

WeGo2 - Building economic independence: the way out of intimate partner violence (IPV)

Evaluation Report

March 2021

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Commission



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WeGo2

Building economic independence: the way out of intimate partner violence (IPV)

[REC-AG-2017/REC-RDAP-GBV-AG-2017]

March 2021



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LIST OF KEY ACRONYMS

AA IT: ActionAid Italy

AVC: Anti-Violence Centres

CSCD: Center for Sustainable Communities Development

EHD: Evaluating Human Development

GBV: Gender Based Violence

IPV: Intimate Partner Violence

IRS: Institute for Social Research

KII: Key Informants Interview

NGO: Non-governmental Organization

PM: Project Manager

REL.POS: Rel.Azioni Positive Cooperative

SFGD: Structured Focus Group Discussion

SURT: SURT Foundation

ToC: Theory of Change

ToR: Terms of Reference

VAW: Violence Against Women

WCK: Women's Center of Karditsa

EXECUTIVE SUMMARY

Project:	WEGO 2 - Building economic independence: the way out of intimate partner violence.
Project code:	REC-AG-2017/REC-RDAP-GBV-AG-2017 - 810371
Countries:	Italy, Spain, Bulgaria, Greece
Donor:	European Commission
Leader:	ACTIONAID
Partners:	Center for Sustainable Communities Development (CSCD - BG), Institute for Social Research (IRS - IT), Rel.Azioni Positive Cooperative (IT), SURT Foundation (ES), Women's Center of Karditsa (WCK, GR).
Evaluator:	ARCO – Action Research for Co-Development

FOCUS:

WeGo2 - “Building economic independence: the way out of intimate partner violence (IPV)” is a project financed by the Rights, Equality and Citizenship Programme of the European Commission-DG Justice and Consumers. The project officially started at December 1st, 2018 and should have been implementing up to November 30th, 2020. However, due to the challenges imposed by the outbreak of Covid-19 pandemic its end was postponed to March 31st, 2021.

The main objective of the project is **“broadening the use and deepening the impact of promising practices on support services to foster IPV survivors’ economic empowerment piloted by practitioners, private sector and public services in 4 EU countries”** in such a way to “favour the entrance in the labour market and the economic independence of IPV survivors via a better coordination of services and the support of the private sector.”

The project is implemented in **Italy, Bulgaria, Greece and Spain** by a partnership composed by ActionAid Italy (coordinator), Center for Sustainable Communities Development (CSCD - BG), Institute for Social Research (IRS - IT), Rel.Azioni Positive Cooperative (IT), SURT Foundation (ES), Women's Center of Karditsa (WCK, GR).

The current report showcases the most relevant findings which have emerged during the **Final Evaluation** of the project, carried out by the research center **ARCO at PIN S.c.r.l.** in the months of February and March 2021

METHODOLOGY:

The evaluation approach used by ARCO encompassed **qualitative and participatory methods** triangulated with the **desk analysis** of project data and documentation.

In particular, the Evaluation strategy has been based on:

- **Desk analysis** of quantitative information collected throughout the project, of the relevant documentation and reports, as well as of the monitoring reports and data. Through this analysis, the **attainment of the projects outputs and result indicators** was assessed;
- Use of **qualitative and participatory methodologies** to include the key stakeholders and partners into the evaluation activities, through key informant individual and collective interviews (KII) and focus group discussions (FGD). Participatory tools allowed to gain a **deep understanding of the processes behind the outcomes**, as well as to investigate the outcomes produced by the project on the beneficiaries and main stakeholders.

In addition, the Evaluation has been driven by:

- the alignment of all evaluation activities with the international human rights standards, consistently with the “**Human right-based approach**” universal values set out by the 2030 Agenda for Sustainable Development, and to the **Evaluating Human Development (EHD)** theoretical framework;
- the application of an **ethical approach** to all research and data collection activities, guaranteeing the respect of the dignity and privacy all involved people;
- the application of **proper gender-sensitive lenses** throughout all the evaluation phases and activities.

Given the restrictions imposed by the Covid-19 emergency, **all data collection activities have been remotely conducted**, using web-conferencing platforms (mainly Teams, but also Zoom, Meet or Skype).

On the whole, **15 individual/collective interviews** with Key Informants and **4 Structured Focus Group Discussions** have been carried out, involving in total 36 project stakeholders.



All the data have been analyzed by the Evaluators both through **country-based and systemic lenses**. Both the country-based and the systemic perspectives has been designed in such a way to provide key insights on the **overall project contribution to the creation of conducive ecosystems in a medium-long term scenario**, by stressing WeGo2 linkages with its past and future experiences, namely WeGo! and WeGo3.


Moreover, particular attention has been devoted to the **ex-post assessment and interpretation of project outcomes with reference to the AA IT’s framework to evaluate women empowerment**


EVALUATION FINDINGS:

The triangulation of the qualitative and quantitative analysis of collected data throughout the evaluation along with the desk analysis of project documentation has allowed the assessment of the project according to the OCSE DAC criteria (OECD, 2019). The table below showcases the main evaluation results, while more detailed findings are presented in the report:


OECD-DAC CRITERIA	LEVEL OF ACHIEVEMENT
RELEVANCE 	<ul style="list-style-type: none"> • As a whole, WeGo2 project has shown to be able to properly identify and tackle stakeholders and beneficiaries’ needs. This was found to be particularly true for what concerns the AVCs and operators, along with the women IPV survivors directly supported by them. To this regard, WeGo2 has shown to have been able not only to meet beneficiaries’ needs but also to shed light on the importance of introducing in the support-oriented processes further aspects which go beyond the legal and psychological support traditionally provided by the support services and are able to promote women empowerment on a wider spectrum. • The lack of effective coordination among private and public stakeholders who work or could more effectively work to support IPV survivors’ socio-economic empowerment was tackled as well by the project. To this regard, crucial achievements were testified by the development of AVCs’ and Partners’ networks although, according to most the entrepreneurial stakeholders consulted during the Evaluation, the linkages and coordination among AVCs and entrepreneurs in favouring women’s job placement are still poorly developed in all the four countries.

OECD-DAC CRITERIA	LEVEL OF ACHIEVEMENT
	<ul style="list-style-type: none"> • A not fully satisfying aspect regarding project relevance with respect to beneficiaries' needs and priorities was reported instead by the consulted entrepreneurs whose staff has been involved in the awareness-raising sessions. Most interviewees, in fact, has stressed that it would have been more useful for their organizations to better tailor the contents in accordance with different factors related, for instance, to the current priorities, the general level of previous awareness and the type of participants. • The outbreak of Covid-19 pandemic had a significant impact on both beneficiaries and the project itself. In particular, the pandemic has both caused new needs, and at least partially, generated some shifts in stakeholders' priorities. If on the one side the negative effects caused by Covid-19 pandemic on all the project beneficiaries and stakeholders made it harder for the project to achieve its targets, on the other side, they shed light on the outstanding relevance of project objectives with respect to the needs showcased by its final target group, i.e., the women suffering from IPV.
<p>COHERENCE</p> 	<ul style="list-style-type: none"> • WeGo2 alignment with the EU-level strategies and priorities concerning IPV-GBV prevention and eradication as well as women empowerment was fully confirmed, especially with regard to the EU focus on women's access to equitable and enabling job opportunities. • The compatibility with national strategies targeting women IPV-GBV survivors' socio-economic empowerment was confirmed as well, although not all project countries are endowed with an advance legal and policy framework to protect and empower women. Similarly, the existence of local synergies successfully established by project Partners was explored and verified. • WeGo2 project appeared to be perfectly consistent with both the vision and mission of all the Partners involved. • The project appeared to be consistent with both AA's approach and vision on the holistic promotion of women empowerment as well as with AA's internal strategy to foster IPV survivors' economic empowerment.
<p>EFFECTIVENESS</p> 	<ul style="list-style-type: none"> • On the whole, the project was detected to have successfully performed with reference to the OECD-DAC dimension of Effectiveness. • In general, the most significant attainments were achieved in the framework of the activities targeting the 154 women IPV survivors supported by the Project, the AVCs and operators involved in knowledge sharing and capacity-building activities and the project Partner themselves. Outstanding results were in fact obtained with regard to a) the consolidation and development of both Partners and part of involved AVCs' networks, b) the increased know-how with respect to the socio-economic dimension of women empowerment, and c) the quality and

OECD-DAC CRITERIA	LEVEL OF ACHIEVEMENT
	<p>effectiveness of the support provided by the involved operators to women IPV survivors.</p> <ul style="list-style-type: none"> • The pursuance of the project objectives targeting the local ecosystem stakeholders and the job-related actors, instead, was found to be more challenging. This was mainly due to the very ambitious and demanding nature of these goals which, on the one side, generally require a much longer period of time to be achieved and, on the other side, may be affected by a wider range of factors which cannot be directly controlled by the project. Indeed, both with regard to the ecosystem (WP3) and the enterprise-related (WP4) components, project activities showed a high degree of effectiveness in establishing and consolidating bilateral relations between the Partners and a wide and well-diversified pool of private and private stakeholders. • In Bulgaria one Territorial Protocol was successfully signed in Ruse, in Greece (Karditsa) and Italy (Milan), the process in ongoing, while the existing local networks in Spain were further consolidated and expanded. • The communication and dissemination activities appeared to have been delivered in appropriate and effective way. • Due to Covid-19 restrictions, most the project activities needed to be redesigned in order to make it feasible for the Partners and the AVC operators to implement them online. The effects of both the changes in the overall efficacy of the tools was preserved. On the one hand, all Partners agreed that that moment provided the Partnership with the opportunity to pushing forward the theoretical and methodological reflection on women's (and especially IPV and GBV survivors) economic empowerment. Conversely, the shift to virtual activities was considered detrimental for both the support provided to women and for the capacities to keep private and public stakeholders engaged.
<p>EFFICIENCY</p> 	<ul style="list-style-type: none"> • The main difficulties in timely implementing project activities with respect to the initial workplan was due to the obstacles imposed by the pandemic situation. Some delays were detected also in the collection of data for the impact analysis. • The Partners unanimously stressed that WeGo2 was a very ambitious project, whose initial design, however, was quite unclear. • The initial budget allocation was reported to be excessively fragmented and not perfectly aligned with the implementing effort required by some activities. Given all these obstacles, all the Partners have thus been involved in a shared planning which allowed to clarify the roles and improve the cooperation and the dialogue within the Partnership. • Some Partners experienced a high turnover among their staff.

OECD-DAC CRITERIA	LEVEL OF ACHIEVEMENT
	<ul style="list-style-type: none"> On the whole, however, the use of project financial and human resources was found to be carried out in the best way to ensure both project effectiveness and efficiency. WeGo2 Partnership composition was perceived by all the interviewees as one of the most crucial project strengths. In particular, this was mainly attributed to the diversity and complementarity of Partners' expertise and characterization. Moreover, the Partnership appeared to be further enriched by the Partners' long-standing operativity in the local contexts. The communication among Partners is now smooth and effective. Significant improvement in the quality of the cooperation and communication occurred once the frequency and the modalities of interaction were modified, in such a way that monthly one-to-one meetings and several joint discussions were organized, along with periodic steering committee meetings. To this regard, the Covid-19 situation was reported to have played an unexpectedly beneficial role, in boosting Partnership cohesion and team spirit. The overall governance of the project was found to be inclusive. AA IT have shown to be very responsive and supportive for all the Partners, succeeding in balancing an effective leadership role with the ability to foster mutual dialogue. Project efficiency is one of the aspects which has been challenged the most by the overall pandemic situation. Nevertheless, WeGo2 Partnership has shown remarkable flexibility in adapting project tools and activities in order to continue pursuing project objectives in the most effective and inclusive way.
<p>IMPACT</p> 	<ul style="list-style-type: none"> Indeed, the longer-term and the potentially transformative effects of the intervention are significantly related to the project ability to generate a set of multilevel outcomes which may last beyond the project timeframe. In this sense, the WeGo2 Impact is also intrinsically related to both project Effectiveness and Sustainability. Despite it is still too early to properly detect the actual presence of long-term secondary effects and the pandemic situation may hamper the achievement of actual impacts, WeGo2 has been detected to have been able to properly activate positive changes with reference to all its targeted dimensions and stakeholders. As far as women's social relationships are concerned, improvements both in terms of personal network dimension and positive characterization of the existing ties have been detected; these changes in the shape of women's relationships may be considered the basis for long-term effect, given their relationship with different dimensions of women empowerment, ranging from women's perceptions of self-efficacy and self-esteem to their ability to effectively transform the micro-level social structures they are inserted in.

OECD-DAC CRITERIA	LEVEL OF ACHIEVEMENT
	<ul style="list-style-type: none"> • Positive foundations for future impacts were detected as well in the assessment of the positive outcomes experienced by the women, as a result of the “employment journey” activated through WeGo2. All these elements represent short- and medium-term outcomes which could however be interpreted as the first step for the achievement of long-term changes positively influencing women’s ability to pursue and achieve their professional and economic objectives. • Both the capacity building and the peer-exchange activities involving AVC operators have played a crucial role in laying the proper foundations for long-term impact. All the interviewees, in fact, have confirmed their intention to keep on supporting IPV survivors using the conceptual framework provided by WeGo2. • Even if not yet detectable, a positive impact is expected to arise in the next future from the certification processes undertaken by 10 enterprises in the framework of the WeGo2 Label. • Whether this knowledge will be successfully transformed into concrete actions and behaviours needs to be evaluated in the medium-long run and will probably depend not only on the capacity to leverage individual entrepreneurs’ commitment and increase enterprises’ exposure to those themes, but most of all on the ability to engage private sector actors in stable and effective collaborations with the other crucial stakeholders in the local ecosystem. • By fostering, enlarging and formalizing the local networks, the project WeGo2 has successfully stimulated local stakeholders to more effectively cooperate, pursuing the common aim of promoting IPV-GBV survivors’ socio-economic empowerment. Thus, the strengthening of the cooperative ties among a well-diversified and complementary pool of stakeholders represents one of the most significant and long-standing heritage of WeGo2, which will play a crucial role in ensuring project sustainability, as well. • Partners’ networks have experienced a 101,2% increase in the number of ties. Along this line, the linkages with the enterprises have increased by 276,9%, while with the institutional actors by 70,2%. Furthermore, by the end of the reporting period, these networks appear to have improved their territorial coverage and increased the shares of stakeholders acknowledged as both endowed with a high level of power and a high level of interest. • If on one side, the negative effects on the labour market and the overall business sustainability seem to be unavoidable and negatively affect IPV survivors’ employability, on the other side, the effect of the pandemic situation in changing the macro-level priorities may have different results in the institutional prioritization of the fight against GVB and IPV and the promotion of gender equality.

OECD-DAC CRITERIA	LEVEL OF ACHIEVEMENT
<p>SUSTAINABILITY</p> 	<ul style="list-style-type: none"> • WeGo2 sustainability is strictly interdependent to the overall effectiveness of the project. From a general perspective, the existence of the next edition WeGo3 represents crucial pillar to ensure the sustainability of WeGo2. • All the aspects of sustainability were found to have been addressed. In particular: <ul style="list-style-type: none"> ◦ WeGo2 project was found to have devoted much attention to ensure technical sustainability. This was pursued through a wide set of activities targeting both AVCs and its operators (mainly through training activities, peer exchanges and provision of tools) and the Partners (through tailored capacity building activities. The technical sustainability was also enhanced through the expansion of AVCs and Partners' networks by encompassing a wider set of complementary stakeholders. ◦ The act of consolidating the existing partnership and establishing new bilateral relations with crucial actors in the local ecosystem is indeed a fundamental step in ensuring the institutional sustainability of the project. ◦ The social sustainability is intrinsically related to the effectiveness of the actions carried out with all the project beneficiaries as well to stakeholders' ownership, which appear to be quite heterogeneous across the different stakeholders' categories. ◦ Significant obstacles were detected with respect to the cultural sustainability of the project. ◦ The economic/financial sustainability of project actions is linked, on one side, to the existence of WeGo3 and, on the other side, to AVCs and Partners capacities to attract funds. • The key actors whose engagement were acknowledged by the interviewees as crucial for both for the durability of WeGo2 positive outcomes and the pursuance of the objectives foreseen in the incoming WeGo3 edition were: <ul style="list-style-type: none"> ◦ Institutional stakeholders and decision-makers; ◦ Business-related/Employment-oriented actors; ◦ AVCs and other civil society organizations supporting IPV-GBV survivors; ◦ Actors in the educational systems; ◦ Media and information providers. • The kind of measures and/or elements which could ensure the medium-long term sustainability of project outcomes has been investigated. To this regard, the positive role of the Wego2 tools in providing the AVCs staff with more suitable and effective instruments to support women's socio-economic empowerment has almost universally been stressed. Similarly, all the actions aimed at further fostering local and national networks as well as creating new partnerships have been broadly recognized as crucial elements to ensure the sustainability of project outcomes.

OECD-DAC CRITERIA	LEVEL OF ACHIEVEMENT
CONTRIBUTION TO WOMEN EMPOWERMENT	<p>WeGo2 attainments have been also assessed against ActionAid Italy framework to evaluate women empowerment, according to which empowerment is conceived as a progressive multidimensional enabling process involving both individual and collective dimensions as well as embracing different aspects of life (namely the personal, social, economic, political). Thus, WeGo2 actual contribution to the promotion of women empowerment has been investigated. Despite the project was originally expected to work on the dimensions of “Resources” and “Micro-Level Structures”, the evaluation finding revealed that WeGo2 contribution has been far greater, positively influencing all the dimensions of women empowerment, namely “Capacities”, “Sense of Agency”, “Agency” and, to a minor extent, “Macro-Level Structures”.</p>

INTRODUCTION

WeGo2- “Building economic independence: the way out of intimate partner violence (IPV)” is a project financed by the Rights, Equality and Citizenship Programme of the European Commission-DG Justice and Consumers. The project officially started at December 1st, 2018 and should have been implementing up to November 30th, 2020. However, due to the challenges imposed by the outbreak of Covid-19 pandemic its end was postponed to March 31st, 2021.

The main objective of the project is **“broadening the use and deepening the impact of promising practices on support services to foster IPV survivors’ economic empowerment piloted by practitioners, private sector and public services in 4 EU countries”** in such a way to **“favour the entrance in the labour market and the economic independence of IPV survivors via a better coordination of services and the support of the private sector.”**¹

The project is implemented in Italy, Bulgaria, Greece and Spain by a partnership composed by ActionAid Italy (coordinator), Center for Sustainable Communities Development (CSCD - BG), Institute for Social Research (IRS - IT), Rel.Azioni Positive Cooperative (IT), SURT Foundation (ES), Women's Center of Karditsa (WCK, GR).

