ZIGLA Consultores
INVERSIÓN SOCIAL ESTRATÉGICA

Final External Evaluation

Project: "Organizing Women Against Corruption"

Final Report

Argentina, May 20th, 2010

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- MEI = Fundación Mujeres en Igualdad
- UNIFEM = United Nations Development Fund for Women
- UNDEF = United Nations Democracy Fund
- TOR = Terms of Reference
- TICs = Technologies of Information and Communication
- WEF = World Economic Forum
- UNEG = United Nations Evaluation Group
- UNDP = United Nations Development Programme
- RSP = Regional Strategic Plan
- CEDAW = Convention on the Elimination of All Forms of Discrimination against Women
- SP = Strategic Plan
- APDH = Asamblea Permanente por los Derechos Humanos (Permanent Human Rights Assembly)
- NGOs = Non Governmental Organizations
- PC = Poder Ciudadano
- MDG = Millenium Development Goals

1. Executive Summary: Conclusions and Recommendations

The 'Organizing Women Against Corruption' Project was carried out by UNDEF (United Nations Democracy Fund) and UNIFEM (United Nations Development Fund for Women), in association with Argentina's MEI (Fundación Mujeres en Igualdad).

It was developed between 2007 and 2009. Its general aim was to organize women from political parties and the civil community to fight all forms of corruption that impair women's rights.

Four strategic lines of action were defined to attain this goal:

1. To monitor the financing of elections and political parties.
2. To promote access to public information through the Women's Right to Information network ["Women on the Berge of Information" Network].
3. To conduct media-focused public information campaigns.
4. To stage the 2008 Women against Corruption International Forum.

In all these courses of action, MEI worked together with co-implementing organizations and a broad array of allies and stakeholders from the public, academic, organized labor, and media sectors, among others.

After the project's development stage was finished, UNIFEM chose ZIGLA Consultores for the project's final external evaluation, and laid down the Terms of Reference (ToR) under which said evaluation was to be conducted.

The evaluation conducted by ZIGLA Consultores is intended to provide a comprehensive analysis of the project's core components with a view to highlighting its strengths, identifying its weaknesses, and proposing recommendations for the future.

The evaluation was based on a cross-cutting gender approach focused on women's human rights and civil rights, the political impact, and the battle against corruption. In addition, the evaluation focused particularly on the project's sustainability, participatory approach, and multidisciplinary components.

The time, geography, and conceptual scope of the project were also evaluated. As regards the latter, emphasis was placed on the interrelationship between gender- and corruption-related issues.

The final evaluation measures the outcome resulting from the project's implementation, starting with the project's logic and conceptual coherence, relevance and appropriateness, efficiency and effectiveness, and systemic sustainability. Its catalytic nature, replicability, and impact were also assessed.

The evaluation shows that there are concepts and approaches to certain issues and sectors that had never included the gender perspective as dealt with in the manner in which it was addressed by the project. In addition, the project identifies the relevance of networks throughout the country (Women on the Verge of Information Network) and the links between organizations, with the aim of creating awareness on gender- and corruption-related issues

across different social sectors, overcoming attitudes of indifference, and conveying the message to the younger generations.

Although, as mentioned in the project's documents, it is difficult to determine the appropriate time to begin the battle for women's rights, it is worth noting that the will of and the hard work done by MEI and other organizations from its Network are creating the space and laying the groundwork for that goal in the public agenda, on the public's mind, and with decision-makers.

The evaluation presented below shows the different conclusions and recommendations for promoting awareness of gender-related issues and the need for monitoring local governments in regard to issues affecting women's rights.

It was ascertained, both in the documental analysis and in the consulting spaces addressed to members of Mujeres en Igualdad (MEI) and representatives of its allied and collaborating organizations that MEI carried out all the activities planned in the Project's four strategic lines. The only delay, in terms of the law on public information access, was due to reasons beyond the Project´s control and because it was considered, together with other involved organizations, that the political moment was improper to insist on the discussion thereof at Congress. In addition, it developed other lines which were not included in the original proposal.

Project´s main results:

- The innovative approach of the gender and corruption issues generated changes in the language, especially in journalists and in those people in charge of socially communicating these topics. Therefore, the gradually introduction of a more accurate and clear speech about the gender theme can be noticed.
- Awareness creation actions about gender issues and it has monitored local governments on those areas affecting women's rights.
- Contribution to the strengthening of the Network's abilities is shown up by the activities and communications carried on by MEI, even nowadays and which place it as a permanent reference and advisory organization.
- Incorporation of gender-related issues in the Bill for the Political Reform and the Media Law, recently passed in the country.
- Creation of a database including women and corruption cases represented not only the achievement of one of the intended goals, but it also gave rise to the capacity of extending the base and become a reference center on this issue. Said database is developed with information provided by different sectors.
- The Women against Corruption Inter-American Forum, the video documentary "Gender and Corruption", the Festival "For a world against human trafficking" have been successful experiences.

- Conventional media and the new ways of communication, as social networks, were strategically well-exploited to ensure the Project's promotion through various audiences.

For its strategic lines including the active participation of organizations and institutions of various and complementary sectors, and for its approach on the connection of gender and corruption issues, -a comprehensive approach addressed for the first time in Argentina-, this Project shows an innovative feature, and just as it has been developed when analyzing its catalytic and replicable potentialities, it constitutes a model subject to be applied in other countries as an innovative tool to organize women for the fight against corruption which affects their rights.

Project´s main recommendations

- Continue with the four strategies already established and look for new alternatives of strategic action which may strengthen the incidence and promotion process for the awareness raising on how corruption affect women's rights.
- Creation of a database of diverse institutions and organizations, web sites, social networks, and to continue with the systematization and spreading of national and international listings, in order to encourage networking among all stakeholders, given the fact that one of the most remarkable achievements of this project is the plurality of sectors which support it.
- Continue with the breakfast sessions and meetings, both in Buenos Aires and the provinces, since those held up to date constituted the solid base which strengthened the development of the most crowded events.
- Continue and treat deeply the training on gender and corruption themes to the media and journalists, as well as their inclusion as strategic allies to spread the project.
- It is pointed out the role assumed by the Fundación Mujeres en Igualdad (MEI) as a reference and advisory organization on gender and corruption themes based on the Project. In this sense, we propose the creation of an area or management system of knowledge and communication which may integrate all publications in graphic, virtual or audiovisual means, according to the different subthemes, in order to focus consultations tidily and without interfering in other organization's tasks.
- Continue monitoring the changes in the general awareness raising about themes addressed by the project through periodic investigations (surveys or other tools similar to the ones developed up to now) which allow to record steps forward and backward in the public opinion, especially in women, as from which redesign new proposals of promotion and dissemination.
- Strengthen the social organizations network in the interior and furthermore, its extension to other provinces, assuming that due to the size and distances existing in Argentina, said extension is subject to resources availability. It is recommended to go on with the training spaces of provincial reference agents in TICs *[for its acronym in Spanish for Information and Communication Technologies]* and new ways of communication already implemented successfully by this Project.

- Enhance the experience of exchanging with other countries different approaches to gender and corruption, as well as to take the opportunities (if any) coming together with the implementation of similar projects developed in other countries, prior investigation of the country´s social and political context.
- Continuity of the Inter American Forum of Women against Corruption for theme-motivated audiences is recommended, as well as the development of festivals, cultural shows, television programs (soap operas, theatre plays) which contribute to raise awareness from creative ideas and messages close to audiences not acquainted with the theme.
- Taking into account the importance of the Project's core theme and its innovative feature, it is advised to improve the monitoring, tracking and evaluation system. In view of all these considerations:
    - It is proposed to develop a design with a logical framework format (as one possible alternative) stating initial goals which may be measured during key moments of the Project's progress and which ensure a clear final dimensioning of core variables accounting for the Project´s success.
    - It shall be taken into account that projects aiming at the creation of lasting changes in relevant themes like women's rights and fight against corruption, require designs with monitoring tools which may provide clear signals of effectiveness, efficiency, relevance, sustainability, impacts and further criteria sensitive to be included in the evaluation of a high social impact Project like the one herein developed.

2. Introduction

This document constitutes the final report on the evaluation of MEI's 'Organizing Women Against Corruption' Project.

The project's evaluation process was led by a team of professionals from ZIGLA Consultores, who were chosen by UNIFEM Sub-regional Office for Southern Cone Countries.

The evaluation was conducted during a six-week period (from April 14 to May 20, 2010). A great deal of effort was put into collecting and analyzing primary and secondary information on the project. The task of the evaluation team was eased by the favorable attitude and permanent support of MEI's team, who collaborated by providing the required verification means as well as lists of individuals that took part in the inquiries organized during the fieldwork.

In addition, UNIFEM Southern Cone and UNIFEM Argentina provided technical assistance—in terms of quality—to the strategies, actions and tools designed in the evaluation plan.

A participatory evaluation experience was thus strengthened with the integration of opinions, views and perspectives from several key participants, with the aim of giving the project a new meaning and achieving a learning experience that might be shared by all the individuals involved, including the evaluation team.

As specified in the Contents above, this report provides a summary of the key aspects of the final external evaluation, by:

- Reviewing the project's **Background and Context**,
- Describing the **Evaluation Methodology**,
- Describing the **Logic of the project's Design**,
- Presenting the **Results of the Evaluation** itself,
- Highlighting the **Lessons learned and best practices**, and
- Providing **Conclusions and Recommendations**, which are expected to be useful for reflecting on the project accomplished, for raising new questions, and for projecting new actions.

3.1. Project's History

UNDEF and implementing agency UNIFEM have executed, together with their partner, Fundación Mujeres en Igualdad (MEI), the 'Organizing Women Against Corruption Project in Argentina. This project was approved during the 2006 UNDEF's Call for Project Applications, and its implementation started in February 2007 and ended in 2009.

The project was developed through a coordination process between MEI and civil society and government organizations.

MEI, which, since its creation in 1990, has gained experience and specific knowledge on gender- and corruption-related issues, submitted the original proposal to UNIFEM and became the Project's implementing agency.

Each of the project's outputs was implemented jointly with other implementing and/or coordinating organizations involved in the project and hired by Fundación MEI. These are described in subchapter 5.3.

The project was conceived within a convergent and catalytic strategic plan that UNIFEM decided to undertake to tackle Southern Cone's political and social problems. This context is characterized by a growing strengthening of the democratic processes, particularly at a national level. However, there are still high levels of corruption, institutional weakness, social inequality, gender-based violence, and a low level of participation of women in politics.

The Sub-regional Office for the Southern Cone undertook the task to give priority to promoting regulatory frameworks and public initiatives to create a suitable environment for women's empowerment and for the safeguard of women's rights. Another goal was to increase gender, race and ethnic diversity at institutions and organizations.

MEI'S HISTORY – EXECUTING UNIT

Fundación Mujeres en Igualdad (M.E.I.) is a public welfare entity created in 1990, with consultative status before United Nations (UN) ECOSOC (2005). Its main purpose is to fight discrimination against women by promoting women's participation and empowerment in political, economic, social, and cultural life.

M.E.I.'s foundational activity was research: to propose the Reform of Argentina's National Constitution from a gender perspective, which took place in 1994.
From 1990 onward, **M.E.I.** organized workshops on political participation, to develop women's role in democracy strengthening processes. It conducted a nationwide campaign for the prompt enactment of the **Quota Law [Ley de Cupos]**. A dossier on the worldwide impact of positive actions was drafted and submitted to women opinion leaders. With some amendments, that same material was extensively distributed among the lawmakers tasked with enacting the Law, which was finally passed in 1991.

From 1992 onward, **M.E.I.** addressed new issues: priority was given to women's empowerment by incorporating such topics as power, negotiation, leadership, problem analysis, and decision-making into its workshops. In addition, **M.E.I.** provided advice on political campaigning, campaign financing, and alliance and coordination strategies between women leaders.

In 1997, M.E.I. started working on the collection of data for a **Decision-making Women Database**, which was uploaded to the Internet on March 8, 1999. In 1998, Zita Montes de Oca, **M.E.I.**'s founder and president, passed away. To celebrate her generosity, the **Zita Montes de Oca Prize** was instituted: it consists of a scholarship for a woman graduate aged 35 or under to pursue a postgraduate program in Women's Studies at Dartmouth College, USA.

In 2000/2001, the Inter-American Development Bank, through its PROLEAD program, chose **M.E.I.**'s project, named **'TRANSPARENCY'**: leadership without corruption, and granted M.E.I. USD150,000 for its implementation. In 2001, **M.E.I.** created and coordinated the **Women against Corruption Forum**, and in 2002, the **Women against Corruption International Forum**.

Since 2003, **M.E.I.** has been developing the **Access to Justice** program (for women victims of violence). In 2003, M.E.I. created the **No to Human Trafficking Network** and coordinated it until March, 2005. In 2004, **M.E.I.** started the **PROFAM** project: Family Strengthening and Democratization. In 2006, with the financial support of UNIFEM, **M.E.I.** extended the breakfasts of its "On Representatives and Represented" program across various provinces of Argentina. The breakfasts' core topics were: a) Gender-based violence: experiences, strategies, resources; and b) Ratification of the CEDAW Optional Protocol.

M.E.I. has received financial and/or logistical support from the Washington DC-based National Democratic Institute, the California-based Global Fund for Women, Fundación American Express, Fundación Sergio Karakachoff, **ADEUM**, Mujeres Trabajando [Women at Work], **UNIFEM**, and the British Council.

Source: own research based on MEI's information

3.2 Regional Context

In political terms, over the last years, a strengthening of the institutional democratic processes has been evidenced domestically and regionally. Thus, an international process has taken place seeking to promote regional relationships to establish common criteria on the battle against poverty, as well as on social cohesion and sustainable development.

However, the political situation in Latin America continues to be threatened by the weakness of some of its institutions. Despite the significant efforts and the progress made in fighting corruption, this issue still requires further action. Added to this is a political, social, and economic scenario characterized by high levels of sexual- and gender-based violence against women, the highest rates of poverty and exclusion among women, and a very low degree of women's participation, as UNIFEM points out in its document on the Terms of Reference for the Final external evaluation of this project.

Despite action plans and international agreements, in almost every country in the region, gender, age, race, and ethnicity have been hardly incorporated or have not been incorporated at all into legislation, public policies, statistics, indicators, budgets, and institutions.

3.3 Project's Context in Argentina

In Argentina, as in other countries, corruption contributes to social inequality. However, corruption may have a differentiated impact with respect to gender, exacerbating women's economic and social disadvantages.

In 2007, the World Economic Forum, through its gender inequality index, ranked Argentina in the 33rd position among 128 countries. As shown in the chart below, this position is Latin America's highest.

Chart 1: Gender inequality ranking for Latin America

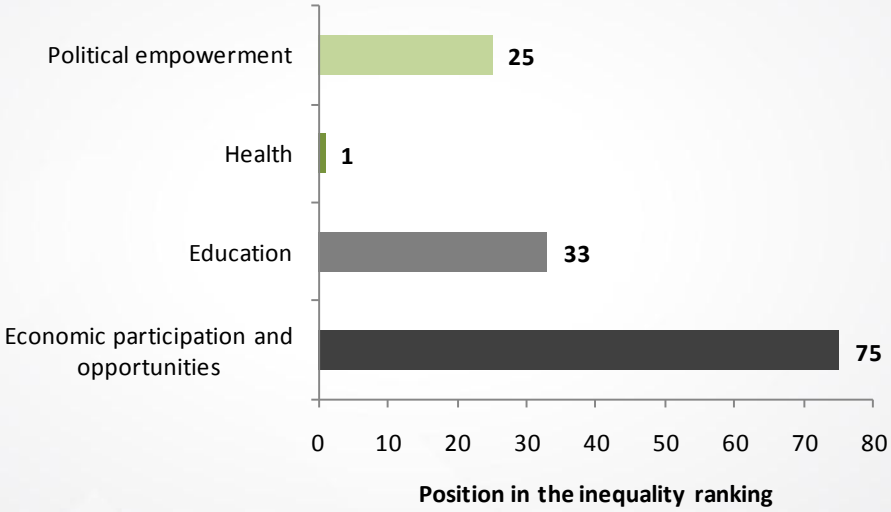
Gender disparity ranking for Latin America			
1	Argentina	12	Honduras
2	Belize	13	Jamaica
3	Bolivia	14	Mexico
4	Brazil	15	Nicaragua
5	Chile	16	Panama
6	Colombia	17	Paraguay
7	Costa Rica	18	Peru
8	Dominican Republic	19	Surinam
9	Ecuador	20	Trinidad and Tobago
10	El Salvador	21	Uruguay
11	Guatemala	22	Venezuela

Source: own research based on the 2007 World Economic Forum.

Although Argentina holds a favorable position when compared with the rest of the countries in the region, it is interesting to analyze how the country ranks in relation to different aspects that contribute to gender inequality.

Thus, as can be seen in the graph below, in some aspects Argentina shows signs of greater inequality. In terms of economic participation and opportunities for women, Argentina is far from holding the top positions in the survey.

Graph 1: Argentina's ranking in the Inequality Index, per item. As compared to 128 countries.



Source: own research based on the 2007 WEF.

Aside from the levels of inequality shown by these indicators, women in Argentina still have no participation at decision-making levels in the public spheres of activity whether in businesses, labor unions, political parties, or universities.

In this regard, it is worth noting that, although the Quota Law was enacted in the early '90s, only after a regulation was passed did it start having a significant impact on the proportion of women at political decision-making levels.

Thus, this law and its pertinent regulation were of the utmost importance to increase the proportion of women at political decision-making levels (40% at the National Congress). At the same time, and as a result of their increasing involvement in the political arena, women are raising new concerns about the levels of corruption in Argentina and its impact on women.

The use of public resources for private purposes amounts to an impairment of basic civil rights, and affects women's rights particularly. Corruption may weaken women's access to the market and women's human capital development capabilities. This may contribute to social exclusion and deepen the effects of discrimination against women. For the anti-corruption measures to be effective, it is necessary to deal with the covert forms in which corruption affects women and the covert forms that reinforce gender prejudices and inequalities.

