups in all the villages. The beneficiaries were literate women, they know how to read and write or the groups leaders were required to be literate."

— 2005 Grantee, Francophone Africa

“Since the project was to work with female dominated farmer groups, we made sure a woman extension officer was involved in the coordination of the project activities. Out of the three extension agents who worked with the three farming communities, one was a female Agricultural Extension Agent (AEA). Two of the three farmer groups were headed by women farmers. Opinions of women farmers were specially sought for and discussed.”

— 2005 Grantee, Anglophone Africa

“A woman thought that a computer was a TV. To train them, we had to use the local language and French. But there were some difficulties to explain technical issues in local languages. We hope to partner with another organisation that is working to produce software in local languages. So that we could use them, but this requires more support. Teaching women to read and write was a first step. They learn French in 150 days.”

— 2005 Grantee, Francophone Africa

“Women work on farms, take care of children but have no real source of income to undertake good farm methods to increase yield and attain food security, to grow cash crops and high nutrition for families.

— 2003 Grantee, Anglophone Africa

“The rural context of women living under patriarchal systems was integrated into the project.”

— 2005 Grantee, Anglophone Africa

“By ensuring that at the commencement of the video project the mission objectives of Coconut Productions was adhered to – to inform, to educate and to empower women socially and economically. We also used CEDAW Article 14 as one of our guiding principles and also as mentioned earlier best practices from past video projects that focused on Gender and women’s development.”

— 2005 Grantee, the Pacific

In addition, project site visits that were conducted by various evaluation team members do point to a varying difference and extent of gender sensitivity and capacity or focus in enabling women’s agency and in operationalising a gender perspective within mechanisms and processes in coordination, communication, decision-making, conflict resolution, and monitoring and evaluation. These findings through project site visits were further supported by the very general and vague manner in which most grantees responded to the question on how gender was considered in managing resources within their projects.

a) Gender was considered in resource management, however, it is not always obvious in what ways:

- “We are now able to consider gender in all our programming as well in management of the organisation.” — 2003 and 2005 Grantees, Anglophone Africa
- “Gender considerations highly influenced management of resources within the project.” — 2005 Grantee, Anglophone Africa
- “The project outline specified the management of resources and considered gender aspects.” — 2005 Grantee, Anglophone Africa
- “Gender framework was the base foundation as per our mission objective and also CEDAW principles.” — 2005 Grantee, the Pacific
- “It’s based on the evaluation of the competencies selection related to sex and to individual skills of the project staff as well as the results of their service.” — 2005 Grantee, Francophone Africa

b) Roles were assigned within resources management, but it is not clear how it considered gender:

- “We had the board, the director, secretary and a treasurer and the project management committee.” — 2005 Grantee, Francophone Africa

c) Gender was not considered in allocation of resources:

- “Gender considerations did not generally influence how resources were allocated within the project. I tried to be even in my distribution because of the nature of the study.” — 2005 Grantee, the Caribbean

d) Gender was not an issue because women were managing the project's resources and women benefited from the project as end users:

- “The equipment of the GenARDIS project is under the responsibility of the technical secretariat of the association, which is formed in majority by women. I will also add that the 30 women trained are given priority to use the Internet at a low cost less than 1 dollar US.” — 2005 Grantee, Francophone Africa
- “N/A. Only women participants.” — 2005 Grantee, Anglophone Africa
- “The project was designed to resolve some of the gender issues to that extent, greater part of the resources went to empower the impoverished rural women who are basically tilling the land.” — 2003 Grantee, Anglophone Africa

Responses clearly showed that conflict resolution was the least developed amongst the answers provided by grantees about mechanisms and processes established within their projects. While this may reflect the lack of readiness to actually resolve conflicts, it does point to some level of naivety or “assumed smoothness in implementation” in facing a society's potential unwillingness to address gender relational and power dynamics issues. On the other hand, it could point to the fact that the projects concerned have not designed any specific activities that would overtly challenge and try to improve existing gender relations within the household and rural/agricultural community. These somewhat contradictory findings means GenARDIS has to balance its natural inclination to “allow projects to shape themselves” and to ensure local ownership over projects vis-à-vis ensuring a more conscious and consistent integration, analysis and addressal of gender inequality within these supported projects. These observations are reiterated in the following judges' views:

“The quality of proposals was **average and some were above average**. In making this assessment I am judging quality on **conceptual merit and on the basis of their written expression**. I teach a course in writing concept notes and proposals and I know that these applications were average in terms of their written expression. Some were clearly above average - especially those from NGOs and research institutes who have been writing successful proposals. Some of the community based organisations had great ideas but **communication of their ideas was sometimes difficult**. The conceptualisation of “gender and ICTs in agriculture and NRM” was limited in some cases, or perhaps more accurately **“gender” was interpreted as “women” without much strategic decision to focus on women** (either in terms of their basic needs or strategic interests in ICTs and agriculture). The proceedings of the Tanzania meeting included discussion on this point.”

— judge, Phases 1 and 2

“The proposals were definitely at the **lower end** of the scale of what we are used to getting . . . , however the fact that the [grant] amount is so small explains, or at least excuses, that fact.

— judge, Phase 1

Are partners excusing the low quality of proposals because the grant size is small? If the quality of proposals is low, is there a possibility of giving the project proposers some level of capacity-building before the final list of grantees and Honourable Mentions is determined? It would mean another round of proposal reviews for the judges before the final list of grantees is determined, though.¹⁴

¹⁴ There is a difference in having a kick-off workshop with a list of determined grantees and Honourable Mentions and having a kick-off workshop with a final shortlist of applicants. In the former, it removes the element of competition and threat to the grantees who will attend the workshop. It will also clearly provide Honourable Mentions the needed support to maintain their enthusiasm for their projects and to

“ . . . it would be fantastic for GenARDIS to have a kick-off workshop for all awardees (Honourable Mentions a bit difficult to include here) as awardees would be more inclined to communicate with each other and then have a lessons learned reflection workshop at the end of the project cycle. Awardees and GenARDIS management would benefit from meeting the people and know what they are doing and then communication would be easier. GenARDIS could present results of this on a joint website. Awardees would be asked to present their projects and could be given feedback. It could be a time of refining of proposals and reflection on research methodology. Another aim could be to expand network through identifying potential resource people who could assist with what GenARDIS wants to achieve. First workshop should have an intimate venue.”

— project site visit report, South Africa

“From the knowledge-sharing workshop, it seems that the grantees benefited a lot from the **sharing of their project process** and results as well as the **GEM workshop**. Benefited in the sense of learning about ICTs and their application for the empowerment of women from each other and through GEM. Also thinking through some of the gender and ICT issues and how these play out in their contexts. Finding commonality around issues seemed empowering i.e. Cost of landlines and therefore internet connectivity vs creative ways of using cell phones for communication. My sense is that the workshop inspired grantees to want to refine and deepen their work around gender and ICTs. For now, [among the projects first proposed to GenARDIS by Honourable Mentions under Phase 2], I only have a sense of **Joyce's project** which she can now reshape to include what she learnt at the workshop. It seemed to re-inspire her to **seek funding** for her project.”

— implementing partner

Scope of content for the orientation and capacity-building workshop could include, in addition to orienting the shortlisted applicants (for example, the best 20 projects out of the total submissions) to the Gender Evaluation Methodology (GEM):

- Skills development, specific to the needs of shortlisted applicants and for which, some applicants could deliver on (so need to find out about strengths as well)
- Feedback on project methodologies
- Close examination of best practice case studies, particularly on project design, established mechanisms and processes for monitoring and evaluation, as well as to encourage active community participation and women's agency, identification and development of quantitative and qualitative indicators, etc.
- Critical questioning by GenARDIS partners, judges and other invited gender and ICT experts, if any, to deepen the empowerment process and potential of the projects. For example, it might be useful to ask shortlisted applicants to specifically think about how beneficiaries would be involved in decision-making about the project.

If resources are limited and it comes down to a choice of either a kick-off workshop or a knowledge-sharing workshop at the end of the GenARDIS programme term, GenARDIS partners should ideally prioritise the kick-off workshop. Sharing of final outcomes of sponsored projects can continue online or in different fora or through a joint publication (and this need not mean that everyone should publish either). One way of ensuring this is also to make conditional the submission of a case study (for which guidelines for writing this up should be provided) rather than a final narrative project report, without omitting the

seek funding from others. In the latter, it would encourage participants to really focus on improving their project design and concretely address gender. It would also give partners and judges a chance to get to know the potential grantees, and a sneak preview into their own beliefs and possible gender prejudices. The latter would to some extent allow judges an opportunity to “verify” the suitability of shortlisted projects and project proposers before final grantmaking.

requirement for a detailed financial statement of project expenses. Another way, is to “roll-over” the knowledge-sharing, i.e. to invite selected grantees from the previous round to attend the kick-off workshop for the current round of potential grantees.

3) Address sustainability issues

Since project sustainability issues were raised quite often by grantees, especially those who worked directly with communities, GenARDIS partners may want to consider:

- a) providing follow-up grants to select grantees who have managed to mobilise communities at the grassroots level and bring about some observable change in behaviour and attitude, and in addressing gender-power dynamics or stigma and discrimination of marginalised groups in the rural areas (see recommendation number 5 on “identify and commit future support to ‘rising stars’” for a further elaboration);
- b) concretely helping successful grantees in linking up with others for additional support, financial or technical assistance (e.g. in the area of microcredit, technological know-how in ICTs, etc.) (see also recommendation number 7 on “establish an advisory”;
- c) providing a more comprehensive package of funds, technical support and community-building as a more integrated grantmaking fund, i.e. merging ideas from both (a) and (b) above.
- d) linking up GenARDIS grantees, especially those who do outreach work and work directly with communities, with the resource mobilisation capacity-building program of the IDRC

In addition to the above, GenARDIS could choose to support project proposals that introduce gender and ICTs in a way that enhances existing work on the ground. However, GenARDIS would need to walk a fine line between supporting work of established organisations (which can easily include universities, etc.) and ensuring that these projects actually incorporate substantive considerations on gender and women’s empowerment issues in their design. GenARDIS must not encourage project proposers to just “add on gender”, and to ensure that this does not happen, additional funds may need to be injected to apply the GEM to such projects on the ground, if selected, and before the grants are expended.

4) Conduct a more critical review of research-type project proposals

Funding just research seems to go against the objectives of GenARDIS. GenARDIS should only fund research where there will be some feedback to people who have participated in the research. i.e. results given back in a workshop format or report back of some sort, with the community’s full engagement. GenARDIS should only fund research where the results can show policy interventions, even if this happens only at the local level, and these should then be shared with policy makers in a workshop format, to actively engage policy makers, and not just sent to policy makers on a piece of paper. It would be beneficial to include research participants in this workshop with policy makers as well. GenARDIS should prioritise projects which indicate that there will be beneficiaries apart from the implementers (usually academics and/or their students). GenARDIS can include publication of project results as one of its activity areas which would feed into the research community and the policy makers. In short, the research proposal must have key elements that would ensure that it is participatory and transformative in some way.