The current report showcases the most relevant findings which have emerged during the Final Evaluation of the project, carried out by the research center ARCO at PIN S.c.rl. in the months of February and March 2021. On that occasion, while assessing WeGo2 project performance and achievements, particular attention has been drawn to the **lessons learnt and knowledge produced during the previous edition WeGo!**. Along this line, the most important project stakeholders have been involved in a **participatory learning process aimed at capitalizing the acquired knowledge and jointly designing a set of recommendations that could boost the positive impact the third edition (WeGo3)**.

This document describes the main components of the evaluation process implemented by ARCO. In particular, the document is structured as follows: after the Executive Summary and this Introduction, **Section 1** provides a brief overview of WeGo2 project, its ToC and its role within the whole program WeGo!; **Section 2** introduces the evaluation framework, purposes and scope of the evaluation, as well as the proposed methodology and the related evaluation tools; **Section 3** is devoted to the key evaluation findings, assessed both through the lens of OECD-DAC (2019) criteria and the ActionAid framework to evaluate women empowerment (ActionAid, 2020); in that Section the SWOT analysis of the project, as for the interviewees’ opinion, is depicted as well; **Sections 4 and 5** summarize respectively the key Lessons Learnt and the Recommendations suggested by the Evaluators, by virtue of the discussions carried out with all the stakeholders involved in the Evaluation process.

¹ Grant Agreement number: 810371 — WE GO2 — REC-AG-2017/REC-RDAP-GBV-AG-2017, ANNEX 1 (part A) REC Action Grant

WEGO2 PROJECT

1.1 PROJECT MILESTONES

As reported in the official documentation of the project, WeGo2 has been designed with the aim of providing an effective response to the most severe constraints which are currently hindering the full development of enabling local and national ecosystems supporting GBV survivors. Endowed with a **special focus on intimate partner violence**, WeGo2 is thus devoted to the **enhancement of local, national and European support systems, promoting women's social and economic empowerment** thanks to the effective cooperation of heterogeneous, as well as complementary, **networks of private and public stakeholders**.

Building on the key findings which emerged from a tailored need assessment and the experience acquired in the previous WeGo! project, four main needs and challenges have been detected, namely:

- a) The **absence of holistic approaches** to promote IPV survivors' economic independence;
- b) The **lack of systematic trainings for professionals** dealing with the crucial aspects of women's socioeconomic empowerment;
- c) **Poor coordination and cooperation** among the support providers;
- d) Still **limited presence of an Evidence Based Approach** within the institutional framework.

To fill these gaps, WeGo2 intervention was structured in **five different Working Packages (WPs)** aiming at

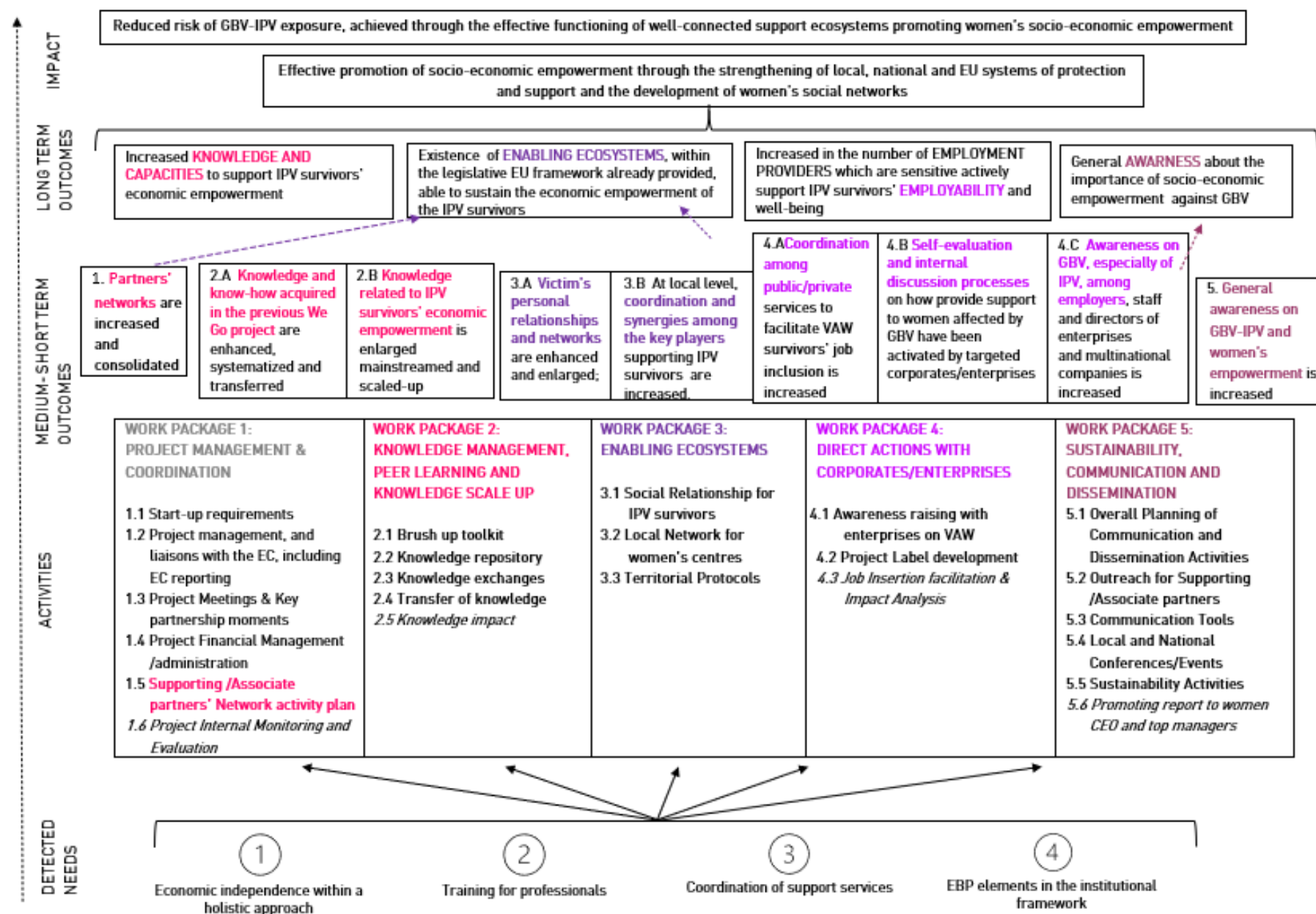
- ❖ deepening, systematizing and transferring the **knowledge and know-how acquired during the previous edition of WeGo!** (mainly WP2);
- ❖ deepening, mainstreaming and scaling-up the **knowledge related to economic empowerment of IPV survivors** (mainly WP2);
- ❖ promoting the **development and formalization of local networks and collective partnerships** to effectively sustain women IPV survivors' economic empowerment (mainly WP3);
- ❖ raising **entrepreneurial and private actors' awareness** about IPV (mainly WP4);
- ❖ raising the awareness of public actors and decision makers about IPV and structure a dialogue to address the issue in a coordinated way (WP2 and WP4)
- ❖ stimulating the targeted enterprises in the **activation of virtuous processes of self-evaluation and internal discussion**, regarding the ability to detect the phenomenon and provide adequate response to support women suffering from GBV-IPV (mainly WP4);
- ❖ facilitating **job inclusion** of women IPV survivors, by strengthening the collaboration/coordination among public/private services (mainly WP4).

The wide pool of targeted beneficiaries and stakeholders - ranging from women IPV survivors to operators of shelters and AVCs, from managers and employees of responsible enterprises and job-related organizations to institutional stakeholders – sheds light on the **multi-level and multi-stakeholder approach** being the main milestones of the project.

1.2 PROJECT THEORY OF CHANGE

Trough desk analysis of the project documentation, the Evaluator has been able to reconstruct the ToC of WeGo2 project (see Figure 1). This step has been fundamental to delve into project rationales, properly design the evaluation tools and finalize the evaluation strategy. The **Theory of Change** (ToC) is a tool which illustrates activities, expected results, specific objectives and general objectives in a schematic way, in such a way to allow the identification of the activities which are expected to trigger positive changes. Based on backward reasoning, the ToC therefore describes what a given project does and how its intervention is supposed to **lead to the desired long-term changes**, by showcasing the single steps describing how each activity is expected to trigger short, medium and long-term changes. Thus, Figure 1 provides a comprehensive illustration of how and why the desired changes were expected to happen, in the framework of WeGo2 intervention. In the Figure, each stream of change is depicted with a different colour, while the dotted arrows allow to shed light on the cross-contamination which may occur among the streams.

Figure 1. WEG02 Theory of Change



Source: authors' self-elaboration based on project documents

1.3 WEGO! PROGRAMME: FROM WEGO1, TOWARDS WEGO3

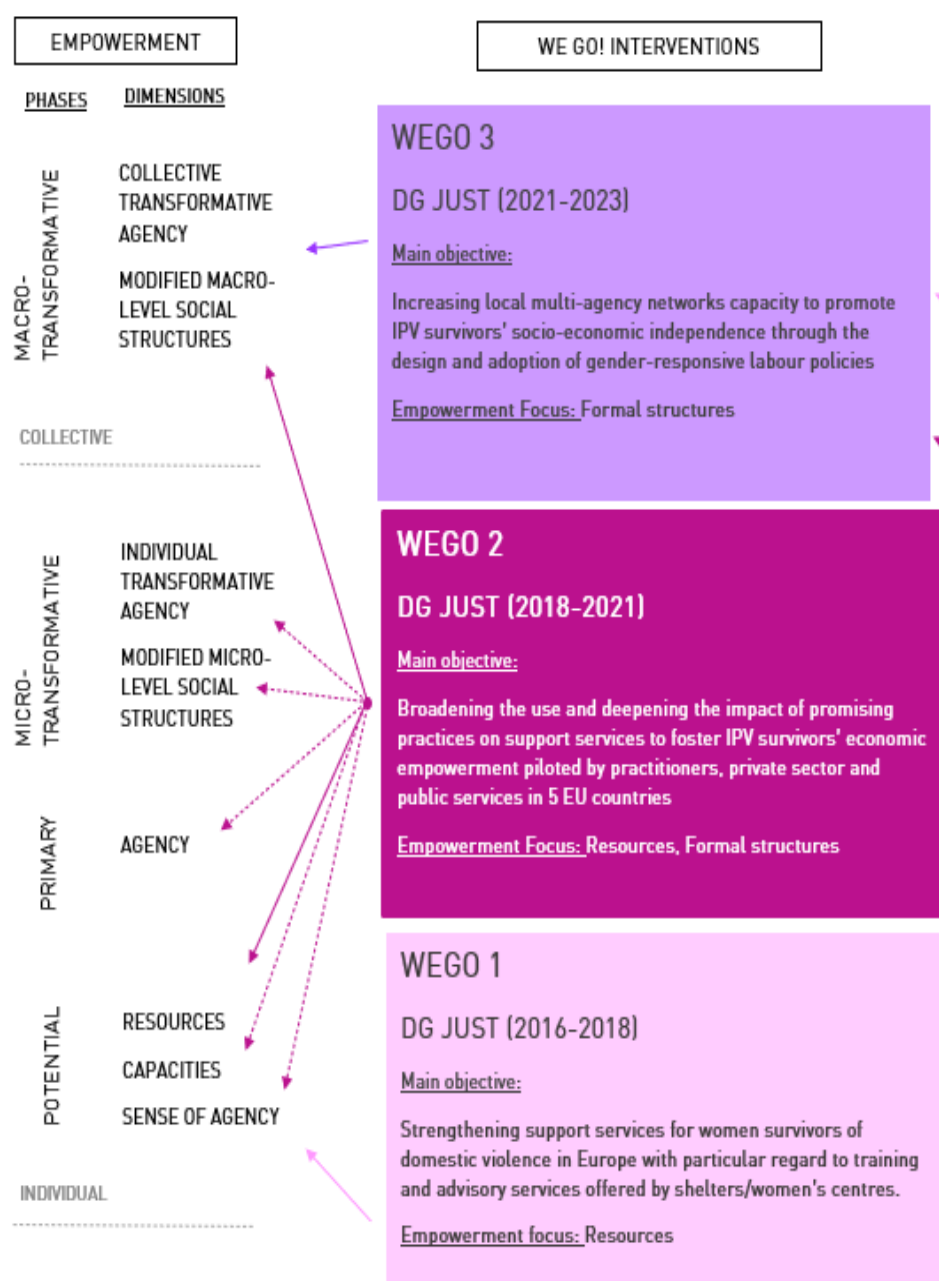
WeGo2 was designed as a continuation and scale up of **WeGo!** project, whose primary objective was **enhancing the quality of support services** aimed at increasing women IPV survivors' socio-economic empowerment.

Building on WeGo! project achievements and learnings, **WeGo2** has been designed to further **promote the enhancement of conducive social support systems and networks in Europe**, by targeting a wider pool of stakeholders, including GBV-IPV professionals and responsible enterprises.

WeGo2 project will be followed by a third intervention, namely **WeGo3**, which will be aimed at **consolidating the role of multi-agency networks** in the effective promotion of IPV survivors' socio-economic independence, by also promoting the development of **gender-responsive labour policies**.

Figure 2. WEGO! programme

Figure 2 provides a comprehensive overview on the three projects, by virtue of their linkages and sequentiality. It allows also to assess the **actual or foreseen contribution of each project to the most important empowerment dimensions identified by Action Aid in its framework** (ActionAid IT, 2020). In particular, while the straight lines indicate the empowerment dimensions that were originally expected to be targeted by each intervention, the dotted lines have been used, with reference to WeGo2, in order to emphasize **project actual contributions to the enhancement of dimensions that were not directly targeted by project action**. As will be discussed while presenting the evaluation findings, during both the FGDs and the individual interviews, the staff and operators identified significant improvements triggered by WeGo2 also with reference to the empowerment dimensions of "Capacities", "Sense of Agency", "Agency" and "Micro-level structures" (→see 5.1.2 **Project contribution to IPV survivors' socio-economic empowerment**) which were not directly targeted by the project.



Source: authors' self-elaboration based on project documentation

1.4 PROJECT CONTEXT

Being implemented in four different countries (**Bulgaria, Greece, Italy and Spain**), WeGo2 had to deal with an heterogeneous pool of drivers and constraints depending on the specific local conditions.

The four countries were in fact characterized by **different starting points**, especially in respect to the legal and policy framework regulating IPV and GBV issues. For instance, while the Italian and Spanish systems appeared to be quite responsive to IPV, given the presence of well-developed support systems, and Greece was reported to have a significantly progressing regulatory framework to deal with GBV issues, Bulgaria was instead reported to be endowed with a weaker macro-level support system. As a further burden, in the Bulgarian context, it was reported to be present a widespread skepticism and hostility against NGOs, associations and AVCs supporting women². This burden was then coupled with the “Council of Europe Convention on Preventing and Combating Violence Against Women and Domestic Violence”, better known as “Istanbul Convention”, being declared unconstitutional by the Bulgarian Constitutional Court, and thus not being ratified.

In general, however, albeit all the targeted countries are making progress in the development of suitable support systems to tackle GVB and IPV issues³, **the existence of enabling ecosystems effectively supporting GBV-IPV survivors’ socio-economic empowerment is instead still an ambitious scenario which is not reached in any country, at least a national level⁴.**

All the countries were instead found to have in common **significant constraints to face, when it comes to both the cultural component**, which is not yet mature to guarantee the achievement of gender-equal societies, **and the complex labor market** which makes vulnerable people’s access to job opportunities even more challenging. Regarding the latter aspects, Table 1 allows a brief comparison among WeGo2 countries.

Table 1. Overview on key gender employment indicators in Wego2 Countries

	Year	BULGARIA	GREECE	ITALY	SPAIN
Gender gap in employment rate [%, 20-64]	2019	8,6	20,0	19,6	11,9
Involuntary part-time employment [% total employment, 20-64]	2019	43,3	64,4	61,1	52,9
Gender pay-gap (unadjusted form)	2018	13,9	7,9	3,9	11,9

Source: authors’ self-elaboration on data from the Gender Equality Strategy Monitoring Portal issued by the European Commission

² To this regard, the Bulgarian Partner reported to have been forced to change its name from “Gender Project for Bulgaria Foundation” to “Centre for Sustainable Communities development”, given the prohibiting difficulties faced by continuing operating with the original name in the Bulgarian context.

³ For more information, refer to European Commission. 2021. 2021 Report on Gender Equality in the EU, https://ec.europa.eu/info/files/2021-report-on-gender-equality-in-the-eu_en

⁴ The local ecosystem developed in the city of Karditsa (Greece) is indeed a virtuous example of enabling ecosystem (→ see Effectiveness, Insights: Greece). However, this successful experience cannot be used to provide a true and fair picture of the overall Greek ecosystem.

EVALUATION FRAMEWORK

2.1 PURPOSES AND SCOPE OF THE EVALUATION

The focal objective of the evaluation was to assess **how effectively the project has reached its targets and objectives, and to what extent it has been able to generate social impact.**

To this regard, the evaluation was mainly focused on:

- the **social impact** of the project with respect to all the targeted beneficiaries (women, AVCs, companies, ecosystems);
- the **effectiveness and efficiency, and sustainability** of the intervention strategies;
- the **relevance and coherence** of project ToC (also with respect to AA Women's Rights ToC and to each Partner's mission/vision/strategy);
- the quality of the **coordination and cooperation among Partners**;
- the results achieved through the lens of **AA IT's framework to evaluate women empowerment**;
- the **effects of Covid-19** pandemic on the implementation of project activities and on project ability to reach its target.

The evaluation has covered all the four countries of implementation: Italy, Spain, Greece and Romania.

In general, the overall evaluation process has been designed and carried out by the Evaluators as a **dynamic and participatory learning process**, actively involving all the most important stakeholders, including project staff, partners and beneficiaries themselves.

2.2 EVALUATION QUESTIONS

The evaluation has been driven by the evaluation questions detailed in the External Evaluation ToR (Annex 3) and complemented by the Evaluators, following the desk analysis of project documentation. Table 2 envisages the main evaluation items assessed by the Evaluators.

A more comprehensive overview on the key dimensions and topics which has been addressed during the evaluation is provided in Annex 2, where the specific contents of the KIIs, SFGDs and Desk Analysis are showcased.