In numerous Latin American countries, and Argentina is no exception, power is concentrated in the Presidency. In some cases, this situation has contributed to corruption by means of "secret laws" that allow public servants to gain access to funds for which the government is unaccoun chart. The Argentine government had instituted actions to implement ways of fighting this problem by securing the right to public information, a democratic tool of the utmost

importance to ensure equal opportunities for men and women. However, this initiative has just been vetoed by the President[1].

Both corruption and the harm that it causes to society pose a constant threat to women's rights.

It is for this reason that the main **goal of the "Organizing Women Against Corruption" project is to organize women from political parties and the civil community to fight all forms of corruption that impair women's rights.**

Four strategic courses of action were defined to attain the project's main goal:

1. **To monitor the financing of elections and political parties.**
2. **To promote access to public information through the 'Women of the Verge of Information´.**
3. **To conduct media-focused public information campaigns.**
4. **To stage the 2008 Women against Corruption Inter-American Forum.**

These four strategic courses of action will be addressed later in the next sections of this report for their analysis under the different aspects and criteria of this evaluation.

Although women organizations in Argentina and government bodies have worked for many years for the enforcement and the advancement of women's rights, the approach proposed by MEI in this project has proven to be innovative.

Fighting against corruption from a gender perspective is a hardly developed activity in Argentina. Although it enjoys a favorable legal framework, the enforcement and regulation of laws and the inclusion of women as subjects of a right prove a hard task that finds in this initiative a promising start.

[1]The information on the regional and the Argentine context was drafted on the basis of the following documents:
Brazil and Southern Cone Countries- Regional Strategic Plan 2008-2009
UNIFEM Terms of Reference for the Final External Evaluation of the "Organizing Women Against Corruption in Argentina" Project.

4.1. Evaluation's Purposes

According to the Terms of Reference (ToR), the final external evaluation of the "Organizing Women Against Corruption in Argentina" project intends to provide a comprehensive view, shared with its key players, on the project's core components with a view to highlighting its strengths, identifying its weaknesses, and proposing recommendations for the future.

This evaluation systematically and objectively assessed the project, its design, implementation, achievements, and impact.

The goal was to create a future-oriented space for awareness, for learning from what was done, which might take into account the perspectives of all the stakeholders and participants in the project.

The Evaluation's purposes were to:

- Analyze the project's effectiveness by testing the extent to which the project's goals have been accomplished, based on the outputs and outcomes specified in the project's outcomes matrix. Also included in the analysis were those factors that contributed to and/or hindered the achievement of results.
- Analyze the project's sustainability, identifying the extent to which the benefits generated by the project will be continued once UNDEF's financial support comes to an end.
- Value the appropriateness and relevance of the project and the mechanisms, strategies, and processes implemented in relation to the priorities of various participants and sectors involved.
- Value the efficiency of the UNIFEM/UNDEF management mechanism applied to the project, identifying the successes achieved, as well as eventual difficulties inherent in the model. Eventually, propose improvements to this mechanism.
- Analyze the project's impact in terms of the impact obtained so far and the impact to be obtained, since the social initiatives that actually succeed in achieving a change in policy in most cases exceed the duration of their own initiatives.
- Identify areas where the project's design needs improvement. Propose specific measures oriented to the improvement of the project's follow-up and monitoring system, and propose mechanisms that allow for future measurement of the project's impact.

4.2. Evaluation's Approach

The evaluation was oriented to analyzing the contributions from different internal and external factors to the achievement of outcomes—foreseen and unforeseen, deliberate or not—starting from the project's outputs. These strategic processes are being conducted in parallel by the project's institutional allies. For example: alliances and networks, advice, technical follow-up and training, policy talks, good offices and mediation, effort and synergy coordination.

The design of the Evaluation of UNIFEM's 'Organizing Women Against Corruption' Project is based on two fundamental approaches: the Sustainable Effectiveness Approach and the Participatory Approach.

- **Sustainable Effectiveness Approach**: it allows for evaluation of the project's outputs and impact, as well as relevance, effectiveness, efficiency, coherence and sustainability. It is based on the fulfillment of the project's goals in accordance with its indicators, and on the analysis of this approach itself.

- **Participatory Approach**: it allows for a combination of the evaluator's external view and the experience of the project's operators and allies. This approach was implemented through the continuous interaction between the evaluation team and the Evaluation Reference Group comprised by the representatives of the project's main allies, who provided continuance and guidance to the evaluation process. This approach incorporates various spaces for participation such as the focus groups and workshops contemplated in the proposal. This approach focuses on learning.

These approaches supplement each other with two basic features: cross-cuttingness and multidisciplinarity.

In regards to cross-cuttingness, we will consider three cross-cutting key readings:

- Gender-based Approach[2]
- Women's Human Rights
- Political Impact and Impact on Corruption

The three approaches are developed later in this report in subchapter 6.7 (evaluation's results).

Finally, in regards to **multidisciplinarity**, this approach is based on the importance of working with teams made up of professionals from different disciplines, who, by means of synergy, succeed in providing a value added to the evaluation.

This proposal is based on the evaluation approach established by UNIFEM and the guidelines adopted by the UNEG (United Nations Evaluation Group)[3]

[2] Desafíos para la igualdad de Género en la Argentina. 1ª ed. Buenos Aires: Programa de Naciones Unidas para el Desarrollo. UNDP, 2008.
[3] United Nations Evaluation Group (UNEG). Standards for Evaluation in the UN System, April 29, 2005.

4.3. Evaluation's Scope

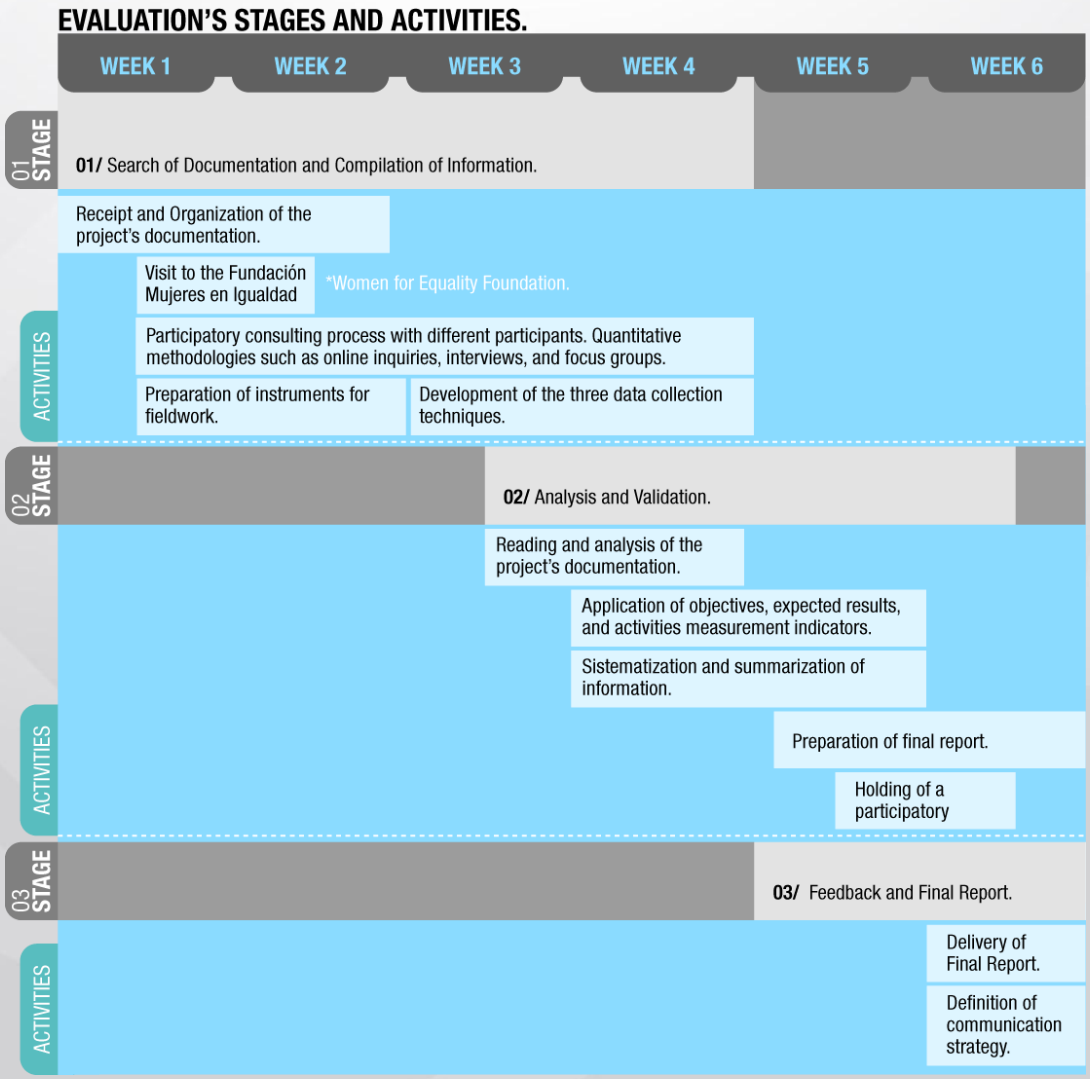
The Evaluation's scope is described in detail in the Terms of Reference and can be summarized as follows:

- **Time Scope**: it comprises the Project's implementation, from early 2007 to late 2009.
- **Geographic Scope**: Argentina; in particular, seven provincial districts and the City of Buenos Aires.
- **Institutional Scope**: the evaluation will assess Argentina's government institutions' alliances, impact, and capabilities, as well as women's networks and organizations, academic entities and research institutes, and United Nations agencies.

4.4. Evaluation's Development

The evaluation's design comprises three stages and a number of activities.

Diagram 1. Evaluation's stages and activities



Source: developed in house.

The evaluation team applied specific tools, using various techniques and approaches, to examine a given issue for the purpose of obtaining enough data and information to justify their

opinions. The source triangulation criterion has prevailed in the definition of statistical populations and examination techniques.

A broad range of reliable sources has been used to obtain evidence that serves as a basis for the evaluation. In addition, the analysis has sought to relate quantitative and qualitative aspects by searching for significant convergences or divergences, with the aim of identifying the internal or external factors that contribute to or hinder the project's development.

The following tools have been used for information gathering:

- Semi-structured personal interview
- Focus groups
- Participatory Workshop
- Web-based, self-administered inquiries
- Telephone interviews with Key informants

The chart below summarizes the instruments applied to the different sub-populations researched throughout the evaluation.

Chart 2: Stakeholder-instrument evaluation methodologies matrix.

Aspects	Stakeholders							Project's Documents
	UNIFEM	National Government	Municipal Governments	Labor unions	Donors	Staff	Implementing or coordinating organizations	
Outcomes	FI	PI	PI	PI	FI	WS FI FG PI	WS FI FG PI	DA
Processes	FI	PI	PI	PI	FI	WS FI FG PI	WS FI FG PI	DA
Sustainability	FI				FI	WS FI FG PI	WS FI FG PI	DA
Relevance	FI					WS FI FG PI	WS FI FG PI	DA
Efficiency	FI					WS FI FG PI	WS FI FG PI	DA
Impact	FI	PI	PI	PI		WS FI FG PI	WS FI FG PI	DA
Coherence	FI					WS FI FG PI	WS FI FG PI	DA
Cross-cutting approaches	FI	PI	PI	PI		WS FI FG PI	WS FI FG PI	DA
Gender	FI	PI	PI	PI		WS FI FG PI	WS FI FG PI	DA
Women's Human Rights	FI	PI	PI	PI		WS FI FG PI	WS FI FG PI	DA
Politics	FI	PI	PI	PI		WS FI FG PI	WS FI FG PI	DA
Corruption	FI	PI	PI	PI		WS FI FG PI	WS FI FG PI	DA

Chart references

- DA=Document analysis
- FI=Formal inquiries
- PI=Personal interview
- KI=Key informants
- FG= Focus Group
- WS=Workshop
- Staff= Executing Unit's main work team

4.5. UNIFEM's comments on the Evaluation

Argentina's UNIFEM Office provided a framework for the evaluation's development that contributed to a better organization of the evaluation's stages, and to the clarification of priorities in terms of the results to be evaluated and the coordination of the evaluation's

different topics with UNIFEM's Global and Sub-Regional Strategic Plan and its implementation at a domestic level.

In addition, an email was sent with the feedback on the preliminary report submitted by ZIGLA Consultores, which included clarifying comments for fine-tuning the report's wording and highlighted key concepts that should not be omitted. Additionally, comments contributed to the final review of the inquiry instruments (inquires, interviews), and focus groups guidelines were given to provide greater accuracy and adjust the fieldwork process.

All suggestions by UNIFEM/Argentina were made within the framework of non-binding guidelines, thereby ensuring the evaluation team's independence. However, these were found to be timely and valuable. Consequently, the contributions made were highly appreciated, and they are expected to result in an evaluation process of higher technical quality.

4.6. Evaluation team

Composition and roles

For the drafting of this proposal, a qualified, interdisciplinary professional team was required, with proven experience in the fields of Evaluation and Gender and with in-depth knowledge about globalization and economic integration processes in Latin America, citizen and gender participation, and its relationship with macroeconomic policy, public finance, free trade, and economic development.

The team includes three professionals. Their roles and time devoted to the evaluation process are described below:

- **Maximiliano Luft, Institutional Analysis Expert Evaluator**, acted as a Coordinator throughout the evaluation process.
- **María Carolina Posada, Development Projects Chief Expert Evaluator**, acted as an advisor on Methodology and Analysis throughout the evaluation process.
- **Cora Bertachini, Institutional Gender and Analysis Expert Evaluator,** acted as an evaluator throughout the evaluation process.
- **María Pazo, Qualitative Research and Analysis Specialist,** acted as a member of the support team throughout the evaluation process.
- **María Agustina Budani, Qualitative / Quantitative Information Research and Analysis Specialist,** acted as a member of the support team throughout the evaluation process.

5. Evaluation's Results

This chapter will describe the exhaustive and comprehensive evaluation of the Project, based upon the criteria and questions suggested by UNIFEM in its ToR document of the Final External Evaluation.

Several participants and stakeholders have been involved and their comments and opinions were processed to provide this process with a fully participative nature.

This chapter is a summary on the conceptual background of the project and its degree of coherence evidenced in speech and messages conveyed. The social capital partnership is assessed and becomes a key part of the project and enables its projection into the future. Its relevance and appropriateness is assessed in order to determine the level of adequacy to the context and the needs of the beneficiary population and to UNIFEM's strategic lines at a worldwide level, and mainly at sub regional and national levels.

It also evaluates the level of effectiveness in complying with the main goal of the Project and the direct outcomes of each of its strategic lines, efficiency in economic terms (balance cost benefit or the analysis of the best use of available resources).

In order to enhance the results of this evaluation, we include a vision on the sense and scope of the Project taking the Theory of Change as a reference and thematic approaches which are updated and relevant to the Project, such as the cross cutting gender approach, Women's Human Rights and the approach on the Impact of Public Policies and battle against Corruption.

Also, the sustainability conditions are assessed, e.g. the Projects' permanent feature or otherwise, its sustainable efficiency, the catalytic or replicability effects regarding its potentialities to become a model to be developed in other countries or contexts; and the perspectives of the impact that the project has been generating among beneficiaries and users, as well as among organizations, institutions and spheres at provincial, national and international levels this initiative from MEI reached.

5.1. Project's Design, Relevance and Appropriateness Logic

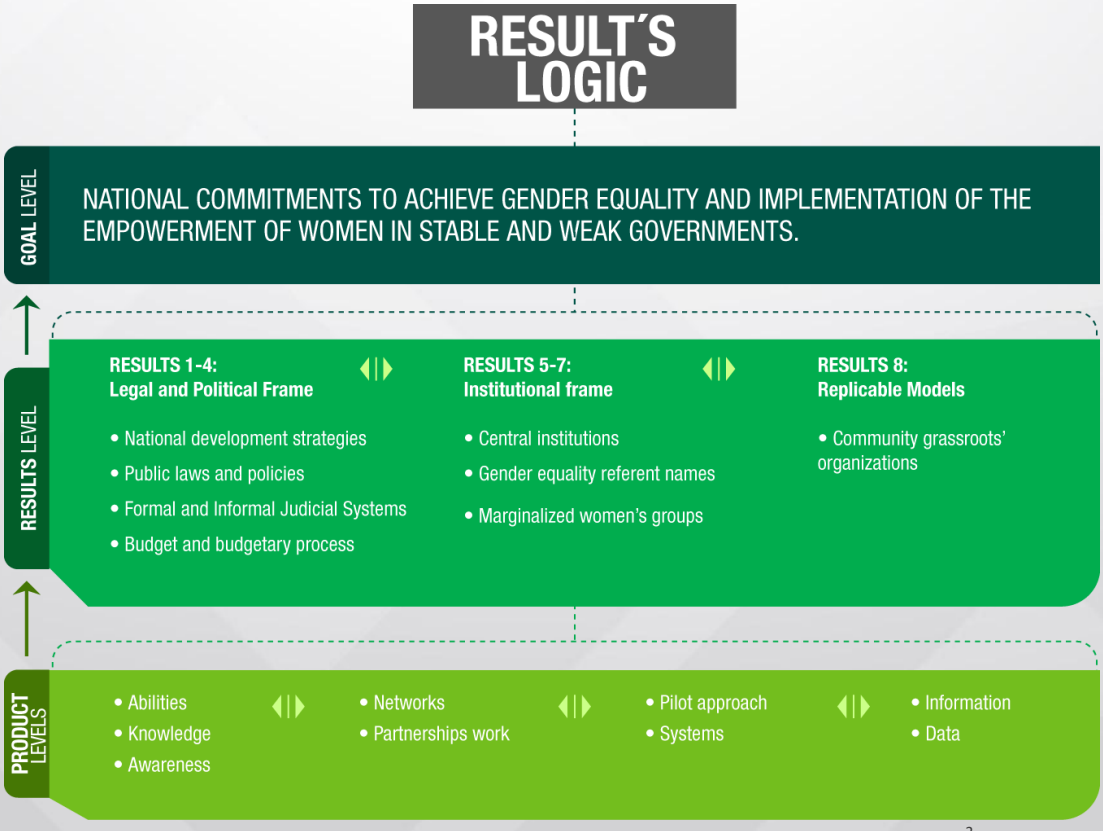
This section analyses the logic of the Project's design, in comparative terms between:

- The internal logic of the drawing up and validity of the Project's approach.
- The way the logic of the Project's design is aligned with the specified logic of UNIFEM in its latest Strategic Plan.