5) Identify and commit future support to “rising stars”

“. . . the idea of changing grantees every year does not give room for upscaling of successful [projects]. The amount of funding will definitely need to be increased especially for initiatives that would need to be upscaled.”

— 2003 and 2005 grantees, Anglophone Africa

As a small grants fund established to support innovation, GenARDIS “has an obligation” to identify “rising stars” for future support—projects with potential or already proven multiplier effect, projects that have proven to be replicable, projects which have clearly addressed gender relations in the application of ICTs, projects that have been innovative in providing a solution, etc. This can mean encouraging these very same project proposers to submit applications for future grant phases to expand and further push or add to the innovative elements within their project design. But more concretely, it means setting aside funds from the next round of available funds or mobilising additional funds (which could be of the same grant size of Euros 5,000) to be provided to these selected projects.

“GenARDIS was extremely beneficial for Indigo. Without GenARDIS there is a chance that indigo may not have explored PGIS. The workshop was very useful as people shared about their organisations and their work. Spin-offs from GenARDIS award was that Indigo has been invited to various conferences. It was a good spin-off and was stimulating to share the work of Indigo at these events. One should expect small grants to do this—kick start the momentum for other activities and outcomes, not just the project.”

— project site visit report, South Africa

6) Adjust the method of disbursement

While the partners had the right idea in disbursing the grant in two separate instalments on condition that certain terms are met by grantees, the mechanism has not managed to completely eradicate problems. According to an implementing partner, final reports from most grantees are still pending. The motivation to complete the final report no longer exists once the full grant fund has been disbursed. The second tranche is released once the first tranche is expended and the grantee is able to account for these expenditures and provide a progress report up until the date of their invoice for the second instalment. As such, the method of disbursement should remain in two separate instalments but on the following conditions:

- First instalment of 80% of the grant on signing of contract, submission of a detailed work plan and operational budget;
- Second and final instalment of 20% upon approval of final project report and detailed accounts of project expenditures. Failure to comply with the periodic reporting requirements of every four months (note change, every three months would be too frequent and burdensome for small organisations and community-based organisations) of progress updates will be subjected to a ten per cent deduction of the grant size of 5,000 Euros, i.e. a sum of 500 Euros.

Simple guidelines or guide questions should be provided to grantees to comply with the periodic reporting requirements. Guidelines or questions to be answered seem to be much appreciated by grantees. The periodic reports should prioritise encouraging grantees to not only report on irregularities but to encourage changes in project design and implementation as a result of their findings during their own internal monitoring and evaluation of the project. Explicit encouragement of change in project design as a result of M&E would help raise through the reports, challenges or problems in implementation and which of the original assumptions by grantees were challenged. These currently lie hidden in views that there are “no major problems” or to project ability in managing “without problems”.

7) Establish an advisory¹⁵

There are diverse models of the personnel involved in the design and conceptualising of the GenARDIS-sponsored projects:

- One person lead, who wrote up the proposal and managed the project
- A team of two or more members of the organisation, always including the future project manager

¹⁵ In some instances, “advisors” are referred to as “reviewers” by a few respondents.

- A team of two or more members, including supporters and/or affiliates from outside the organisation
- The whole organisation
- The governing body
- Includes the intended beneficiaries

However, the practice of involving external people in the proposal-writing and project-designing stage is rare. The lack of suitable contacts may be the reason why project proposers lack access to the right expertise in designing their projects. The establishment of an advisory for grantees would help in this aspect.

A number of small grantmaking funds use this mechanism, largely for risk reduction, and there are pros and cons to establishing such a mechanism. On the positive side, one assumes that having local advisors means that there will be someone who will understand the local context better and who will know the group or individual proposer and be able to assess capacity. This is not necessarily always true. Being in the same country does not mean that one will know everything there is to know about a group or individual, especially if they are located in remote areas of a country, nor does it mean that the advisor would feel fully comfortable playing this role. For a number of project proposers, it could mean just another level of gate-keeping or “another person to please”. For the local advisors themselves, some may feel that they could never be able to assess the potential of a project or to make a recommendation if they cannot physically meet, go on site and “evaluate” the proposer. The set up of an advisory of some kind who have proven knowledge on the ground on gender and ICTs (who need not be from the ACP countries) could, however, be a mechanism that is sufficiently effective for risk reduction. The advisory need not comprise of many members and could be gender and development “experts” who believe in what GenARDIS is trying to do and who could assist grantees to strengthen the gender aspects of their projects. The difference in setting up such a mechanism for risk reduction is in the “when”. While GenARDIS seeks to support innovation, GenARDIS must also recognise that a lot of these project proposers work under very difficult conditions (poor infrastructure, high costs of ICTs, etc.) and sometimes, are entering into gender and ICT-type projects for the first time ever (a credit to the catalytic element of GenARDIS). Hence, capacity-building or mentoring of some kind will be needed. Such a mechanism need not have hard and fast rules of “reporting” or “sharing”, but to make available such an advisory, just in case grantees do need advice or some kind of sounding board. It could happen that only one grantee asks questions. It could be that no one will ask questions. But the important support system of mentoring would remain a key feature. This is a process that can be implemented in the post-selection phase where such experts provide support to the project in further fine-tuning their design and implementation strategy. The “burden” of making use of this resource would lie with the grantees, and not with GenARDIS, but would make available a more concrete feedback mechanism and hopefully help meet the plausible string of expectations that grantees tend to have.

Grantees mostly expected to gain knowledge about gender issues and relations in the rural context:

- “The gender issue this project was addressing was that rural women were often in contact with the women staff of CARDER. They were not in contact with men, who have more information on local development than their women colleagues. Men had access to ICTs but were not informing women farmers.” — 2003 Grantee, Francophone Africa
- “We hoped to learn what specific gender issues existed in the rural agriculture sector and how in practice could ICT help. We learnt that having information is an uplifting and empowering factor even to the rural areas even with no infrastructure to support it.” — 2003 Grantee, Anglophone Africa
- “My expectations included the following: Understand the gender difference in the use of radio, telephone, the agriculture information centre and audiocassette to access farm and market information. Know other sources of farm information apart from extension used by women farmers to access farm information. Assist women led farmer groups to improve their access to farm and market information using relevant

ICTs. To some extent these expectations were met. — 2005 Grantee, Anglophone Africa

- “I expected to learn the following: Were there differences between men and women regarding how they think about a new technology? Are there age and gender factors which guide approaches to livelihood choices in agricultural occupations? What improves productive Gender Relations between males and females as they conduct their agricultural occupations?” — 2005 Grantee, the Caribbean

Another area of expectations was learning about possibilities to apply ICTs to achieve specific goals and under specific conditions, especially in connection to gender:

- “I expected to learn the following: How small producers were thinking about modern technology?” — 2005 Grantee, the Caribbean
- “Our expectations were that this grant would help us prove that ICTS could be used to address a large spectrum of community needs and catalyze holistic community development even in places with poor connectivity and low literacy. This expectation was met to a reasonable extent. — 2003 and 2005 Grantees, Anglophone Africa
- “We had expected to gain much value using SMS technology to communicate with rural women. We were not disappointed. A huge learning experience for us on many levels.” — 2005 Grantee, Anglophone Africa
- “We would have hoped to engage more in a debate around gender and ICTs and practical experiences in implementation.” — 2005 Grantee, Anglophone Africa
- “We learnt a lot from this project in that we were able to keep up with email postings on ICT developments globally and to look at how we could encourage more projects on ICTs in Tonga and also in the Pacific region.” — 2005 Grantee, the Pacific

Another grouping of expectations can be formed of those grantees who did not expect a knowledge gain but rather application of their knowledge in terms of serving women:

- “This project aims was to increase the awareness of women’s groups and provide them with training in the use of internet-related ICTs, and to establish an agricultural information system (question-answer system). So, that it could increase the accessibility of effective, appropriate and personalised responses to the primary concerns of these women’s groups, such as new growing techniques, processing methods, market research, micro-finance partners and organisations with affordable terms.” — 2005 Grantee, Francophone Africa
- “Our general objective for the project was to provide women access to computers and Internet. Specific objectives: Have 30 rural women members of the association get skills in computer use; have 30 women get skills to use Internet and have access to internet ; make it possible for our women members to access to Internet, train five women journalists in the use of Internet to improve the content of our newspaper.” — 2005 Grantee, Francophone Africa
- “Build capacity of our members in notions and practices in deep analysis of gender by learning for a social change, by integration of gender in the design, elaboration and evaluation of projects by using appropriate tools on the gender evaluation methodology. These expectations could only be met by making it possible for us to evaluate together with GenARDIS the impact of this project and see how to continue to accompany us in the next days in the framework of capacity building to see how to sustain this kind of activities even if after funding.” — 2005 Grantee, Francophone Africa

8) Ensure real meaning to “sharing of information” and knowledge-sharing

Grantees as well as Honourable Mentions are expected to participate in an online discussion and respond to a set of questions on their experiences with their projects. This inadvertently assumes that Honourable Mentions would have embarked on some kind of gender and ICT-type project in lieu of receiving the GenARDIS grant. Unfortunately, none of the Honourable Mentions who responded to this evaluation managed to secure other funds for their proposed projects. This would have included those Honourable Mentions who wanted to undertake gender and ICT-type projects for the first time. One way of ensuring that sharing of information and knowledge-sharing is more meaningful to Honourable Mentions, as well as

grantees, is to include all shortlisted applicants/project proposers to a GEM-orientation and skills-building workshop in the form of a “kick-off” workshop (see recommendations numbered 1 and 2 above) before the grants are actually given. If at the time of this workshop (which should be held at the initial phase of the GenARDIS annual programme term), the shortlisted applicants/project proposers already know that they are Honourable Mentions, such a workshop would help them fine-tune their proposals in a more timely manner, when interest, motivation and “momentum to act” is still strong within themselves. It would also help them feel re-energised by the enthusiasm and sharing of grantees (who would by now also feel less threatened and less competitive), and they would be further motivated to improve on their project design and submit new proposals on these to other possible funders. While some do see the end-of-programme term workshop as useful, and a benefit to Honourable Mentions as well, “They are all invited in the different workshops to share their proposal, experiences and ideas”, these views are largely the views of grantees and partners. Honourable Mentions on the other hand had these sentiments to share:

“. . . Our proposal was reviewed, even if it was not funded, it was to encourage us. That led us to apply again in 2005, but it was unsuccessful.”
— 2003 Honourable Mention, Francophone Africa

“It was not understood as being significant in any way. It did not raise my status at all as it is a term that is not understood or even known around here.”
— 2003 Honourable Mention, Anglophone Africa

“I have no clue what the term means. I just felt that the proposal was considered good and would have been funded if the organisation had a larger budget, but it did not help the project.”
— 2005 Honourable Mention, Francophone Africa

Only one 2005 Honourable Mention (a youth group, Anglophone Africa) in a face-to-face interview mentioned that being an “Honourable Mention” helped them open more doors for possible support towards their project (though at the time, still yet to be confirmed). The ideal envisaged by partners and judges in identifying “Honourable Mentions” would therefore in all likelihood work only with those who continue to feel motivated and energised about their project proposal. There is a possibility too that as a youth group, being an Honourable Mention, is more prestigious than having to receive this Mention as an older person, who supposedly has already proven work experience on the ground.