Table 2 . Key aspects assessed during the Evaluation

DIMENSION/CRITERIA	EVALUATION ITEMS
RELEVANCE	<ul style="list-style-type: none">• Detected Needs & Beneficiaries' Actual Need: assessment of matching• Ability to identify and tackle newly emerged needs
COHERENCE	<ul style="list-style-type: none">• Alignment with regional and international strategies and priorities• Alignment with national strategies & priorities• Alignment and synergies with similar and complementary initiatives implemented in each country• Alignment with AA IT TOC on IPV survivors' economic empowerment• Alignment of all WeGo2 partners' vision/missions• Internal consistency between objectives and activities/outputs

EFFECTIVENESS	<ul style="list-style-type: none"> • General Outcome: attainment status • WPs Specific Objectives: attainment status • Presence of unexpected results • Heterogeneity of results across Countries • Achievements according to AA IT framework on women empowerment
EFFICIENCY	<ul style="list-style-type: none"> • Efficiency in planning and using resources • Effectiveness-efficiency trade-off • Internal decision-making & coordination (related to Working Package 1): • Diversity and Complementarity of Partnership expertise
SUSTAINABILITY	<ul style="list-style-type: none"> • Steadiness of benefits and outcomes • Local stakeholders' ownership and appropriation • Undertaken measures to ensure sustainability
IMPACT	<ul style="list-style-type: none"> • Triggered changed and basis for future impact
SWOT	<ul style="list-style-type: none"> • Strengths, Weaknesses, Opportunities and Threats
LEARNING AND CAPITALIZATION	<ul style="list-style-type: none"> • Lessons learnt from WeGO! and WeGo2 • Actual application of WeGo1 learnings, during Wego2 • Recommendations for We Go3
COVID-19 IMPACT	<ul style="list-style-type: none"> • Main effects that the outbreak of Covid-19 pandemic on project activities and on beneficiaries' needs.

Source: authors' self-elaboration based on ToR and the Final Evaluation Strategy

2.3 EVALUATION METHODOLOGY

The evaluation approach used by ARCO encompassed **qualitative and participatory methods** triangulated with the **desk analysis** of project data and documentation.

In particular, the Evaluation strategy has been based on:

- **Desk analysis** of quantitative information collected throughout the project, of the relevant documentation and reports, as well as of the monitoring reports and data. Through this analysis, the **attainment of the projects outputs and result indicators** was assessed;
- Use of **qualitative and participatory methodologies** to include the key stakeholders and partners into the evaluation activities, through key informant individual and collective interviews (KII) and focus group discussions (FGD). Participatory tools allowed to gain a **deep understanding of the processes behind the outcomes**, as well as to investigate the outcomes produced by the project on the beneficiaries and main stakeholders.

In addition, the Evaluation has been driven by:

- the alignment of all evaluation activities with the international human rights standards, consistently with the “**Human right-based approach**” universal values set out by the 2030 Agenda for Sustainable Development, and to the **Evaluating Human Development (EHD)** theoretical framework;
- the application of an **ethical approach** to all research and data collection activities, guaranteeing the respect of the dignity and privacy all involved people;
- the application of **proper gender-sensitive lenses** throughout all the evaluation phases and activities.

Given the restrictions imposed by the Covid-19 emergency, **all data collection activities have been remotely conducted**, using web-conferencing platforms (mainly Teams, but also Zoom, Meet or Skype) which ARCO has been using in most of its evaluations works, even prior to the Covid-19 emergency. To this regard, during 2020 ARCO’s researchers explored new approaches to conduct **participatory focus group discussions via web-conference**, developing an innovative and effective tool that allowed maintaining the perceptions of beneficiaries and stakeholders at the core of the evaluation process, even during the pandemic.

2.4 EVALUATION TOOLS

In line with the proposed methodology, the Evaluator designed a **comprehensive and participatory set of data collection tools** to assess project performance with respect to the evaluation dimensions and items reported in Table 2. The following table (Table 3), instead, showcases the data collection methods and tools which have been used throughout the evaluation, by stressing their linkages with the key pursued objectives. The complete data collection agenda is reported in Annex 1.

Table 3. Evaluation Tools

METHOD	TOOL/SOURCES	KEY EVALUATION OBJECTIVES
Key Informant Interviews (KII)	<p>N. 6 semi-structured interviews with <u>Partners</u>*</p> <p>N. 4 individual/collective interviews with <u>representatives of anti-violence centers</u> included in the project activities* (1 interview per country)</p> <p>N. 5 individual/collective interviews with <u>responsible companies</u> included in the project activities* (at least 1 interview per country) *Conducted via Teams/Zoom web conference platform</p>	<ul style="list-style-type: none"> Investigating the effectiveness of the partnership; Identify the main results and outcomes, with a particular focus on unexpected results/outcomes; Assessing the quality of the local networks created by the project; Understanding the main obstacles encountered, the strengths and weaknesses, the opportunities and threats of the project (SWOT Analysis); Assess the relevance, effectiveness, efficiency, coherence, impact and sustainability of the project (OECD-DAC criteria); Assess the key project attainments against AA framework on women empowerment; Identify the key lesson learnt and the areas for potential improvement (taking into account also the past experience of WeGo! and the incoming WeGo3); Investigate key stakeholders' perception and opinions, as well as their level of engagement and ownership about project objectives.
Structured Focus Group Discussion (SFGD)	<p>N.4 <u>structured</u> focus group discussions with operators and staff included in the project activities* (1 SFGD per country)</p> <p>*Conducted via Teams/Zoom web conference platform</p>	<ul style="list-style-type: none"> Delve more into project dynamics, identifying the main challenges and key leverage point, strengths and weaknesses; Identify the key aspect/factors that will ensure the medium-long term sustainability and impact of project achievements; Validate the relevance and efficacy of WeGo2 Theory of Change; Engage the key implementing actors in a participatory discussion aimed at identifying the key Lessons Learnt and jointly reflecting on potential recommendations for the next phases of WeGo! initiatives.
Desk Analysis	<p><u>Main sources:</u></p> <ul style="list-style-type: none"> relevant project documentation; project manuals and deliverables; monitoring reports; data collected throughout the project. 	<ul style="list-style-type: none"> Delve into the relevance, effectiveness, efficiency, coherence, impact and sustainability of the project (OECD-DAC criteria); Assess the key project attainments against AA framework on women empowerment; Assess the presence and quality of the most relevant project outputs.

Source: ARCO's Final Evaluation Plan

2.5 DATA ANALYSIS

All quantitative and qualitative data collected by means of the tools listed above have been analyzed and triangulated in order to assess the outcomes of the project and answer to all evaluation questions.

A conceptual content analysis of interviews and FGDs was carried out (Carter, Ritchie, and Sainsbury, 2009). In particular, the content of the interviews was analyzed to understand the presence and recurrence of certain words, topics, or concepts.

Moreover, all the data have been analyzed by the Evaluators both through **country-based and systemic lenses**. On one side, the country-based perspective has allowed the Evaluators to **detect and emphasize the peculiarities showed by each Country**, with respect to initial potentials and the final actual attainments. On the other side, a **systemic approach** was found to be fundamental to assess the project outcomes in a more comprehensive way, by allowing the detection of all the positive and negative aspects related to what can be described as an **overall cross-country, more than multi-country, attitude towards project design and implementation**. To this regard in fact, continuous exchanges and joint work sessions were intensively promoted throughout the project, with particular emphasis on the promotion of the cooperation among the implementing Partners. The effects of this **synergic work** have indeed played a crucial role in determining the overall achievements of the project and thus required to be analyzed through **an analytical perspective which goes beyond the single attainments reported by each Country**. Both the country-based and the systemic perspectives were thus expected to provide key insights on the **overall project contribution to the creation of conducive ecosystems in a medium-long term scenario**, by stressing WeGo2 linkages with its past and future experiences, namely WeGo! and WeGo3.

Finally, albeit not foreseen at the time WeGo2 was designed, particular attention has been devoted to the **ex-post assessment and interpretation of project outcomes with reference to the AA IT's framework to evaluate women empowerment (ActionAid IT, 2020)**.

2.6 EVALUATION LIMITATIONS AND MITIGATION STRATEGY

A first challenge that has been encountered in carrying out the evaluation process was related to the **initial incompleteness of outcome indicators and impact indicators**, identified in the inception phase of the project. Given this obstacle and the absence of systematically collected baseline data, ARCO have thus set up a **tailored evaluation strategy aimed at assessing the medium- and long-term changes generated by the project through participatory qualitative methods** for data collection and analysis. It should be noticed, however, that, in order to tackle this limitation, AA IT have recently developed its aforementioned **framework to evaluate women empowerment (ActionAid IT, 2020) which was ex-post applied by ARCO** to assess WeGo2 contribution to the enhancement of beneficiaries' socio-economic empowerment.

A second challenge was represented by the **impossibility to collect primary data to assess the direct impact on women beneficiaries**. To safeguard their privacy and safety in fact, the women IPV survivors' supported by WeGo2 actions were not directly involved in any data collection activity. The impact on these women has however been considered during the **impact analysis carried out internally by the Partner IRS**. To mitigate this limitation with regard to the External Evaluation, ARCO have foreseen specific questions aimed at investigating the impact of project support on the women supported by the AVCs, when consulting both Partners and AVC representatives through Key Informants Interviews (→ see Table 3). In that occasion, the interviewees have been asked to mention concrete examples testifying the effects which were verified on beneficiaries as a consequence of the specific support the operators were able to provide thanks to the use of the new tools (namely the Social Relationship Plan, the Balance of Competences and the Individual Carrier Plan) and the strengthening of their ability to deal with topics related to women's economic empowerment.

Moreover, the Evaluator was able to examine the overall project documentation reporting the outputs of all the support activities carried out with the targeted women. In such a way, the effectiveness as well as the inclusiveness of both the processes and the results have been assessed.

Related to the previous aspect, a last limitation regards the **assessment of the impact component of the Project**. In this report impact stands for intended and unintended, positive and negative, higher level effects (OECD-DAC, 2019). Additionally, IRS carried out internal impact analysis aimed at determining the project contribution to the impacts. To this regard, it should be noticed that a set of dedicated project activities (Activity 2.5, 4.3) were devoted to the impact analysis, led by IRS. Thanks to the consultation with the Partner IRS and the examination of the impact reports, some insights about the direct effects triggered by the project activities on beneficiaries have been inserted in the External Evaluation report. For a more comprehensive assessment of the impact dimension of WeGo2, the results reported in this document should be thus complemented by the impact reports issued by IRS. Along this line, it should be noticed that the evaluation findings reported in this document are based on the perceptions of a **limited sample of beneficiaries**. However, in order to ensure the representativeness of the sample, the Evaluator has applied a **purposive sampling technique**⁵. In particular, this technique is aimed at involving in data collection activities individuals or groups of individuals who are well informed about the project and are endowed with all the most relevant characteristics which can ensure a satisfying level of representativeness with respect to the whole stakeholder population. Nevertheless, the different size and composition of the examined samples, together with the **diversity of roles and position of the two actors carrying out the internal and external assessment**, may provide reasonable insights to explain why the results obtained during the External Evaluation in some cases appeared to be not fully aligned with the ones detected through the internal impact analysis.

MAIN FINDINGS

This Section showcases the most important evaluation findings emerged throughout the data collection activities. Through the **participatory involvement of all the most relevant project stakeholders** (→see Table 2 and 3), in fact, the most relevant project outcomes have been analysed and the overall project has been assessed through the lens of OECD-DAC criteria of Relevance, Coherence, Effectiveness, Efficiency, Impact and Sustainability. The results of this assessment are summarized in the following paragraphs.

A particular focus has been provided as well with reference to the **impact of Covid-19** both on project activities and on its ability to trigger the expected changes pursued by WeGo2.

Furthermore, ARCO has structured the Evaluation strategy in such a way to **pay significant emphasis to the participatory detection of the positive and negative changes triggered by WeGo2**, by virtue of its Theory of Change. For this reason, an entire paragraph is devoted to the description of the project outcomes, as emerged both from project internal assessments and from the evaluation activities. As previously mentioned, the outcomes have been also assessed against the **AA IT's framework to evaluate women empowerment**.

⁵ For a detailed description of the purposive sampling technique, see for example Campbell, S., Greenwood, M., Prior, S., Shearer, T., Walkem, K., Young, S., & Walker, K. (2020). Purposive sampling: complex or simple? Research case examples. *Journal of Research in Nursing*, 25(8), 652-661.

3.1 PROJECT OUTPUTS

The following tables (Table 4, 5, 6, 7) inform about the effectiveness of the project activities in generating the **expected outputs, with respect to the originally foreseen targets**. The level of overall outputs achievement in each WP is showcased both through a **project aggregate** and a **country-based perspective**, thus allowing both for a general assessment and cross-country comparison.

Table 4. WP2 overall and country attainments

WP2 - KNOWLEDGE MANAGEMENT, PEER LEARNING AND KNOWLEDGE SCALE UP		
2.1 Brush up toolkit	<u>1 Toolkit revised, integrated and arranged for publication</u>	Target: 1 toolkit
	OVERALL ACHIEVEMENT: 1 Toolkit revised, integrated and arranged for publication	100%
2.2 Knowledge repository	<u>Creation of a web-community platform</u>	Target: 1 platform
	OVERALL ACHIEVEMENT: 1 web-community platform created	100%
2.3 Knowledge exchanges	<u>Two trainings targeting professionals/volunteers of the specialised services supporting economic empowerment of IPV survivors</u>	Target: around 10 participants, per country per training
	OVERALL ACHIEVEMENT: 169 participants to the trainings	212%
	BG: 102 participants	510%
	GR: 19 participants	95%
	IT: 31 participants	155%
	SP: 17 participants	85%
	<u>Informal meetings organizations/NGOs/services dealing with economic empowerment of IPV survivors</u>	Target: 5 meetings per partner
	OVERALL ACHIEVEMENT: 40 Informal meetings accomplished	160%
	BG: 11 meetings (11 stakeholders involved)	220%
	GR: 5 meetings (5 stakeholders involved)	100%
	AA IT: 11 meetings (11 stakeholders involved)	220%
	REL (IT): 5 meetings (5 stakeholders involved)	100%
	SP: 8 meetings (5 stakeholders involved)	160%

2.4 Transfer of knowledge	<u>Vertical meetings realized by the partnership to transfer project EBP and outcomes on economic empowerment of survivors of IPV</u>		Target: minimum 50 in total, around 10 per partners
	OVERALL ACHIEVEMENT:		
	57 vertical meetings accomplished; 59 stakeholders involved		114%
	BG: 10 meeting		100%
	GR: 10 meeting		100%
	IT- AA: 17 meetings		170%
	IT- Rel.Pos: 10 meetings		100%
	SP: 10 meetings		100%
2.5 Knowledge Impact	<u>Impact report measuring project impact 1) on social workers/operators/facilitators/ volunteers (relating mainly to WP 2); 2) on enterprises, corporates, representatives of commerce and business (relating mainly to WP 3).</u>		Target: 1 impact report
	OVERALL ACHIEVEMENT:		
	1 Impact Report		100%

Source: authors' elaboration based on project documentation

Table 5. WP3 overall and country attainments

WP3: ENABLING ECOSYSTEMS			
3.1 Social Relationship for GBV survivors	<u>2 trainings on how to support survivors of IPV in enlarging personalised Social Relationship.</u>		Target: 15 operators trained, per country
	OVERALL ACHIEVEMENT:		
	59 operators trained		98%
	BG: 24 operators trained		160%
	GR: 11 operators trained		73%
	IT: 12 operators trained (4 by AA, 12 by Rel.Pos)		75%
	SP: 12 operators trained		75%
	<u>Co-creation of Individualised Social Relationship Plans</u>		Target: 100 SRP
	OVERALL ACHIEVEMENT:		
	106 Individualized SRP		106%
	BG: 20 SRP		100%

	GR: 20 SRP	100%
	IT: 46 SRP (26 by AA, 20 by ReL.Pos)	115%
	SP: 20 SRP	100%
3.2 Local Network for women's centres	<u>Peer to peer activity with exchange visit</u>	Target: 8 operators per 4 Partner
	OVERALL ACHIEVEMENT: 32 operators (3 days in Italy, 3 days in Greece)	100%
	<u>2 trainings to increase the ability of women's centres to build working networks</u>	Target: 15 operators trained, per country
	OVERALL ACHIEVEMENT: 66 operators trained	110%
	BG: 16 operators trained	106%
	GR: 16 operators trained	106%
	IT: 21 operators trained	140%
	SP: 13 operators trained	86%
	<u>1 Territorial Protocol Analysis</u>	Target: 1 Territorial Protocol, analysis
	OVERALL ACHIEVEMENT: 1 Territorial Protocol Analysis	100%
3.3 Territorial Protocols		

Source: authors' elaboration based on project documentation

Table 6. WP4 overall and country attainments

WP4: DIRECT ACTIONS WITH CORPORATES/ENTERPRISES		
4.1 Awareness raising with enterprises on VAW	<u>Training regarding prevention/ answer to domestic violence against women targeting enterprises/job-placement organizations</u>	Target: 80 training, 20 per country
	OVERALL ACHIEVEMENT: 80 training sessions	100%
	BG: 20 training sessions (120 participants)	100%
	GR: 13 training sessions (107 participants)	65%
	IT: 28 training sessions (1011 participants involved)	140%
	SP: 19 training sessions (70 participants involved)	95%

4.2 Project Label development	<p>Creation of 3 video pills per country⁶</p> <p>OVERALL ACHIEVEMENT:</p> <p>15 video pills (3 per country) uploaded on WeGo2 website</p> <p>1 shoot in English with subtitle in Italian, Spanish, Greek and Bulgarian (4 videos); 1 shoot in Bulgarian with subtitles in Bulgarian and English (3 videos); 1 shoot in Italian; 3 short videos for the AVC (4 videos) ; 2 videos in Greek; videos in Spanish.</p>	<p>Original Target: 3 video pills per country</p> <p><i>Change in the original target</i></p>
	<p>Creation of one WEGO Label model</p> <p>OVERALL ACHIEVEMENT:</p> <p>1 Label model created</p>	<p>Target: 1 Label model</p> <p>100%</p>
	<p>Implementation WeG02 label certification processes</p> <p>OVERALL ACHIEVEMENT:</p> <p>10 certification audit trial activated</p> <p>BG: 1 enterprise involved</p> <p>GR: 2 enterprises involved</p> <p>IT: 5 enterprises involved</p> <p>SP: 2 enterprises involved</p>	<p>Target: 10 in total</p> <p>100%</p> <p>1</p> <p>2</p> <p>5</p> <p>2</p>
	<p>Final report on WeG02 label certification processes</p> <p>OVERALL ACHIEVEMENT:</p> <p>1 Final report published</p>	<p>Target: 1 final report</p> <p>100%</p>
	<p>Co-creation of 100 Balance of competences & related Career Programme</p> <p>OVERALL ACHIEVEMENT:</p> <p>101 Balance of competences & related Career Programme</p> <p>BG: 20 BoC and related ICP</p> <p>GR: 20 BoC and related ICP</p> <p>IT: AA - 21 BoC and related ICP</p> <p>IT: Rel.Pos - 20 BoC and related ICP</p> <p>SP: 20 BoC and related ICP</p>	<p>Target: 100 BoC and ICP, 20 per parnter</p> <p>101%</p> <p>100%</p> <p>100%</p> <p>105%</p> <p>100%</p> <p>100%</p>
4.3 Job Insertion facilitation & Impact Analysis	<p>Realization of job-matching for IPV survivors</p>	<p>Target: 100 job-matching, 20 per parnter</p>

⁶ Instead of producing 3 videos in English, the Partnership decided to shoot short videos in each country, in such a way to more effectively disseminate the contents by using national languages.