The graph below shows the key elements of the Project's design.

5.1.1. UNIFEM's Strategic Plan Logic

Diagram 2: UNIFEM's Strategic Plan Intervention Logic



Source: developed in house based on UNIFEM's Strategic Plan Intervention Logic. [2]

The logic of the project "Organizing Women Against Corruption" follows the traditional model where based on a determined goal, this is implemented in intended results, activities and its products.

The Project gathers UNIFEM's goal: "Carry out national commitments to achieve gender equality and empowerment of women in stable and "fragile" states, and it becomes appropriate within its logic of being a national scope Project, by means of the aim of "having

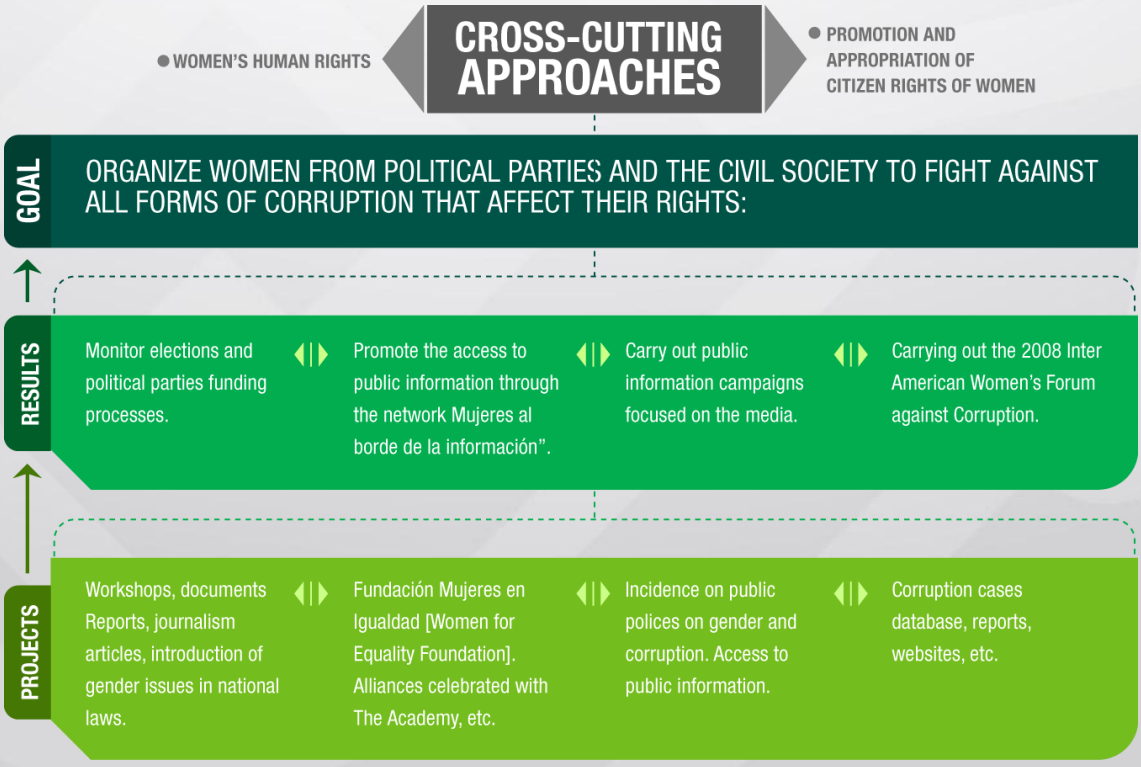
women at political parties and civil society organized in order to share all forms of corruption that affect their rights".
The UNIFEM's Strategic Plan Intervention Logic[3] refers to influencing on legal and policies frames that include national strategies for development, laws and policies, formal and informal justice, budget and budgetary processes.

In its Strategic Plan, UNIFEM mentions obtaining replicable models resulting from community-based holistic initiatives. Undoubtedly the project exemplifies these results since although it was not conceived to be replicated, the processes, activities and roadmap left as a legacy that might significantly contribute with initiatives sharing the same objectives in other countries.

With reference to the products, the project has generated products that are totally in line with those considered by UNIFEM. On one hand, this corroborates that forecast results include them, and on the other hand, that these are the products which contribute to the success and progress of gender equality initiatives.

5.1.2 Project's design Logic in the terms set out by UNIFEM's Strategic Plan.

Diagram 3 "Organizing Women Against Corruption" Project Design Logic.



Source: developed in house based on UNIFEM's documents

As described in the diagram called Project's intern logic, it is very similar to the logic set out in UNIFEM's Strategic Plan Intervention logic, and the evaluation of this Project represents a good instance to corroborate the extent to which the logic set out by UNIFEM's Strategic Plan corresponds with national projects and the genuine possibility of obtaining satisfactory results.

5.1.3. Relevance in accordance with UNIFEM's vision and strategies

In general terms the relevance of a project is considered to be the alignment of a Project's goals with the vision and objectives of the directly associated institutions.

In this case, the relevance of the project will be assessed according to its alignment with UNIFEM's vision and objectives and RSP (Brazil and Southern Cone Countries Regional Strategic Plan 2008-2009)[4].

The attached chart evidences the matching aspects between the "Organizing Women Against Corruption" Project strategic lines and UNIFEM's and RSP's strategies. Its analysis indicates that the assessed project is highly relevant to the objectives and strategies set out both by UNIFEM as well as by RSP.

Chart 2: Analysis of the Project's relevance taking into consideration its alignment with UNIFEM's and RSP's vision and objectives.

Elements of UNIFEM's e vision and Strategy	**Alignment with Project's goals**				
	Context Analysis	Strategy	Development objectives	Intended results	Products
UNIFEM will continue getting inspiration from a theory of change that presupposes three priority areas: a) adapt laws and policies in order to create an appropriate environment for women's empowerment and their human rights; b) reinforce institutions and organizations in terms of working processes, resources and abilities within the aim of complying with the obligations derived from the CEDAW (Convention on the Elimination of all Forms of Discriminations Against Women) [6] and from other field regulatory agreements.	Highly relevant (*)	Highly relevant (*)	Highly relevant	Highly relevant	Highly relevant
Brazil and Southern Cone Strategic Plan2008—2009					
In accordance with UNIFEM's sub regional office Strategic Plan for Brazil and the Southern Cone Countries (RSP) UNIFEM in the region proposes to become into a catalyst of energies generating synergies, convergences and promoting dialogue spaces among governments, in particular Women National Movements, women organizations, governments, civil society, mass media and academics in all its levels in order to promote a democratic and inclusive participation in the government that enhances the impact of its intervention.	Highly relevant	Highly relevant	Highly relevant	Highly relevant	Highly relevant
Priority areas					
RSP gives priority to the promotion of legal frames and public policies that create an appropriate environment for the empowerment of women and the protection of their rights.	Highly relevant	Highly relevant	Highly relevant	Highly relevant	Highly relevant

Elements of UNIFEM's e vision and Strategy	Alignment with Project's goals				
	Context Analysis	Strategy	Development objectives	Intended results	Products
RSP also seeks to improve the organizations and institutions capacity to incorporate the importance of gender, race and ethnics and promote the fulfillment of CEDAW's obligations by the government.	N/A	N/A	N/A	N/A	N/A
RSP intended results indicators					
Increase in the number of development national strategies that incorporate gender equality in line with national commitments aimed at the empowerment of women and human rights in Argentina, Brazil, Chile, Paraguay and Uruguay.	Highly relevant	Highly relevant	Highly relevant	Highly relevant	Highly relevant
Increase the number of constitutions, the legal frame and policies that promote and protect women's human rights in Argentina, Chile, Brazil, Paraguay and Uruguay.	Highly relevant	Highly relevant	Highly relevant	Highly relevant	Highly relevant
Increased number of formal and informal justice systems that promote and protect women's human rights at national and local level in Argentina and Paraguay.	N/A	N/A	N/A	N/A	N/A
Increase the number of budgetary processes that fully incorporate gender equality in Argentina, Brazil, Paraguay and Uruguay.	N/A	N/A	N/A	N/A	N/A
Experts, advocates and their organizations or networks expert on gender equality effectively demand the application of the gender equality dimensions in the national laws, policies and national strategies in the Southern Cone.	Highly relevant	Highly relevant	Highly relevant	Highly relevant	Highly relevant
Women who are subject to the exclusion and/or discrimination are capable of effectively promoting the incorporation of their priorities in the corresponding policies, programs, budgets and procedures in all the countries of the sub region.	N/A	N/A	N/A	N/A	N/A
The main institutions in charge of the policies, the provision of services and the media create appropriate institutional environments to promote and protect women's human rights in accordance with the global, regional and national agreements in all the Southern Cone countries.	N/A	N/A	N/A	N/A	N/A
The initiatives in the communitarian field generate a greater number of effective models for women's human rights promotion in Argentina, Brazil, Chile, Paraguay and Uruguay.	Highly relevant	Highly relevant	Highly relevant	Highly relevant	Highly relevant

Source: developed in house based on UNIFEM's documents and on the Project.

(*) The used scale follows the standards below:

- Highly relevant

- Significant
- Not very relevant
- N/A – non applicable to this project due to the nature and objectives set out therein.

In connection with the above mentioned, said aspect evidences the following coincidences:

1. In connection with UNIFEM's priority areas:
    a. Adapt laws and policies in order to create an appropriate environment for the empowerment of women and their human rights.
    b. Reinforce the institutions and organizations in connection with the working processes and abilities within the aim of fulfilling the obligations derived from the CEDAW and other regulatory agreements at global, regional and national levels.
    c. Support communitarian initiatives that evidence the manner to modify the practices and attitudes so that commitments in terms of gender equality and women's empowerment can be fulfilled. A considerable coincidence and proximity was detected, since the strategic lines of the Project lead to these objectives.
2. Since SP give priority to the promotion of legal frameworks and public policies in an appropriate environment for women's empowerment and the protection of their rights, and being one of the main objectives of the Project, it is highly relevant.
3. In connection with the SP indicators, it has been noted that strategies, objectives, outcomes and outputs carried out by the Project clearly coincide with and become means of verification of many of those present at the SP:
    a. Increase in the number of development national strategies that incorporate gender equality in line with national commitments aimed at the empowerment of women and their human rights in Argentina, Brazil, Chile, Paraguay and Uruguay. In this topic, the Project seeks to influence on the development strategies that incorporate gender equality and it promotes them by means of reflection spaces with officers and people in charge of public policies.
    b. Increase the number of constitutions, the legal framework and policies that promote and protect women's human rights in Argentina, Chile, Brazil, Paraguay and Uruguay. Undoubtedly, the Project directly works to create new laws or amend existing laws so that gender issues are included, for example the Clothing Sizes act, or the political reform act.
    c. Increase the number of budgetary processes that fully incorporate gender equality in Argentina, Brazil, Paraguay and Uruguay. All the first strategic line of the Project coincides with this strategy since it focus on monitoring and financing of elections and political parties, having monitored he funds of the main political parties, demanding the incorporation of gender equality in the budgets of political parties and promoting women's training in order to

improve their possibilities to access to important positions in the political party leadership.

d. Experts, advocates and their organizations or networks expert on gender equality effectively demand the application of the gender equality dimensions in the national laws, policies and national strategies in the Southern Cone. The Project aligns to this strategy with its work so that not only quota laws are observed but also gender issues are included in a Political Reform Bill in Argentina, as well as in other national laws.
e. The main institutions in charge of the policies, the provision of services and the media create appropriate institutional environments to promote and protect women's human rights in accordance with the global, regional and national agreements in all the Southern Cone countries. Since the Project worked directly with all stakeholders creating better conditions, it can be affirmed that there is a complete relevance between the project and the SP in this subject.
f. The initiatives in the communitarian field generate a greater number of effective models for the promotion of women's human rights in Argentina, Brazil, Chile, Paraguay and Uruguay. The Project works directly with grassroots organizations, principally in terms of their training on gender equality issues and the battle against corruption.

On the other hand, in aspects related to:

1. Increased number of formal and informal justice systems that promote and protect women's human rights at national and local levels in Argentina and Paraguay.
2. Women who are subject to the exclusion and/or discrimination are capable of effectively promoting the incorporation of their priorities in the corresponding policies, programs, budgets and procedures in all the countries of the sub region.

It is clear that in connection with the first topic (outcome 3 SP) the Project does not intend to contribute – nor could it do so – with all SP's objectives and strategies, in such a manner that the absence of aspects linked to these practices is not a negative finding by itself. In connection with the second (outcome 6 SP), it is a more general objective and the Project due to its scope and duration could not contemplate it fully, although it would be highly interesting.

The discussion above leads to two summary conclusions:

1. The formulation of the project and its execution have a complete relevance with the regional office strategic plan.
2. It is recommended to provide the organizations in charge of the intervention with better monitoring and evaluation instruments in order to value activities carried out and lessons learned.

In short, the Evaluating Team has gather sufficient evidence up to the moment, using different data gathering instruments and getting in contact with different audiences that allow to

conclude that the Relevance and appropriateness of the project are satisfactory at national level.
Where there is margin for increasing relevance of the project is between civil society organizations and its joint work with government officers and legislators. The affirmation summarizes a set of findings that the Evaluating Team (ET) has acknowledged triangulating several sources:

- Polls
- In depth interviews and focus groups with key informants from MEI, associated organizations, counterparties and informed individuals.
- Bibliography and documentary sources.

Also, it is worth mentioning that the Project emerged in a political context that motivated it (2007 presidential elections), it intended to improve the awareness levels on gender and corruption issues, achieving awareness to a grater extent in the most specialized audiences. It generated a diagnosis about the perception of the population in general and of women about their rights, which served as a basis to adjust actions to this contexts and to this beneficiary population in particular, that's why the Evaluating Team (ET) considers a high relevance of the Project linked to the political momentum, to the Argentinean context and to the introduction of a theme that up to the moment was not taken into account by the population in general and by women in particular.

5.2 Conceptual Coherence

Core concepts cross the graphic materials, magazines, brochures, posters, videos, papers, books and web pages that compose the set of dissemination tools of this Project are unambiguous and timely used. This becomes more relevant since it is a Project that disseminates and provides training about two subjects which up to that moment were never approached in an integral manner: On one hand, gender and women's rights concepts, and on the other hand, corruption.

Highly prestigious Human Rights Organisms in the country, such as the Permanent Assembly of Human Rights (APDH) acknowledge that even with their experience they have on human rights, MEI approach is innovative and enabled them to learn and reflect more about the negative impact of corruption on women, especially those belonging to the most disadvantaged social sectors. This evidences a solid approach in the conceptual level.
Members of the MEI team who develop promotion action on gender and corruption issues in fields which are not familiar with these concepts, acknowledge the effort that they make to provide a clear and univocal message on one hand, and, understand and help to change the speech used by, for example, labor unionists, members of the security forces, public in general who show interest in better understanding a conceptual universe that is still perceived as foreign to them.

"With women's presence, democracy is not real, and only in a democracy, women will be able to actively participate in order to achieve a fairer, more egalitarian and more humane society." Women in Politics Nº15 Autumn 2008

"Many corruption cases are closely related to discrimination in gender issues, corruption affects in different manners to women and men."

"Issues where victims are women are much more difficult to be installed as a social issue, it is difficult to think in women as victims of exploitation in clear cases of human trafficking." "Gender and Corruption" Documentary.

"The fight against corruption is to promote a social responsibility culture that strengthens the gender equality and participation women in decision-making. Statement by Ema Cibotti from MEI at the Forum.

"Corruption is a discharge of collective rights and while it affects the society as a whole, it vulnerates greater rights in poor and marginal sectors, and in addition it affects women specifically because the types of discrimination and gender disparity leave them in a most vulnerable position in face of power abuses." Conclusion of the Inter-American Forum

"It is easier to divert funds from development programs that benefit women specifically if they are not aware of their rights or if they do not know how to enforce them. Corruption may weaken the access of women to the markets (for example when the access of elites into public contracts is favored) or it may weaken women in the development of their human capital (when corruption seriously damages public services in education or health): These focuses may contribute to social exclusion and aggravate gender-based-discrimination. Mujeres Mercosureñas [Women from Mercosur] focal point of Red the Mujeres de Misiones [Misiones Women's Network]

All statements mentioned above evidence the basic concepts that compose the theoretical frame of the assessed Project. They were introduced in different spaces in the report and through different referents. Still, in all of them it can be found a common, clear and unambiguous point, as already mentioned, which evidences the care that the project and MEI apply to the appropriate use of the concepts that they disseminate and promote with such a conviction.

5.3. Association and Coordination (Institutional/Alliances)

The development of the four strategic lines of the Project "Organizing Women Against Corruption" presupposes the creation of alliances that boost the individual efforts of each organization. Collaboration processes may be just sporadic contacts or may lead to strategic alliances that allow the continuity of the obtained results once the Project that gave origin to it is finished.