The set up of ICT-based channels (mailing list, blog) for sharing of information and knowledge also assumed that there is ease of access and a certain level of comfort in using the technology. It also assumes that grantees and Honourable Mentions have a strong inclination in using the technology regularly. The set up of the Dgroups mailing list, however, was a condition to be fulfilled as part of the agreement with APC. There was also a slight difference in expectation of what a mailing list, when not driven by a shared purpose or need, could facilitate.

“There was an **uneven spread** of participation in the discussions online (see **Mylene’s analysis** of the Dgroups discussion). A few winners responded to the questions which were posed on Dgroups. It was set up to be a discussion space for winners and honourable mentions facilitated by APC. So the intention was not to get the partners to necessarily participate.”
— implementing partner

“The **expectations of partners** as a result of the knowledge-sharing and information dissemination were mostly to enable sharing of experience among grantees and getting to know about the new knowledge. CTA also expected encouraging larger organisations (IFAD, FAO) to collaborate in future action.”

— partner organisation

“Based on my experience with [knowledge-sharing] and information dissemination in other projects, where a group of people was brought together but is not directly linked through their daily work, my expectations were not high . . . For grantees and HMs there most probably will be issues like: **limited access to computers both in distance as in availability, connectivity problems, not used to [timidity in] communicating by use of these technologies. Facilitation of the dgroup** could be of help, combined with **training and personal support**. Also a **face-to-face meeting** usually eases the communication. Further, we have to be realistic in the accessibility of communication means and therefore in the **level and frequency of participation** in the communication.”

— partner organisation

The above views were reiterated by grantees. Issues of difficulties with the technology (breakdown of e-mail system and power failures, software problems), difficulties with communication and information overload, “There was sometimes a challenge to clearly understand what was required...” (2005 Grantee, the Caribbean) and being too busy or for personal reasons, detracted grantees from participating actively. The mailing list was also seen as more relevant to grantees rather than to Honourable Mentions. For Honourable Mentions, the major mechanism for knowledge-sharing and information dissemination was the face-to-face workshop organised by GenARDIS. The mailing list and e-mail communication were “incidental”. The main obstacle for Honourable Mentions in participating actively, “It was however difficult to share project information because most of us had not implemented our project. We shared experiences, while others shared information on the outcomes/impact of the projects they had implemented” (2005 Honourable Mention, Francophone Africa). Honourable Mentions evaluated their ability to participate in knowledge-sharing and information dissemination as very limited and frustrating because most of the communication suited the funded projects.

There is always the issue of how much time people have to share online. If there was a kick-off workshop, the mailing list could be introduced there and people would already know each other and so would tend to share online more easily. The knowledge-sharing and information dissemination mechanisms put in place by GenARDIS seemed more meaningful as an experience for future rather than current/existing projects sponsored by GenARDIS. But there were others who felt that there were shortfalls in meeting their expectations:

- “. . . discussions were pre-structured.” — 2005 Grantee, Anglophone Africa
- “I received very little feedback from grantees or project principals. I sometimes usefully received feedback from other parties who had received the information [by] being on [other] appropriate mailing lists.” — 2005 Grantee, the Caribbean

“I think that reasons for grantees and HMs not sharing as much as they could on the Dgroups was that they had **not met face-to-face** and they were introduced to each other online **quite late** in the process. Another reason is perhaps that there was **no meetings or interaction** during the implementation of their projects apart from with Dorothy and APC on matters of money and reporting. If there was some earlier facilitation of online meeting and some kind of process to keep in touch between partners and grantees and coordinating group and/or regular meetings then the knowledge-sharing and information dissemination would have been greater and have had more depth. The **willingness and eagerness to share at the**

workshop I think indicates that earlier introductions and facilitated discussions would be very effective. **Language** is always a problem and translation can lose meaning and delay sharing. Limited access to email and perhaps **lack of familiarity with online sharing** is also a barrier. I think that a **meeting online or face-to-face of partners** would be a good thing, so people know each other. Perhaps some kind of **mid-term reporting on the progress** of the grantees and **discussion among partners** would help.”

— 2005 grantee, Anglophone Africa

9) Increase focus and have a concrete action plan for publicity

The applicants, both grantees and Honourable Mentions, learned about GenARDIS mostly via the **usual online communication ways**: website, e-mail, mailing lists and networks such as CSIR-Crops Research Institute, inars Dgroups, weekly electronic Pambazuka Newsletter, Communications Drum Beat website, DIMITRA organisation newsletter. Some also received the announcement or news of the small grants fund from a friend or directly from one of the partners. Some respondents could not remember any more because their office receives a lot of information from a variety of sources. The challenge for GenARDIS is to organise publicity of the small grants fund in areas where ICT infrastructure is poor as well as in urban centres.

From the partners' views, publicity for GenARDIS was ensured through each of their organisational websites, as well as several dgroups and country knowledge exchange networks. Information was also shared with online media (newsletters, lists) and the publications of development organisations.

Under Phase 2 of GenARDIS, APC set up a website (<http://www.apcwomen.org/genardis>) and a blog (<http://genardis.livejournal.com>) for continued sharing among GenARDIS grantees and Honourable Mentions beyond the mailing list and knowledge-sharing workshop. The website clearly shows who are the partners behind GenARDIS compared to other partners' websites, which required the visitor to plough through the text in order to find out. Some websites were not updated with the most recent information either. There is a need to standardise presentation of partners behind GenARDIS among all the partners, so that even if potential grantees visit different websites, there would be a clear GenARDIS identifier in each partner's website. Most websites had information up until the grantmaking for Phase 2. APC could be the official host of GenARDIS' web page and updates, in addition to hosting the proposal submissions.

The blog, set up on 20th June, had three postings including the welcome note. The two other postings were both made on 23rd June. No new postings resulted since the GenARDIS knowledge-sharing workshop in July 2006. The blog may take on new life once the kick-off workshop is implemented. However, GenARDIS partners should go back to grantees to confirm what kind of ICTs would be most convenient for each of them for knowledge sharing and information dissemination.

GenARDIS partners could also identify various events and fora to further publicise GenARDIS. The use of community radio could be worth experimenting with.

10) Extend community-building beyond GenARDIS

“During the Tanzania meeting it was recognised that a **competitive grants facility is not always the best way** to set up a network and we had hoped that offering GenARDIS a second time we would have such a **learning network**. To some extent **WOUGNET's involvement**¹⁶ has the promise of

¹⁶ This probably also implies APC's involvement. The two organisations are known and recognised for their capabilities in sharing information and knowledge and using ICTs towards this purpose. The respondent may have also felt that WOUGNET had an advantage as an implementing partner, having participated at the 2002 Observatory meeting on gender and agriculture in the information society.

being able to **share lessons learned**, discuss key conceptual and practical achievements and multiply the outputs of our work.”

— judge, Phases 1 and 2

GenARDIS should see itself as strengthening a community of activists and practitioners in addressing gender and promoting ICTs in the agricultural and rural sectors. This need not necessarily mean an exclusive “GenARDIS community”, but could require integrating or introducing grantees to a wider network of practitioners and activists. This would be the broader and more general approach. Another possibility would be to support linkages for project proposers who have already started their own networking and have generated interest in their projects for replication in some form or another. Such a community would then have a shared purpose for getting together and exchanging information compared to a learning network that is more generic.

11) Consider extending a project’s grant term

The implementation of this recommendation, understandably, would be conditional on how flexible the partner organisations are in the budget planning and allocation of resources to GenARDIS, since budgeting for GenARDIS is done only from a year-to-year basis. The year-to-year planning may have been decided on because there are programme implications for the larger programmes of each of the partner organisations. However, if one or two partner organisations might play the role of “buffering” the small grants fund for a minimum of two years, this may be very helpful to a number of project proposers. This need not mean simultaneously expanding the grant size, but what it does is allow for:

- a) additional time for more intensive consultations, exploratory and preparatory work to be put in place, especially considering the infrastructural and ICT accessibility issues faced by many intended beneficiary communities in the agricultural and rural sectors;
- b) a real time period of 12 months of implementation, at minimum, rather than anything shorter than 12 months which may be caused by delays in signing of contracts, transfer of funds, receipt of funds, reporting, etc.

“. . . depending also what the priority objectives of the project might be. If GenARDIS is keen to impact on deepening the empowerment of [rural women’s] empowerment, that probably calls for a design that facilitates longer periods of engagement. However, I also believe there is value in GenARDIS providing seed funds for projects that can spark women’s social and economic empowerment in diverse places. The seed funds provide opportunities for experience that can form the basis for new projects that hopefully integrate the lessons learnt with the financial support of the GenARDIS Small Grant Fund.”

— project site visit report, Ghana

The potential benefits of a longer-term programme for GenARDIS also included issues of ownership over GenARDIS, to achieve the ideal, “the grant beneficiaries should be the owners” (partner organisation):

“The key decision makers are the representatives of the partner organisations since they provide the funds. The spiritual ‘owners’ of GenARDIS are the participants in the 2002 Observatory meeting on Gender and agriculture in the information society who developed the idea (mostly Helen Hambly Odame, who had the original idea). It would be very nice to establish a collective ownership of GenARDIS by creating a community of all previous grant recipients and honourable mentions, judges and coordinators. However, this is linked to the long-term prospect of the programme which should be secured.”

— judge, Phases 1 and 2

12) Consider expanding the grant size

While most judges commented on the grant size as mostly to be of a good sizeable amount, “considerable for some smaller ACP nations”, two of them did feel that it was too small, “. . . I tend to think they are too small and therefore have difficulty achieving any meaningful impact” (judge, Phase 1). The feeling that the size of the grant is too small was also felt by a number of grantees.

“Yes. Some projects that give small grant are not one shot seedgrant programmes. They provide additional funding depending on activities to be carried out.”

— 2005 Grantee, Anglophone Africa

“The fact of limiting the envelope of the grant is not good, because after evaluation, it limits the project activities because we have to plan a budget that fits within these 5000 Euros.”