	OVERALL ACHIEVEMENT:	
	115 job-matching	115%
	BG: 20 BoC and related ICP	100%
	GR: 20 BoC and related ICP	100%
	IT: AA - 35 BoC and related ICP	175%
	Rel.Pos - 20 BoC and related ICP	100%
	SP: 20 BoC and related ICP	100%
	<u>Realization of 1 impact analysis to measure project impact on 1) 101 women IPV survivor supported by the project</u> <u>2) enterprises targeted by awareness raising actions</u>	Target: 1 impact analysis
	OVERALL ACHIEVEMENT:	
	1 impact analysis accomplished	100%

Source: authors' elaboration based on project documentation

Table 7. WP5 outputs

WP5 SUSTAINABILITY, COMMUNICATION AND DISSEMINATION	
5.3 social networks and online media communication	<ul style="list-style-type: none"> CSCD: 491 followers (41 FB posts) WCK: 920 followers (21 FB posts) AA: 10 600 magazine receivers + 480 949 fb followers REL.POS: 613 followers SURT: 5226 followers twitter, 3957 followers FB
5.3 Writing/publish of articles in intra partnership magazines/ bulletins/ newsletter	<ul style="list-style-type: none"> CSCD: 1 broadcast , March 8th , Bulgarian National Television on March 8 on discrimination against women in the labour market, 1 product is planned for the local event in October 2020 WCK: press release September 2019, press release January 2020, press conference, article in local regional media about 2nd peer to peer February 2020 AA: on covid impact + 1 in magazine + interview CAV SURT: 2 articles published WEGO website REL.POS: 2 news for WEGO websites; 1 newsletter;
5.4 Planning and realizing events	<p><u>Events in Italy:</u></p> <ul style="list-style-type: none"> Women changing the World. Small and great gender revolution; 55 participants, Milan 15/11/2019 Inauguration of the exhibition "Words of lives free from violence. The voices of the women who passed through the Antiviolence Centre"; 49 participants, Padua 19/9/2020 <p><u>Events in Greece:</u></p> <ul style="list-style-type: none"> Press Conference at the Mayor's Office, 66 participants, 21-24/11/2019. WE GO!2 Results, 41 participants, 29/03/2021 <p><u>Events in Bulgaria:</u></p> <ul style="list-style-type: none"> Round table "Economic Empowerment of Women, Victims of GBV", 42 participants, 29/11/2019

5.4 Final event in Italy

- Online hackathon “Economic empowerment of women, IPV survivors”, 134 participants, 26 – 28/2/2021
- Events in Spain:
 - Reviewing Privileges: Visible and Invisible Borders in Feminist Alliances for Combating Gender-Based Violence, 65 participants, 16/11/2019.
 - Second local event, 30th of March 2021., 27 participants
- OFF WE GO Local Networks for the Social and Economic Empowerment of IPV Survivors, online conference, 231 people participated on the 24th of March 2020, video published on YouTube and shared with 400 companies.

Source: authors’ elaboration based on project documentation (data collection on 5.3 ongoing for the second half of the project at the date of writing this report)

3.2 PROJECT OUTCOMES

3.2.1 ACHIEVEMENT OF WEGO2 OUTCOME INDICATORS

WeGo2 outcomes have been, as a first step, investigated during the **internal impact analyses carried out by the Partners IRS**. As previously mentioned in fact, IRS has implemented a set of tailored assessment activities aimed at better delving into project outcomes and triggered impact. All the results that emerged from these assessments are described in the project Deliverables “**Territorial Protocol Analysis Report**” (project Deliverable 38), “**Knowledge Impact**” (project Deliverable 18), and “**Impact Analysis**” (project Deliverable 51). Based on these findings, ARCO has extracted key outcomes indicators which are reported in Table 8.

Indeed, it should be noticed that at least part of these outcome indicators may already shed light on WeGo2 medium-long term impact and sustainability. These aspects are thus further discussed in the paragraphs devoted to the OECD-DAC criteria (2019) of **Impact** and **Sustainability**.

Table 8. WeGo2 outcome indicators

TARGET	EXPECTED OUTCOMES	KEY OUTCOME INDICATORS	SOURCES OF VERIFICATION
EU/COUNTRY LEVEL	4 EU countries impacted with viable solutions for economic empowerment of IPV survivors;	One territorial protocol signed in the local ecosystem of Ruse, in Bulgaria;	Territorial Protocol Analysis Report
	4 local ecosystems enabled, in sustaining doable solutions for GBV survivors with reference to their economic empowerment	One territorial protocol about to be signed in the local ecosystem of Karditsa, in Greece;	
		One territorial protocol about to be signed in the local ecosystem of Milan, in Italy;	
	4 territories better coordinated at the level of supporting services and multi-agency cooperation,	One informal network strengthened in the local ecosystem of Barcelona, in Spain. 101,2% increase in the number of public and private actors involved in Partners’ networks comparing to the baseline data, encompassing: <ul style="list-style-type: none"> • 276,9% increase in Enterprises’ involvement; • 70,2% increase in Institutional actors’ involvement; • 60,8% increase in NGOs and non-profit organizations’ involvement; 	Partners’ network analysis included in the Territorial Protocol Analysis Report

TARGET	EXPECTED OUTCOMES	KEY OUTCOME INDICATORS	SOURCES OF VERIFICATION
	able to offer quality responses	<ul style="list-style-type: none"> • 75% increase in Social Partners⁷ involvement; • 54% increase in Experts' involvement. <p>Increased balance in Partners' networks territorial dimensions and better integration of local, national and European stakeholders.</p>	
PRIVATE SECTOR	80 companies and their employers aware of GBV	87% of surveyed participants ⁸ have acknowledged a significant increase in the knowledge of the initiatives that might be implemented to address GBV and/or sexual harassment at workplace.	Knowledge Impact Report
AVCS AND PROFESSIONALS	<p>8 women's centre/AVC offering better quality services with increased support standards for survivors</p> <p>150 professionals with increased knowledge and capacity</p>	<p>97, 1% of participants considered the mapping of skills and competences tool very relevant for women empowerment process;</p> <p>83.3% of participants increased their knowledge on the importance of social network;</p> <p>78.6% of participants increased their knowledge on the role of skills and competences in empowering IPV survivors;</p> <p>70,7% of participants significantly positively evaluated the impact of the training regarding the use of specific tools to enhance social networks and the definition of women's career plan.</p> <p>169 professionals actively discussed during the training about (i) exchange of good practices; (ii) the implementation of ad hoc tools for economic support of IPV survivors; (iii) the activity of networking with other actors and organisations.</p>	<p>Knowledge Impact Report</p> <p>Knowledge Impact Report</p>
WOMEN	100 IPV survivors empowered on their economic independence	<p>154⁹ IPV survivors were empowered and fostered to their social and economic independence.</p> <p>Among the 106 women who used the Social Relationship Plan, 73.6% of women improved the incidence of positive relationships within their personal networks¹⁰.</p> <p>For the 101 women who used the Balance of Competences and the Career Plan, the achievement rate of the plan objectives is of 50%, which rises to</p>	Impact Analysis Report

⁷ This term which is generally used in Europe to refer to labour-related actors, such as business associations, trade unions, chambers of commerce.

⁸ Based on a total sample of 246 respondents (see Project Deliverable "Knowledge Impact").

⁹ To be noticed that 24 women benefitted from the job matching only.

¹⁰ To measure the changes in women's networks, IRS designed an index, called "incidence index", merging the frequency and the perception of women's social relationships. This index, measured in two consecutive periods, allowed to detect

TARGET	EXPECTED OUTCOMES	KEY OUTCOME INDICATORS	SOURCES OF VERIFICATION
		<p>60% when considering additional achievements with respect to plan.</p> <p>Among the 115 women who used the Job Matching,</p> <ul style="list-style-type: none"> • 13% got an interview; • 7% was hired for a temporary job; • 6.1% was hired (with no information on the type of contract); • 28.7% of the women reported at least one positive outcomes¹¹ following the actions identified thanks to the project tools; 	

Source: authors' elaboration based on project documentation

3.2.2 PARTICIPATORY ASSESSMENT OF WEG02 OUTCOMES

In order to deepen the analysis of project achievements, Partners staff and operators have been involved in the **detection of the most relevant outcomes generated by the project**. This activity was carried out in a participatory way during the FGDs, when the participants were asked to identify the most important changes triggered in each country, by virtue of project Theory of Change.

“*The project makes us feel we can make the difference.*

(AVC representative)

”

Thus, **short-term and medium/long-term outcomes** have been identified, with respect to each specific WeGo2 target beneficiary or project component. In particular, the project outcomes were identified with reference to **1) women IPV survivors supported by the AVCs, 2) AVCs and operators, 3) enterprises and business-related actors, 3) local ecosystems, 4) general audience and 5) Partners themselves**. All the results emerged are reported in Table 5. In brackets, the initials of the country from whose staff and operators mentioning each item come from are reported as well, in such a way to allow a cross-country comparison.

While examining Table 9, however, it should be considered that it is exclusively based on **respondents' perceptions** and it does not inform about the actual level of achievements of each specific outcome. Given the limited project timeframe, in fact, some of medium-long term outcomes should be interpreted as activated but still not fully achieved.

As can be noticed by looking at Table 9, albeit the set of identified outcomes appears to be quite uniform across the project countries, some differences can be detected in the perceptions that respondents showed on the short-term or medium/long term characterization of outcomes, for instance the one concerning the extension and consolidation of both AVCs' and local stakeholders' networks. Moreover, among the Bulgarian staff, whether the “Willingness to continue cooperate with the CSCD” was a short or medium-long term outcome was debated.

the changes in the proportion and intensity of positive relationships. For a comprehensive explanation of the index and the main findings of this analysis refer to Project Deliverable “Impact Analysis.

¹¹ For instance, apply for a paid/traineeship position, individually search for a job or uploading a CV. For a comprehensive list, refer to Project Deliverable “Impact analysis”.

Table 9. Main Outcomes identified by the participants in Focus Group Discussions

TARGETS	SHORT-TERM OUTCOMES	MEDIUM/LONG-TERM OUTCOMES
WOMEN	<p>More self-confident (GR)</p> <p>Increased skills (GR)</p> <p>Improved ability to see their social network and enlarge their relationships (SP)</p> <p>Willingness to share their stories with peers (BG)</p> <p>Positive “activation” (IT)</p>	<p>Increased opportunities of job placement (IT)</p>
AVCs/ OPERATORS	<p>More operators are now engaged on topics related to economic empowerment (BG)</p> <p>Systematization of work (IT)</p> <p>Use of more effective tools (IT)</p> <p>Increased awareness and understanding on the role of AVCs for women’s job placement (IT)</p> <p>Increased networks (IT, GR)</p>	<p>Increased knowledge (GR, BG, SP)</p> <p>Ability to use new tools (GR, BG, SP)</p> <p>Benefits from the exchanges with other AVCs (GR, BG)</p>
ENTERPRISES	<p>More willing to hire IPV survivors (GR, SP)</p> <p>More sensitive about gender violence and gender equality (GR, SP, BG)</p> <p>Increased capacity to deal with violence-related issues at organizational internal level</p> <p>New sectors involved, new enterprises engaged (SP, IT)</p> <p>Positive “activation” (IT)</p> <p>Willingness to continue cooperate with the CSCD (BG)**</p>	<p>Interest in starting to speak about gender-related topics and activating virtuous processes (IT)</p> <p>Certification process as a first step for organizational change (IT)</p> <p>Willingness to continue cooperate with the CSCD (BG)**</p>
LOCAL ECOSYSTEM	<p>Increase in the number of actors involved and consolidation of existing networks (IT)</p> <p>Recognition of the existence of a practice and knowledge on the topic (IT)</p> <p>Identification of good practices (through informal meeting) (IT)</p> <p>Learning/ increased awareness about the network (IT)</p>	<p>Bilateral linkages becoming multilateral and territorial (GR)</p> <p>Common frames, common targets (GR)</p> <p>More actors involved in the ecosystem (BG)</p> <p>Consolidation of round table and coordination among actors (IT)</p> <p>Outreach of new actors working on job placement (ex. Job Agencies) (IT)</p>
GENERAL AUDIENCE	<p>Increased awareness at community level (GR)</p> <p>Increased awareness for actors already cooperating with AA (IT)</p> <p>Consolidation of the theoretical framework on women economic empowerment (IT)</p> <p>Positive and effective engagement of media (BG)</p>	
(PARTENERS)	<p>Positive contamination, improvement in term of know-how, practice; sharing of perspectives (IT, BG, GR, SP)</p> <p>Consolidation of WEGO team and common objectives (IT)</p> <p>Increased networks (IT, GR)</p>	<p>Step forward from a methodological point of view concerning economic empowerment (IT)</p> <p>Partnership capacity-building (IT)</p> <p>Increased sense of ownership (IT)</p>

Source: authors’ self-elaboration of data emerged from the n.4 FGDs with staff and operators.

3.2.3 PROJECT CONTRIBUTION TO IPV SURVIVORS' SOCIO-ECONOMIC EMPOWERMENT

AA IT has recently developed a theoretical framework to measure women empowerment. As previously mentioned, this framework was internally designed by AA IT with the aim of **tackling the challenge related to ability of measuring, in a more objective and systematic way, women's achievements in term of social and economic empowerment as well as project contribution to this process**. For this reason, different dimensions, phases and indicators aimed at providing conceptual tools to delve into this multifaceted topic have been identified by AA IT.

According to this framework, empowerment is conceived as a progressive multidimensional enabling process involving both individual and collective dimensions as well as embracing different aspects of life (namely the personal, social, economic, political). Thus, this process can be divided into consequential phases, namely:

- ❖ **Potential Empowerment**, which is the initial phase of the process and corresponds to the enhancement of those preconditions that are necessary for action, i.e., the resources women have access to, the capacities they have and their sense of agency, encompassing, among the others, self-consciousness and self-esteem dimensions.
- ❖ **Primary Empowerment**, which is the phase of the process that takes place when the woman (or the group of women) significant choices and intentionally acts but within the existing power structures and relationships. This dimensions thus driven by the agency.
- ❖ **Micro-transformative empowerment**, which the phase taking place when the woman (or the group of women) makes significant choice and acts, questioning the existing power relations in the micro-level social structures (for instance, among peers, in the family, at the workplace, etc.);
- ❖ **Macro-transformative empowerment**, which is that phase which occurs when the women use their power to achieve a collective change, questioning the redistribution of power in the macro-level structures (for instance economic and political institutions).

While the potential, primary and micro-transformative phases mainly refer to the individual dimension of empowerment, the macro-transformative phase directly targets the collective dimension.

Indeed, WeGo2 project could be analysed also through this lens, being fully consistent with the aforementioned framework. For this reason, the Evaluator have tried to **ex-post apply the AA framework** to better delve into project achievements and, above all, project triggered changes.

Table 10 showcases the results emerged from the joint reflections, carried out during the FGDs with staff and operators. In that occasion in fact, the participants have been asked to identify **WeGo2 actual contribution to the promotion of women empowerment**. As was mentioned before, the project was expected to mainly work on the dimensions of Resources and Micro-Level Structures. However, as can be notice in Table 10, **its contribution has been far greater, positively influencing all the dimensions of women empowerment**.

Table 10. Assessing WeGo2 contribution to women empowerment

EMPOWERMENT PHASE	EMPOWERMENT DIMENSION	WEGO2 CONTRIBUTION (ACCORDING TO STAFF AND OPERATORS)
POTENTIAL	RESOURCES	<ul style="list-style-type: none"> • AVCs and operators have improved knowledge and skills to support women socio-economic empowerment • AVCs are endowed with new tools to support women on their socio-economic empowerment (SRP, BoC, ICP) • AVCs endowed with interdisciplinary approach • Access to job-matching
	CAPACITIES	<ul style="list-style-type: none"> • Enhanced capacity to assess personal relationships

		<ul style="list-style-type: none"> • Better knowledge about the job market; job opportunities • Ability to better design a CV • Awareness on one's rights
	SENSE OF AGENCY	<ul style="list-style-type: none"> • Ability and willingness to set personal goals (personal network, job) • Perception of being able to take initiative • Consider oneself as a person endowed with talents and resources; self-consciousness • Increased self-esteem, self-confidence • Start thinking about potential changes in one's life • Willingness to start claiming for one's rights
PRIMARY	AGENCY	<ul style="list-style-type: none"> • Personal activation • Changes in psycho-social condition • Getting of a new job
MICRO-TRANSFORMATIVE	MICRO-LEVEL STRUCTURES	<ul style="list-style-type: none"> • Changes in personal relationships, wider social networks
MACRO-TRANSFORMATIVE	MACRO-LEVEL STRUCTURES	<ul style="list-style-type: none"> • Knowledge systematization • Engagement of new actors • Wider networks involving stakeholders working for women socio-economic empowerment • Audience's sensitization on IPV survivors' socio-economic empowerment

Source: authors' self-elaboration of data emerged from the n.4 FGDs with staff and operators.

However, it was reasonable to assume that not all the empowerment dimensions had been tackled to the same degree. Thus, after listing the single items in each category, the participants to the FGDs have been asked to provide a score, in a scale from 1 ("minimal") to 5 ("crucial"), to evaluate the **magnitude of WeGo2 contribution in fostering all the different empowerment dimensions**. These tasks have been carried out in each FGD in such a way to be able to get different pictures depicting implementors' perceptions about project contribution in each different context. The country results are reported in Figure 4, while Figure 3 provide a synthesis of them.