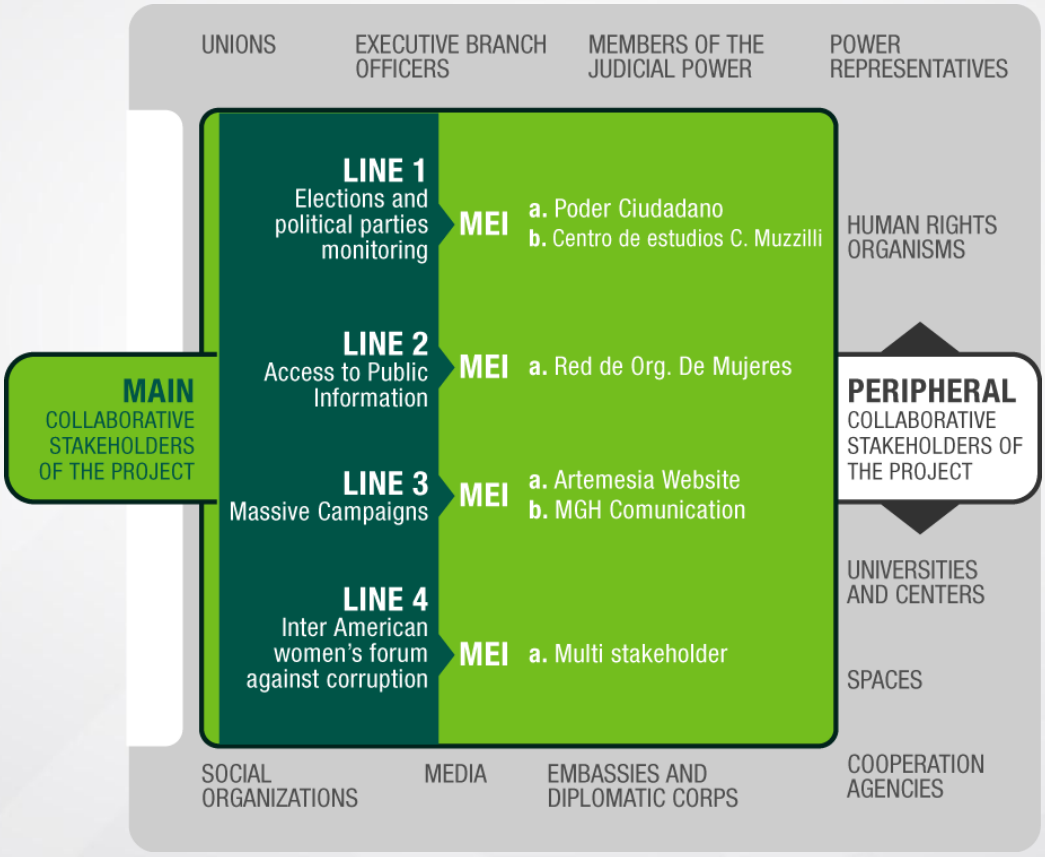
All partnerships have hidden opportunities and costs, as it was observed in this evaluation process. MEI has worked persistently in the development of a base structure with their partners, which enable assuming a future projection of a process of interrelated stakeholders that will transcend the development of the Project under evaluation.

The associative issue was a core axis in the design of the Project that was put into practice in a coherent manner during its implementation. MEI worked with allies and collaborators however MEI held the leadership in the direction of all lines of work.

In fact, each line was co-coordinated and co-implemented between MEI and another organization in association.

a. It was the case of Poder Ciudadano, Social Science and Juridical Schools of the University of La Plata and the "Carolina Muzzilli" Educational Center for the monitoring line of elections and political parties.
b. For the Women on the Verge of Information Network line it was Centro de la Mujer (CEDEM) in San Fernando, with whom began the development of a network that reached eight provinces in the country.
c. Portal Artemisa de Comunicación and MGH Communication Management participated in the massive discussion campaigns on gender and corruption issues.
d. In the organization, logistic and selection of topics for the Agenda of the Women against Corruption Inter American Forum a number of public, academic, human rights and international institutions were present to guarantee the diversity of proposals tat were addressed in the presentations, forum panels and panelists participation and the participation of foreign panelist with the support of the Law and Social Science Faculty of the University of Buenos Aires, that lent its premises to carry out the event.

Diagram 4: Map of Stakeholders and collaborative processes of "Organizing Women Against Corruption" Project.



Source: developed in house based on UNIFEM's documents and gathered information.

The level and type of collaboration achieved in each organization or institution was different but contributed significantly, even in the case of more specific actions, to the achievement of dissemination objectives, promotion and participation in the creating of awareness on gender and corruption issues in the society in general. Mainly in academic, unionist, political spaces and massive dissemination means, that then became into the multiplier agents that guaranteed the installation of this topic among their own audiences: Students, professionals, workers, affiliates, Readers, TV and Radio audiences.

In order to provide formality to the work shared with some allies, MEI celebrated agreements with "Carolina Muzzilli" Educational Center, with the member organization of the focal groups of Women's Right to Information Network and with some universities, as it could be verified observing the model of signed agreement in these cases.

However, the projection of the collaboration level achieved was beyond expectations. Particularly in the case of press agencies that formed the dissemination campaigns on the right to public information as well as on other gender issues (such as the Clothing Size Act, domestic violence, quota laws, etc). These agencies, in order to comply with their information role committed with the cause enabling many journalist and press agencies to incorporate the issue and become into the Project's strategic allies.

A special paragraph should be devoted to the articulation achieved at national level for the promotion line of the access to public information right, by means of network of social organizations that work in a coordinated manner while maintaining, in addition, their own working agendas. They addressed the most delicate issues in their local realities linked to the access of information and also to the defense of women rights and gender equality.

The network was conformed as follows: in each of the eight jurisdictions (seven provinces: Buenos Aires, Chaco, Chubut, Córdoba, Misiones, Jujuy and Mendoza, plus the Autonomous City of Buenos Aires) there is one organization that constitutes the focal point that leads the network duty.Said organization works with a journalists or local media, responsible for installing the topic to be disseminated in the media. In addition, the leading organization summons and works in partnership with a number of other social organizations that in this manner start introducing gender issues in their agendas. Undoubtedly it is an associative strategy that strengthens grassroots organizations capacities, with a strong presence in the local field and it is constituted in an articulated space for the multiplication of actions, which in such a big country like Argentina, it turns into a highly valuable resource also for the development of citizens' practices in areas that are distant from centers of power.

A special mention should be given to institutional support, generated through a MEI campaign to incorporate significant stakeholders who commit with the gender and corruption issue, and which resulted in the participation of at least thirteen public instances of the three political parties, which not only declared their upmost interest in the Forum but also collaborated with speakers such a Supreme Court of Justice Judge and/or a national minister. That is the case, in addition to the Supreme Court, of the Senate of the Nation, the Chamber of Deputies, National Health Defense and Labor Ministries, the Anti-Corruption Office, the Attorney's General Office, Ombudsman of the city of Buenos Aires and of the Nation, Administration unit of Buenos Aires City, Supreme Court Attorney General Office, The secretary of Human Rights of the province of Buenos Aires, the Women's Council in the city of La Plata and the Institute for Judicial Studies.

Academic entities that sponsored and participated in the Forum are the National University of La Plata, University of Buenos Aires, and General San Martín National University. Poder Ciudadano Foundation and Educational Center for Democratization and Human Rights were social referents that actively participated not only in the Forum, but mainly in the line of work related to the monitoring of elections, political parties and the control of public policies regarding gender and/or corruption issues in general.

Agreements were celebrated with professional associations such as the Lawyer Association of Buenos Aires, as well as trade unions like the gastronomy and judicial staff unions, which enabled the organization of training activities with their employees on issues such as gender and corruption, promotion of the filling of complaints and claims regarding discrimination situations that affect their rights, in particular women rights.

Cultural and International institutions such as Roca Museum, the British Council, UNIFEM, the Embassy of Canada, etc. sponsored and enabled the development of more permanent actions, such as breakfast meetings for different audiences, presentation meetings with diplomats, public officers, training workshops on gender issues and CITs for organizations of the women's network and for NGOs in general, which accompanied the Project in its four strategic lines.

In almost all cases, collaborations achieved were high quality and had a long term projection. However, an exception could be observed in the State Units, in its three jurisdictions: national, provincial and municipal. These alliances terminated when the officers left their positions or transferred to other positions, so the development of an articulation with public policies seems to be currently influenced more by the personal commitment of some of the officers than by a State policy that is continued after each change of authorities.

5.4. Efficiency

This section will analyze the efficiency, understood as the ability to achieve a goal applying the best possible means. This includes an analysis of the Project's executed budget as well as an efficiency analysis.

5.4.1 Budgetary Execution Analysis

In accordance with the stated in the initial budget, the "Organizing Women Against Corruption" Project started its activities in February 2007 with a total allocated budget of USD 285,714 to be implemented in a two years term with the possibility of being extended one additional year.
As it can be observed in the chart below, the Executing Unit of the project executed USD 260,691 between February 2007 and December 2009. Thus, from the initial budgeted amount, there was USD 25,023 which remained without execution and corresponded to the Monitoring and Evaluation category. This amount was reimbursed to UNIFEM.

Chart 3. Project executed budget per year and category

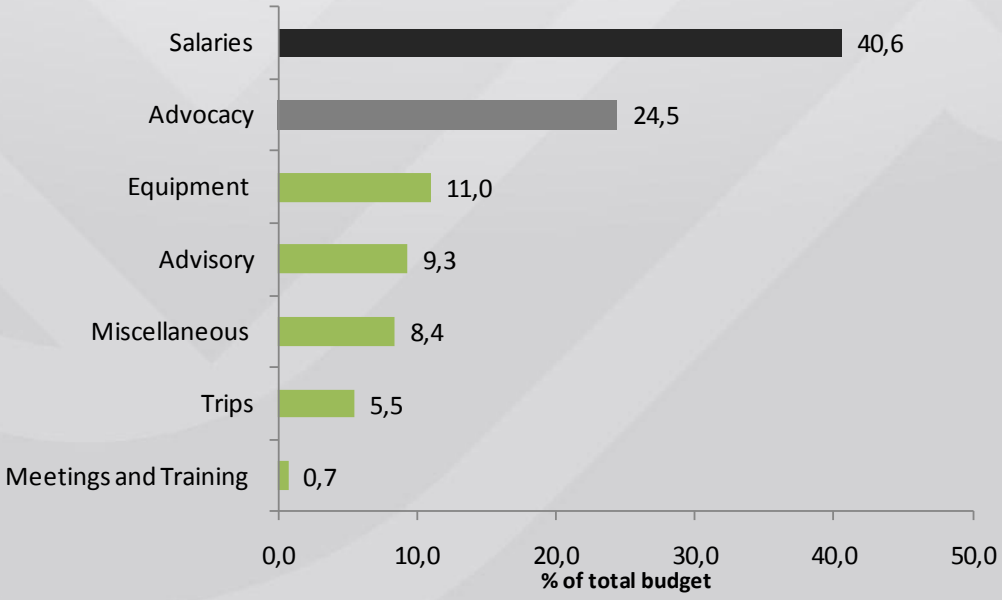
Category	Initial Budget in USD	Executed budget in USD				Initial Budget – executed budget (USD)
		Year 1	Year 2	Year 3	Total	
Salaries	98.920	43.400	39.435	22.921	105.755	-6.835
Trips	22.980	6.279	3.772	4.280	14.331	8.649
Advisory	24.400	14.230	7.873	2.222	24.325	75
Equipment	29.351	620	23.795	4.296	28.711	640
Meetings and Training	1.869	1.023	800	44	1.867	2
Advocacy	69.214	21.212	5.630	36.931	63.773	5.441
Monitoring and Evaluation	25.000	0	0	0	0	25.000
Miscellaneous	13.980	3.916	3.035	14.978	21.929	-7.949
Total	**285.714**	**90.680**	**84.339**	**85.673**	**260.691**	**25.023**

Source: Developed in house based on information of the "Organizing Women Against Corruption" project.

In terms of redistributions among categories, it is observed that minor Budget reallocations were performed. Salaries, trips, miscellaneous and advocacy were the categories with higher reallocations.

As it can be observed in the graph below, the categories with higher budget incidence have been Salaries and Advocacy, which jointly represent a 65% of the total executed amount. The third and fourth place belongs to Equipment and Advisory categories.

Graph 2: Project's executed Budget per category



Source: developed in house based on UNIFEM's documents

This proportional distribution of the budget is in line with the nature and objectives of the project, since human resources and advocacy actions play a key role in the four strategic lines of the project.

A smaller participation is observed in the trips and meetings and training categories. As it will be explained in the following section, funds allocated by UNIFEM to finance the project have been provided partly through the different MEI's strategic allies throughout the implementation process. This managed to reduce charges intended for these two categories without abandoning the activities contemplated in said categories.

Last, and as part of the budgetary analysis, the evaluating team carried out a complete financial audit of the Project. This audit was able to corroborate that all budgetary categories executed by MEI have the corresponding documents that support the charges. In this regard, it is necessary to highlight the appropriate handling of accounting documents that enabled making a detailed validation of all expenditures performed during the execution of the Project.

5.4.2 Efficiency Analysis

It is difficult to perform an efficiency analysis, understanding as such the ability to achieve set out goals and objectives with an appropriate allocation of human, physical, financial and time resources. This would require proving that the obtained results were achieved with the smaller allocation of resources, or that with a determined allocation of resources the highest numbers of results were achieved.

The project proved efficient in the allocation of resources in accordance wit the following parameters:

- The leverage of UNIFEM's resources with the contribution of other strategic allies.
- Management of the project by MEI

a. Other funds received by counterparties

With funds granted by UNIFEM, MEI developed fund rising actions to finance other activities of the project. First of all the support received by the British Council that contributed with USD 15,000 approximately which were allocated to cover lunch meals, trips, accommodation, meeting rooms rental fees, transfer and bring experts from abroad. On the other hand the Canada Fund contributed with USD 11,740 for one of the events of the Project.
Likewise MEI received the donation of time and spaces of a significant number of collaborators such as Roca Museum, which provided the premises for several meetings throughout the Project; the Canadian Embassy that also provided its premises for several breakfast sessions; the Law Faculty of the University of Buenos Aires, that contributed with the premises for the organization of the Forum; the Casa de Santa Fe and many other civil organizations that donated their premises for several activities of this Project, thus reducing its costs. Also, the contribution of the company Prosegur that donated cash points for the registration in the

Forum and provided security services throughout the event. Lastly, El Zorzal Publishing House donated its services for the publication of the book "Gender and Corruption" to be published this year.
Likewise, it is important to acknowledge all the volunteering work generated as a consequence of the project. The project was carried out not only with the help of four part time internships, but also all the Forum coordination staff as well as the Forum speakers and several of the artists of the closing activities donated their time.

b. Project Management and Strategic Leadership

It should be mentioned that the dimension and scope of the activities carried out by this Project vis a vis with the relatively small structure of the Executing Unit, evidenced a clear strategic leadership. This is related to the process of establishing the organizational objectives, applying a clear vision, taking risks and generating ideas to manage the efforts of the staff and partners towards the fullfilment of these objectives. This includes the development of methods to achieve essential resources, inspire shared objectives to the members of the organization and face adverse situations.

As from the beginning MEI has evidenced a strong strategic leadership in terms of promoting an innovative theme that was hardly taken into account before in women moorings, media and official organisms.

This Leadership, as verified by the Evaluating Team, is significantly related to the image that the Executive Director of MEI has to approach any of the sectors and the way her words are taken into account, in addition to her influence at different levels due to her professional prestige and seriousness, mainly in the international cooperation and Civil Society sectors.
For these reasons, in addition to MEI's previous experience, the organization and the Project became into referents of the gender and corruption problem in the country, the region and the world.

5.5. Effectiveness

Before entering into this subject, it is important to clarify that the definition ‘Effectiveness” by ZIGLA Consultores coincides with the definition of “efficiency” by UNIFEM and UNDEF. Taking into account that this evaluation applies the methodology called ‘Sustainable Effectiveness” and with the aim to maintain the coherence in the analysis, we have chosen a single term ‘Effectiveness” with the following meaning: To which extent the objectives of the Project were o will be fulfilled in accordance with the proposed activities, outputs and outcomes.

In order to assess the Project’s effectiveness, the matrix presented in the foundational document of the Project with the progress reports and final report that evidence the fulfillment of activities, the achievement of the intended outputs as well as achieved outcomes that were not intended and the inconveniences or difficulties that affected the process and the outcome of the Project will be compared.

For each strategic line of the Project an outcome was proposed and for its fulfillment a set of intended outputs were established for which main activities were removed with its schedule, responsible staff and allocated budget.

Chart 5. Effectiveness Analysis per strategic line

Outcome	Effectiveness level of the strategic line
Political parties and in particular women within political parties support the introduction of gender equality issues and accountability mechanisms.	Satisfactory
The access to public information is accepted and used by the public opinion and in particular by women, as a tool to exercise their human rights as well as to battle corruption.	Satisfactory
Public information campaign to create awareness and understand gender and corruption dimensions.	Highly satisfactory
Shared substantial knowledge about women's rights and gender and corruption issues among referents of this topic in the Latin American region.	Highly satisfactory

Source: Developed in house based on interviews to key informants and documents of the Project.

References corresponding to Table 5 are the following:

- **Highly satisfactory** Objectives are accomplished increasing the planned goals. **Satisfactory:** The objective is accomplished; however, it still requires an effort in order to achieve planned goals.
- **Unsatisfactory:** The objective is fully met. Great efforts are required to achieve goals.
- **Highly unsatisfactory:** There is a significant lag in the fulfillment of projected goals.

The first strategic line was addressed as a direct outcome that political parties and in particular, women within political parties, support the introduction of gender equality and accountability issues.

The intended output is in line with the monitoring of public and private funds of a minimum of five political parties and their level of identification or rapprochement to gender issues.

In terms of effectiveness assessment, we can say that this line of the Project is satisfactory, as described in the chart above, since projected research and documents were performed but the outcomes in terms of practices in the political sector have not been fully accomplished yet.

Chart 6. Strategic Line 1 Effectiveness Analysis

Outcome	Outputs	Indicators	Verified Outputs	Outcome Level of Effectiveness	Strategic Line Level of Effectiveness
Political parties, especially women in parties, support mainstreaming of gender equality accompanied by accountability mechanisms.	Monitoring of public and private funding in a minimum of five political parties, with particular focus on identifying and addressing gender inequalities.	Proportion of amendment proposals aimed at addressing gender equality issues adopted by political parties.	- 8 political parties answer the survey on their take on gender and equality issues - 6 candidates incorporate gender based issues - 2 out of 5 studied political parties surpass or reach the 30% women quota (1)	Satisfactory	Satisfactory
		Number and proportion of political parties for which campaign funding statistics are publicly available.	656 total, 240 no 416 yes; final report 308 no and 348 yes, 5 political parties published their financial expenses (PC) (2)	Satisfactory	
		Number of M.P., number or women political activists, and number of signatures supporting document for gender-sensitive party reform.	42 OODD representatives and civil society (3)	Satisfactory	
		Proportion of campaigning funding for women is equivalent to those available for men within political parties.	- It was corroborated that de percentage of campaign funds for women and men is not equal - Political parties charters do not contemplate funds for women although they do include funds for youth; their are not contemplated in the Law (4)	Satisfactory	

Sources (1): Poder Ciudadano's Report, Carolina Muzzilli's report, (2) National Electoral Chamber's Report, (3) list of attendants to breakfast, (4) Carolina Muzzilli's report.