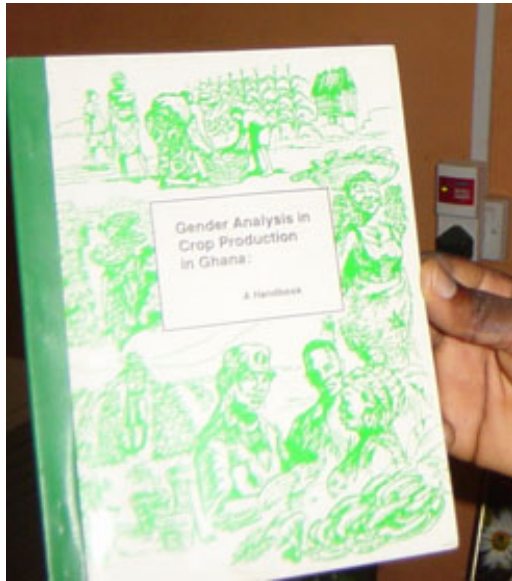
— 2003 Honourable Mention, Francophone Africa

One respondent in particular felt that the size of the grant is too small to be split into two disbursements. Only four grantees had more positive comments to make about the size of the grant, “. . . small but appropriate for start-up of innovative projects”. The evaluation team is therefore not completely convinced of this as a need, but because it arose as an issue, the recommendation is made to the GenARDIS partners only if they are keen to do this and can mobilise the needed resources to do so. This recommendation is also made quite cautiously as the evaluation team is fully aware of the gap in resource mobilisation for publicising GenARDIS in a more concrete manner and publishing case studies based on the experiences of the projects supported. These—publicising and publishing—are two quite critical activities to which the GenARDIS small grants fund programme has not managed to pay sufficient attention.

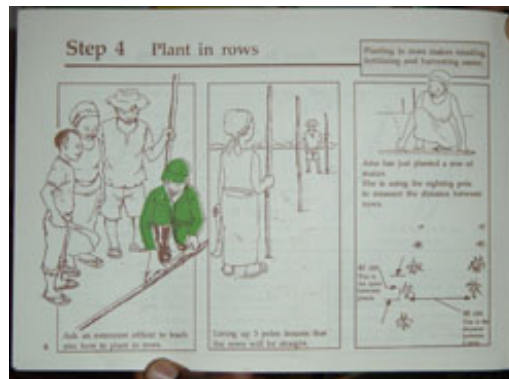
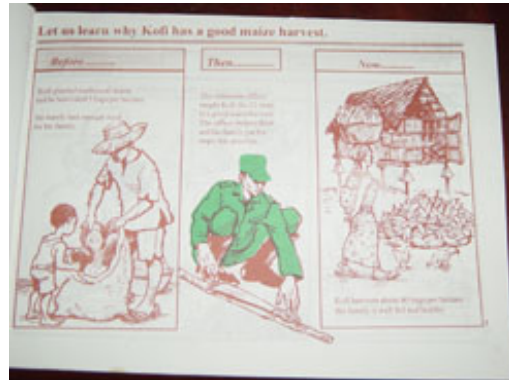
There are two critical ways of “literally” expanding the grant size. One would be to find more partner organisations or sponsor agencies to collaborate with and who would support GenARDIS, but more importantly, must have the same vision and mission as existing partners in addressing gender and promoting the use of ICTs, especially among rural women, in the agricultural and rural sectors. The second way is for existing partners to each commit larger amounts of resources.

Expanding the grant size would allow for the following to happen:

a) a more realistic consideration of costs in undertaking community-based activities in the rural areas, and possibly being able to put aside a small amount towards translation of English materials usually obtained free from developmental agencies by most of the grantees, “. . . implementation of projects in rural areas is more difficult than in urban areas. Women here are asking what activities will you undertake” (2005 Grantee, Francophone Africa). Two grantees stated that the funding was insufficient to either succeed with the project as such or with parts of it, “Funds given by GenARDIS were not enough to monitor the trainings in rural areas” (2003 Grantee, Francophone Africa).



A sample of the kind of resource materials available in English, "Gender Analysis in Crop Production in Ghana". Sample pages from this books are shown on the right.



b) enable proposers to consider in their project design, activities or elements that would encourage the establishment of spaces to discuss the project's realisations (culled through M&E mechanisms) and to some extent raise issues of gender-power relations and to seek people-centred and self-internalised solutions. Some of the grantees would have liked or still plan to conduct an impact study, self-evaluation or publish project's results. Lack of finance is the main constraint:

- "Looking for sponsorship of about USD 800-1000 to conduct an impact study. Could you help?" — 2005 Grantee, Anglophone Africa
- "I intend to publish the results but I haven't begun to develop an intended publication." — 2005 Grantee, the Caribbean
- "Yes, I conducted self-evaluation of the project; I could not however carry out any further studies due to financial constrains." — 2003 Grantee, Anglophone Africa
- "We will be conducting this throughout 2007 commencing from its launching." — 2005 Grantee, the Pacific

The above are of course conditional on the fact that the proposers actually know how to design a project well, from basic costing issues to incorporating critical though small elements into their project design to better enable, if not, at minimum, encourage change and improvement in gender relations.

"However, while the size of the grants are small, the project's inability to meet the majority of its ICT objectives has more to do with its design than the size of the grant. The key factor that shaped the ICT components of the project is the tie-in with a MOFA obligation to install internet connectivity in the Techiman MOFA offices as well as the agricultural information centre in the market. The lack of prioritisation and/or funds to do so detracted from the potentially deeper impact of the project. Much of the funds also went into the travel budget – from Kumasi to Techmiman, , and the women farmers to the agricultural information centre. While understanding the value of the Techiman market to vegetable crop production, and the preponderance of women farmers in vegetable crop production, the use of the large chunk of

the budget on travel constrained the ability to include other processes that might have had more direct value to the women farmers themselves – including among others the acquisition/donation of village phones, and the translation of key resources into local languages.”

— project site visit report, Ghana

The view above was to some extent also reflected and reiterated in the responses by grantees. In terms of linking the size of grant to the success of the project, grantees mostly explained that they made sure that the project is designed in a way that's feasible to succeed with the given amount.

“Financial support was sufficient to ensure the project's success. It was inadequate by itself but served as a building block to obtain more support, if required.; You design a kind of project that fits in the stated grant but if you knew it was flexible am sure project design would be done to ensure that results achieved are sustainable as well.; I could not say that the 5,000 euros were not enough, but if that is what was decided to limit budgets, we have to minimise our charges to this amount to benefit of the grant and reach our objectives. The funds were limited and therefore the project had to limit its activities in terms of extend and intensity of the project. The need of funding matching funds was mentioned: It was an excellent amount—as mentioned above—it is all that is needed in order to secure matching funds and to ensure a seed injection of money that enables us to take the project to its next level.”

— 2005 Grantee, the Caribbean

There is, however, one creative way of expanding the grant size without any kind of financial implications to the sponsor agencies. And this is to guarantee a minimum amount of 5,000 Euros to selected projects, but to not limit the grantmaking to a fixed number of projects vis-à-vis what the total available funding permits. If the priority is to catalyse innovation (and maybe, GenARDIS partners may want to add to the overall objective of GenARDIS, that is, to also encourage pilot-tests of known good practices), then GenARDIS could actually select seven projects (or less) and provide a larger sized grant to these projects, and not necessarily for each to be at the same amount levels. It should be based on need to also help address the issue, “The quality [of proposals] was okay, although generally the proposals were very ambitious taking into consideration the size of the grants available” (judge, Phase 2). Such an approach will then emphasise quality of the selection rather than force partners to be bound to follow the rule of EUR5,000 per project and that ten projects and no less than ten projects must be given a grant vis-à-vis the total amount available. Some project proposers can still end up receiving EUR5,000/-, the promised minimum guarantee. If there is a balance from the total fund that is not allocated, these could go towards supporting publishing activities or publicity activities, or rolled over to the following year to support “rising stars”.

13) Consider changes to Management & Coordination Arrangements

“As previously mentioned, I tend to think the **donors should not be leading the processes**, but rather have the implementing institutions spearhead most of them (with donors involved in clarifying or supporting processes). I'm not certain to what extent this issue has been resolved now that APC is the coordinator (as I have not been involved in GenARDIS since then, however, it certainly was our intention, when choosing APC, to have it take more of a leading role in substantive issues related to judging guidelines and processes).”

— judge, Phase 1

APC with WOUGNET's support should be the initial reviewers of the proposal submissions, and to shortlist these to the 50 required for the judges' perusal. As implementing partners, the responsibility of ensuring that proposals meet the minimum requirement does fall on a coordinator's role. Proposal submissions should already require project proposers to provide

both institutional information on themselves and bank account details that would help APC and WOUGNET verify to some extent that these proposers actually exist and are able to receive funds from international sources. This would also help reduce the time in getting this information after grantees are determined.

“During the selection process, we relied on the information provided in the proposals. Before disbursing the money to the winners, however, we asked for information that would enable us to verify the credibility of the proposers.”

— judge, Phases 1 and 2

The GenARDIS “kick-off” workshop (elaborated under recommendations numbered 1 and 2) could help be an alternative to a full-blown verification process that would be too expensive to establish and maintain at this early stage of GenARDIS. Interpersonal exchanges with potential grantees and listening to their thoughts on gender issues might prove sufficient, in addition to the institutional and bank account details information required upfront.

“The final selection we used was a point systems, we had to choose our top ten, with the number one receiving 10 points and the number ten 1 points. Very limited option in my opinion. A more advanced system is required, for example that you give point per proposal per each criteria, the proposal with the highest points is your number 1 etc. The system we used is not very objective.....”

— judge, Phase 2

The scoring system for judging should have clear criteria that is weighted with determined allocated scores. If this is not consciously recorded, it is easy to judge a project with a general score and find a big difference when a weighted score is introduced. For example, do judges unconsciously look for concrete previous experience in gender and ICT work among the proposers? While proposal summaries should not be prepared by APC or WOUGNET for the judges, these might be easily requested of applicants upfront in the application form—maybe more in point form, rather than in narrative style. At minimum, the applications and attachments must be appropriately named for easy tracking. This rule could easily be communicated to applicants as well.

8. CONCLUSION

GenARDIS can be described as a vehicle with currently four wheels (IDRC, CTA, Hivos and IICD) and two co-drivers, APC and WOUGNET. It is the drivers who will have to determine the communication strategy for GenARDIS, what mechanisms and channels will really work, and for the benefit of project owners, their direct beneficiaries and the partners. Fortunately for GenARDIS, these organisations have considerable experience already in the area of gender and ICTs. Determining the communication strategy (maybe not yet a strategy as this is quite long-term, but at minimum, information dissemination and knowledge-sharing channels and mechanisms which will not only benefit grantees and Honourable Mentions, but partners and judges as well) for GenARDIS should rightly be done in consultation with all of the partner organisations and grantees and Honourable Mentions. The best place to start would really be at the “kick-off” workshop, an insight that a number of respondents have pointed to, and is probably at this time, the most critical and minimum change that GenARDIS could afford to effect.