As can be noticed in Figure 3, from a general perspective, the participants think that the project has shown a great positive influence in the dimensions of **Resources (average score 4.3)** and **Micro-Level Structures (Average score 4.2)**. Indeed, this perception is perfectly consistent with the primary focus of WeGo2 actions, aiming at increasing the resources women IPV survivors have access to (for instance, through the provision of the tools, enhancement of operators' know-how and support to access to the job market) as well as their ability to change personal relationships structures at micro-level (mainly, through the Social Relationship Plan).

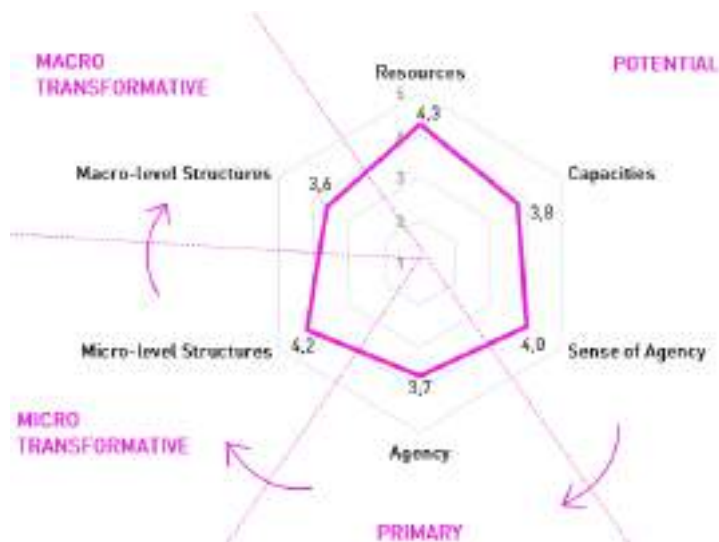
Not surprisingly, the project has been declared to have had a significant positive influence also on other crucial dimensions which have been acknowledged as fundamental to promote women effective economic empowerment. In particular, WeGo2 staff and operators have detected a positive impact of the project activities also on the enhancement of the supported women's **Sense of Agency (average core 4.0)** and **Capacities (average score 3.8)**. The latter dimensions have in fact been described by the participants to the FGDs as virtuous consequences of the overall process in which the targeted women have been involved, throughout WeGo2.

Slightly lower influence has been attributed to the **Macro-Level structures (average score 3.6)**, consistently with the less intense focus on this dimension, which instead will be intensively addressed during WeGo3.

Figure 4, instead, allows for a comparison among the **participants' perceptions in the different countries**. In general, the score provided are in line with the actual effectiveness of project actions in each country (→ see

Effectiveness). To be noticed that the Bulgarian staff and operators (bottom right-side in Figure 4) have preferred not to provide a score to some dimensions given that, not having directly working with women, they did not feel confident in evaluating project contribution with respect to those aspects.

Figure 3. Average contribution of WeGo2 project to the main empowerment dimensions



Sources: authors' self-elaboration of data collected during FDG with staff and operators (N. SURT=3; WCK= 4; AA,Rel.Pos,IRS=10, CSCD=3); Notes: based on qualitative scores provided in a scale from 1 (=“minimal contribution”) to 5 (=“crucial contribution”); arithmetical average of the aggregated scores providing during each FDG.

Figure 4. Contribution of the project in fostering the empowerment dimensions, according to participants in the FGDs



Sources: authors' self-elaboration of data collected during FGDs with staff and operators (N. SURT=3; WCK= 4; AA,Rel.Pos,IRS=10, CSCD=3); Notes: based on qualitative scores provided in a scale from 1 (=“minimal contribution”) to 5 (=“crucial contribution”)

3.3 OECD-DAC ANALYSIS

3.3.1 RELEVANCE

Is the intervention doing the right things?

The extent to which the intervention objectives and design respond to beneficiaries', global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change.

EVALUATION QUESTIONS

- To what extent the project has been able to **identify and tackle beneficiaries' actual needs**?
Is there any significant need which has not been properly tackle?
- How does the partnership ensure that the project **remains relevant over time**?
- Did **beneficiaries' priorities and need change**, following the outbreak of Covid-19 pandemic?
Was the project able to identify and provide response to these changes?

OVERALL ASSESSMENT

As a whole, WeGo2 project has shown to be able to **properly identify and tackle stakeholders and beneficiaries' needs**. This was found to be **particularly true for what concerns the AVCs and operators**, along with the **women IPV survivors** directly supported by them. Thus, WeGo2 focus on socio-economic empowerment and employability turned out to be particularly suitable to tackle women's needs which were previously widely unmet, in all the project countries. Furthermore, in some cases, WeGo2 approach was detected to have even **exceeded initials stakeholders' expectations with respect to the appropriateness, and related usefulness, of providing social operators with new competences and tools explicitly focusing on the disclosure of both social and economic opportunities for IPV survivors**. In that sense, WeGo2 was able not only to meet beneficiaries' needs but also to shed light on the importance of introducing in the support-oriented processes further aspects which go beyond the legal and psychological support traditionally provided by the support services and are able to promote women's empowerment on a wider spectrum. This aspect was verified during the KIs with AVCs and with Partners, the FGDs with staff and operators and through desk review of the project documents showcasing the outputs of the activities with the supported women. A similar consideration, even if to a smaller extent, can be provided with regard to project **ability to detect and tackle the lack of effective coordination among private and public stakeholders** who work or could more effectively work to support IPV survivors' socio-economic empowerment. Emblematically, this need has been identified by both the representatives of AVCs and enterprises, during the KIs. No institutional stakeholders took part into the External Evaluation data collection activities; however, this was indirectly assessed by examining the project reports on the Vertical Meetings activity (Activity 2.4). With respect to project ability to provide response to the lack of connection and coordination among actors, **crucial achievements were testified also by the development of AVCs' and Partners' Networks** (→ see reports on Activity 1. 5 and 3.2), although, according to the majority of entrepreneurs consulted during the Evaluation, **the linkages and coordination among AVCs and entrepreneurs in favouring women's job placement are still poorly developed** in all the four countries. A not fully satisfying aspect regarding project relevance with respect to beneficiaries' needs and priorities was reported instead by the consulted **entrepreneurs** whose staff has been involved in the awareness-raising sessions (Activity 4.1) organized by the project. To this regard, interviewees have stressed that **it would have been more useful for their organizations to better tailor the contents in accordance with different factors**, related for instance to the current priorities, the general level of previous awareness and the type of participants (→ to learn more about this aspect, see [Country-specific insights](#)). However, it should be said, that all the interviewed organizations **declared their interest to make further**

steps in the learning process successfully activated thank to WeGo2, mainly in cooperation with WeGo2 Partners.



IMPACT OF COVID-19 PANDEMIC ON PROJECT RELEVANCE

Indeed, the outbreak of Covid-19 pandemic had a **significant impact on both beneficiaries and the project itself**. In particular, the pandemic has both caused **new needs and exacerbated the existing ones**, and at least partially, generated some **shifts in stakeholders' priorities**. As reported by the consulted AVC operators and project Partners, especially in the period between March and June 2020, many centres were closed and most women had to face harsher living conditions, both in term of increased risk of domestic violence and the economic drawbacks. The latter aspect, in particular, was acknowledged by the operators as stemmed from three main factors, **worsening the IPV survivors' situation from a social, psychological and economic points of view**, namely: a) the loss of their job or the reduction in their worktime resulting in the deterioration of their access to previous sources of income, b) the health risks often connected to the precariousness of the workplace they were working in or the type of job they were carrying out and c) the contraction in the job opportunities they could access to. Indeed, that situation required the social workers and the AVCs to focus their efforts especially on the satisfaction of women's basic needs. At the same time, **both the local institutional actors and, most of all the enterprises, experienced significant changes in their priorities**. However, if on the one side the negative effects caused by Covid-19 pandemic on all the project beneficiaries and stakeholders made it harder for the project to achieve its targets, on the other side, they shed light on the **outstanding relevance of project objectives** with respect to the needs showcased by its final target group, i.e., the women suffering from IPV. Finally, it should be noticed that project Partners have notably updated their initial need assessments in order to better identify and provide adequate response to the newly emerged needs due to the outbreak of Covid-19 pandemic.

COUNTRY-SPECIFIC INSIGHTS ON PROJECT RELEVANCE: THE LOCAL ECOSYSTEM

Figure 5 showcases the results obtained during the **four country-based Focus Group Discussions with the staff and operators**, with reference to the **shape and level of actual development of their local ecosystem supporting women IPV survivors' socio-economic empowerment**. As a first step, the participants to each FGD have been asked to identify, through a brainstorming technique, the key elements, dynamics, or actors that were, in their opinion, indispensable components in an **ideal enabling ecosystem**, supporting IPV survivors in their socio-economic empowerment and human flourishing. Once all the participants agreed on having exhaustively listed all the crucial components, they have been asked to place all those items in a spectrum, similar to the ones which are depicted in Figure 6, ranging between two benchmark points being labelled as the **"Least developed aspects"** and the **"Most consolidated aspects"**, taking as reference their own local ecosystem. This participatory exercise allowed to **stimulate the debate among the participants who were thus actively engaged in a collective learning process**. Moreover, as output, it was possible to obtain four different pictures summarizing the **actual configuration of the different local ecosystems in respect to their effectiveness in promoting women's socio-economic empowerment**. For analytical reasons, the different items showcased in Figure 5 are depicted in various colors, in accordance with the macro-category of reference, in such a way to facilitate comparison between the different contexts.

As can be noticed, the local ecosystem depicted by the WCK staff and operators appears to be the most developed. However, it should be taken into account that, differently from the other Partners, the Greek participants preferred assessing the ecosystem at local level and not at national level. This choice was driven by two reasons: on one side, because they declared to feel more confident in assessing an ecosystem they perfectly know and, on the other side, because in their opinion the local ecosystem of Karditsa should

represent a model for the other countries and for Greece itself. Indeed, in the design of WeGo2, the local ecosystem of Karditsa was already taken as reference point to extend the best practice of this well-functioning local model to the other project countries (→ see [Lessons Learnt](#)).

“

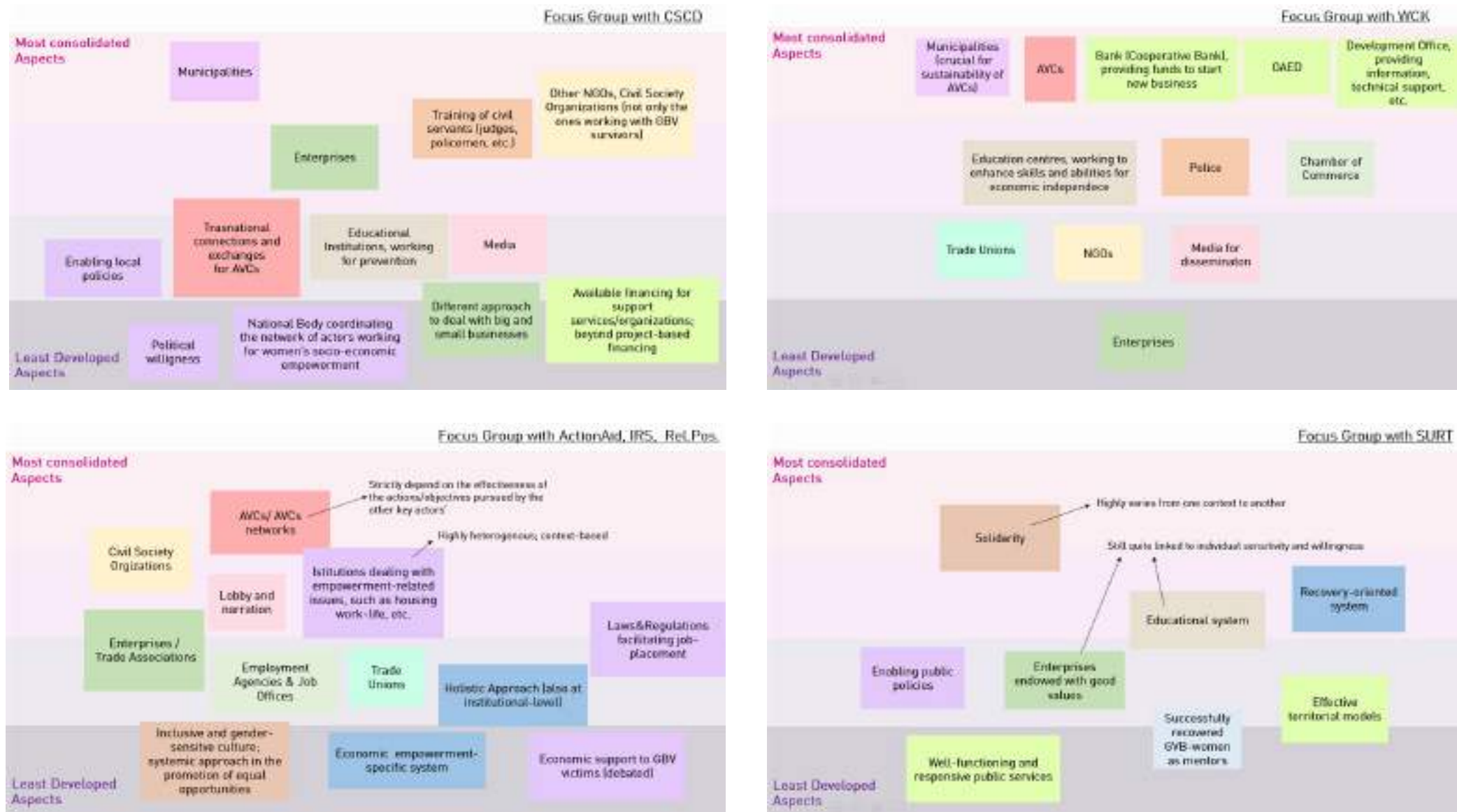
It is a matter of mentality, of willingness. The people involved are the real power. To escalate we have to find the right people and we should start from young people. It is not a matter of funds; it is a matter of education and readiness.

(President of the Development Centre of Karditza)

”

In the framework of the External Evaluation, the above-mentioned activity allowed to verify **the match between the main needs showcased by each ecosystem and WeGo2 strategic pillars**. Indeed, this match is confirmed: as can be seen in Figure 5, in fact, most of the least developed factors identified correspond to aspects which have been tackled through WeGo2 activities. Moreover, some aspects, such as the policy dimension, will be addressed during the forthcoming edition WeGo3.

Figure 5. Local Ecosystem supporting IPV survivors socio-economic empowerments: key elements and their development



Source: authors' self-elaboration on data collected during 4 FGD involving project staff and operators

3.3.2 COHERENCE

How well does the intervention fit?

The compatibility of the intervention with other interventions in a country, sector or institution.

EVALUATION QUESTIONS

- Is project in line with EU level strategies and priorities?
- Is project in line with national and local strategies and priorities?
- To what extent is the intervention harmonized with other existing activities?
- Is the project conformed to implementing organizations' vision and mission?
- Is the project in line with AA framework to evaluate women empowerment?
- Is the project compatible with AA ToC on IPV survivors' economic empowerment?

EUROPEAN LEVEL STRATEGIES AND PRIORITIES

WeGo2 alignment with the EU-level strategies and priorities concerning IPV-GBV prevention and eradication as well as women empowerment has been checked by the Evaluator, through the assessment of compatibility between project objectives and approach with the key pillars of the latest EU policies and interventions.

At the time it was designed, the project appeared to be in line with both “**Council of Europe convention on preventing and combating violence against women and domestic violence**” (known as the “Istanbul Convention”) and the specific EU priority of “Increasing Female Labour Market Participation and Equal Economic Independence” mentioned in the EU “**Strategic Engagement for Gender Equality 2016/2019**”. Nowadays, the alignment of WeGo2 with the latest EU Gender Equality Strategy 2020-2025 is confirmed as well. The new EU Strategy in fact envisages, among the most urgent priorities, the consolidation across Europe of a “gender-equal economy”, focused on the key issues of “Closing gender gaps in the labour market” and “Achieving equal participation across different sectors of the economy”, along with the creation of “enabling conditions” for the achievement of women’s personal and collective empowerment.

Linked to the **EU Gender Equality Strategy 2020-2025**, the **Commission Work Programme 2021** has been launched as well. In particular, the latter is an ongoing initiative aimed at designing of a new legislative proposal to prevent and fight both gender-based and domestic violence. Moreover, the Commission is expected to also launch an **EU network on the prevention of gender-based and domestic violence**, promoting the exchange of good practices among Member States and key stakeholders as well as providing funding for technical support.

Indeed, WeGo2 project has already worked on this direction.

Increasing women’s participation in the labour market has a strong, positive impact on the economy, notably in the context of a shrinking workforce and skills shortages. It also empowers women to shape their own lives, play a role in public life and be economically independent.

(European Commission. 2020. A Union of Equality: Gender Equality Strategy 2020-2025, Brussels)



NATIONAL LEVEL STRATEGIES AND PRIORITIES & LOCAL SYNERGIES

At national and local level, two main aspects have been investigated in order to assess project Coherence: on one side, by exploring the **compatibility with national strategies targeting women IPV-GBV survivors’ socio-economic empowerment**, on the other side, by assessing the **existence of local synergies established by**

the project Partners with similar or complementary interventions carried out in their country. Below the main insights reported during KILs, with reference to each country.

BULGARIA

As reported by the project staff, at the moment, **no legal or policy framework specifically targeting domestic violence does exist** in Bulgaria. On the contrary, they mentioned the presence of “**anti-genderist**” policies. Moreover, civil society organizations operating in the Bulgarian ecosystem were said to face significant hurdles, mainly due to governmental scepticism – and, to some extent, hostility – in respect of NGOs and NPOs supporting women empowerment. According to respondents, a law on women protection has been recently discussed in the Parliament, but the incoming elections may slow down the legislative process.

With reference to presence of synergies with other similar or complementary projects in the local and national context, CDCS staff highlighted the **innovativeness of the WeGo2**, and the value added that the project is providing to the other local interventions working for women support. Moreover, CDCS staff reported to be involved in a project called “Children First”, which aims at supporting children who witness domestic violence. In the framework of this project, CDCS staff presented the methodology used in WeGo2 and shared their experience. Similarly, they took part as trainers in another project and, also in that occasion, they referred to have used some of the tools designed in the framework of WeGo2.

GREECE

According to the interviewees, Greece has a **very progressive legal framework** in comparison with other UE countries, when it comes to gender empowerment and fight against GBV. It was reported, in fact, that various Conventions regulating this kind of topics were ratified and a law on sexual harassment is currently under discussion in the Parliament. In respondents’ opinion, the political parties in power are in fact intensively committed in supporting gender equality and fight against GBV.