All activities carried out (corroborated by reports, articles published in MEI magazine, press releases, etc) were a necessary but insufficient step in order to achieve the transparency processes in the allocation of funds, to have information available on the subject and work on the introduction of gender equality and corruption issues. However, the path has just began, since all activities evidence a very early stage in the creation of awareness about these issues from the referents of political parties and government, where contradictions in speech were detected contrasting a progressive or cutting edge speech on the matter with a practice that is clearly unaware of the topic.

The second strategic line sought as a direct outcome that the access to public information is accepted and used by the public opinion and in particular by women, as a tool to exercise their human rights as well as to battle corruption.
Intended outputs of this line are:

1. Women on the Verge Information Network constantly requiring information to Government's units.
2. Review of the Law preliminary drafts on Access to information to guarantee its relevance and accessibility for women.

In this line, a satisfactory effectiveness level is observed, while the bill on access to public information has not been passed to agree with other social and human rights organizations that conditions were not set for approval.

Chart 7. Strategic Line 2' Effectiveness Analysis

Outcome	Outputs	Indicators	Verified Outputs	Outcome Level of Effectiveness	Strategic Line Level of Effectiveness
Access to Public Information is generally accepted, especially by women, as a tool for both exercising their human rights and fighting corruption.	The network "Women on the edge of information" is active and is constantly requesting information from government units.	Increase trend in the response proportion of requests for information from network members to the Government.	More than 200 public offices from different jurisdictions received requests for public information (in 8 jurisdictions) (1)	Very Satisfactory	Satisfactory
		Level of general awareness (by sex) on the importance of Access to Public Information laws.	High level of awareness amongst NGOs was achieved, - According to the surveys the level of awareness of the general public was quite low (2)	Less Satisfactory	
	Draft Law on Access to Information is revised to ensure its relevance and accessibility to women.	Number of women's organization actively supporting national legislation on Access to Information.	- 227 organizations of which 127 are from Buenos Aires and 100 from the provinces (3)	Satisfactory	

Sources. (1) MEI report on the Network's actions (2) MAI base line interviews with Graciela Roemmers, (3) Attendant breakfast meetings carried out in the interior and in Buenos Aires.

Also related with the second strategic line, it is important to make clear that the results report of the baseline interviews carried out between 2007 and 2009. In this regard, it is a good contribution to the estimation of generalized awareness on democracy, citizenship and women's right issues.

Again the major risk is given by the information being generated by both the organizations in the Network and by the interviews that evidence an even considerable distance between the awareness levels on the importance of the access to public information present at the society in general and values, goals that promote this Project.

Te third strategic line proposed as a direct effect (outcome) a public information campaign to create awareness and understand the gender and corruption dimensions.
Intended products were:

1. Massive awareness creation campaign on the specific impact of corruption on women and women's role in the efforts against corruption.
2. Database of 30 gender specific anti-corruption cases, elaborated and used by anti-corruption referents.

The effectiveness level achieved for this outcome is highly Satisfactory, over 250 journalistic articles at national and local level were published, a list of hundred of journalists who disseminate and multiply the thematic of the project was consolidated and a satisfactory level in the completion of the anti-corruption data base as a guide to good practices was achieved.

Chart 8: Strategic Line 3' Effectiveness Analysis

Outcome	Outputs	Indicators	Verified Outputs	Outcome Level of Effectiveness	Strategic Line Level of Effectiveness
Public Information Campaign to raise awareness and understanding about the gender dimensions of corruption.	Mass media campaign raising awareness on the gender-specific impact of corruption and about women's role in anti-corruption efforts.	Increase of mass media articles addressing gendered dimensions of corruption.	- Between 250 and 270 articles plus networks and web (1)	Satisfactory	Very Satisfactory
		Number of people approximately reached by mass media campaign.	- Hundreds of thousands of people due to the diversity and coverage of printed media, (Clarín, La Nacion, Local newspapers from 8 provinces), more than 3000 emails promoting the Forum(2)	Very Satisfactory	
	Database on 30 gender-specific anti-corruption cases is produced and used by anti-corruption activists.	Increased level of public awareness of the gender dimensions of corruption, impact of corruption on women, and of anti-corruption initiatives.	- A data base with 32 cases was built (3)	Very Satisfactory	
		Number of anti-corruption activists using gender-specific cases database.	- 300 national and international activists (4)	Satisfactory	

Sources. (1) Compilation of press releases 2007, 2008, and 2009 (2) In depth polls and interviews (3) MEI Grid with database of cases and offices that supplied it (4) Breakfast session list plus list of attendants to the Forum.

The fourth strategic line intended as direct outcome the substantial knowledge about women's rights and gender and corruption issues among referents of this topic in the Latin American region.

Intended outputs were:

1. Carrying out the 2008 Women against Corruption Inter American Forum with significant attendance by referents in all the sectors, thus generating innovative proposals on gender and anti-corruption issues.
2. Better understanding of Mexico's experience on gender and corruption by MEI and the Women's Right to Information Network [Red de Mujeres al Borde de la Información].

The level of effectiveness achieved in this line is Highly Satisfactory, since intended products related to the development of the forum session, its visibility on the media and the production of highly acknowledged documentary. In addition trip to Mexico took place to learn about their experience in access to information issues, State organisms specialists in the thematic were visited. Subsequently, a document with a comparative study of the access to public information systems was produced.

Chart 9. Strategic Line 4' Effectiveness Analysis

Outcome	Outputs	Indicators	Verified Outputs	Outcome Level of Effectiveness	Strategic Line Level of Effectiveness
Substantial shared knowledge amongst women's rights advocates in the Latin American region about gender and corruption issues.	"Inter American Forum of Women Against Corruption 2008" is held, with a large convocation of activists, jurists, government officials, law enforcement officers, legislators, NGO members, and entrepreneurs. The forum will also produce innovative proposals regarding anti-corruption strategies involving women.	200 presentations received and 600 specialists attend the "Inter American Forum of Women Against Corruption 2008".	130 presented, 100 selected, 490 participants (1)	Satisfactory	Very Satisfactory
		Media coverage received by the "Inter American Forum of Women Against Corruption 2008".	80 to 100 articles plus networks and web (3 national media, 8 provincial media) (2)	Very Satisfactory	
		Documentary and book produced as a compilation of the Forum.	1 book in the process of being published and 1 documentary	Very Satisfactory	
		Discussion paper summarizing comparative experiences between Argentina and Mexico with regard to approaches to improve government accountability and to engage women in combating corruption.	1 published paper	Very Satisfactory	

Sources. (1) MEI Report n the Forum (2) Compilation of press releases 2007, 2008 d 2009 (3) MEI final Report (4) MEI report.

Carrying out a comprehensive approach of the Project, in search of the synergies among their lines of action and taking its general objective of organizing women in political parties and the civil society to battle all forms of corruption that affect her rights; it can be assured that the effectiveness level achieved is between Satisfactory and Highly Satisfactory, because:

1. There was progress, such as, MEI's positioning as a reference organization on gender and corruption issues, launching the Women's Network, and journalist evidenced their commitment attitudes with the dissemination of the thematic and the lectures selection task trying to integrate two issues that up to that moment were not taken nor considered in partnership. All this evidences that throughout the three years of implementation of the project (two granted and one by means of extension request) these actions were translated in products obtained in the four lines of the project.
2. The fulfillment of goals is explained by the correspondence between activities and outputs. Factors that affected the achievements of some of the outputs or delayed its achievement are related to the complexity of installing the issue in public policies and the need to wait for opportunities in the political context to go further in the issue (e.g. countryside crisis [7] produced a lack of dialogue between political actors and referents in the civil society who interrupted incidence processes).
3. Major weaknesses are found in the level of awareness on the issues addressed by the Project in the society in general. Studies, polls, research and dissemination campaigns on the access to information evidence a quite basic awareness level and thus it requires to study new strategies to bridge that gap.
4. Changes encouraged by the Project were traduced in the inclusion of gender issues and corruption in the Political Reform Law, the Communications and Media Act, to a

lesser extent in the practices within political parties as an interesting trend change begin to occur in the attitude toward gender and corruption issues in unions with significant presence of male workers. Human trafficking begins to be introduced as an issue on TV and cultural spaces that spread it to new audiences.

As mentioned at the beginning of this section, the effectiveness analysis was based on the "Outcome Matrix" summary instrument of the project design and a key aspect for a quantitative evaluation. Data analysis showed some aspects of the matrix that to a certain extent made the evaluation difficult in general and it is worth mentioning the following examples:

- Indicators: For some outputs there are not enough indicators that enable to assess the intended result.
- Goal and baseline: The lack of a baseline and goals on each of the indicators in some cases made the assessment of the percentage or level of fulfillment of the products difficult due to the lack of a set point to compare.

5.6. Sustainability

Sustainability of a project is referred to the continuity possibilitities throughout time, even when the initial funding which gave origin to it is no longer available.

Te evaluated Project is sustainable throughout time since it is related to MEI's mission and core activities. In fact, although the term of the Project ended in 2009, actions related to the Women's Network, massive dissemination of gender and corruption issues and the development of new spaces for training and promotion of women rights continued to be developed intensely.

Now, the question to be formulated to measure sustainability of the Project is precisely in the hands of whom,apart from MEI, could ensure that although the project is terminated results achieved in the four strategic lines are not lost, and even more, this can be multiplied and projected into the future.

MEI, as founder organization of the Women's network, worked from the beginning of the project in building capacities in local organizations, which enable them to continue with the autonomy of the Project that originated them, and today we can confirm that this Network is not only working but also growing.

Some interviewed people talked about the existence of new networks in the provinces which are taking gender and corruption, gender and sports, gender and domestic violence issues. These Networks started to stem out from the original Network but they already have an autonomous and increasing development in the future.

In principle, thanks to the strategy present from the beginning of the project to support training and strengthening, the organizations composing the Network are prepared to continue with the project in the future.

On the other hand, Communications media and press agencies that participated in the lines of massive campaigns on the access to public information as well as on the dissemination of the Forum at present evidence an improvement of awareness level about the issues of the project and indicate their commitment every time they consult with MEI before publishing or spreading news on this subject. The presence of gender and corruption issues in the public opinion is the result of the involvement level so some journalists that adhere to the cause of the Project, and its informative work shall uphold the topic in the future, since MEI selected strategic allies among communication agencies - some of them specialized in gender issues such as non-sexist journalist Network who continue collaborating with MEI even after the Project.

Te project is also sustained through its visibility in social networks, YouTube, websites and international virtual networks that uphold the subject and who connect users from many countries in the world, since one of MEI's strategic actions was to seize the opportunity of the Forum to impulse the continuity of the discussion and exchange of ideas about this issues using these new means of communication.

Although there weren't negative elements to determine the project's sustainability, the analysis was conducted in a qualitative manner, through each of the strategic lines.
The sustainability level of the first strategic line is Satisfactory since achieved results possess an interesting perdurability potential. We understand that political parties that engaged in gender issues did so for the medium and long term, like the political parties that disclose their funding information. However, we considered the sustainability percentage of the political campaigns funds between men and women as not very satisfactory.

Chart 10. Strategic Line 1' Sustainability Analysis

Outcome	Outputs	Indicators	Verified Outputs	Outcome Level of Sustainability	Strategic Line Level of Sustainability
Political parties, especially women in parties, support mainstreaming of gender equality accompanied by accountability mechanisms.	Monitoring of public and private funding in a minimum of five political parties, with particular focus on identifying and addressing gender inequalities.	Proportion of amendment proposals aimed at addressing gender equality issues adopted by political parties.	- 8 political parties answer the survey on their take on gender and equality issues - 6 candidates incorporate gender based issues - 2 out of 5 studied political parties surpass or reach the 30% women quota (1)	Satisfactory	Satisfactory
		Number and proportion of political parties for which campaign funding statistics are publicly available.	656 total, 240 no 416 yes; final report 308 no and 348 yes, 5 political parties published their financial expenses (PC) (2)	Satisfactory	
		Number of M.P., number or women political activists, and number of signatures supporting document for gender-sensitive party reform.	42 OODD representatives and civil society (3)	Satisfactory	
		Proportion of campaigning funding for women is equivalent to those available for men within political parties.	- It was corroborated that de percentage of campaign funds for women and men is not equal - Political parties charters do not contemplate funds for women although they do include funds for youth; their are not contemplated in the Law (4)	Less Satisfactory	

Source: developed in house based on UNIFEM's documents

The sustainability level of the second strategic line is Satisfactory as well. First, the Network itself is sustainable as long as the levels of participation keep the current trend, this can be foreseen by taking into account its behavior after almost one year of having finished the project. In the workshops held on May 14th attendees' interest in continuing being linked to the network was confirmed. In connection with the percentage of replies to information requests towards the government, it is important to point out that since the number of information request as well as replies increased, the generation of a 'Virtuous circuit" that would benefit the sustainability of the result can be anticipated. On the other hand, there is significant work to be done in terms of creating awareness on the importance of the access to public information according to sex within the community in general.

Chart 11. Strategic Line 2' Sustainability Analysis

Outcome	Outputs	Indicators	Verified Outputs	Outcome Level of Sustainability	Strategic Line Level of Sustainability
Access to Public Information is generally accepted, especially by women, as a tool for both exercising their human rights and fighting corruption.	The network "Women on the edge of information" is active and is constantly requesting information from government units.	Increase trend in the response proportion of requests for information from network members to the Government.	More than 200 public offices from different jurisdictions received requests for public information (in 8 jurisdictions) (1)	Satisfactory	Satisfactory
		Level of general awareness (by sex) on the importance of Access to Public Information laws.	High level of awareness amongst NGOs was achieved, - According to the surveys the level of awareness of the general public was quite low (2)	Less Satisfactory	
	Draft Law on Access to Information is revised to ensure its relevance and accessibility to women.	Number of women´s organization actively supporting national legislation on Access to Information.	- 227 organizations of which 127 are from Buenos Aires and 100 from the provinces (3)	Satisfactory	

Source: developed in house based on UNIFEM's documents

In connection with the third strategic line, sustainability is satisfactory, although in some cases results it does not correspond, campaigns carried out and the activist mobilization are perdurable throughout time.

Chart 12. Strategic Line 3' Sustainability Analysis

Outcome	Outputs	Indicators	Verified Outputs	Outcome Level of Sustainability	Strategic Line Level of Sustainability
Public Information Campaign to raise awareness and understanding about the gender dimensions of corruption.	Mass media campaign raising awareness on the gender-specific impact of corruption and about women´s role in anti-corruption efforts.	Increase of mass media articles addressing gendered dimensions of corruption.	- Between 250 and 270 articles plus networks and web (1)	N/A	Satisfactory
		Number of people approximately reached by mass media campaign.	- Hundreds of thousands of people due to the diversity and coverage of printed media, (Clarín, La Nacion, Local newspapers from 8 provinces), more than 3000 emails promoting the Forum(2)	Satisfactory	
	Database on 30 gender-specific anti-corruption cases is produced and used by anti-corruption activists.	Increased level of public awareness of the gender dimensions of corruption, impact of corruption on women, and of anti-corruption initiatives.	- A data base with 32 cases was built (3)	Satisfactory	
		Number of anti-corruption activists using gender-specific cases database.	- 300 national and international activists (4)	Satisfactory	

Source. developed in house based on the project's documents.

The sustainability level of the fourth strategic line is Satisfactory as well, although the Forum itself was not planned as a sustainable activity, relationships generated among participant, the

publication of the book and the paper's preparation and publication enable the sustainability of issues addressed in the Forum.

Chart 13. Strategic Line 4' Sustainability Analysis

Outcome	Outputs	Indicators	Verified Outputs	Outcome Level of Sustainability	Strategic Line Level of Sustainability
Substantial shared knowledge amongst women´s rights advocates in the Latin American region about gender and corruption issues.	"Inter American Forum of Women Against Corruption 2008" is held, with a large convocation of activists, jurists, government officials, law enforcement officers, legislators, NGO members, and entrepreneurs. The forum will also produce innovative proposals regarding anti-corruption strategies involving women.	200 presentations received and 600 specialists attend the "Inter American Forum of Women Against Corruption 2008".	130 presented, 100 selected, 490 participants (1)	N/A	Satisfactory
		Media coverage received by the "Inter American Forum of Women Against Corruption 2008".	80 to 100 articles plus networks and web (3 national media, 8 provincial media) (2)	Satisfactory	
		Documentary and book produced as a compilation of the Forum.	1 book in the process of being published and 1 documentary	Satisfactory	
		Discussion paper summarising comparative experiences between Argentina and Mexico with regard to approaches to improve government accountability and to engage women in combating corruption.	1 published paper	Satisfactory	

Source. developed in house based on the project's documents.

Sustainability prospects decrease, however, in the public sphere. Thanks to the Network performance, attitudes among officers of increased commitment towards the topic begin to be noticed, but conditions are not set to consider that, without the continuity of MEI's work, this is achieved in national spheres where you can not speak about a generalized public policy that assumes the defense of women rights and its connection with corruption situations.

5.7. Sustainable Effectiveness

The purpose of this section is to cross cut effectiveness and sustainability variables with the aim of analyzing perdurability throughout time. This analysis provides key information for decision making when having to allocate resources in connection with intended sustainability.

In order to conduct the sustainable effectiveness analysis, each of the strategic lines and its respective indicators in accordance with outputs, not only from the effectiveness point of view but also from the sustainability view, analyzed above. A 0 to 100 scale is applied as follows: 0-24 (unsatisfactory) 25-50 (not very satisfactory), 51-75 (satisfactory), 76-100 (highly satisfactory).To reach a general conclusion of the Project it is necessary to evaluate the different strategic lines in accordance with the relative importance granted by the project's funders, UNDEF and UNIFEM in this case. This evaluation should reflect the political weight

granted to each strategic line. As depicted under Chart 5, political weight granted to line 1 is 35%, , line 2 and 4 25% and line 3 a 15%.