9. ACKNOWLEDGEMENTS

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Annex 1: GenARDIS Evaluation Framework

Sections of Questionnaire	Category of Respondents	Evaluation Objectives Served
Background information on respondent	Grantee, Honourable Mention	1
	Partner, Judge	1, 3
Gender and ICT Work History & Motivation	Grantee, Honourable Mention	1, 2
Project Design, Implementation and Evaluation	Grantee, Honourable Mention	1, 2
Seed Grantmaking	Grantee, Honourable Mention, Partner	1, 3
Judging & Seed Grantmaking	Judge	1, 3
Knowledge-sharing and information dissemination	Grantee, Honourable Mention, Partner	2, 3
Influence over attitudes, perceptions and project design, implementation and management, as well as management of resources, on issues related to gender and ICTs	Grantee, Honourable Mention	1, 2
Coordination	Partner, Judge	1, 3
Creative	Grantee, Honourable Mention, Partner, Judge	1, 2, 3

Reference for Evaluation Objectives:

Evaluation Objective 1: Identify and assess the achievements of the 2 phases of GenARDIS. This means assessing:

- intended outcomes and both positive and negative unintended outcomes, if any.
- how achievements were or could have been determined by the way partners and key stakeholders carried out their role and responsibilities

Evaluation Objective 2: Assess the changes (in capacities, resource-sharing, services provided, program delivery, etc.) perceived and experienced by the people-Awardees of GenARDIS during their involvement in the project. This means:

- Culling a perception of the Awardees' current gender perspective and analysis in the use of ICTs for agricultural and rural development.
- Assessing to what extent GenARDIS has influenced their thoughts, attitudes and aspirations from a gender perspective.
- Identifying and assessing what new knowledge did Awardees gain, what knowledge was reinforced and what knowledge was discarded.
- Identifying a number of Awardees for more in-depth interviews/visits as case studies.

Evaluation Objective 3: Identify lessons learnt to feed into GenARDIS for its evolution toward its next phase of design and implementation. This includes reviewing:

- The original conceptualisation of GenARDIS, changes in original design if any, and aspects of coordination, decision-making and implementation mechanisms and processes.
- The extent and level of participation of GenARDIS partners in decision-making.
- The extent and level of knowledge and experience of GenARDIS partners in managing and administering small grants.
- The extent and level of knowledge and experience of GenARDIS partners in gender and ICTs.
- Who are the key liaison focal points for each GenARDIS partner and their decision-making role in their respective organisations.
- The size of grants and the types of activities and services implemented vis-à-vis the needs of Awardees and the wider intended beneficiaries of GenARDIS.
- How lessons and other relevant knowledge in gender and ICT issues were shared and disseminated among the partners, Awardees and other key stakeholders in the area of agricultural and rural development in the ACP countries.

Annex 2: Questionnaire for Grantees

**GenARDIS
Questionnaire for Grantees**

Name of Respondent:

Designation:

Your e-mail address:

Phone contact:

Organisation:

Year of Establishment:

Website URL:

Mission of Organisation:

Year(s) of receiving GenARDIS grant:

Title of Project(s):

Duration of Project(s):

Intended beneficiaries of project(s):

Gender and ICT Work History & Motivation

1. When did your organisation first start focusing its work on gender and ICTs and what were the reasons for doing so?
2. Was gender and ICT incorporated into your organisation's work before you submitted an application to GenARDIS? If yes, explain how. If not, what was the main reason for considering a proposal on gender and ICTs and submitting this to GenARDIS?
3. How did you hear about GenARDIS and what were your first impressions of the fund? How did the news about receiving the seedgrant fund affect you?
4. What was your organisation's motivation in/reasons for undertaking a project under GenARDIS?

Project Design, Implementation and Evaluation

5. Who from your organisation was personally involved in the conceptualisation and design of the project under GenARDIS?
6. Were there specific lessons learnt and knowledge from your previous work that you fed into the project under GenARDIS? If yes, please elaborate. (Consider gender issues—project and organisation perspectives.)
7. Were there others from outside your organisation who were involved in the conceptualisation and design of the project? Who were they? What were their specific roles and responsibilities throughout the project duration?
8. What was the whole process of applying to finally getting the grant like for your organisation? (For example, was it stressful, complicated, smooth/no problems, etc? Please briefly explain your answer.)
9. What kind of mechanisms and processes were put in place within your project for:
Coordination?
Communication?
Decision-making?
Conflict resolution?
Monitoring and evaluation?
Please also add how were these mechanisms/processes decided upon.
10. To what extent were gender issues incorporated into the design of these mechanisms and processes?
11. Do you have a process chart for each of these mechanisms? If yes, please provide us with a copy over email <lenka@apcwomen.org>. If no, how did others know how each mechanism worked or what the process should be like?
12. How effective and efficient have these mechanisms been? What have been the challenges, if any? Were there problems which occurred which until today remain unresolved? (Please consider i.e. clarity of processes, roles and responsibilities; areas of blurring, etc.)
13. In the course of the project, were there any reviews/mid-term evaluations conducted? If yes, who requested them, how they were conducted and by whom, when did they take place? What kind of changes or revisions of the project they resulted into?
14. From your perspective, to what extent did your project achieve its objectives? (Please consider expected as well as unexpected results.) Please describe: What were the facilitating

factors for this achievement; What were the obstacles to your achievement(s)?; What were your primary challenges?

15. Did you conduct any kind of self-evaluation of the project, impact study, or any kind of a research based on the results of the project? If yes, please briefly describe or provide us with related materials via email <lenka@apcwomen.org>.

Seed Grantmaking

16. What is the total budget of the grant that you received from GenARDIS and how was it disbursed to you?

17. In your opinion, to what extent are the following methods of GenARDIS seed grant-making practical and useful:

- size of the grant?
- the method of disbursement?
- timeliness of the grant?
- GenARDIS review processes?

18. To what extent was financial support sufficient to ensure the success of your project?

19. What kind of conditions and terms are GenARDIS grantees expected to fulfill? To what extent have you been able to meet all of these? Please elaborate on any challenges faced.

20. Is GenARDIS different from other seedgrant programmes/donor-funding that you have experienced? If yes, how? If no, do you see a need for it to be different, and if yes, in what ways?

Knowledge-sharing and information dissemination

21. What kind of mechanisms were there for knowledge-sharing and information dissemination within GenARDIS for grantees?

22. To what extent did your organisation/project participate in these mechanisms for knowledge-sharing and information dissemination? Were there any obstacles/challenges to your organisation's/project's participation? If yes, please elaborate on these obstacles/challenges.

23. What were your expectations as a result of the knowledge-sharing and information dissemination?

24. To what extent were these expectations met?

25. What kind of new knowledge did your project help to generate in the area of gender and ICTs? Please describe the following aspects: Are these documented? If yes, where? (Please send to: <lenka@apcwomen.org>). How are you using this new knowledge? What kind of changes did this new knowledge bring about for you, your organisation, your project?

Influence over attitudes, perceptions and project design, implementation and management, as well as management of resources, on issues related to gender and ICTs

26. What were your expectations, including that of your organisation's, knowledge base in gender and ICTs as a result of this funding from GenARDIS? To what extent were these expectations met?
27. To what extent did gender considerations influence how resources were managed within the project?
28. How does the funding from GenARDIS contribute to your organisation's existing work and/or profile in the area of ICTs?
29. What were the lessons learnt from your project? To what extent were these lessons learnt any different from other projects you run which are funded outside of GenARDIS?
30. To what extent did project funding under GenARDIS contribute to your organisation's development, if any?
31. To what extent did your project which was funded under GenARDIS contribute to the general policy environment for ICTs: a) in other institutions; b) nationally; c) regionally?

Creative

32. If GenARDIS were an animal, what kind of animal would it be?
33. If GenARDIS was a piece of music, what would the piece sound like?
34. If GenARDIS were a politician, what kind of politician would it be?
35. Do you have any additional comments/suggestions for the improvement of GenARDIS? Is there anything else you'd like to say about GenARDIS for this evaluation?

Thank you very much for your time spent on this survey. If you have any questions or comments, please do not hesitate to contact us. Lead evaluator: Angela M. Kuga Thas <amkt@apcwomen.org>; research and analyses: Lenka Simerska <lenka@apcwomen.org>.

Thank you!

Annex 3: Questionnaire for Honourable Mentions

**GenARDIS
Questionnaire for Honourable Mentions (HMs)**

Name of Respondent:

Designation:

Your e-mail address:

Phone contact:

Organisation:

Year of Establishment:

Website URL:

Mission of Organisation:

Year(s) of applying for GenARDIS grant:

Title of Project(s):

Duration of Project(s):

Intended beneficiaries of project(s):

Gender and ICT Work History & Motivation

1. When did your organisation first start focusing its work on gender and ICTs and what were the reasons for doing so?
2. Was gender and ICT incorporated into your organisation's work before you submitted an application to GenARDIS? If yes, explain how. If not, what was the main reason for considering a proposal on gender and ICTs and submitting this to GenARDIS?
3. How did you hear about GenARDIS and what were your first impressions of the fund?
4. What was your organisation's motivation in/reasons for undertaking a project under GenARDIS?

Project Design, Implementation and Evaluation

5. Who from your organisation was personally involved in the conceptualisation and design of the project under GenARDIS?
6. Were there specific lessons learnt and knowledge from your previous work that you fed into the project's design under GenARDIS? If yes, please elaborate. (Consider gender issues—project and organisation perspectives.)
7. Were there others from outside your organisation who were involved in the conceptualisation and design of the project during the proposal write-up stage? Who were they?
8. What was the whole process of applying to finally learning about the results? (For example, was it stressful, complicated, smooth/no problems, etc? Please briefly explain your answer.)
9. Did you finally get funding for your project? If yes, from whom? Was there a difference in the amount you had originally applied from GenARDIS and the final grant you received for your project from this other donor? If yes, what were the reasons for the difference?
10. If you did successfully get funding from other sources for your project, from your perspective, to what extent did your project achieve its objectives? (Please consider expected as well as unexpected results.) Please describe: What were the facilitating factors for this achievement; What were the obstacles to your achievement(s); What were your primary challenges?

Seed Grantmaking

11. What do you understand by the term "Honourable Mention"? Did this "status" help you/your organisation/your project in any way? Please elaborate on how and why or why not.
12. Is GenARDIS different from other seedgrant programmes/donor-funding that you have experienced? If yes, how? If no, do you see a need for it to be different, and if yes, in what ways?

Knowledge-sharing and information dissemination

13. What kind of mechanisms are there for knowledge-sharing and information dissemination within GenARDIS for Honourable Mentions?

14. To what extent did your organisation participate in these mechanisms for knowledge-sharing and information dissemination? Were there any obstacles/challenges to your organisation's participation? If yes, please elaborate on these obstacles/challenges.

15. What were your expectations as a result of the knowledge-sharing and information dissemination?

16. To what extent were these expectations met?

17. What kind of new knowledge did you gain by participating in these mechanisms for knowledge-sharing and information dissemination? How are you using this new knowledge? What kind of changes did this new knowledge bring about for you, your organisation, your project?

Creative

18. If GenARDIS were an animal, what kind of animal would it be?

19. If GenARDIS was a piece of music, what would the piece sound like?

20. If GenARDIS were a politician, what kind of politician would it be?

21. Do you have any additional comments/suggestions for the improvement of GenARDIS? Is there anything else you'd like to say about GenARDIS for this evaluation?

Thank you very much for your time spent on this survey. If you have any questions or comments, please do not hesitate to contact us. Lead evaluator: Angela M. Kuga Thas <amkt@apcwomen.org>; research and analyses: Lenka Simerska <lenka@apcwomen.org>.