Moreover, it was stressed the presence of a well-consolidated network at national level composed by 62 centres, providing both counselling and shelter services. This network operates under the rule of the General Secretariat for Family Policy and Gender Equality of the Ministry of Labour and Social Affairs, which emphasizes the importance of these topics in the Greek ecosystem.

At local and national level, existence of programs which are similar to WeGo2 has been reported (for examples, implementing business labelling activities). However, **cooperation was said to be not always easy**, given a widespread attitude to work as competitors instead of partners. This was experienced for instance during the peer exchanges implemented in Karditsa, when representatives of several NGOs and AVCs were invited, but none of them took part in the event.

ITALY

Despite almost all Italian regions were reported to be endowed with specific legal provisions promoting the fight against GVB-IPV, **at national level much effort was perceived to be necessary**. In particular, according to the interviewees, at national level there is still not a well-consolidated set of enabling policies promoting women socio-economic empowerment and gender equality in an integrated and transversal way. Along this line, the amount of both regional and national funds devoted to AVCs was reported to be insufficient to properly support women in a comprehensive way and tackle the structural constraints they have to face¹².

Rel.Pos declared to be part of the national AVC network “Di.re -Donne in Rete contro la violenza”. However, despite both the Italian Partners have tried to capitalize and connect WeGo2 experience in the framework of other similar projects implemented by them, still scarce formal and informal coordination was reported to be present among the various actors working for the promotion of women economic empowerment.

SPAIN

The Spanish legislative and policy framework was reported to be quite advanced with respect to the fight against GVB and the promotion of women empowerment. In particular, significant attention appears to be devoted to the role of the business sector in promoting gender equality. To this regard, a great impulse has been provided by the issuance of **Decree-Law 6/2019 “On the urgent measures to guarantee equal treatment and opportunities for women and men in employment and occupation”**, which included new measures to promote gender equality in the workplace. As a consequence of this regulation in fact, the existing obligation for Spanish companies to design and implement a gender equality plans will be extended by March 2022 to companies having 50 or more employees (previously, it was requested only to companies having 250 or more employees). As far as the support services are concerned, both at national and regional level, the presence of well-functioning public and private services platforms and networks was confirmed. In particular, these platforms were reported to address both the assistance and the occupational components of women support¹³.

With regard to the creation of local synergies, SURT declared to have start cooperating with “Impresas Libre de Violencia de Genero”, a network of IPV-GBV sensitive companies and to be working with a wide pool of enterprises in order to promote gender equality and women socio-economic empowerment. Some sort of synergy was built as well with the University of Extremadura, which is currently carrying out interventions on the same topic addressed in WeGo2.

¹² See <https://www.actionaid.it/informati/press-area/centri-antiviolenza-case-rifugio-soli>

¹³ For instance, in Catalunya, SIAD- Servei d'Informació i Atenció a les Dones (SIAD) and SOC-Servei Públic d'Ocupació de Catalunya are offering public support services devoted to women socio-economic empowerment.

ALIGNMENT TO PARTNERS' VISION AND MISSION

The alignment of WeGo2 to Partners' vision and mission has been assessed both during the KIs and by desk analysis. During the interviews, Partners' representatives have been explicitly asked to mention to what extent the project is perceived to be in line with the strategies of their organizations. This information has been then cross-checked by analysing Partners' operativity, as emerged both from their official websites (when present) and the internal reports regarding the Partners' network analysis (Activity 1.5). On the whole, **WeGo2 project appeared to be perfectly consistent with both the vision and mission of all the Partners involved.**

ALIGNMENT WITH ACTION AID TOC ON IPV SURVIVORS' ECONOMIC EMPOWERMENT

AA IT has recently outlined its internal strategy to contribute to the promotion of IPV survivors' economic empowerment. The final objective of this strategy is supporting the creation of local, national and European-level ecosystems endowed with policy frameworks and operational strategies which can effectively provide support and protection to IPV survivors and are complemented with adequately financed and promptly available multi-disciplinary actions synergically promoting women's economic empowerment. AA IT ToC on IPV survivors' economic empowerment is based on four main pillars, envisaging:

- 1) the in-depth analysis of the phenomenon both from a national and international perspective;
- 2) the creation and piloting of guidelines, tools, standards as well as the implementation of concrete actions to foster IPV survivors' protection and empowerment, through a resilience-oriented approach;
- 3) actions aimed at informing the political debate and lobbying for the designing of supporting and enabling policies and laws;
- 4) the set-up and implementation of a tailored communication strategy aimed at increasing awareness on GBV-IPV issues.

As depicted in Figure 6, the consistency between **WeGo2 project and AA's strategy on IPV survivors' economic empowerment is fully verified.** In Figure 6 in fact the key actions of WeGo2 are reported according to their contribution to each single pillar of the AA's strategy.

Figure 6. WeGo2 compatibility with ActionAid IT ToC on IPV survivors economic empowerment

ANALYSE AND UNDERSTANDING THE PHENOMENON	PROTECTION, EMPOWERMENT AND RESILIENCE	POLITICAL DEBATE/LOBBY	COMMUNICATION
<p>1.1 Analysis of European and national standards, national and regional social, employment and housing policies which are relevant to the economic and housing empowerment of women experiencing domestic violence.</p> <p>1.2 Mapping, analysis and sharing of Italian and European good practices to facilitate economic and housing empowerment, also concerning additional social sectors.</p> <p>Action 4.2: Screening of the certifications regarding VAW and companies.</p> <p>1.3 Detection of potential public, private and Third Sector actors to build a multi-stakeholders network (AVCs, social services, employment centres, etc.)</p> <p>Action 1.5: Supporting /Associate partners' management Network Activity Plan; Action 3.2: Local Network for AVCs.</p>	<p>2.1 Co-design shared guidelines, standards and operational tools to promote women's empowerment, also through the involvement of WeGo2 partners.</p> <p>Action 2.1: Toolkit brush up Action 1.5: Supporting /Associate partners' management Network Activity Plan// Action 3.2: Local Network for AVCs (Tools for ENA) Action 3.1: Social Relationship for IPV survivors (SRP) Action 4.2: Project Label Development (Label Model) Action 3.3: Territorial protocols (Protocol Model) Action 4.3: Job insertion facilitation (BoC, ICP)</p> <p>2.2 Sharing, piloting and validation of tools designed within a multi-stakeholders network (see 1.3)</p> <p>Action 2.5: Knowledge Impact Action 4.3: Impact Analysis Report on Action 3.2 and 3.1, 4.2</p> <p>2.3 Support to the creation of women groups, designing potential actions to tackle their needs and to properly inform decision-makers and stakeholders in the design of policies.</p> <p>2.4 Promote and provide support to self-organized groups of women, to achieve economic and housing independence (e.g. co-housing, self-entrepreneurship, welfare)</p>	<p>3.1 Strategic support to multi-stakeholders networks in order to let them become recognized actors at national and regional level, managing the dialogue with public institutions.</p> <p>Action 1.5: Supporting /Associate partners' management Network Activity Plan; Action 2.3: Knowledge exchange (internal meetings) Action 2.4: Transfer of knowledge (vertical meetings) Action 3.2: Local Network for AVCs. Action 3.3: Territorial protocols.</p> <p>3.2 Women IPV survivors' economic empowerment and self-determination as priorities in the social, employment and housing and policies at European, national and local level.</p> <p>Action 2.4: Transfer of knowledge (vertical meetings) Action 3.3: Territorial protocols</p> <p>3.3 Advocate for the inclusion in the 2017-2020 VAWG Plan and regional VAWG Plans of minimum standards for the implementation of actions targeting economic empowerment and housing autonomy.</p>	<p>4.1 Engage communication experts who are sensitive to the issue of violence in order to design effective, non-victimizing, innovative and multi-target communication strategies and plans.</p> <p>Action 2.2: Knowledge repository; Action 4.1: Awareness raising with enterprises (3 short videos) Action 5.4: Local and National Conferences/Events Action 5.6: Promoting report to women CEO and top managers</p>

Source: authors' self-elaboration based on documentation provided by AA

3.3.3 EFFECTIVENESS

Is the intervention achieving its objectives?

The extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups

EVALUATION QUESTIONS

- To what extent the project contributed to **General Objective**?
- To what extent the project contributed to the **WPs Specific Objectives and Expected Results**?
- Which have been the key drivers and constraints in the pursuance of project Objectives?
- Did some unexpected results emerge?
- To what extent are the results heterogeneous across countries?
- What are the **effects of Covid-19 pandemic** on project effectiveness?

OVERALL ASSESSMENT

On the whole, the project was detected to **have successfully performed with reference to the OECD-DAC dimension of Effectiveness**. This is particularly true also if we consider the significant obstacles imposed by the pandemic situation, which hindered the implementation of project activities for almost one year (see [Impact of Covid-19 pandemic on project effectiveness](#)). In general, the most significant attainments were achieved in the framework of the activities targeting the women IPV survivors supported by the Project, the AVCs and operators involved in knowledge sharing and capacity-building activities and the project Partner themselves. This finding is consistent with both the assessment of Relevance dimension of the project and the implementing Partners' ability to deliver expected outputs and trigger the intended outcomes (→ see [Relevance](#), [Project Outcomes](#) and [Project Outputs](#)). Outstanding results were in fact obtained with regard to a) the **consolidation and development of both Partners and AVCs' networks** (Activity 1.5, 3.2), b) the **increased know-how with respect to the socio-economic dimension of women empowerment**, and c) the **quality and effectiveness of the support provided by AVC operators to women IPV survivors** as consequence of the trainings and tools provided by the project. The pursuance of the **project objectives targeting the local ecosystem stakeholders and the job-related actors, instead, was found to be more challenging**. This was mainly due to the very ambitious and demanding nature of these goals which, on the one side, generally require a much longer period of time to be achieved and, on the other side, may be affected by a wider range of factors which cannot be directly controlled by the project. Indeed, both with regard to the ecosystem (WP3) and the enterprise-related (WP4) components, project activities showed a **high degree of effectiveness in establishing and consolidating bilateral relations between the Partners and a wide and well-diversified pool of private and private stakeholders**. The latter aspect is testified both by the quantity and quality of the Informal and Vertical Meetings organized and by the successful development pattern characterizing the evolution of Partners' networks (→ see [Impact](#)). The communication and dissemination activities appeared to have been delivered in appropriate and effective way – especially with regard to the actions carried out by AA and CSCD – even if in some cases the outreach was limited to stakeholders who were already involved in previous awareness-raising initiatives implemented by the project Partners.

However, being the project outcomes already showcased in [Project Outcomes](#) and the project impacts better explored in the paragraph devoted to [Impact](#), in this paragraph we aim at delving into the **main drivers and constraints** that have influenced project ability to achieve its expected results. To this regards, three main topics have emerged:

➤ WEG02 TOOLS: BALANCING KNOWLEDGE INCREASE AND ADAPTABILITY

The **innovativeness of the tools** designed in the framework of WeGo2 project has been unanimously stressed by both the Partners and the interviewed AVC representatives. The Social Relationship Plan, the Balance of Competences and the Individual Carrier plan (Activity 3.1, 4.3), in fact, were found to be comprehensive tools to promote women IPV survivors' socio-economic empowerment. Indeed, the chance of piloting these tools, provided WeGo2 Partnership with the needed information to better tailor them in such a way to further boost their effectiveness.

However, albeit the underlying approach was shared and appreciated by all project stakeholders, some AVC operators stressed **the difficulties emerged in applying the tools** with the supported women. According to them, the main obstacles were in fact related to two main sources of problems: 1. their application was relevantly **time-consuming** and 2. the tools themselves were **not sufficiently flexible to properly adapt to the individual situations**. Indeed, the former aspect is related to the comprehensiveness of the tools and was found to represent an obstacle especially for the AVCs which have a limited number of human resources available, due to both the significant reporting effort which was required and the difficulties in applying a brand-new tool. Some respondents referred also that the tools, despite been useful at the end, were perceived as excessively demanding for some women. The second aspect, instead, was intensively discussed within the Partnership in the designing phase of the tools. Indeed, **a trade-off has emerged between the knowledge increase obtained by a rigorous piloting of the tools and the ability to adapt those in accordance with the specific needs showcased by each woman**. As a result, almost half of the interviewees from the AVCs declared that they kept on using the tools after the piloting phase, but not in their entirety. To this regard, some operators declared to use the tools only with a selected pool of women, other to only partially apply them and a minority share of respondents to get some sort of inspiration but not use them at all. This indeed was in line with the operators' perceptions detected by IRS in the Knowledge Impact analysis (Project Deliverable 18): while *ex post* evaluating the tools in fact, the 34.3 % of respondents declared to quite agree with the sentence "I will use the theory and tools behind the social network again in the future". Indeed, part of these difficulties may be related to the need of adapting these tools in such a way to be able to virtually/remotely apply them, given the restrictions imposed by Covid-19 pandemic.

➤ WEG02 LABEL: A TOOL FOR SELF-IMPROVEMENT

Another source of debate within the Partnership was represented by the designing of a **project label** (Activity 4.2) aimed at understanding and certifying the actions put in place by selected enterprises in order identify and provide support to VAW survivors. This activity was originally expected to be carried out by a private company (Zeta Travel) which had already worked for the promotion of a certification to support the fight against GBV in the private sector. Following some significant difficulties emerged in the cooperation with this actor¹⁴, through an approved project Amendment, this activity was assigned to the Partner IRS given its longstanding experience as research centre and its strong background in designing accreditation systems and in supporting private firms and public organisations in these issues. Indeed, **this "internalization" of the activity provides the opportunity to engage all the Partners in in-depth discussions aimed at understanding the best way to design a label**. As a consequence of this fruitful debate, WeGo2 label was thus designed in such a way to represent a **self-evaluation tool to inform the enterprises and provide them with tailored suggestions to improve their actions, instead of a traditional certification** which could face the risk, stressed by few respondents, to be used exclusively for self-branding or, in the worst cases, as a tool for "pink washing".

¹⁴ See, Project Amendment 810371 — WE G02 — REC-AG-2017/REC-RDAP-GBV-AG-2017, Amendment Reference No AMD-810371-2

Indeed, all the aforementioned choices have not only increased the effectiveness of project action but have also significantly contributed to the enhancement of its sustainability.



Participants' feedback was surprisingly positive. Domestic violence used to be a taboo, for most our staff members. The training has been so helpful in providing us the chance to address this topic in an effective and sensitive manner.

(Italian company representative)



➤ A CHALLENGING ENTERPRISE ENGAGEMENT

Most company representatives declared that awareness-raising sessions were useful to provide their staff with a general knowledge and awareness on IPV and GBV issues, although some of their expectations with respect to the session contents were not completely met (→ see [Relevance](#)). However, the engagement of enterprises was reported to be among the most relevant difficulties hindering the pursuance of the objectives linked to WP4-Direct Actions with Corporates/enterprise (→ see [Figure 1](#)). Despite 115 women IPV survivors have been successfully engaged in what has been defined an “employment journey”

encompassing both the creation of individual BoC and CP, and/or in the job-matching (→ see [Project Outputs](#)), several difficulties have been reported by most project Partners in the involvement of entrepreneurial actors, both for the awareness-raising activities (act) and the labelling process (act). Indeed, part of this difficulty may be attributed to the negative consequences of Covid-19 pandemic on the business sector as a whole (→ see [Potential effects of Covid-19 pandemic on project impact](#)), however both AVC and company representatives have stressed the **lack of a shared language** among them as the most constraining obstacle to the creation of effective partnerships guaranteeing women IPV survivors' successful job-insertion.



IMPACT OF COVID-19 PANDEMIC ON PROJECT EFFECTIVENESS

Due to Covid-19 restrictions, **most the project activities needed to be redesigned** in order to make it feasible for the Partners and the AVC operators to implement them online. The effects of both the changes in the configuration of the tools and the remote implementation of the activities have been investigated with the interviewees. All the Partners and the AVC representatives agreed that, although the changes in the configuration of the tools required a significant effort by the Partnerships, **the overall efficacy of the tools was preserved**. Conversely, **the shift to virtual activities was considered detrimental** for both the support provided to women and for the capacities to keep private and public stakeholders engaged.

Nevertheless, the unusual situation imposed by the pandemic was said to have also **opened up few opportunities**. On the one hand, all Partners agreed that that moment provided the Partnership with the opportunity to **pushing forward the theoretical and methodological reflection on women's** (and especially IPV and GBV survivors) **economic empowerment**. Thus, as unexpected result, the interruption of normal activities – both within and outside the project – was found to be fundamental in shaping WeGo2 significant contribution to the consolidation of a shared conceptual and methodological framework on women empowerment which otherwise would probably not have been developed such in-depth.

Another unexpected positive consequence linked to the changes imposed by the pandemic restrictions was mentioned by the two Italian enterprise representatives interviewed during the Evaluation: in their opinion, **the fact that all the awareness-raising sessions were carried out online turned out to be beneficial given the delicate issue that was addressed**. The online mode in fact allowed the participants to interact with each other and with the trainers more spontaneously, and to ask specific questions they probably would have not asked during an in-presence session. On the other side, however, some trainers underlined that the online

mode prevented the participants from having the chance to further share their experience in an intimate and protected environment, as it would have happened in the case of face-to-face sessions.

COUNTRY-SPECIFIC INSIGHTS

In order to better account for the **heterogeneity** of the results achieved in each Country, specific country-based insights are reported below:



Through the territorial protocol we managed to motivate stakeholders, such as local administrations, universities, businesses. We have started engaging them on the topic. We will officially sign the protocols in March. Even if having some meetings online was difficult, we succeeded.

(CDCS representative)



BULGARIA

Knowledge and support to women: As far as the use of the tools is concerned, many AVC operators were reported to have shown **low level of commitment**, due to perceiving the tool as an additional burden to their work. The time-consuming characterization of the tools was mentioned to be an obstacle for the AVCs having a few staff members. Despite all the foreseen targets have been reached, this aspect may have slightly reduced the effectiveness of the actions.

Local ecosystem: The efforts have been focused pre-eminently on **one region** (Ruse). All the activities appeared to be implemented in an effective way, given also the constraints existing at macro level (→ see **Coherence**). **A Territorial Protocol has been successfully signed in March 2021** and all the crucial actors who can effectively promote women socio-economic empowerment at the local level have been involved¹⁵.

Actions with enterprises: Engaging enterprises was reported to have been a quite difficult task to carry out. CDCS representatives stressed the importance of making big companies aware that **the topics addressed in WeG02 are crucial also for their organizations**.