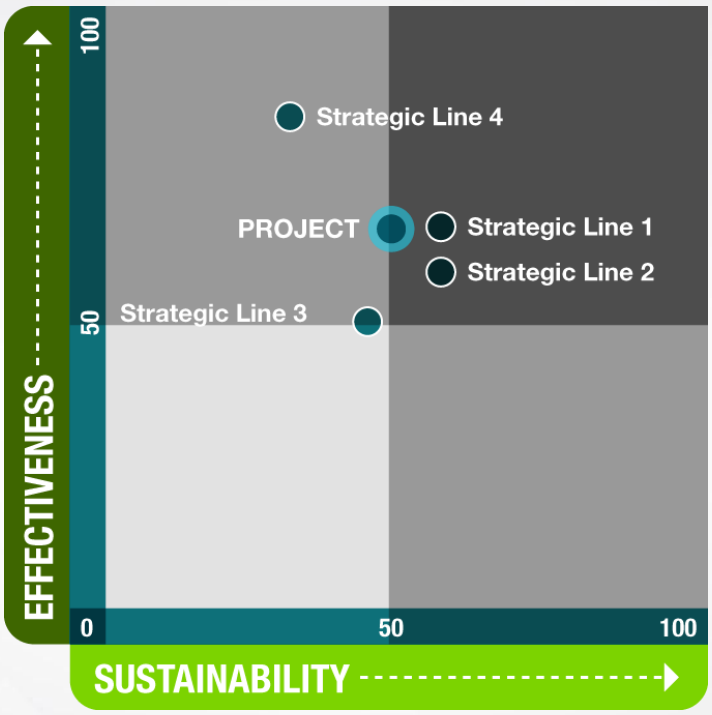
In this manner the average considered by the different products of the Project that enables to conclude that it evidences sustainable effectiveness. As observed in Graph 2, the sky blue point shows the project's global results, were satisfactory results in effectiveness terms and satisfactory in terms of sustainability stand out.

With reference to the 4 strategic lines, it is also described in Graph 2 that all are in the upper half with more than satisfactory results in terms of effectiveness – in all cases and close to satisfactory level in terms of sustainability.

Chart 14. Project's Sustainable effectiveness analysis

Effect Code	SELECTED INDICATORS Short Description	OUTCOME EVALUATION Effectiveness	 3 years Sustainability
1.1.	Proposals adopted by political parties	Satisfactory	Satisfactory
1.2	Proportion of political parties that presents funding data	Satisfactory	Satisfactory
1.3	Amount of signatures supporting sensitization document on parties reform	Satisfactory	Satisfactory
1.4	Equivalence of campaigning funding between men and women	Satisfactory	Less Satisfactory
	Strategy 1- Support to incorporate gender equity issues :	**Satisfactory**	**Satisfactory**
	Effect political weight over a 100:	**35,0**	
2.1	Increase in %of response to information requests to the government	Very Satisfactory	Satisfactory
2.2	Level of awareness on the importance of public information access	Less Satisfactory	Less Satisfactory
2.3	Amount of organizations supporting access to public information national law	Satisfactory	Satisfactory
	Strategy 2- Access to public information as a tool to exercise legal rights	**Satisfactory**	**Satisfactory**
	Effect political weight over a 100:	**25,0**	
3.1	Increase in media articles	Satisfactory	N/A
3.2	Amount of people reached by campaign	Very Satisfactory	Satisfactory
3.3	Increase of public level of awareness	Very Satisfactory	Satisfactory
3.4	Amount of anti-corruption activists using gender data base	Satisfactory	Satisfactory
	Strategy 3- Public information campaign	**Very Satisfactory**	**Satisfactory**
	Effect political weight over a 100:	**15,0**	
4.1.	Received presentations and participating specialists	Satisfactory	N/A
4.2	Forum media coverage	Very Satisfactory	Satisfactory
4.3	Documentation and compilation of the book	Very Satisfactory	Satisfactory
4.4	Discussion paper	Very Satisfactory	Satisfactory
	Strategy 4- Shared knowledge on women's rights	**Very Satisfactory**	**Satisfactory**
	Effect political weight over a 100:	**25,0**	
	TOTAL:	**Satisfactory++**	**Satisfactory**
		100,0	

Graph 4. Project's Sustainable effectiveness analysis



Source: Developed in house based on interviews to key informants and documents of the Project.

5.8. Cross cutting approaches in the Evaluation

5.8.1. Gender Approaches

This evaluation includes gender cross cuttingness understood as the introduction of gender perspective in all policies, programs and activities of public life. As a strategy that presupposes a broader and supplementing vision about traditional policies on equality. From a methodological perspective, said cross-cuttingness is not about actions solely focused on women, but actions that lead to equality.

The United Nations Millennium declaration sets out the objectives and goals of development for achieving a fairer and more egalitarian world. To take action in line with said Millennium objectives (Objective 3 MDG) require cross cutting approach to gender in each of these objectives, both at conceptual and strategic level. In this manner, the cross cuttigness of a gender approach, seeks to contribute to achieve genuine equality between women and men in accessing to development opportunities and in guarantying essential human rights. Thus, it significantly contributes to a better social cohesion.

The evaluated project introduces gender cross cuttingness from two supplementing perspectives. On one hand, it takes the effect of policies (in terms of gender themes incorporation in national acts and supporting the fulfillment of existing laws) about women, and on the other hand, the political process institutional itself and development of required abilities to carry out theses gender equality policies. For example, the work carried out on

raising awareness about corruption modes that affect women and the development of tools to battle the problem by working on the access to public information issues.

Diagram 6. Cross cutting Strategy

Source: Developed in house based on López, Género y politicas de cohesion social 2007

Finally, the cross cutting strategy seeks to generate a greater gender equality in our societies. There is no doubt that the transformation, reform and reorganization of institutions and policies is required so that necessary abilities are achieved to promote policies with gender equality and an egalitarian character. Thus it is about two complementary visions or points of view to cross cuttingness: From producer's institutions and policy solicitors, to the effect of these polices on women and men who should benefit from the rights and opportunity in equality conditions. [9]

5.8.2 Women's rights

This evaluation has made an analysis of the project based on human rights and centered in the relationship between individuals and groups with valid demands (right holders) and the Government and non Government stakeholders with correlative obligations (duty holders). It was evaluated up to what an extent the project identified right holders and the rights corresponding to the duty and obligation holders, and also the extent to which they worked to strengthen the capacities of right holders to make their claims and urged the responsible people to comply with their obligations.[4].

This project is not an isolated initiative but forms part of an extensive line of work started by MEI more than twenty years ago, fighting for women's rights. In Argentina the problem is not in itself the absence of laws assuring women's rights but their regulation and compliance. One element that is present throughout this entire project is the hard work performed with women to make them aware and think of themselves as subjects entitled to enjoy their rights and as

4 THE GOVERNMENT OF THE WORLD'S CHILDREN 2004, UN 2004 www.unicef.org/sowc04/files/AnnexB.pdf

citizens, by training them and providing them with tools so that they may claim for law compliance. An important work has to do with the compliance of quotas at the different representative instances (such a Congress or Unions) and the creation of the necessary conditions for women to have access to those decision-making environments, since laws alone do not guarantee the necessary access conditions.

A stronger drive of public policies towards gender equality implies a transformation of the concept of citizenship itself, which goes in hand with a larger social and political participation (as far as quality is concerned) and it forms part of the empowering process which is necessary for gender equality and social cohesion)[5].

From the point of view of gender perspective, the work redefines an integrating concept of citizens and democracy by collecting women's political experiences and giving a common referential framework which may be useful for the public powers to design non excluding powers[6].

The project worked hard to get a new definition of citizenship, by acting in favor of a new democratic and plural political project, where there is room for women's demands and for their preparation to fully exert their citizenship, all of which may go, for instance, from the awareness strategy in respect of law and women's access to information to the respect of quota laws.

The work performed shows a multiplying effect, clarified by the Women's Network and the participation levels of the different organizations and institutions in the different activities of the Project, which articulates with diverse groups aiming at a citizenship based on the principle of democratic equity[7].

5.8.3 Political incidence and incidence in corruption

The work on public policies from the point of view of gender equity implies the use of this category as a tool allowing us to analyze the relationship between men and women identifying inequalities between them and incorporating these data into their design in order to then be able to overcome them[8].

This evaluation analyzed the approach to challenges and incidence environments in public policies favoring the improvement of conditions where women build their possibilities of social integration and well-being. It was also analyzed from what viewpoint the fight against corruption was tackled.

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[5] López, I. et al. **Género y políticas de cohesión social**. Cross-cutting concepts and Experiences. Documents of Social Cohesión. FIIAPP-EUROsociAL, 2007. Page 32

[6] See Sánchez Muñoz, Cristina. "La difícil alianza entre ciudadanía y género". En Pérez Cantó, Pilar (ed.) También somos ciudadanas. Instituto Universitario de Estudios de la Mujer. Ediciones de la Universidad Autónoma de Madrid, Madrid, 2000.

[7] Velez Bautista, Graciela (2006) Género y Ciudadanía. Mujeres en el Proceso de Construcción de la Ciudadanía. Espacios Públicos, febreo, año/vol. 9, número 017 Universidad Autónoma del Estado de Mexico. Pág. 388.

[8] La equidad de género desde los gobiernos regionales y locales: Módulo Avanzado de Formación Política. Agora Democrática. Ed. Miraflores. 2007

The project took very concrete actions exemplified by the Campaign of Public Information to show how, where and why corruption affects women's human rights and very especially the needs and rights of those pertaining to marginalized or vulnerable groups[9].

These activities were accompanied by a database of gender-sensitive Anti-Corruption Cases, which used information provided by judges, prosecutors, security forces and officers, businessmen/businesswomen, NGO's, also including challenges and obstacles.

Both the incidence in policies and the fight against corruption have been approached by this project starting from the respect for law and justice, avoiding confrontation and favoring a fluid and sustained dialogue with official organisms, legislators, judges, union members, scholars with power in decision making. Work has been done with concrete training for security forces and justice, building social capital as a bridge generating the appropriation of gender policies and translating the fight against corruption into actionable objectives.

5.9. Catalytic Character

In accordance with UNIFEM Mandate established under resolution 39/125 (1984) of the General Assembly: UNIFEM is required to provide the countries with financial support and innovative and catalyzing program support in order to reach equality between genders consistent with their national priorities, and ii) to strengthen the measures tending to implant equality between genders throughout the whole cooperation system for the United Nations development[10].

What do we understand by Catalytic Innovations?

They are innovations causing disruptive changes in social structures. The five great qualities of social catalytic innovators are:

1. They generate systemic social changes through escalation and replication.
2. They satisfy a need that is being attended to in excess (because the existing solution is more complex than many people require) or it is totally unattended.
3. They offer products and services that are simpler and less costly than the existing alternatives, and that could be regarded as having less performance, but that users consider to be good enough.
4. They generate resources, such as donations, scholarships, volunteers or intellectual capital, in ways that initially are not very attractive for established organizations.
5. They are often underestimated, ignored or even encouraged by established players who are about to retire from an activity.

One of the aspects in this evaluation is to answer this question: Does the "Organizing Women Against Corruption Project" present the necessary characteristics to be considered by UNIFEM as a catalytic initiative with potential to be enlarged and replicated in other places around the planet?

[9] See: Argentinean NGO Translates Information into Action – UNIFEM – Who answers to Women 2008/2009

[10] UN's General Meeting 1984

After analyzing both the documents and the interviews and the focus groups, it becomes apparent that the Project has a strong catalytic character and that it has developed strategies and products which could well be replicated in other countries in the region.

Among the elements that largely stand out, the strong role that the Network of Women on the Verge of Information played and still plays in the project success appears repeatedly, referring to the sector strengthening and advance. This network has made it possible to generate sufficient openness to incorporate many and different gender questions, since a variety of individuals participate in it, such as sports organizations, judges, scholars, grassroots organizations, etc. Starting from this Project, the conformation of the Women's Network has stood out due to the special impact it has had on baseline and inland organizations, since it has helped them to better handle their work, providing them with tools (such as the guide of access to information and the training workshops and breakfasts in the provinces) and a larger visibility.

The interviewed people and the focus group participants, also stand out in connection with replicability, the importance of creating networks based on diversity (in all its dimensions), the transparency, solidarity and democratization of information and above all, its territorial character. The network has granted not only legitimacy to the women's movement, but it has also taught the organizations in the provinces -that were perhaps plunged into more local realities- to articulate with other NGO's with more years' experience and to exchange resources and tools.

Which are the necessary conditions in other places for the project to be successfully replicated?

Even when the national contexts are usually very diverging, the necessary factors or conditions have been found to make it possible that a project with characteristics similar to this one, replicates in other regions.

The first of the identified conditions is the presence of women's organizations with a clear definition of their objectives with more regional networks that may be articulated within this network of networks such as Women on the Edge of Information.

Secondly, there should be access to technology and to the internet. The people involved in this Project identified that most of the activities are coordinated through e-mails. Similarly, information is communicated and shared through e-mails and contents that are uploaded into the web. It is in this continuous exchange of information where debate and cooperation opportunities arise.

Another of the necessary key conditions, which were remarked by the individuals who were enquired, was MEI's leadership and also the professional and conceptual soundness of the people participating and executing the Project. The question of leadership comes up as a sine qua non condition to ensure the expansion of networks, the cross-cutting of the different topics into a common issue such as the fight against the forms of corruption affecting women's rights, going from a movement to a clear pathway towards action, which not only strengthens the organizations involved but also grants work continuity.

Can a standard project model be defined to be later adapted to the different cultural and social contexts where UNIFEM acts?

At this stage it cannot be taken for granted whether it is possible to generate a standard project model that may be adapted to the different cultural and social contexts where UNIFEM acts. However, it is considered that there are key elements and strategies that may be translated to other regions:

1. To find a trigger topic. In this case it was the fight against corruption which jeopardizes women's rights, an issue that due to its nature goes through a number of topics which defines the integration into the Project of a variety of players and ensures plural approaches.
2. To understand these projects as a continuous process and not as a short-term activity. In this sense, it is crucial the utilization of funds for the project, for the performance of activities and the generation of products (websites and databases, for instance) to enhance the sector and ensure the continuity of some strategies.
3. To generate models that have been thought to have a multiplying effect, acting as a trigger for other projects which move the cause forward.

5.9.1 Project's replicability tools

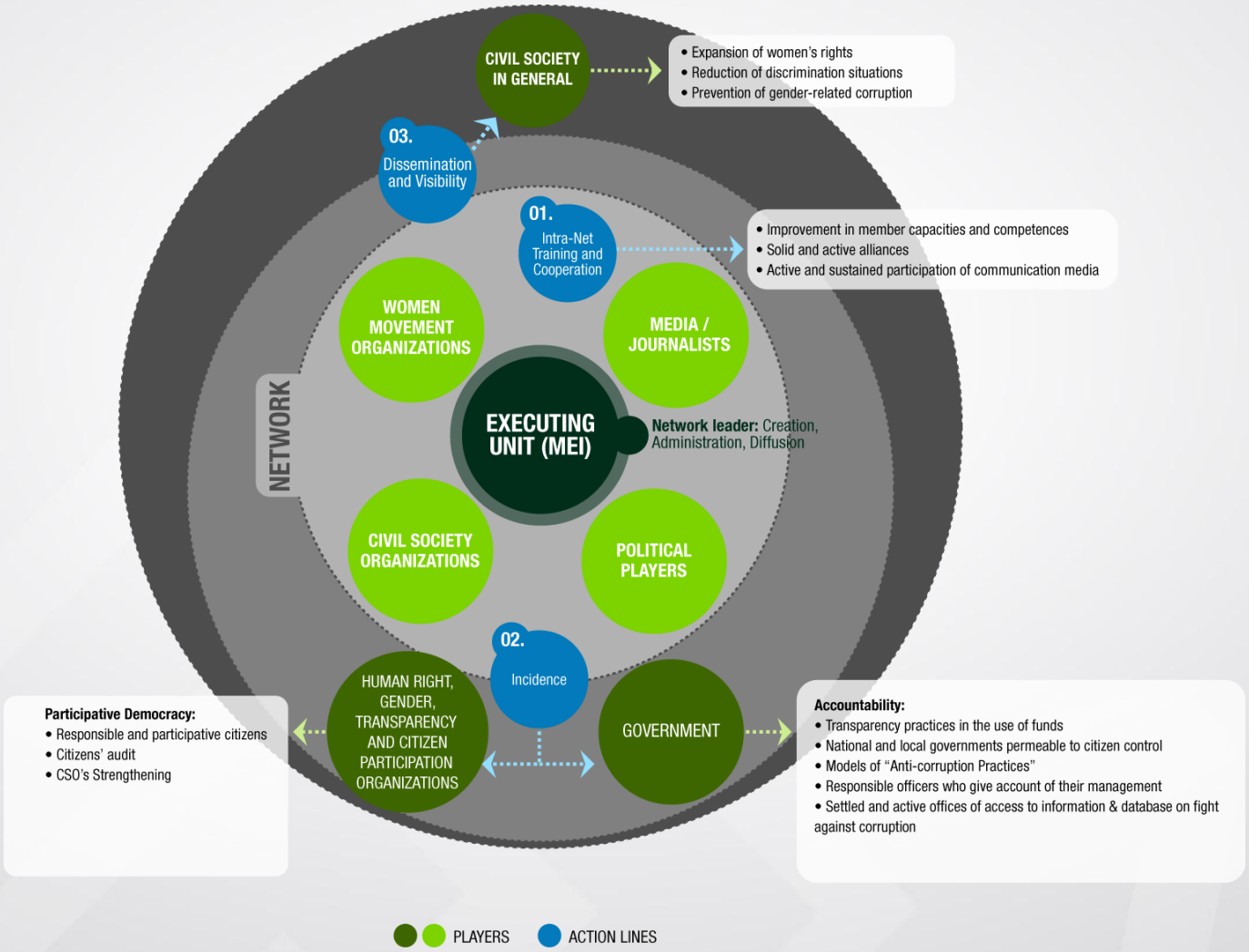
For the purpose of contributing to the project's replicability, two abstraction exercises for the Project are presented next. These exercises are based on the application of two tools that make it easier for other potential executing organizations to understand the project's design and intervene in the project.