Thank you!

Annex 4: Questionnaire for Partners

**GenARDIS
Questionnaire for Partners**

Name of Respondent:

Designation:

Organisation:

Year of Establishment:

Website URL:

Mission of Organisation:

Year(s) of your organisation's involvement with GenARDIS:

Consent as Respondent for the Evaluation of GenARDIS

I, _____, hereby acknowledge that I have agreed to
this interview in order to help contribute to the evaluation of GenARDIS. The evaluator
may quote me in her evaluation report, unless I have specified otherwise.

Name:

Signature

Date:

Coordination

1. When did your organisation first start focusing its work on gender and ICTs and what were the reasons for doing so?
2. How was gender and ICT incorporated into your organisation's work programme? Is there any policy or program document on gender within the organisation? If yes, please provide it to us.
3. What was your organisation's motivation in/reasons for undertaking GenARDIS? Who from your organisation was personally involved in the conceptualisation and design of GenARDIS when the idea for such a seedgrant programme was first mooted/proposed?
4. What were your expectations (organisational perspective and in terms of knowledge base in gender and ICTs) as a result of this partnership in GenARDIS? To what extent were these expectations met?
5. How does GenARDIS contribute to your organisation's existing work and/or profile in the area of ICTs?
6. In what ways has your organisation contributed to the design, management and implementation of GenARDIS? What other roles does your organisation/you play and what are your responsibilities?
7. What kind of previous lessons learnt/knowledge was fed into the design of GenARDIS? Were there contributions from other work programme areas or projects?
8. Which organisations are involved in the management and implementation of GenARDIS?
9. What kind of mechanisms and processes were put in place for:
 - Coordination?
 - communication?
 - decision-making?
 - Conflict resolution?
 - Monitoring and evaluation
10. How were these mechanisms/processes decided upon?
11. Do you have a process chart for each of these mechanisms? (If yes, please provide us with a copy via email: <amkt@apcwomen.org> and <lenka@apcwomen.org>) If no, how did others know how each mechanism worked?
12. How effective and efficient have these mechanisms been? What have been the challenges, if any? Were there problems which occurred which until today remain unresolved? (Please consider clarity of processes, roles and responsibilities; areas of blurring.)
13. Who are the key decision-makers in GenARDIS? Who would you consider are the "owners" of GenARDIS? What are your reasons for saying so?
14. Were annual reviews conducted of GenARDIS? If yes, when and what kind of changes took place as a result of these reviews?
15. Is GenARDIS different from other seedgrant programmes/donor-funding? If yes, how? If no, do you see a need for it to be different, and if yes, in what ways?

Seed Grantmaking

16. What is the size of the grant (min, max) made under GenARDIS and how is it disbursed?
17. What kind of feedback, if any, have you received on the practical usefulness of the:
- size of the grant?
 - the method of disbursement?
 - timeliness of the grant?
18. Do you have a process chart showing from beginning to end the application to GenARDIS and disbursement of grants under GenARDIS and final reporting?
19. Have there been any kind of requests for help by grantees [other needs of grantees] that lie outside the application and final grantmaking process? If yes, what were these?
20. How are final grantees selected?
21. What are Honourable Mentions? To what extent do Honourable Mentions benefit from GenARDIS?
22. What kind of conditions and terms are GenARDIS grantees expected to fulfill? To what extent have all of these been met?
23. How do you verify the final project reports from grantees?
24. What is the spread and diversity of the seed grantmaking under GenARDIS so far? What kind of projects have been funded and where? How do you think this spread and diversity can be further improved?

Knowledge-sharing and information dissemination

25. What kind of mechanisms are there for knowledge-sharing and information dissemination for:
- GenARDIS partners
 - GenARDIS grantees
 - GenARDIS HMs
26. How were these mechanisms decided upon?
27. To what extent do partners, grantees and HMs participate in the knowledge-sharing and information dissemination?
28. Are there any obstacles to participation in the knowledge-sharing and information dissemination processes that you've described for: a) partners, b) grantees and c) HMs? What are the facilitating factors?
29. What kind of new knowledge did GenARDIS help to generate? Are these documented? If yes, where? (Please provide us with a copy via email <amkt@apcwomen.org> and <lenka@apcwomen.org>)
30. To your knowledge, what kind of changes has GenARDIS brought about to:
- Your own work programme and focus
 - partners' work programme
 - grantees' projects and/or other ICT work
 - HM's projects and/or other ICT work
 - the general knowledge base in gender and ICTs in the: a) ACP countries, b) regionally, c) internationally
 - policy-making in the area of ICTs: a) within grantees'/HMs' projects; b) organisationally among partners; c) nationally

31. What were your expectations as a result of the knowledge-sharing and information dissemination?

32. To what extent were these expectations met?

Creative

33. If GenARDIS were an animal, what kind of animal would it be?

34. If GenARDIS was a piece of music, what would the piece sound like?

35. If GenARDIS were a politician, what kind of politician would it be?

36. Is there anything else you'd like to say about GenARDIS for this evaluation? Do you have any additional comments/suggestions for the improvement of GenARDIS?

Thank you very much for your time spent on this survey. If you have any questions or comments, please do not hesitate to contact us. Lead evaluator: Angela M. Kuga Thas <amkt@apcwomen.org>; research and analyses: Lenka Simerska <lenka@apcwomen.org>.

Thank you!

Annex 5: Questionnaire for Judges

**GenARDIS
Questionnaire for Judges**

Name of Respondent:

Designation/Position:

Organisational affiliation, if any:

Year of Establishment:

Website URL:

Year(s) of involvement with GenARDIS:

Previous experience as judge/assessor of proposals:

Consent as Respondent for the Evaluation of GenARDIS

I, _____, hereby acknowledge that I have agreed to
this interview in order to help contribute to the evaluation of GenARDIS. The evaluator
may quote me in her evaluation report, unless I have specified otherwise.

Name:

Signature

Date:

Coordination

1. When and how did you first hear of GenARDIS?
2. To your knowledge, which organisations are involved in the management and implementation of GenARDIS?
3. How were you identified as a judge on the final selection committee for the GenARDIS seed grantmaking? Were there specific selection criteria that you were aware of and which you fulfilled?
4. As a judge on the final selection committee, what were the expectations of your role and responsibilities? To what extent did you manage to fulfill these?
5. Please also elaborate on the kind of information that was provided to you in order to for you to carry out your role and responsibilities as judge. For example, did you have any form of guidelines on judging? What other support or guidance did you receive?
6. As a judge on the final selection committee, what were your expectations on the role and responsibilities of the GenARDIS implementing partners? What kind of support did you get in order to be able to judge the proposals well?
7. What kind of mechanisms and processes were put in place during the judging process for:
 - a) Coordination?
 - b) communication?
 - c) decision-making?
8. To your knowledge, how were these mechanisms/processes decided upon?
9. Were you provided a process chart for each of these mechanisms? (Please provide us with a copy via email <lenka@apcwomen.org>) If no, how were you informed on the processes for each mechanism?
10. How effective and efficient have these mechanisms been? What have been the challenges, if any? Were there problems which occurred which until today remain unresolved? (We are referring to clarity of processes, roles and responsibilities; areas of blurring.)
11. Who are the key decision-makers in GenARDIS? Who would you consider are the “owners” of GenARDIS? What are your reasons for saying so?
12. Is GenARDIS different from other seedgrant programmes/donor-funding? If yes, how? If no, do you see a need for it to be different, and if yes, in what ways?

Judging and Seed Grantmaking

13. As a judge on the final selection committee, what was your impression of the overall quality, and spread and diversity of the project proposals that were submitted to GenARDIS?
14. As a judge on the final selection committee, how were you able to verify the credibility of each proposer? To your knowledge, what kind of due diligence processes were in place?
15. How were projects finally selected? For example, based on a point system, number of grants to be made per year, a combination of approaches? How were differences of opinion resolved?
16. What are your own personal views on the practical usefulness of the:
 - a) size of the grant?
 - b) the method of disbursement?

c) timeliness of the grant?

17. To your knowledge, what are Honourable Mentions? To what extent do you feel that Honourable Mentions can and do benefit from GenARDIS? What are your views on the advantages and disadvantages of identifying and listing Honourable Mentions?

Creative

18. If GenARDIS were an animal, what kind of animal would it be?

19. If GenARDIS was a piece of music, what would the piece sound like?

20. If GenARDIS were a politician, what kind of politician would it be?

21. Is there anything else you'd like to say about GenARDIS for this evaluation? Do you have any additional comments/suggestions for the improvement of GenARDIS?

Thank you very much for your time spent on this survey. If you have any questions or comments, please do not hesitate to contact us. Lead evaluator: Angela M. Kuga Thas <amkt@apcwomen.org>; research and analyses: Lenka Simerska <lenka@apcwomen.org>.

Thank you!

Annex 6: Example of e-mail message sent to respondents¹⁷

2005 Grantee

Dear Ofa Guttenbeil,

Warm greetings!

We are pleased to inform you that the implementing partners of GenARDIS (IDRC, CTA, IICD, HIVOS and APC) are conducting an external evaluation of GenARDIS in order to gather lessons learned and to become better informed on how to improve and move forward with the future phases of GenARDIS. As you may be aware, GenARDIS has had two phases of implementation already, 2003-2004 and 2004 to 2005. The GenARDIS evaluation will adopt a learning-oriented approach and be focused both on processes and outcomes, in order to cull to an optimum level (within the given time and budgetary constraints) critical information that would better inform the design and implementation of future and upcoming phases of GenARDIS. A team of evaluators will be evaluating GenARDIS. These are myself, Angela M. Kuga Thas from Malaysia, who will lead the evaluation team, Lenka Simerska from the Czech Republic, Jennifer Radloff from South Africa and Sylvie Niombo from Congo Brazaville.

The objectives of the evaluation are to:

1. Identify and assess the achievements of the 2 phases of GenARDIS.
2. Assess the changes (in capacities, resource-sharing, services provided, program delivery, etc.) perceived and experienced by the people-Awardees of GenARDIS during their involvement in the project.
3. Identify lessons learnt to feed into GenARDIS for its evolution toward its next phase of design and implementation.

We are contacting each grantee and Honourable Mention to get your views on various aspects of GenARDIS and your experience as grantee or Honourable Mention. As grantee/Honourable Mention, you are asked to complete the attached questionnaire and submit it to us not later than 15th August 2006, after which you may be contacted by telephone for some follow-up questions. We hope you will complete the questionnaire as best and as comprehensively as you can, so that this special seedgrant fund, GenARDIS, can better serve the objectives it had originally set out to achieve. Once you have completed your questionnaire, please re-name the file as "your first nameCOUNTRY" and send it to Lenka Simerska at: lenka@apcwomen.org by the 15th of August 2006.

For those who are completing their questionnaires in French, please send your completed questionnaire, re-name the file as well as instructed above, and send it to Sylvie Niombo at: sylvie@apcwomen.org by the 15th of August 2006.