GREECE

Knowledge and support to women: The consulted AVC representative stressed the usefulness of the tools, the trainings and the peer-exchanges in **enhancing the operators' skills and ability to deal with the economic aspects of women empowerment**. Despite interesting and helpful, **the 3-days length of the trainings was said to have a negative effect in term of accessibility**, since for many operators it was impossible to be away from their centres for that period of time.

Local ecosystem: WCK have successfully signed **bilateral agreements** with relevant actors in the local ecosystem. During the Vertical Meetings (Activity 2.4) also relevant national stakeholders were involved, included a member of the Parliament. **The Territorial Protocol has been successfully signed** in the framework of the local ecosystem of Karditsa, thus formalizing a well-consolidated and effective cooperation model already present in that area¹⁶.

Actions with enterprises: In the last six months of the project, besides the widespread consequences of Covid-19, a flood destroyed most buildings and infrastructures in the

¹⁵ For the comprehensive list of signatories, refer to the Territorial Protocol Analysis (project Deliverable 38).

¹⁶ See note 15.

ITALY

area of Karditsa. As a consequence of both these events, it **was impossible to carry out most activities involving the enterprises** in that area. In the final weeks of the project, they planned to carry out online initiatives to fill the gap with respect to the initial targets.

Knowledge and support to women: the Italian AVC representatives appeared to be **significantly satisfied by the support that the Action has provided to them**, although, during the interviews, most of them declared that they will not use the tools in the same format as provided by WeGo2, in the future.

Local ecosystem: The Italian Partners have been able to **further enhance the local network they were already inserted in**, by reaching, through Vertical and Informal Meetings, both public and private stakeholders. Given the presence of a pre-existing multi-stakeholder network in the local ecosystem of Milan¹⁷ in fact, AA IT has decided to concentrate its forces on the acquisition of a central coordinating role in such a way to more effectively activate the network and, at the same time, avoid the risk of duplicating and dissipating the efforts. In September 2020, **AA IT has thus been successfully assigned the role of co-facilitator for the interdisciplinary “Working group on the social and economic empowerment of women victims of violence”**, a thematic articulation of the *“Technical Table for planning and monitoring interventions to prevent and combat gender-based violence against women”*. Building on that, **a Territorial Protocol is expected to be signed**. As reported by IRS, the Protocol will initially focus on work issues aimed at facilitating GVB-IPV survivors’ labour inclusion and will later extend to the aspects more related to welfare and housing support (see the Territorial Protocol Analysis, project Deliverable 38).

Actions with enterprises: The engagement of enterprises was reported to be quite **difficult**. Both partners expressed some concern about the actual role that WeGo2 Action has played in promoting the successful cases of job-placements. Both the interviewed companies were **enthusiastic about the awareness-raising sessions**.

¹⁷ An Institutional Pact, called *“Milan with women against violence. A concrete action plan. A new Pact for the city”*, was launched in 2018 by the Municipality of Milan (in particular by the Department of Social Services leading the Anti-Violence Network of the city of Milan). It currently encompasses a wide range of local stakeholders supporting IPV-GBV survivors.

SPAIN

Knowledge and support to women: The AVC representative was positive about the contribution of WeGo2, above all given the **opportunity to further delve into the economic dimension of empowerment and develop its network**. The tools were said to be useful, although not always enough flexible to be adapted to women's individual needs, and thus resulting in not being applicable for all the women supported by the centre.

Local ecosystem: the **attainments concerning the enhancement of the local networks have been quite poor, at least for what concerns the formalization of the existing informal ties**. According to SURT, involving local stakeholders was difficult both because they had different priorities and SURT was not endowed with previous ties with the institutional actors. In their opinion, a previous comprehensive analysis and mapping of the ecosystem would have been fundamental. However, as reported by IRS in the Territorial Protocol Analysis (project Deliverable 38), the networking activities carried out in the framework of the WeGo2 project have been essential to strengthen and expand the existing informal network, especially through the engagement of several new entrepreneurial actors.

Actions with enterprises: the **engagement of enterprises was significant and took advantage from the long-lasting experience of SURT in that field**. The consulted company representatives declared that they would have preferred a training providing them with practical support instead of awareness-raising sessions. Several companies asked SURT to continue cooperate in the future.

3.3.4 EFFICIENCY

How well are resources being used?

The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.

EVALUATION QUESTIONS

- Were activities and results **timely delivered**?
- Have **human and financial resources** been properly used to maximize outputs?
- Was **Partners' expertise** conformed to project needs and objectives?
- How was the **communication and cooperation** within the Partnership?
- Was the **management and governance structure** of the project fully functional to reach the project's objectives? Did internal governance guarantee inclusiveness of decision-making processes?
- What are the **effects of Covid-19 pandemic** on project efficiency?

TIMING

The main difficulties in timely implementing project activities with respect to the initial workplan was due to the **obstacles imposed by the pandemic situation** and, for the Greek context, the detrimental effects of a flood happening in September 2020.

Some **delays were detected on the collection of data for the impact analysis**. The not straightforward logistical chain characterized by the direct involvement of the AVCs which were in charge of filling out the sheets and sending them back to their Partners, was mentioned as a potential reason, besides the pandemic, to explain this delay.

PROJECT DESIGN

The Partners unanimously stressed that WeGo2 was a **very ambitious project, whose initial design, however, was quite unclear**. This aspect was reported to have generated some confusion among Partners, at the very early stages of implementation. Moreover, the **initial budget allocation was reported to be excessively fragmented and not perfectly aligned with the implementing effort required by some activities**. Given all these obstacles, all the Partners have thus been involved in a **share planning** which allowed to clarify the roles and improve the cooperation and the dialogue within the Partnership.

Few critical comments were reported by one Partner with reference to the **project indicators**, which were perceived as excessively aimed at detecting quantitative outputs, thus not providing enough emphasis on the process to achieve them.

FINANCIAL AND HUMAN RESOURCES

Some Partners experienced a high turnover among their staff. In particular, the **change in the project leadership** was reported to have represented a quite challenging moment for the whole Partnership.

Despite the difficulties imposed by the not conducive set-up characterizing the initial allocation of resources, **the use of project financial resources was found to be carried out in the best way** to ensure both project effectiveness and efficiency.

➤ EXPERTISE

WeGo2 Partnership composition is perceived by all the interviewees as **one of the most crucial project strengths** (→ see **SWOT Analysis**). In particular, this is mainly attributed to the **diversity and complementarity of Partners' expertise and characterization**. Moreover, the Partnership appeared to be further enriched by the Partners' **long-standing operativity in the local contexts**.

From a more technical perspective, as reported by AA, some **capacity building actions** was useful to strengthen Partners' ability to successfully implement all tasks requested by the project and to adequately report. Indeed, this action was crucial not only to ensure project effectiveness and efficiency, but also to laid important foundations to project technical sustainability (→ see **Sustainability**). Similar benefits for the enhancement of Partners' capacities and project future sustainability were mentioned also with reference to the **exchange activities**.

Some Partners also highlighted the valuable learning opportunities which emerged from the possibility of **involving several staff members**, and not only the key management, in the implementation of WeGo2.

➤ GOVERNANCE, COMMUNICATION AND COOPERATION

Despite all the Partners were already involved in the previous edition of WeGo1, it took some time for them to establish an effective and smooth coordination. Indeed, Partners' diversity, which was perceived as a strength with reference to the expertise, it was recognized as a minor obstacle when it comes to communication and mutual understanding. A **significant improvement in the quality of the cooperation and communication occurred once the frequency and the modalities of interaction were modified**. Starting from that moment, in fact, **monthly one-to-one meetings and several joint discussions** were organized to focus on the methodological and strategic aspects, along with periodic **steering committee meetings**. Also, to this regard, the **Covid-19 situation was reported to have played an unexpectedly beneficial role, in boosting Partnership cohesion and team spirit**. A crucial role in improving the cooperation among Partners was also provided by the **peer-exchanges** which were described as one of the most rewarding activity for the Partners themselves.

Related to that, the **overall governance of the project was described as very inclusive** despite this aspect has sometimes slowed down the flow of the decision-making process, which in any case was neither perceived as an issue by the Partners nor had ever challenged project overall efficiency.

AA was described by all the Partners as very committed and engaged in coordinating and fostering participatory processes. According to the respondents in fact, **AA have shown to be very responsive and supportive for all the Partners, succeeding in balancing an effective leadership role with the ability to foster mutual dialogue**.



IMPACT OF COVID-19 PANDEMIC ON PROJECT EFFICIENCY

Indeed, **project efficiency is one of the aspects which has been challenged the most by the overall pandemic situation**. Several activities were in fact put on hold for a few months, resulting in general delays in the workplan. Nevertheless, WeGo2 Partnership has shown **remarkable flexibility in adapting project tools and activities in order to continue pursuing project objectives in the most effective and inclusive way**. As mentioned, the pandemic situation has unexpectedly provided the Partnership with the chance to boost internal communication and sharing, in such a way to foster the cohesion of the Consortium.

3.3.5 IMPACT

What difference does the intervention make?

The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects.

EVALUATION QUESTIONS

- What kind of positive changes has the project been able to trigger with respect to its target beneficiaries (women IPV survivors, AVCs and operators, entrepreneurial actors, local ecosystem stakeholders)?
- What kind of positive changes has the project been able to trigger in the local ecosystem?
- What kind of positive changes has the project been able to trigger on Partners' networks?
- What can be the potential **effects of Covid-19 pandemic** on project impact?

Before delving into project impact, it should be noticed that in this paragraph by using the term "impact" we refer to the **longer term and the potentially transformative effects of the intervention**. We thus aim at investigating the broader and secondary consequences on the project in a timeframe that is longer than one considered while dealing with the OECD-DAC criteria of **Effectiveness**. Indeed, the WeGo2 impact is related to the project ability to generate positive or negative outcomes which may last even after the end of the implementation period. In this sense, the **impact is also intrinsically related to the dimension of Sustainability**. In general, it should be noticed however that **two years represent a still too short period to properly detect the actual presence of long-term secondary effects**. For this reason, this paragraph is focused on WeGo2 ability to trigger changes that may generate effects in the long run, more than on the concept of impact *strictu sensu*. The same lens should be applied while interpreting the findings detected in the **internal evaluation activities carried out by IRS**. Even if these results cannot be strictly interpreted as impacts in the counterfactual sense of the term and also due to the limited timeframe¹⁸, they provide useful insights to shed light on the positive changes activated with reference to all WeGo2 targeted categories, namely the supported women IPV survivors, the operators and the AVCs, the enterprises and the overall local ecosystems.

On the whole, despite the negative long-term consequences that the pandemic may generate on both macro and micro level stakeholders (→ see [Potential effects of Covid-19 pandemic on project impact](#)), **the project has been detected to have been able to properly activate positive changes with reference to all its targeted dimensions and stakeholders**.

POTENTIAL IMPACT ON WOMEN IPV SURVIVORS

Besides the findings emerged from the KIs with the AVC operators, the impact of project activities on women's ability to improve their social network and to pursue personal and economic independence has been investigated by IRS. The main results are showcased in the **Impact Analysis Report** (project Deliverable 51). Based on a **pre-post approach**, the key changes in social and professional behaviors have thus been detected.

As far as women's social relationships are concerned, **improvements both in terms of personal network dimension** (experiencing on average a 10% increase with respect to the initial configuration) and **positive characterization of the existing ties have been detected**. As for the latter point, in fact, a positive change has

¹⁸ All the analyses carried out by IRS in the framework of WeGo2 project have in fact been carried mainly by applying a before-and-after/pre-post design approach aimed at detecting the changes in the same target groups across time.

been detected regarding the share of relationships having a higher positive incidence¹⁹ in women's lives. On the whole in fact, it was detected a 3.1% increase in the ties characterized by a positive and extremely positive incidence, coupled with a similar decrease in the ties showcasing a negative and extremely negative incidence. The results on women's networks were thus positive. Indeed, **the changes in the shape of women's relationships may be considered the basis for long-term effects. These changes are related with different dimensions of women empowerment, ranging from women's perceptions of self-efficacy and self-esteem²⁰ to their ability to effectively transform the micro-level social structures they are inserted in.** Furthermore, it should be noticed that, given the short timeframe, it was much easy to detect the changes in the family and friendship sphere, but positive changes may become detectable also with regard to the professional and educational sphere, in the next future.

Positive foundations for future impacts were detected as well in the assessment of the positive outcomes experienced by the women, as a consequence of the "employment journey" activated through WeGo2. Thanks to the use of the Balance of Competencies and the Career Plan, the women were in fact supported both in the identification of their potential strengths and in the pursuance of the specific professional objectives they were asked to set. As far as the Career Plan tool is concerned, **29.7% of the women achieved more than 80% of their initial objectives, while another 10.9% achieved between the 50% and the 70% of their initial objectives.** Satisfying results were achieved also with reference to the job-matching, having the **80% of women applied for a paid position, 60% uploaded a CV on one or more platforms, 22.6% applied for a training course, and 13.9% for a traineeship.** All these elements represent short- and medium-term outcomes which could however be interpreted as the **first step for the achievement of long-term changes positively influencing women's ability to pursue and achieve their professional and economic objectives.** During the Key Informant Interviews, all the interviewed representatives of AVCs stressed the positive effect of WeGo2 actions in stimulating the supported women IPV survivors in undertaking positive actions, fostering both their social and economic empowerment. Nonetheless, women's actual ability to get and maintain a job is an achievement which depends, in the long run, on many external factors which are hardly under individuals' control (→ See [Potential effects of Covid-19 pandemic on project impact](#)) and should be evaluated in a longer period.

POTENTIAL IMPACT ON OPERATORS AND AVCs

Besides the findings directly emerged from the External Evaluation, the impact of project activities on AVC operators' capacities to promote IPV survivors' economic empowerment has been investigated by IRS. The main results that have emerged are showcased in the **Knowledge Impact Report** (project Deliverable 18). Indeed, **both the capacity building and the peer-exchange activities have played a crucial role in laying the proper foundations for long-term impact.** On that occasions, the AVC operators were in fact provided with the chance of exchanging good practices, jointly discussing the use of ad hoc tools to boost IPV survivors' economic independence and reflecting on the role of networking in enhancing AVCs' possibility to provide more comprehensive support to women. Despite the reporting efforts and difficulties in properly adapting the tools to women's particular needs (→ see [Effectiveness](#)), **the operators' opinion about the potential impact of the use of WeGo2 tools was positive.** However, the long-term impact of project activities with the operators

¹⁹ As already mentioned, IRS has designed an index of "incidence" merging the frequency and the perceptions the women have for each of the relationships within their network. Based on this, all the ties have been clustered into four ascending categories going from "extremely negative" to "extremely positive". For a more comprehensive explanation, refer to Impact Analysis Report (project Deliverable 51).

²⁰ As reported in the Impact Analysis Report in fact the 92% of the women involved has totally or partially achieved the set objectives for the development of the social network.

and AVCs is in this case significantly related to three main factors, namely 1. the operators' actual skills and knowledge enhancement, 2. the operators' willingness to continue complementing the psychological and legal support with economic and labor-oriented assistance, and 3. the ability of AVCs to build relationships and effectively cooperate with a heterogeneous pool of complementary actors, first of all belonging to the business sector. Even if these aspects should be examined in a longer period, few insights may be provided by the analysis of the feedbacks provided by the operators involved in the project activities.

According to self-evaluation provided by the operators, **83% of the participants to the training activities declared to have increased their awareness of the importance of social networks, and 78,6% the understanding on the role of skills and competencies in promoting women empowerment.** This positive achievement was confirmed as well during the External Evaluation. Even if not always related to the willingness to continue applying the WeGo2 tools (at least in the form they were piloted), **all the interviewees in fact have confirmed their intention to keep on supporting IPV survivors using the conceptual framework provided by WeGo2.**

Furthermore, as reported by IRS, *“observing both the AVC reports with reference to all meetings and the practical network exercises, it emerges that in each AVC the networking training has contributed to increasing the knowledge of the AVC staff on its needs in the economic empowerment field and on the critical aspects”* (Knowledge Impact report, project Deliverable 18). Indeed, this is another positive clue for future impact.

POTENTIAL IMPACT ON ENTERPRISES

Besides what has emerged from the interviews with selected entrepreneurs carried out in the framework of the External Evaluation, the impact of project activities on the entrepreneurial actors has been investigated by IRS and the main results are showcased in the **assessment concerning WeGo2 Label** and in the **Knowledge Impact Report** (project Deliverable 18).

Even if not yet detectable, a positive impact is thus expected to arise in the next future from the certification processes undertaken by 10 enterprises in the framework of the WeGo2 Label. As a matter of fact, this action was designed and implemented not so much to evaluate enterprises' actual performance in terms of support and prevention of GBV and IPV, but to provide these actors with useful recommendations to boost their ability to effectively support IPV and GBV survivors both within and outside the workplace.

As far as the awareness-raising sessions and the dissemination activities are concerned, it is still too early to evaluate whether these actions have effectively contributed to shape the entrepreneurial mindset in a way that is not only more sensitive but also more proactive in designing tailored strategies against GBV and IPV. However, the fact that the project activities were acknowledged by 87% of participants to have “a lot” and “more than a lot” increased the entrepreneurs and their staff's knowledge of the initiatives that might be implemented to address GBV and/or sexual harassment at the workplace represents a good starting point. Whether this knowledge will be successfully transformed into concrete actions and behaviours needs to be evaluated in the medium-long run and will probably **depend not only on the capacity to leverage individual entrepreneurs' commitment and increase enterprises exposure to those themes, but most of all on the ability to engage private sector actors in stable and effective collaborations with the other crucial stakeholders in the local ecosystem.**

As mentioned by several stakeholders during the interviews, trying to **strategically involve business networks and trade unions besides the single entrepreneurs** may be useful to ensure the project impact scale-up.

POTENTIAL IMPACT ON LOCAL ECOSYSTEMS

Besides the KIIs and FGDs carried out in the framework of the External Evaluation, relevant insights on the future impact of the project on the local ecosystems supporting IPV and GBV survivors' socio-economic empowerment may be found in the Territorial Protocol Analysis (project Deliverable 38), where both the process and the main achievements in the formalization of territorial partnerships and the evolution of Partners' networks are showcased.

To this regard, **by fostering, enlarging and formalizing the local networks, the project WeGo2 has successfully stimulated local stakeholders to more effectively cooperate, by virtue of the common aim of promoting IPV-GBV survivors' socio-economic empowerment.** Thus, **the strengthening of the cooperative ties among a well-diversified and complementary pool of stakeholders represents one of the most significant and long-standing heritage of WeGo2**, which will play a crucial role in ensuring also the project sustainability (→ see [Sustainability](#)).