The elaboration presented in this section is the result of the application of these replicability tools by the evaluation team during the final external evaluation. It is for this reason that these exercises must be understood as an example of the Project's replicability tools rather than the outcome of the work agreed upon with executing organization MEI.

a) Intervention model

With the purpose of contributing to the project replicability, below there is a scheme of the intervention model. This scheme shall permit to visually analyze the implementation model of the Project, thus facilitating its replicability.

Diagram 7. Graphic of Project's "Intervention Model".



Source: developed in-house, based on interviews to key informants.

This model has a Leading Organization as its center which is the Project Executing Unit that is associated to four key stakeholders to develop the Project strategic lines referring to the Gender and Corruption issue. The Leading Organization creates and coordinates a network formed by a variety of stakeholders. These key stakeholders are of four types: women's organizations –located in different country jurisdictions-, civil society organizations, such as human right organisms; political players from the executive, legislative and judicial powers; and media.

It is a model whose effectiveness ia based -in an equivalent fashion- on the leadership capacity of the Executing Unit and on Women at the Verge of Information strength of alliances and cooperation processes built among the players who are most involved in the Project.

The work coordinated through a network allows the above mentioned players to obtain feedback in a circuit of access to the information making it possible to make the corruption and gender issues visible and provoke in the political players changes relating to this topic which may be observed not only in laws but also in public policies. Furthermore, the idea is to

achieve a cultural change in the perceptions of society in general and of women in particular, of their rights and relationship with corruption issues.

The model action lines are three and the novelty lies in the fact that the first one is a condition for the development possibility of the rest. The first one is training and cooperation to strengthen the actions of the network of women's organizations; the second one consists in a permanent incidence process in civil society organizations and in the public sector (Government entities); and the third one consists in the dissemination and visibility of the gender and corruption issues through campaigns with communication media to reach the public in general.

The outcomes that are expected to be promoted from the Project are for the first action line the consolidation of a network with referents having competences and capacities to develop actions of access to public information; the fact that this network may sustain itself in cooperative processes and long-term alliances to achieve the Project objective; and that the communication media become network multipliers and a bridge between the network organizations and the local population in each jurisdiction.

Regarding the incidence action line, it has two different recipients which are however complementary to each other: on one hand, the organizations that work on human rights, gender and transparency and citizen participation which are summoned by the Project to develop participative democracy processes, citizen control and shared social responsibility in the fight against corruption subjects affecting women. On the other hand, the Project has an effect on the different government levels, setting out practices which foster management transparency, such as information on the use of funds, participative budgets including contributions to gender-related issues and fight against corruption, and the development at all government levels, of public agencies of access to information, open to the citizens in each jurisdiction.

The dissemination and visibility line through communication media that have become aware of and are strategically allied to the Executing Unit, informing generally on the processes generated at the two previous action lines and, as an impact, it aims at producing cultural changes in society for the expansion of women's rights and ensure the prevention of gender-related corruption situations.

b) Theory of Change

Secondly, we will present an exercise developed on the **Theory of Change**. Although the theory of change is a tool used most commonly during a project's planning stage, for the purpose of this evaluation we have reconstructed a backward mapping of the theory of change inherent to this Project.

The Theory of Change is a project design methodology used to explain how and why the activities of a project will result in the desired changes. It provides a roadmap for change, based on an evaluation of the context in which it is operating.

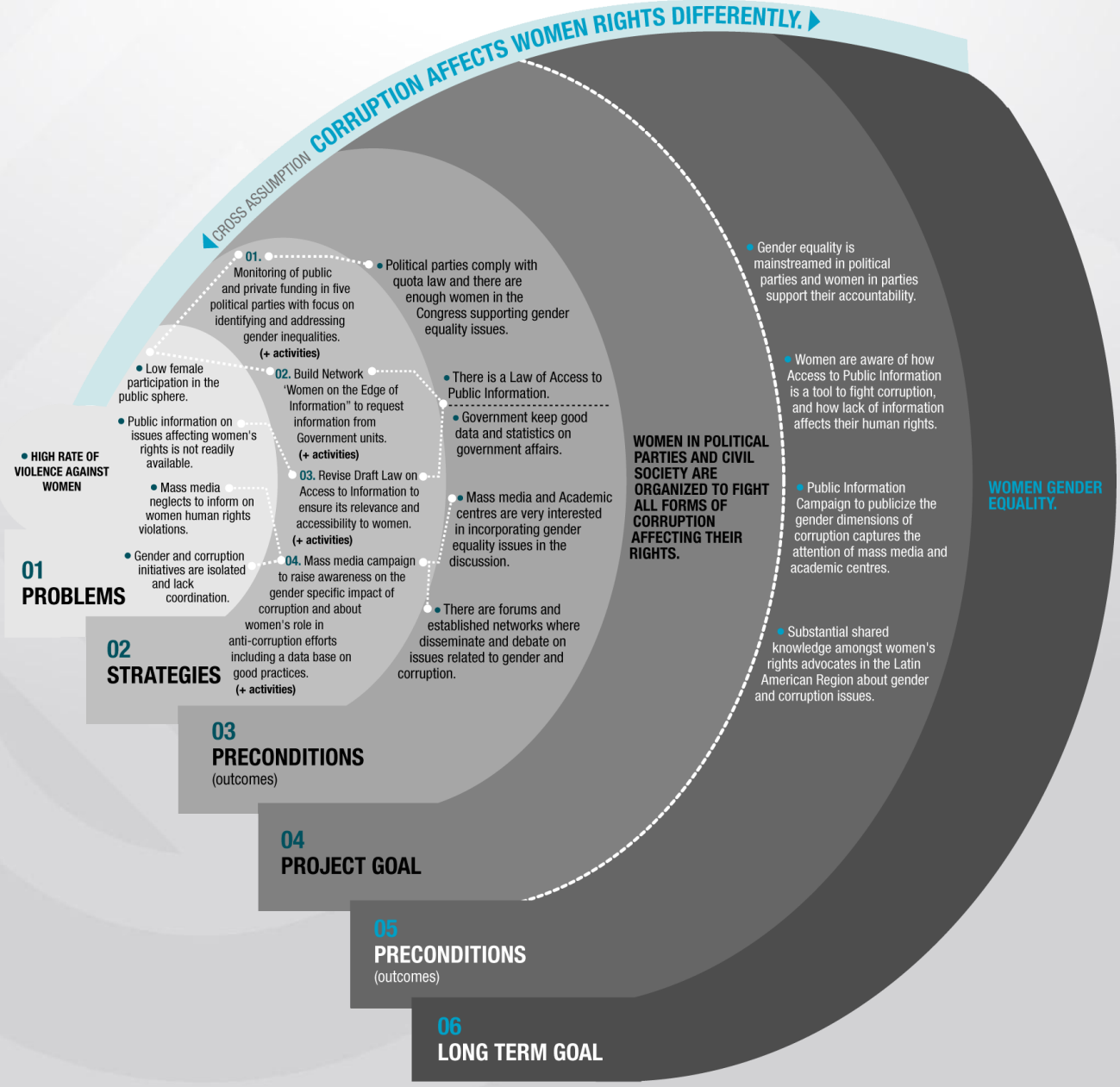
Unlike the logical models that graphically describe the components of a program so as to help those involved to clearly identify outcomes, inputs, and activities, the Theory of Change relates outcomes to activities to explain how and why the desired change will be achieved.

This methodology may be combined with logical models of any kind used in a project for definition of short- and long-term resources, activities, and outcomes.

One of the central issues of the Theory of Change, when applied to projects that affect public policy (advocacy), is to understand that the goal of this kind of projects outlasts the Project itself. In this case, the three-year project takes place within a broader framework in which the executing organization, MEI, has been operating for over twenty years.

The outcome resulting from applying the Theory of Change to the Project is presented below.

Diagram 8. Outline of the Theory of Change as applied to the Project



Source: own research.

The Theory of Change, as applied to this project, is based on a general problem—the high level of violence against women—that materializes in four more specific issues—which are more likely to be acted upon—that describe the nature of the problem from MEI's point of view. These specific issues are described below:

- Low participation of women in the public sphere
- Public information affecting women's rights is not readily available
- Violations of women's rights are not reported by the media
- Gender-oriented and anti-corruption initiatives are isolated or lack coordination

Upon identification of these problems, MEI developed four strategic lines of action, each with its respective activities, which constitute an actual intervention for achieving social change. As shown in the diagram, these interventions constitute the step necessary for moving on from problem identification to creating the preconditions necessary for change. The notion of continuous and progressive change, which is inherent in the Theory of Change, is particularly useful for advocacy projects in which the institutionalization of change may take years or even decades.

The first preconditions necessary for change—the shorter-term goals—emerge as a direct outcome of the project and produce an effect on the intermediate goal: "women from political parties and from the civil community are organized to fight against all forms of corruption that impair their rights."

According to the Theory of Change, the fulfillment of the necessary preconditions will naturally lead to successive necessary preconditions—due to a spillover effect—and then, to the ultimate goal. It is for this reason that it is so important to define which are the necessary conditions that will carry the project closer to the ultimate goal.

For the Project under evaluation, the ultimate goal of the Theory of Change is compatible, as explained earlier, with the work that MEI has been developing for over twenty years. The ultimate goal, understood as the long-term goal, far outlasts the project, although it is a direct consequence of the actions and interventions carried out during the project.

Further, as can be seen in the diagram, there is a general guiding principle upon which this project understands social change: corruption affects women's rights in a different manner.

Finally, the circular shape that this Theory of Change has adopted reflects the notion of an echo. Thus, the progressive outreach to a more numerous public and the creation of a virtuous circle (respect for women's rights and observance of the laws) will generate the conditions for ultimately achieving gender equality.

5.10. Impact Perspectives

In projects such as the one that is being evaluated, with the purpose to promote and strengthen capacities related to human right issues in women and foster good transparency practices and citizen monitoring of the fight against corruption, especially in the political and government fields, the impact may not be measured in the short term, but requires a more

distant measuring which permits to effectively prove whether the concepts and practices pursued by the Project have taken root within the society.

However, some figures such as the ones that are presented, account for the scope reached by this Project through its four lines and allow to conclude that there is an incidence process which has started and which has no possibility to step back, even when there are moments when actions are interrupted or when it is necessary to think about other complementary actions further than those that have been performed.

Below there are some figures of the "Women for Equity and Transparency Project", which allow measuring its scope:

SCOPE OF THE PROJECT

"WOMEN FOR EQUITY AND TRANSPARENCY PROJECT":

8 provinces with the Women's Right to information Network.

10 entities of the National Government and the Province of Buenos Aires providing anticorruption cases

150 women workers discussing the law of quotas in the Managing Committee of their Unions

600 persons surveyed on gender and corruption subjects

3000 persons summoned to the Forum

130 reports presented

100 reports selected for the Forum

2 websites for gender and corruption

One documentary on Gender and Corruption made known at all political and social sectors

23 thematic panels

490 attendants to the Forum

Presence of **a** Woman Minister at the Supreme Court of Justice and two women ministers of the Executive Power at the Forum

More than **150** institutions participating in campaigns denouncing gender violence

More than **20** seminars, regional workshops and breakfasts aiming at spreading the project at national level

10 radio spots of popular corruption cases affecting women

200 radio stations broadcasting these messages

More than **12** agreements signed to promote gender related topics in academic environments

3 binational encounters with bordering countries to compare the approach to gender related topics

900 attendants to the festival for the fight against human trafficking

500 expected copies of the book "Gender and Corruption"

One TV spot for cable TV and YouTube

556 persons and national and international organizations promoting subjects of gender and fight against corruption sharing a virtual network

If we take as reference the indicators that were set out in the logic matrix of the project base document we may verify to what extent the achieved outcomes come closer to the expected impact in terms of the beneficiary people, their needs and the changes that occurred as a consequence of the project execution.

The estimated indicators at the monitoring line of the financing of elections and political parties were:

- The number of amendment bills taking up gender related subjects adopted by political parties
- Number and proportion of political parties whose campaign expenses are available to the public information
- Number of legislators, political women referent and number of signatures that subscribe the inclusion of gender topics in the platforms of political parties.
- The percentage of available funds for women is equivalent to that for men within political parties.

The results achieved show a partial progress towards the fulfillment of these indicators, since, among other aspects, the feminine quota law was successfully included in all the reforms of national and local laws (through the Network of Women). It was publicly announced that there is lack of information or there are late reports on the use of funds for the campaign and it was detected that official candidates are privileged.

The main political parties were presented documents indicating the need to increase women participation within decision organs and to include gender matters in their platforms and charters.

The answer obtained, in some cases, was indifference or partial consideration of the recommendations by the parties. However, this does not make the initiative less important. To the contrary, it allows precisely to conclude that it is necessary to think how to continue progressing in that direction so that the answers start being more favorable. In that sense, the reports that are the consequence of this project provide the kickoff, generating diagnosis reports that serve to inform about the situation before the intervention.

Also the lack of consideration of subjects relating to gender and corruption in the speeches of political candidates during elections and of the elected President was compared and verified.

It was detected that training for women is not encouraged by the political parties' funds, which does occur with the youngster.

Letters to top-level officers, issues of the magazine "Women in Politics" by the Foundation Mujeres en Igualdad (MEI), the research works and studies made and their recommendations were disseminated through press articles.

In this line, public opinion, political party members and members of the government in its three powers as well as union and social leaders were the proposal recipients.

In that sense, progress was made by establishing the complexity of influencing political parties and decision makers. Only conviction and a persevering attitude, clearly expressed by the MEI, were able to start reversing the low level of answers obtained so far.

The indicators forecast for the Line of Access to Public Information and the Network of Women were:

- Increasing tendency in the proportion of answers to the questions on public information from the Network members to the Governments, monitoring the level of answers and analyzing the tendencies throughout the whole project.
- Level of general awareness, by sex, of the importance of the laws of access to public information (baseline surveys and surveys at the end of the project).
- Number of women's organizations actively supporting a national legislation on access to information.

In this strategic line it was verified the importance of the resource of a network of organizations mobilized to produce and monitor information which benefits society in general and the women population in particular in each jurisdiction.

A set of topics which had so far been invisible, appeared in local media with large coverage causing a change in the general awareness level, or at least they established topics which did not have any dissemination before.

For instance, in the province of Misiones, a training course on access to information and environment was given and the subject of gender and the dissemination of the Network were added. The participants were teachers and they, in turn, transferred their experience to their students.

Among the subjects which started to be disseminated from the Network we can mention gender violence, sexual and reproductive rights, security and urbanism. In a municipality, for instance, they managed to change the route of a bus so that mothers with small children did not have to walk many walks to get to the downtown area or to the hospital, thanks to the support obtained from the local press media.

The impact reached is also shown in the committed participation of hundreds of journalists from different places within the country and abroad, and a network of non sexist journalists who contributed to the dissemination of gender and corruption topics.

There was an experience of significant support on the part of the press which was a tour to shops that sell clothes for women, where it was verified the compliance with the Size Law. This activity, performed in the province of Buenos Aires, was largely covered and it forced the competent authorities of the province to give an answer on the difficulties to comply with said law.

For this second line, it is concluded that there exists an increasing tendency in the number of answers to questions managed by the Network of Women. However, the level of general awareness on the importance of the access to information does yet not provide encouraging results as it is stated in the document which summarizes the surveys made:

"There are contradictory feelings in respect of democracy as a government system, although it is understood that it is the best form regarding citizenry representation and guarantees that it offers for life in society, a very important distortion is observed between what is assumed that it must be and the daily reality."

"Corruption is indicated as the main cause of democracy malfunction and today's model of political officer is indicated as being responsible for the exaggerated corruption levels existing at all levels."

"In the collective imaginary there appears no clear differentiation between gender attitudes in front of corruption neither as players nor as damaged parties in particular. It is believed that corruption acts do not relate to gender questions but to the individual's morals and ethical principles which are the same for men and for women."

"Only when set out in a guided way the reflection on damage produced by corruption in women-related issues, some women may notice this and consider themselves as having been damaged."

Even so, this research work is not of little significance, since it consists of a situation diagnosis which must be known as the starting point to think of new interventions which increase the general awareness levels on these topics.

The last indicator in this line refers to the number of organizations that actively support a national legislation on access to information. Taking into account the workshops made in six provinces with the attendance of approximately 130 social organizations altogether and of women from Chaco, Chubut, Córdoba, Misiones, Mendoza and Jujuy, plus the workshop made with 75 organizations and referents in Buenos Aires, one may conclude that there is a basis of 200 organizations which in turn replicate the promotion of topics relating to gender and access to public information in their own recipients and towards other institutions and organizations with which they are articulated or networking.

In the third strategic line, which refers to public information campaigns, the indicators to measure their outcome are:

- Increase of articles in newspapers and the media which set out subjects of gender and corruption dimensions (the number shall be monitored and the tendencies shall be analyzed)
- Approximate number of people reached by the campaign
- Increase of the level of public awareness on gender and corruption issues, impact of corruption on women and anticorruption initiatives.

In connection with this strategic line, from the beginning of the project many gender-related topics were covered by the media in the Women's Network jurisdictions as well as in Buenos Aires (also in newspapers sold throughout the whole country such as Clarín, La Nación and Página 12): size law, as mentioned above, access to public information, domestic violence, human trafficking, perception about corruption, reaching a total of over 250 articles in newspapers, magazines, web pages and TV and radio spaces. This information also reached other Latin American countries and worldwide global networks.

Not only did the amount of available information increase but also MEI became a referent for enquiries from the communication media on subjects dealing with the Project, permanently receiving enquiries that are registered in MEI's database and from focal groups of the Women's Network. Before developing the Women against Corruption Inter-American Forum. Press conferences took place at national and international levels and it was also disseminated in a worldwide social network relating to the fight against human trafficking, in which national, Latin American and Spanish NGOs participate as well as international institutions. In this sense,

the number of people reached by the campaign is measured in thousands due to the large coverage of the above mentioned media.