With much thanks,

Angela M. Kuga Thas
on behalf of the evaluation team

¹⁷ The same message was translated into French and distributed to the French-speaking respondents.

Annex 7: Overview of all respondents included into the evaluation and their questionnaire return status

2003 Grantees							
No.	Name	Country	Organisation	Project Name	Questionnaire	Progress Report	Final Report
1	Alice Djinadou Igue Kouboura	Benin	Institut National des Recherches Agricoles du Bénin (INRAB), Benin	Renforcement des capacités des femmes fonctionnaires qui oeuvrent pour l'autonomisation économique des femmes rurales pour la sécurité alimentaire et la réduction de la pauvreté au Bénin	YES	NO	YES
2	Joana Francis Adda	Ghana	Participatory Community Development (PACODEV), Ghana	Proposal to use Participatory Community Planning (PCP); ICTs as tools to give rural women a voice in decision making to promote a new social awareness about their roles in managing natural resources for sustainable agriculture through biodiversity conservation.	NO	NO	NO
3	Dorienne Rowan-Campbell / Nidhi Tandon	Jamaica	Networked Intelligence for Development, Jamaica	ICT tools and services in support of development of organic agriculture in the Caribbean: a regional training workshop for women entrepreneurs	YES	NO	NO
4	James Onyango	Kenya	Kenya AIDS Intervention Prevention Project Group (KAIPPG), Nairobi, Kenya	Health and Agriculture Community Radio Network	YES	NO	YES
5	Bessie Nyirenda	Malawi	Computer Land Limited, Malawi	FarmWise	YES	YES	YES
6	Joseph Kiplang'at	South Africa	University of Zululand - Department of Library and Information Science, South Africa	Diffusion of ICTs in communication of agricultural information for rural development among women in Kwa-Zulu Natal	NO	NO	NO
7	Pantaleon Shoki	Tanzania	Community Development and Relief Agency (CODRA), Tanzania	Mainstreaming Gender into Information, Communication and Technology in Sub-Saharan Africa: A Case Study of Northern Tanzania	NO	NO	NO
8	Grâce Agouna	Tchad	Audy Magazine, Tchad	La radio communautaire au service du développement de la femme rurale au Tchad	NO	NO	NO
9	Akello Zerupa	Uganda	Makerere University, Uganda	Women's access to and the use of basic ICTs in accessing information on new agricultural technologies	YES	NO	YES

2005 Grantees							
No.	Name	Country	Organisation	Project Name	Questionnaire	Progress Report	Final Report
1	Guy Raoul Gbaguidi	Benin	Association pour la Culture l'Environnement et la Culture (ACET-ONG)BP : 248, Cotonou	Projet de sensibilisation, de formation et de mise en place d'un système d'information agricole basé sur les TIC au profit de dix groupements féminins de la commune de Dassa-Zoumé au Bénin	YES	NO	NO
2	Eric Iboudou (former contact person) / Adama Compaoré	Burkina Faso	Association MANEGDBZANGA 01 BP 5164 Ouagadougou 01	Projet de renforcement des compétences de 30 femmes paysannes en NTIC	YES	NO	YES
3	Brigitte Kasongo Mawazo / Marie KAPINGA Mwantumba	DR Congo	ARCHE D'ALLIANCE Congo, n°56, Kimanga district, City of Uvira, Bukavu, near Kinshasha	Campagne d'accompagnement et de sensibilisation des femmes rurales d'Uvira sur la promotion des TIC à des fins de plaider pour le genre	YES	NO	YES
4	Collins K. Osei	Ghana	CRI - Crops Research Institute P.O. Box 3783	Promoting the Cultivation of Healthy Vegetables by Farmers: A Gender Approach to Using ICTs	YES	YES	YES
5	James Onyango	Kenya	Kenya AIDS Intervention Prevention Project Group (KAIPPG), Nairobi, Kenya	Engendering equality: a health and agricultural community-based information & communication system project	YES	YES	NO
6	Mabela Khabele	Lesotho		Widening the Wellhead - creating and using a dedicated cellular phone network to add information, value and dignity to the work of women in Lesotho 's agricultural sector	Project did not start. Had a face-to-face interview.	Project did not start.	Project did not start.
7	Vinesh Anil Naidoo / Firoze Manji	South Africa	Durban	Mobile learning for change	YES	NO	YES
8	Gabriela Demergasso and Bettina Koelle	South Africa	Cape Town	Developing rural expertise in spatial dynamics - participatory GIS in the rooibos tea lands of the Suid Bokkeveld (Northern Cape Province, South Africa)	YES	NO	NO

2005 Grantees							
No.	Name	Country	Organisation	Project Name	Questionnaire	Progress Report	Final Report
9	Ofa Guttenbeil	Tonga	Nuku'alofa, Tonga	Production of a training video aimed at covering 8 main segments to be used as a training methodology at Gender and CEDAW Advocacy.	YES	NO	NO
10	David Dolly	Trinidad & Tobago	University of the West Indies, Port of Spain	Proposal to test the use of mobile cell phones among a select group of female and male farmers in Trinidad and Tobago	YES	YES	YES

2003 Honourable Mentions					
No.	Name	Country	Organisation	Project Name	Questionnaire
1	Françoise Atigossou Elegbe	Benin	Institut National des Recherches Agricoles du Bénin (INRAB), Benin	Renforcement des capacités des groupements féminins pour la commercialisation des produits agricoles	YES
2	Souleymane Ouattara	Burkina Faso	Interf@ce. Burkina Faso	Les Nouvelles technologies au service du développement durable: le cas des femmes du groupement Wend Namendzanga, de Ipenga	NO
3	Patricia Maridalho	Mozambique	Voluntariado Internacional para o Desenvolvimento Africano Moçambique, Mozambique – VIDA	Rural women's information networks - a Mozambican case study	NO
4	Eric Eboh Chiedum	Nigeria	Natural Resources and Environmental Economics Group, Department of Agricultural Economics, University of Nigeria, Nigeria	Enhancing Women Farmer's Market-oriented decision-Making through Innovative Applications of ICTs in Rural Southeastern Nigeria	NO
5	Leslie Tom Nestor Mboka	Sierra Leone	Community Advocacy and Development Project-CADEP, Sierra Leone	Integrating Information and Communication Technologies in the work of rural women for empowerment and rural development	NO
6	Esther Igandu Njiro	South Africa	Council for Scientific and Industrial Research (CSIR), South Africa	Promoting Gender-related Agricultural Extension through use of Information Communication Technologies (ICTs) in South Africa	YES
7	Charles Baguma	Uganda	Techneeds Uganda, an affiliate of Uganda National Farmers' Federation, Uganda	Theatre for Development in Advocacy for ICT use in gender, agriculture and rural development	NO
8	Alex Tindimubona	Uganda	African Science and Technology Exchange (ASTEX), Uganda	The Village which came on the Network by accident: action research on gender and access to ICT in a remote mountain village	NO
9	Gladys Mabaso	Zimbabwe	Rodwel Foundation Women's Co-Operative, Zimbabwe	E-Commerce and International Trade	YES

2005 Honourable Mentions					
No.	Name	Country	Organisation	Project Name	Questionnaire
1	Joyce Endeley	Cameroun	Douala	Gender and the cellular paradox: Innovation and Transforming Societies in Rural Africa	YES
2	Williams Ezinwa Nwagwu	Nigeria	Lagos	Information and Communication Technology skill acquisition among female schoolteachers in Umuahia, Abia State, Nigeria	NO
3	Della Ablavi Koutcho Diagne	Senegal	ENDA GRAFW 001 Scat Urbam Hann Maristes, Dakar	Réseau des jeunes filles rurales pour l'emploi ménager à Dakar	NO
4	Joseph Kandeh	Sierra Leone	Njala University College / University of Sierra Leone, Lungi	ICT mediated livelihood training of women in vegetable production in the western rural areas of Sierra Leone	NO
5	Helen Lwemamu	Uganda / South Africa	Cape Town	Rural Agricultural Community Connectivity Project	NO Had a face-to-face interview.

Judges		
Name	Organisation	Questionnaire
2003		
Aida Opoku-Mensah	UNECA, Ehtiopia	NO
Helen Hambly-Odame	ISNAR, the Netherlands	YES
Fackson Banda	Panos, Southern Africa, Zambia SAB Miller Chair of Media and Democracy / Academic	NO
Ramata Molo Thioune	IDRC, Canada	YES
Julie Ferguson	IICD (now with Hivos), the Netherlands	YES
Gesa Wesseler	CTA	YES
Laurent Elder	IDRC	YES
2005		
Helen Hambly-Odame	Associate Professor, School of Environmental Design and Rural Development, University of Guelph, Canada	YES
Ramata Molo Thioune	IDRC	YES
Judith Veldhuizen	IICD, the Netherlands	NO
Marjan Besuijen	Hivos, the Netherlands	YES
Gesa Wesseler	European Commission (formerly with CTA)	YES

Partners		
Name	Organisation	Questionnaire
Oumy Khaïry Ndiaye	CTA	YES
Jennifer Radloff	APC	YES
Paul Maassen	Hivos	NO
Ramata Molo Thioune	IDRC	YES
Judith Veldhuizen	IICD	YES
Dorothy Okello	WOUGNET	YES

Annex 8: E-mail response from Hivos, received on 18th September 2006 (includes trail of previous e-mail communication)

Dear Angela,

So sorry, missed your last e-mail. I asked my colleague Juulke to take a look at the questionnaire and answer it for Hivos but she just came in and mentioned that the questions were too much into detail of the project for us to answer. And I agree with her. For us GenARDIS was a project we funded. But we did not involve ourselves very in-depth. So that makes it hard to answer the questions mentioned.

If you would like to hear more on the general relation on Hivos ICT and gender policies please ask Juulke. I am not much in the office this week and travelling the next one, so if you need a faster reply she is the one to talk to (I have cc-ed).

best
Paul

amkt@gn.apc.org wrote:

> Dear Paul Maassen,
>
> I am writing again to see if you have received my earlier e-mail. I hope you
> will be able to complete the questionnaire and return this to us as soon as
> possible. If you prefer, I can call you for an interview based on these
> questions. The interview will take about an hour to 1.5 hours. Do let me know
> what is best for you. I'll just need your telephone contact details and your
> proposed time(s), and we can then further coordinate.
>
> Warm regards,
>
> Angela
>
> ----- Original Message -----
> Subject: GenARDIS Evaluation-questionnaire for Hivos
> Date: Tue, 15 Aug 2006 09:47:57 +0800
> From: RunningToddler <amkt@apcwomen.org>
> Reply-To: amkt@apcwomen.org
> Organization: APC WNSP
> To: p.maassen@hivos.nl
> CC: Lenka Simerska <lenka@apcwomen.org>, angela <amkt@apcwomen.org>
>
>
> Dear Paul Maassen,
>
> My name is Angela M. Kuga Thas and I am the lead evaluator for the GenARDIS evaluation. The rest of the team
comprises Lenka Simerska from the Czech Republic, Jennifer Radloff from South Africa and Sylvie Niombo from
Congo Brazaville.
>
> Attached is the questionnaire for you to complete for the GenARDIS evaluation. I hope you'll not share the
questions with your colleagues just yet. Do let me know if you need further clarification on the questions posed. As
the questionnaire is quite extensive, please take your time in answering these as best as you can. When you send
back the completed questionnaire, please rename the file as "GenARDIS-Hivos". I do hope you'll be able to send
back the completed questionnaire by the 20th of August. If you need more time, do let us know.
>
> You'll notice that the first page also contains a request for permission to quote you if we need to. You may send
only this page in with your scanned signature as a PDF file, or you could just write in your cover e-mail to us that you
agree to give us permission to quote you.
>
> Any feedback you have on the questionnaire to further improve it would be much appreciated as well.
>
> Warm regards, and much thanks,
>
> Angela
>
>
>
>
> -----
> This message was sent using IMP, the Internet Messaging Program.

--
Paul Maassen
Programme manager
ICT, Media & Knowledge Sharing

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@: p.maassen@hivos.nl
Skype: paulm-hivos
w: www.hivos.nl and www.hivos.org

Annex 9: Project Site Visit Guide

GenARDIS Project Site Visit Guide [for Evaluators only]

Name of Project:

Gender Considerations in Project Design, Implementation and Evaluation

1. What are the project's objectives and to what extent these are gender-specific? Could any of the project's objectives have been improved to address gender issues? What objectives could have been added to address gender issues? Were any of the objectives amended or new objectives added during project implementation? What were these? How did they address gender concerns?
2. Did the project proposer face any form of challenges in first conceptualizing and designing this project. If yes or no, why?
3. What was the project proposer's main motivation in applying for GenARDIS funding to implement this project? Did the project proposer also apply to other funds at the same time for funding? If no, why not? If yes, which funds were these?
4. Determine to what extent women benefited from the project. Did the project only have women as beneficiaries? Were project beneficiaries both men and women? How was women's active participation facilitated and encouraged in the project? Were there specific efforts to encourage men's participation, and if yes, how did this affect the participation of women?
5. What kind of indicators did the project identify in order to measure achievement of its objectives? Were they both quantitative and qualitative indicators? Did they include measures that took into account gender considerations? Which and how could have these indicators been further improved?
6. Were there changes made to the design of the project during implementation? If yes, what changes were these and why were they made? Do these changes incorporate gender concerns or did they further perpetuate gender differentials?
7. Which of the project's achievements are clearly gendered outcomes? Which of these could have been better analysed for gender differentials?
8. Were there any unintended outcomes or benefits that the project enjoyed? Did these impact the women and men project beneficiaries differently? If yes, in what ways?
9. What were the specific challenges faced in addressing gender in the application of ICTs and how were these overcome? Were there any problems that were faced that could not be overcome/addressed?

NOTE: Some of the answers to the questionnaire sent out will be relevant (see below). If the grantee has yet to submit their completed questionnaire to us, please ask them for a draft copy of their answers and look at responses to the following questions to become better informed on the project, which may affect how the questions above are asked as well.

FROM QUESTIONNAIRE TO GRANTEE

Influence over attitudes, perceptions and project design, implementation and management, as well as management of resources, on issues related to gender and ICTs

26. What were your expectations, including that of your organization's, knowledge base in gender and ICTs as a result of this funding from GenARDIS? To what extent were these expectations met?

27. To what extent did gender considerations influence how resources were managed within the project?

28. How does the funding from GenARDIS contribute to your organisation's existing work and/or profile in the area of ICTs?

29. What were the lessons learnt from your project? To what extent were these lessons learnt any different from other projects you run which are funded outside of GenARDIS?

30. To what extent did project funding under GenARDIS contribute to your organization's development, if any?

31. To what extent did your project which was funded under GenARDIS contribute to the general policy environment for ICTs: a) in other institutions; b) nationally; c) regionally?

Annex 10: Project Site Visit Report Guide¹⁸

The report for each project site visit should cover the following aspects:

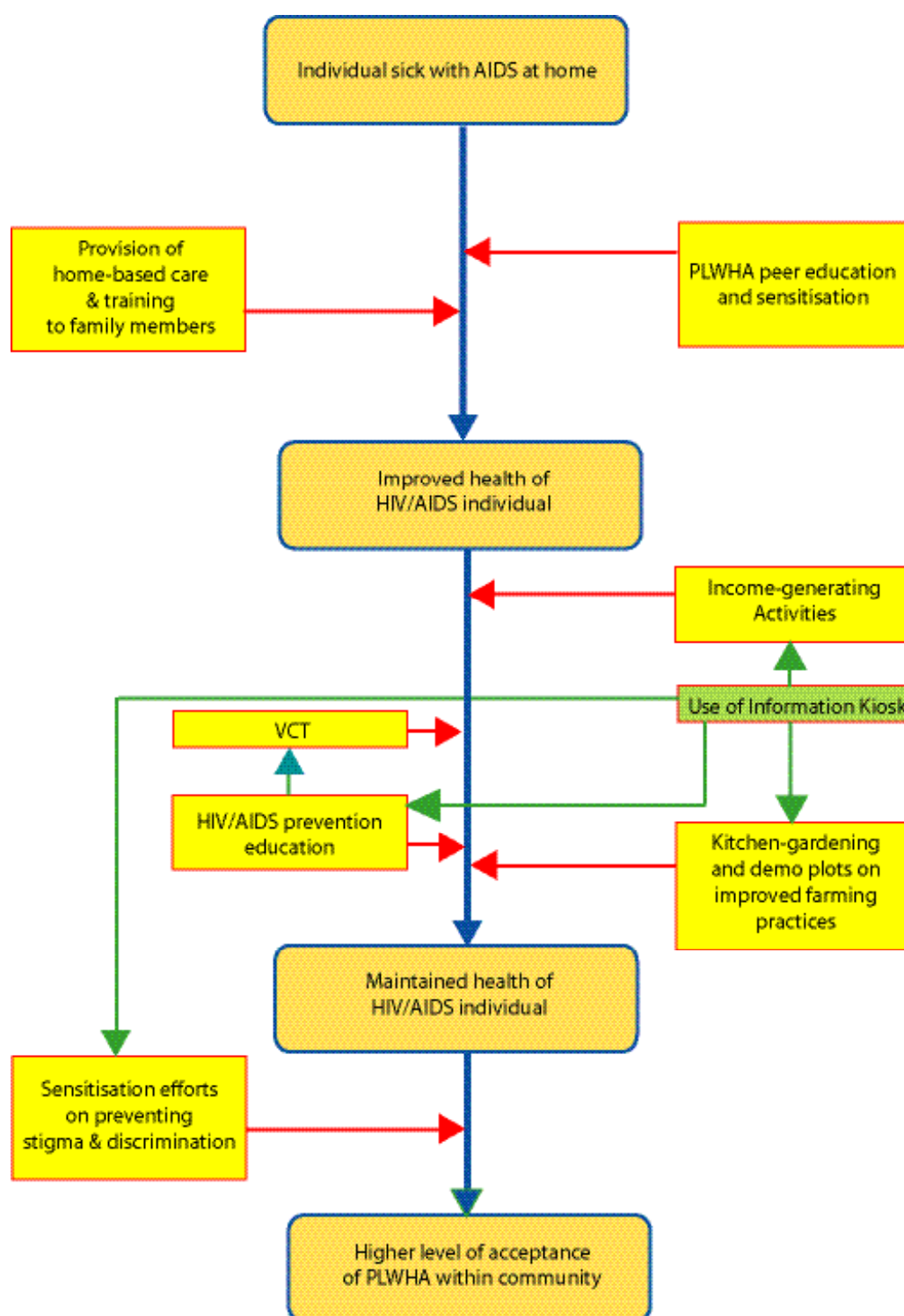
- 1) Summary or intro to what you were looking for--objectives of project site visit
- 2) Programme of the project site visit--what you saw, were shown, were told etc. that you think important to include for GenARDIS considerations for future phases
- 3) Findings, including first impressions, insights, lessons learnt
- 4) Unanswered questions/Doubts
- 5) Recommendations you made to the group (post-visit discussions with group if any)
- 6) Recommendations to GenARDIS partners for the implementation and design of future phases of GenARDIS
- 7) Any other critical points/areas of concern

¹⁸ Flexibility was given to each evaluation team member in their reporting since the nature of the projects visited and the way in which the visit is organised/structured would differ.

Annex 11: An example of application of ICTs with communities in rural areas and ongoing challenges to address gender—experience from Kenya

The information kiosks set up by KAIPPG within the four communities visited provide a significant space for the communities to gain knowledge on farming techniques, nutrition, how to start up a small business, and health, especially in relation to HIV/AIDS (see Figure 1). Figure 1 shows the direct outcomes as a result of the different intervention strategies used by KAIPPG and how the information kiosk has been integrated within some of these.

Figure 1: KAIPPG’s Cycle of Intervention & the Role of the Information Kiosk



The culture in the Kenyan community encourages physical proximity between women and men, where greetings between men and women are more physical and intimate. This may be the reason why a male PLWHA outreach worker has been effective in raising the awareness of female community members, and can easily establish a good working relationship with them, but faces problems with getting the men to change their behaviour and attitude. Being able to reach and sensitise more women than men on issues of food security, HIV/AIDS and other socio-economic issues is seen as “in line” with project requirements (see KAIPPG’s report to GenARDIS for the period January to April 2004). While this does mean that KAIPPG has managed to raise the awareness and consciousness of more women to take back control over their lives, this control need not necessarily extend as satisfactorily as it has in economic-related areas (income-generating activities, farming) to ownership over their bodies. The consciousness-raising efforts of KAIPPG have also very visibly placed a double burden on women, increasing their workload, and placing the responsibility of condom use on the more disempowered, without really addressing the gender-power dynamics between women and men. Women members of the community groups, however, have acknowledged this additional burden but also see it as a necessity for a better life for themselves; and in order to bear this double burden, have said that they are willing to work hard to bring about the change they want.



The information kiosk in Musokoto, Kenya, abundant with information everywhere.



Nutritional goodies, produce from indigenous plants planted by PLWHA and their communities in their kitchen garden plots. After realising the health benefits, community members who own land are increasingly refusing to plant cash crops like the sugarcane.

KAIPPG faces a continued uphill challenge in addressing gender inequality and gender-based power dynamics, and may have to begin utilising voices of and face-to-face encounters with highly respected male Kenyan leaders in order to effectively persuade the men in these communities to change their behaviour and attitude. There was a visible difference in manner and confidence of the women presenting the services and information materials at the information kiosks at three of the sites compared to the one managed by the New Vision Self-Help Group. While the information kiosks in Lung’anyiro and Shigaap were clearly managed by self-confident women, the difference in gender-power dynamics were quite different when a woman and man made similar presentations at Musokoto (both equally nervous with the visit but respectful of each other’s space and time) and Akobwait (where the woman was clearly not respected as an equal).

Source: Excerpt from project site-visit report to Kenya