The increase in the awareness level on corruption and gender subjects was given thanks to two complementary work strategies. On one side, thematic breakfasts with journalists and press agencies from which speeches and concepts were reviewed which was later shown in the disseminated information.

On the other side, also the impact of the project was measured in terms of awareness level increase and the contribution in the dissemination through the utilization and previous preparation of a base with 32 good anticorruption practices relating to gender, where many officers from public controlling entities, the Ombudsman, the General Audit of the Nation, the Supreme Court of Justice and also human right organizations and NGO's.

The weakness detected due to the increase of cases for the base was given by the movement of officers in their positions. The dissemination in web pages such as www.mujeranticorrupción.org.ar and www.mujeresenigualdad.org.ar of these cases is a reference which guarantees to a variety of institutions such as unions, public entities, social organizations and universities, access to corruption examples and paradigmatic cases which allows these institutions to better comply with their own functions in connection with the above mentioned subject. MEI was pointed out in the interviews made to some of these referents as a bridge and a link between many society sectors which are interested in thoroughly taking up the fight against corruption

To measure the impact of the fourth strategic line, which is the Interamerican Forum of Women against Corruption, the following indicators were set out:

- 200 presentations received and 600 specialists participating in the Women against Corruption Inter-American Forum. (including cases of activists, politicians, members of the judicial power, scholars, legislators, etc.).
- Coverage of the Forum by national and international media.
- Documentary and book compiling what has been presented and produced during the Forum.
- Paper with a comparative summary between the experiences in Mexico and Argentina on the approaches to monitor the accountability of government instances and women's commitment to fight corruption.

To participate in the Forum 130 presentations arrived, 100 of which were selected due to their greater proximity to the subject of gender and corruption, since the greater difficulty was given in the fact that the reports had to reflect both topics simultaneously.

Around 490 people from many countries, mainly Latin America, participated. First line national officers were present both from the executive and the judicial powers, such as Supreme Court Judge Carmen Argibay, among other national authorities.

Journalistically, it was covered through tenths of conventional media, websites and social networks.

It took place under an agreement with the School of Law and Social Sciences of the University of Buenos Aires, which offered its premises as seat of the event.

A thirty-minute documentary was made: “Gender and Corruption” in Spanish and English which dealt with the core subjects which came up in the Forum and at the same time, it transcended them, due to the fact that it had a dissemination which was independent of the Forum and it became a very valuable tool to disseminate the Project subject. The documentary was distributed to all MEI’s stakeholders as well as to social organizations and public organisms.

Further to the study on the differences between México (a leading country in subjects relating to access to public information) and Argentina, MEI presented the Argentine experience on gender and corruption subjects in different international events in Guatemala, Geneva, New Delhi, Washington D.C., among other places.

A specialized book, called “Gender and Corruption”, will be published in 2010, with 500 copies for dissemination among pubic institutions, journalistic media and NGO’s.

It may be said that the Project, through the actions that have been previously mentioned, has contributed to improve the understanding of gender and corruption subjects at the instances of Government, civil society organizations, unions, journalistic media, academic centers which are a universe of priority beneficiaries for MEI.

The strategy in this project consists in ensuring through these players the transfer of updated knowledge and achieving the awareness of society in general, particularly of women, in connection with the close relationship between infringing women’s rights and corruption.

Considering the number and diversity of players and social sectors summoned by MEI in the four lines of this Project, and taking into account the high satisfaction level of many of the interviewed people with their own participation in the project, one may infer that this is a successful initiative not only because of the number but also the quality of the results obtained. As we have already said, given the characteristics of this Project, its impact perspectives may be measured from the effective changes achieved by the recipients in a longer period of time.

6. Learned lessons, better practices and institutional learning

A “learned lesson” is defined as a generalization based on an experience previously assessed and evaluated. It is the result of a learning process, which leads to think carefully on the experience, make a balance between wise and unwise decisions, look at the traced path and compare it against the run path.

The project’s three year-development left several lessons in its participants, both in MEI’s team and its allies, and to many other close people and institutions. In accordance with surveys performed to some of these reference individuals in the consultation spaces, we can mention, among others, the following lessons learned from the Project:

1. A new approach was opened in society’s sectors and subject matters which had never before included the gender perspective; such is the case of the sports’ world, both at professional and amateur levels, reviewing the critical aspects which prevent girls from having an equitable participation in sports competition with regards to boys.
2. The Women at Verge of Information Network was the engine of other networks throughout the country with an increasingly higher autonomy and relevance and which amazes said Network’s founder organizations. A Network of networks has been built.
3. It is a multiplicative project which builds supportive structures through which gender and corruption issues are socialized in every social sector.
4. Breakfast sessions and meetings allow the inclusion and integration of generally excluded populations, such as native populations, rural areas or economically underprivileged based-organizations who shared meetings with women officers, authorities, judges, political parties’ leaders and representatives of every sector. All of them claim for the plural and democratic space, a characteristic aspect of said meetings.
5. A change in the view of its own role as women was produced within the MEI’s team and the vision focused on “as we are women, we are always taking exams“ was left behind.
6. The prejudgment that certain sectors, like the security forces, cannot approach to the project issues was overcome, and strategies specially directed towards different audiences were thought, so as to attract their attention to the subject matter.
7. In the women’s network it was learnt, as from the core team, how to retry and insist before public authorities on the importance of those themes promoted by the project, overcoming indifference attitudes and boycotts which came out. Indeed, this lesson constitute a search learning of creative alternatives upon unfavorable situations, for example the campaign of the law on clothes sizing with the media, covering the topic in shops, or the monitoring of the information which should reach the provinces’ mayors, after the face contact with drivers in charge of taking and bringing such information, in order to ensure its arrival to destination.

8. Other lesson achieved was the need of thinking strategies for young people who will ensure the expected cultural change in terms of gender and corruption.
9. Other lesson acknowledged by many interviewees is that the project is based on the force created when working all together in pursue of the same cause, “team playing”. In this sense, the passing of the law on quotas for women represented a clear experience of working in an unbroken and multiplayer alliance which achieved its goal.
10. The strategy of including artists was a success: young men music bands (like the band called “La Bomba de Tiempo”) that participated in the artistic activities, such as the festival against human trafficking and called for a renewed audience which acceded for the first time into this matter.
11. Undoubtedly, a distinctive feature to be highlighted as a valuable experience for all the Project’s participants and allies was the management horizontality, as well as the plural and inclusive approach of each developed initiative, allowing the representatives of different society’s sectors (native communities, officers, labor unionists, artists, academic representatives) to share common spaces they were not used to, and to work together in a matter which called for everybody’s participation.

> **"I think that is something that characterizes us a lot at the Foundation: transparency and horizontality: that is very important, it gives confidence. To the people we approach with the Project or other NGOs, because we give them the structure that perhaps they cannot reach on their own. "**
>
> Testimony of the Focus Group.

On the other hand, “good and better practices” make possible to capitalize experience as a ground to keep and increase efficacy and efficiency, as well as to stimulate innovation. These practices represent the base to move up the impact of interventions. Indeed, they are part of future scenarios and recommendations’ building.

The following are examples of good practices of the Project:

- The Women against Corruption Inter American Forum, due to its participation level and for being constituted in a milestone as an event which places the issue of Gender and Corruption in the national and Latin-American agenda. The mobilization of a highly assorted public and the Forum’s vision at a national and international level allowed the projection of the gender and corruption theme to a new audience.
- The Website www.mujeranticorrupción.org.ar, since it has been constituted as the highest reference virtual site for organizations of the civil society and public offices which intend to deepen the gender and corruption theme.
- Breakfast sessions, training and dissemination workshops on gender and corruption themes, where all the reference individuals consulted highlight its calling value, and the importance of the enhanced information on that theme, precisely because the Fundación Mujeres en Igualdad [Women for Equality Foundation] (MEI) -promoter of breakfast sessions- is the only institution which addresses such theme in a

comprehensive and innovative mood. These breakfast sessions have further been developed in different Argentine provinces, allowing the approach of gender issues in populations far away from urban centers, thus including women representative organizations of semi rural areas, or native communities to the information access network.

- The articulated and, at the same time, articulating action of the Women's Right to Information Network-Red de Mujeres al borde de la Información- given the fact that the actions' empowerment of public information access and its effect in the awareness raising of gender and corruption themes are based on a network whose member organizations count not only on vocation, but also on abilities and strengths to continue with steady actions throughout the time.

7. Findings and Conclusions

Conclusions herein below depicted arise as a consequence of a detailed analysis on the information exposed in previous chapters related to the evaluation of the Project in terms of conceptual coherence, association and cooperation level, relevance and appropriateness , efficiency, effectiveness, sustainability, sustainable effectiveness, catalytic and replicability feature and its perspectives of impact.

It was ascertained, both in the documental analysis and in the consulting spaces addressed to members of Mujeres en (MEI) and representatives of its allies and collaborating organizations that MEI carried out all the activities planned in the Project's four strategic lines. The only delay, in terms of the law on public information access, was due to reasons beyond the Project's control and because it was considered, together with other involved organizations, that the political moment was improper to insist on the discussion thereof at Congress. In addition, it developed other lines which were not included in the original proposal.

The time extension requested allowed the development, during the last stage, of unplanned activities framed in the Project's direction. An example was the festival against human trafficking.

The different activities performed contributed mainly to the achievement of the expected results through all the strategic lines. However, it results difficult to show quantitative information: firstly, due to the inherent massive impact of this Project, and additionally because the statistics of beneficiary individuals, users, allied institutions are partially assigned to each analyzed material.

With regards to monitoring actions of funding for elections and political parties, the inconveniences were close related to political times and high rotation of government officers; this was translated into the focus of a great deal of MEI's efforts to continue and strengthen alliances already achieved.

The innovative approach of the gender and corruption theme generated changes in the language, especially in journalists and in those people in charge of socially communicating these themes. Therefore, the gradually introduction of a more accurate and clear speech about the gender theme can be noticed.

> **"The change in language in the news, especially on the issue of violence as something passionate, but it is not a passion crime, it is gender-based violence and if you hear the news today it has much to do with all the work we have been doing , all journalists, men and women have changed the language, that is very important, listening, speaking properly of what it is. That is also to face and become aware of what is happening. That is a big change, language. "**
>
> Testimony of the Focus Group.

It is clearly stated in the progress reports that the construction of the Women's Right to Information Network-Red de Mujeres al borde de la Información has promoted awareness creation actions about gender issues and has monitored local governments on those themes

affecting women's rights. If this network is consolidated, it will provide sustainability to the initiative over the time, regardless the Project funding which gave rise to it.

> **"We are strengthened in the information, tools, on how to manage, in the support of calling the Foundation and not feeling alone. And it has been strengthened in every way , achieving more visibility, but in this sense, because even if they are just one or two they are doing work that concerns us all because the issue concerns us all, then we give them those tools, support them in workshops or travel to the provinces and inviting them for breakfast and sometimes is about friendship , "I call ... because I know you are working on ... and there's a take off and I believe we have greatly strengthened the provinces in that sense."**
>
> Testimony of a member of MEI.

The contribution to the strengthening of the Network's abilities is shown up by the activities and communications carried on by MEI, even nowadays and which place it as a permanent reference and advisory organization for officers from the three government branches, political parties, human rights agencies, civil society organizations, universities, trade unions and individuals which become affected in their civic rights.

Other clear achievements are reflected in the incorporation of gender-related issues in the Bill for the Political Reform and the Media Law, recently passed in the country.

The creation of a database including women and corruption cases represented not only the achievement of one of the intended goals, but it also gave rise to the capacity of extending the base and become a reference center on this issue. Said database is developed with information provided by different sectors and, although it is a process which experienced ups and downs, it has already moved forward steadily with the purpose of reducing corruption cases. The Women against Corruption Inter-American Forum , the video "Gender and Corruption", the Festival "For a world against human trafficking" have been successful experiences in terms of themes developed, diversity of participants, variety of themes approached within the issue and in terms of the institutional support received from every society's sector: political, cultural, academic, artistic sectors, trade unions, civil society sectors.

> **"Continuing to grow in inter relationship, cross mainstreaming all the issues, that these issues are not isolated incidents of violence, trafficking, social problems, insecurity, which are not isolated but understand them as one large block."**
>
> Testimony of the Focus Group.

Conventional media and the new ways of communication, as social networks, were strategically well-exploited to ensure the Project's promotion through various audiences, making special emphasis on the intention to reach youngest audiences, who will be the themes multiplier agents in future generations.

It would be an interesting challenge the idea of thinking on future indicators to measure, in the mid-term and at a local level, the scope and changes in awareness of priority gender themes on the basis of the campaigns run from this Project.

In brief, both, for its strategic lines including the active participation of organizations and institutions of various and complementary sectors, and for its approach on the connection of gender and corruption issues, -a comprehensive approach addressed for the first time in Argentina-, this Project shows an innovative feature, and just as it has been developed when analyzing its catalytic and replicable potentialities, it constitutes a model subject to be applied in other countries as an innovative tool to organize women for the fight against corruption which affects their rights.

8. Recommendations

First of all, it is recommended to continue with the four strategies already established and look for new alternatives of strategic action which may strengthen the incidence and promotion process for the awareness raising on how corruption affect women's rights, since we repeat, this is an innovative perspective, further unknown in other countries of the region and which, in the short time-period elapsed, have promoted a movement of alliances and integration of society sectors increasingly involved in this theme.

Second, it is advised to create a database of diverse institutions and organizations, web sites, social networks, and to continue with the systematization and spreading of national and international listings, in order to encourage networking among all stakeholders, given the fact that one of the most remarkable achievements of this project is the plurality of sectors which support it.

Third, it is recommended to continue with the breakfast sessions and meetings, both in Buenos Aires and the provinces, since those held up to date constituted the solid base which strengthened the development of the most crowded events, like the Women against Corruption Inter-American Forum or the Festival against Human Trafficking, which added a higher commitment of allied organizations in terms of participation and uniformity in the message to be transmitted. Furthermore, it is recommended to combine theme deepening strategies with specialized audiences and those highly committed with the theme –as the case of academic representatives, officers, key reference agents of human rights organizations (as it happens in the breakfast sessions)-, and more general spreading activities for less specialized audiences.

Fourth, it is recommended to continue and strengthen the training on gender and corruption themes to the media and journalists, as well as their inclusion as strategic allies to spread the project. The replicability guaranteed by the media represents an essential tool for projects of rights' promotion as the one herein assessed.

Fifth, it is pointed out the role assumed by the Fundación Mujeres en Igualdad (MEI) as a reference and advisory organization on gender and corruption themes based on the Project. In this sense, we propose the creation of an area or management system of knowledge and communication which may integrate all publications in graph, virtual or audiovisual means, according to the different subthemes, in order to focus consultations tidily and without interfering in other organization's tasks.

Sixth, it is suggested to continue monitoring the changes in the general awareness raising about themes addressed by the project through periodic investigations (surveys or other tools similar to the ones developed up to now) which allow to record steps forward and backward in the public opinion, especially in women, as from which redesign new proposals of promotion and spreading.

Seventh, it is recommended to strengthen the social organizations network in the interior and furthermore, its extension to other provinces, assuming that due to the size and distances existing in Argentina, said extension is subject to resources availability. Even though, the importance of the theme proposed by the Project deserves the consideration of greater

relevance strategies, which can be further directed towards virtual networks. For such a purpose, it is recommended to go on with the training spaces of provincial reference agents in TICs *[for its acronym in Spanish for Information and Communication Technologies]* and new ways of communication already implemented successfully by this Project.

Eighth, it is recommended to enhance the experience of exchanging with other countries different approaches to gender and corruption, as well as to take the opportunities (if any) coming together with the implementation of similar projects developed in other countries, prior investigation of the country´s social and political context. This would be a way of contributing to the inclusion of this issue of corruption, and its connection with women's rights, into the international agenda, given the fact that this represents an approach about universal rights which goes beyond the countries' geographic borders, though expressed in different cultural manners in each country.

Ninth, the continuity of the Inter American Forum of Women against Corruption for theme-motivated audiences is recommended, as well as the development of festivals, cultural shows, television programs (soap operas, theatre plays) which contribute to raise awareness from creative ideas and messages close to audiences not acquainted with the theme.

Finally, taking into account the importance of the Project's core theme and its innovative feature, it is advised to improve the monitoring, tracking and evaluation system. In view of all these considerations:

- It is proposed to develop a design with a logical framework format (as one possible alternative) stating initial goals which may be measured during key moments of the Project's progress and which ensure a clear final dimensioning of core variables accounting for the Project's success. This tool will help the Project's team to perform a permanent monitoring and will allow a better communication of partial and final achievements.
- It shall be taken into account that projects aiming at the creation of lasting changes in relevant themes like women's rights and fight against corruption, require designs with monitoring tools which may provide clear signals of efficacy, efficiency, relevance, sustainability, impacts and further criteria sensitive to be included in the evaluation of a high social impact Project like the one herein developed.

In this sense, in agreement with other studies such as the document called UNIFEM Sub-regional Office for Mexico, Central America, Cuba and Dominican Republic, which acknowledges that "efficacy and efficiency analysis of change-oriented initiatives in the drawing-up of public and union policies- through the incidence are in general, complex analysis. In this connection, the construction of a specific oriented-framework for this kind of projects, guiding the formulation, monitoring and management of these programs could facilitate said analysis, so that its features, including efficacy and efficiency, could be compared by means of instruments of evaluation. The creation of this framework could be of particular interest for UNIFEM, whose projects and programs' portfolio include several initiatives aimed at producing changes in the formulation of policies."

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10. Annexes

Annexes included in the Final Report:

1. Inception Report
2. Preliminary Report
3. Models of interviews and surveys.
4. List of interviewees, participants in the focus groups.
5. Summaries of each interview
6. Survey Processing
7. Summary of contents of focus groups
8. List of participants of the workshop / final breakfast.
9. Summary of contents and conclusions of the breakfast / workshop
10. Suggested Logic Model Matrix
11. Terms of Reference
12. CV of the evaluation team

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