These positive impacts may be noticed as well by looking at the evolution of Partners' networks. In a one-year period (from October 2019 to October 2020), **Partners' networks have experienced a 101,2% increase in the number of ties.** Along this line, **the linkages with the enterprises have increased by 276,9%, while with the institutional actors by 70,2%.** Furthermore, by the end of the reporting period, these networks appear to have **improved their territorial coverage**, by increasing the number of ties at the national and European levels. Similarly, **the shares of stakeholders acknowledged as both endowed with a high level of power and a high level of interest have increased**, from 43% to 52% of total stakeholders.

Indeed, as far as the future long-term effects are concerned, it is crucial to notice also that 79,4% of stakeholders included in the Partners' network may contribute to the dissemination of the project's results and promote the debate on women economic empowerment, while 75.3% can actively promote women's inclusion in the labor market; moreover, a slightly smaller share of stakeholders may promote or implement training targeting women (64,7%) and almost the 50% may facilitate the creation of local protocols



POTENTIAL EFFECTS OF COVID-19 PANDEMIC ON PROJECT IMPACT

The Covid-19 pandemic may trigger in the long run very negative consequences on the social, institutional, and, above all, economic dimensions. These consequences may adversely affect both macro and micro-level dynamics and potentially slow down the development of enabling ecosystems supporting IPV survivors' social and economic empowerment. Indeed, the WeGo2 ability to achieve its expected impacts is strictly related to this aspect. **If on one side, the negative effects on the labour market and the overall business sustainability seem to be unavoidable and negatively affect IPV survivors' employability, on the other side, the effect of the pandemic situation in changing the macro-level priorities may have different results in the institutional prioritization of the fight against GVB and IPV and the promotion of gender equality.** Whether the sharpening of the social needs will result in the provision of more systemic efforts in the promotion of women empowerment or, conversely, it will hamper the virtuous processes activated by WeGo2 will have to be verified in the future.

3.3.6 SUSTAINABILITY

Will the benefits last?

The extent to which the net benefits of the intervention continue or are likely to continue.

EVALUATION QUESTIONS

- To what extent benefits of the initiative may continue after it ceased?
- To what extent technical, institutional, economic, social and cultural sustainability is ensured?
- Is local stakeholders' ownership enough developed?
- Are there any **key actors** who could foster project sustainability and are still not properly engaged and committed?
- Which **kind of measures** have been already put in place to ensure future sustainability of the project? Which ones still need to be further strengthened?

Indeed, the **WeGo2 sustainability is strictly interdependent to the overall effectiveness of the project**. In fact, the greater and the more effective the project achievements are, the higher the probability is that positive changes may keep on existing and further develop in the long run. However, all the different dimensions of sustainability should be properly addressed in such a way to ensure the durability of project benefits.

From a general perspective, it should be noticed that the **existence of the next edition WeGo3 represents crucial pillar to ensure the sustainability of WeGo2**.

KEY DIMENSIONS OF SUSTAINABILITY

TECHNICAL

WeGo2 project was found to have **devoted much attention to ensure technical sustainability**. This was pursued through a wide set of activities targeting both AVCs and its operators (mainly through training activities, peer exchanges and provision of tools) and the Partners (through tailored capacity building activities). Whether the fact that several AVC operators declared they will not use WeGo2 tools in the future may partially reduce project technical sustainability and should be in-depth examined by the Partnership. The technical sustainability was also **enhanced through the expansion of AVCs and Partners' networks** by encompassing a wider set of complementary stakeholders.

INSTITUTIONAL/POLITICAL

The act of consolidating the existing partnership and establishing new **bilateral relations with crucial actors** in the local ecosystem is indeed a fundamental step in ensuring the institutional sustainability of the project. Obviously, the **signature of the Territorial Protocols in Bulgaria and Greece and the consolidation and expansion of existing networks in Italy and Spain testified an even higher level of sustainability**. Political sustainability will be more intensively addressed during WeGo3.

SOCIAL

The social sustainability is **intrinsically related to the effectiveness of the actions** carried out with all the project beneficiaries. The social sustainability is also related to **stakeholders' ownership** (→ see [Ownership and Commitment](#)).

CULTURAL

Significant obstacles were detected with respect to the cultural sustainability of the project. If, on one side, the project has put much effort in raising awareness on IPV-GBV and women empowerment, still many efforts should be done in all project countries to promote, first of all, gender equality and to counter anti-gender movements

ECONOMIC/FINANCIAL

The economic/financial sustainability of project actions is linked, on one side, to the **existence of WeGo3** and, on the other side, to **AVCs and Partners capacities to attract funds**. A positive impulse to economic/financial sustainability may, in the next future, to be provided by both the engaged enterprises and ecosystem stakeholders.

OWNERSHIP AND COMMITMENT



The end of the project will not change what we do. The project is just a piece of a wider picture, which is our daily work.

(AVC representative)



Local actors' ownership is indeed one of the most important elements to ensure the sustainability of project outcomes once at the end of the implementation period. In specular way, low levels of local stakeholders' engagement and commitment may face the risk to be translated into insufficient local ownership which, in turn, can undermine both project's sustainability and impact in the long run. As far as WeGo 2 stakeholders are concerned, **different levels of commitment and ownership with respect to WeGo2 objectives have been detected.**

As confirmed during the KIIs, all the **Partners showed a genuine and consolidated commitment**. Moreover, their sense of ownership appeared to be further strengthened as a consequence of the deep engagement both in the operational and in the more strategic aspects of the project. **The commitment shown by the AVCs and the operators was confirmed in almost all cases**, although some concerns were shared by the Bulgarian Partner with reference to the lack of proper incentives and the heavy workload which may prevent AVC operators from devoting enough attention to the promotion of IPV survivors' employability and economic empowerment.

Enterprises' engagement was instead universally perceived as far more challenging (→ see **Effectiveness**). However, the project provided the Partners with the opportunity to build new bilateral relationships with entrepreneurial actors as well as to consolidate the existing one. Indeed, this aspect was crucial to stimulate entrepreneurial actors' ownership, even if it is clearly not to fully achieved, yet. Positive feedbacks on that were reported with reference to the Spanish context, where many enterprises expressed their interest in continuing cooperating with SURT.

The commitment and ownership showed by the crucial stakeholders involved in the local support ecosystems is definitely more difficult to be assessed and should be analysed in a longer period of time. Indeed, the existence of a third edition of the project (WeGo3) will play a fundamental role providing the stakeholders with the chance of fostering their sense of ownership.

An outstanding commitment and sense of ownership was shown by the key players involved in the local ecosystem of Karditsa which may be considered an emblematic example of sustainability.

NEW ACTORS TO BE ENGAGED

To effectively ensure technical, economic, cultural and, above all, institutional and social sustainability a **wide range of complementary actors should be involved in project activities**. Properly stimulating local stakeholders' engagement and ownership is, in fact, a fundamental step to guarantee that the positive changes triggered by the intervention would not expire by the end of the project timeframe. Indeed, the achievement of WeGo2 final objective of creating conducive local and national systems which are able to support women IPV-GBV survivors' personal, social and economic empowerment, intrinsically depends on local stakeholders' ability to engage in effective and well-coordinated multi-disciplinary and multi-agency networks.

To this regard, all the respondents involved in the KIIs have been asked to list the **key actors whose engagement can be acknowledged as crucial for both for the persistence of WeGo2 positive outcomes and the pursuance of the objectives foreseen in the incoming WeGo3 edition**.

Albeit the type of actors that would be strategic to involved obviously depends on the characteristics showcased by each local ecosystem, common categories of stakeholders can be identified, by analysing respondents' answer. In particular, these categories encompass:

- 1) **Institutional stakeholders and decision-makers** (local, regional, national level);
- 2) **Business-related/Employment-oriented actors** (Public and private employment offices and agencies; Business networks, private sector associations; Individual companies);
- 3) **AVCs and other civil society organizations supporting IPV-GBV survivors;**
- 4) **Actors in the educational systems** (e.g., Universities);
- 5) **Media and information providers.**

Table 11 allows a cross-country comparison, to this regard. In particular, the types of actors whose engagement has been acknowledged as crucial but still not fully consolidated to ensure project future sustainability are showcased.

Table 11. *Crucial actors to be further engaged to ensure sustainability: a cross-country comparison*

KEY ACTORS WHOSE ENGAGEMENT NEEDS TO BE BOOSTED	BULGARIA	GREECE	ITALY	SPAIN
<i>Media</i>	×			
<i>Universities and education providers</i>	×	×		
<i>Public and private employment offices and agencies</i>			×	
<i>Business networks, private sector associations</i>	×		×	×
<i>Individual companies</i>	×			×
<i>Decision-makers at local and regional level</i>			×	
<i>Decision-makers at national level (e.g., Ministries)</i>		×	×	
<i>Civil society organizations</i>		×	×	×
<i>Other AVCs</i>		×		×

Source: authors' self-elaboration based on data collected during KIIs and FGDs

MEASURES TO ENSURE SUSTAINABILITY

All the project stakeholders – both implementers and beneficiaries – who have been directly involved in the evaluation activities have been asked to express their opinion about the kind of **measures and/or elements** which could **ensure the medium-long term sustainability of project outcomes**. In particular, the respondents have been asked to list the **sustainability measures and/or elements which either were already present and/or should be undertaken and developed in the next future**. It should be noticed, however, that at the time we are writing WeGo2 Partnerships has not yet commonly formalized any of these items within the project official Sustainability Plan (Activity 5.5). Indeed, the insights emerged from the evaluation may represent useful point to enrich and deepen project internal reflection on sustainability.

In this respect, Table 12 summarizes the key stakeholders' opinions, collected during the FGDs and KIIs. As can be noticed, besides emphasizing the distinction between present and future measures/elements, all the mentioned items have been classified according to both the country of reference and the type of sustainability dimensions they could enhance. Indeed, most measures/elements reported in Table 12 could positively contribute to the **consolidation of multiple sustainability dimensions, depending on the way each factor is introduced and implemented in each specific context**. For this reason, the dimensions reported in the Table are only meant to provide a rough indication of the aspects of project sustainability which are expected to be addressed by each listed item, without any claim of comprehensiveness. Nevertheless, it can be noticed that all the above-mentioned sustainability dimensions have been considered, by respondents.

In particular, the positive role of the **Wego2 tools in providing the AVCs staff with more suitable and effective instruments to support women's socio-economic empowerment** has almost universally been stressed. Similarly, all the actions aimed at **further fostering local and national networks as well as creating new partnerships have been broadly recognized as crucial elements to ensure the sustainability of project outcomes**.

Table 12. Key Measures/ elements to ensure sustainability

	ALREADY PRESENT	TO BE FOSTERED IN THE FUTURE
BULGARIA	<p>TECHNICAL, SOCIAL</p> <ul style="list-style-type: none"> • Effective tools to be used by operators; • AVCs endowed with the needed infrastructures, where they can work with women; • AVCs and operators longstanding experience; • Improved AVC staff members' capacities. 	<p>TECHNICAL, SOCIAL</p> <ul style="list-style-type: none"> • Keep using the tools; • AVCs having one staff member exclusively working for women's' economic; make this person being the AVC spokesperson in the local network <p>TECHNICAL, SOCIAL, CULTURAL</p> <ul style="list-style-type: none"> • Continue engaging young people (especially future social workers) to refocus the issue not only on the emotional side, but also on the importance of economic empowerment <p>INSTITUTIONAL/POLITICAL, SOCIAL, ECONOMIC</p> <ul style="list-style-type: none"> • Further development of local networks → less "personal" contact and more contacts as organizations; • Formalization of networks; • Lobby for the recognition of AVCs and CSOs work on women economic empowerment by the Government (Ministry of Labour and Social Policy) • Connection between AVCs and Media to make the latter address GBV and women economic empowerment in a more sensitive and effective way • Continue cooperating with companies

	ALREADY PRESENT	TO BE FOSTERED IN THE FUTURE
GREECE	<p>TECHNICAL, SOCIAL</p> <ul style="list-style-type: none"> • Effective tools to be used by operators <p>INSTITUTIONAL/POLITICAL, CULTURAL, SOCIAL</p> <ul style="list-style-type: none"> • Actions to raise public awareness <p>INSTITUTIONAL/POLITICAL - SOCIAL</p> <ul style="list-style-type: none"> • Local partnerships and interactions 	<p>TECHNICAL, SOCIAL</p> <ul style="list-style-type: none"> • Keep using the tools; <p>INSTITUTIONAL/POLITICAL, SOCIAL, ECONOMIC</p> <ul style="list-style-type: none"> • Enhance the collaboration with stakeholders and organization which already work with WCK • Extend the collaboration to other AVCs and network of other AVCs in Greece; • Looking for new partners <p>INSTITUTIONAL/POLITICAL, CULTURAL, SOCIAL</p> <ul style="list-style-type: none"> • Actions to raise public awareness
ITALY	<p>TECHNICAL, SOCIAL</p> <ul style="list-style-type: none"> • Effective tools to be used by operators <p>INSTITUTIONAL/POLITICAL - SOCIAL</p> <ul style="list-style-type: none"> • Local partnerships and interactions • Wealth of knowledge and experience • Knowledge transfer to local actors • Increased sense of self-efficacy of AVCs: they are now aware they can provide more comprehensive support (also with regard to economic empowerment) to women 	<p>TECHNICAL, SOCIAL</p> <ul style="list-style-type: none"> • Keep using the tools <p>INSTITUTIONAL/POLITICAL, SOCIAL, ECONOMIC</p> <ul style="list-style-type: none"> • National EU-level partnerships and interactions • Programmatic reflection and focus • Work on the networks and as a network (→ spill over) • Crucial actors' ownership (e.g., enterprises') • Make project actions more adaptable with respect to the changeable legal framework • Complement existing protocols with a focus on economic empowerment; engage crucial actors for women economic empowerment, within the framework of the existing protocols • Work with trade associations in order to plan training in a longer term.
SPAIN	<p>INSTITUTIONAL/POLITICAL, SOCIAL, ECONOMIC</p> <ul style="list-style-type: none"> • Closer relationship with companies which provides SURT with the opportunities to start new projects with them <p>TECHNICAL, SOCIAL</p> <ul style="list-style-type: none"> • Specific attention to women's individual needs 	<p>INSTITUTIONAL/POLITICAL, SOCIAL, ECONOMIC</p> <ul style="list-style-type: none"> • Engage new enterprises <p>TECHNICAL, CULTURAL, SOCIAL</p> <ul style="list-style-type: none"> • Work on further aspects, such as structural inequalities, intersectionality, irregular administrative situation, social protection and labour rights in case of informal employment

Source: authors' self-elaboration based on data collected during KIIs and FGDs



POTENTIAL EFFECTS OF COVID-19 PANDEMIC ON PROJECT SUSTAINABILITY

The potential effect of Covid-19 in undermining the overall sustainability of the project is clearly linked to the effect it will showcase, in the long run, on stakeholders' ability to recover from the social and the economic drawbacks of pandemic.

3.4 SWOT ANALYSIS

	POSITIVE	RELEVANCE (1-5)	NEGATIVE	RELEVANCE (1-5)
INTERNAL	<u>STRENGTHS</u>		<u>WEAKNESSES</u>	
	WeGo2 Partnership <ul style="list-style-type: none"> Partnership diversity, well-balanced Consortium in term of expertise** High quality of relations and cooperation among Partners Partners' expertise Partners' long-standing operativity in their countries Partners' network 	4,5	Project set-up <ul style="list-style-type: none"> Complex Demanding (in terms of time, workload, reporting) Partial misalignment between budget and activities 	3,8
	Project Management <ul style="list-style-type: none"> Effective management by AA Responsible leadership by AA Attention to Partners' capacity building 	5	WeGo2 tools <ul style="list-style-type: none"> Complex to use Time consuming Not easily adaptable to women's need 	3,5
	WeGo 2 Methodological effort <ul style="list-style-type: none"> Output: Innovative tools Process: Shared debate among Partners: Chance to focus on theoretical and methodological aspect 	4,25	WeGo2 Partnership <ul style="list-style-type: none"> Partnership diversity making mutual understanding difficult, sometimes** 	2,5
	Exchange opportunities and sharing <ul style="list-style-type: none"> Among Partnership Among AVCs 	5	Language Barrier , hindering effective communication among Partners and the use of common tools	3
EXTERNAL			Turnover in some Partners' staff , setting obstacles for the coordination and the common alignment within the Partnerships	1
	<u>OPPORTUNITIES</u>		<u>THREATS</u>	
	Widespread interest on WeGo2 topics	3	Covid-19 <ul style="list-style-type: none"> Difficulties in activities implementation Reduce WeGo2 impact on beneficiaries Beneficiaries facing new constraints (especially women and enterprises) Change in macro-level priorities? ** 	5
	Covid-19 <ul style="list-style-type: none"> Chance to focus more on theoretical and methodological reflection, on one side, and on dissemination, on the other. Increased Partnership cohesion Change in macro-level priorities? ** 		Not enabling policy framework promoting women's protection and empowerment at national level	3
			Low stakeholders' awareness on women economic empowerment	3
			Administrative burden <ul style="list-style-type: none"> EU response in relation to Covid-19 pandemic (e.g., late issuance of guidelines); EU project format; portal updated during the project implementation 	4

Source: authors' self-elaboration of data emerged from KILs. // Notes: the reported Relevance is the weighted average of the scores provided by the respondents mentioning the specific items. It is reported in a scale from 1 = "minimal relevance" to 5 = "crucial relevance"; ** was used to indicate that the same element, i.e., Partners' diversity, was reported both among the strengths and the weaknesses.

LESSONS LEARNT

Being the External Evaluation conceived as a **participatory learning process**, all the project stakeholders involved in the data collection activities have been asked to reflect on the **lesson learnt which may be identified with reference to WeGo2 project**. For a more comprehensive analysis, given that at least all the Partners were involved also in the previous edition of WeGo!, respondents, when feasible, have been asked also to report some **lesson learnt from WeGo1** and to **reflect whether they have been capitalized and actually applied during WeGo2**.

Table 13 reports the main Lesson Learnt mentioned by respondents.

In between, the Evaluators' assessment, based both on respondents' perceptions and the desk analysis of project documentation, about the actual capitalization and application of the learnings from WeGo1 is reported as well. As can be noticed, **almost all the Lessons from WeGo! has been properly capitalized and applied in WeGo2, with the exception of the one referring to the importance of working on policy level**, which however has been fully capitalized in the designing of WeGo3 project.

Table 13. Lesson Learnt and Capitalization from WeGo1 and WeGo2

WEG01		WEG02
LESSONS FROM WEG01	Capitalized/ applied during WEG02?	LESSON FROM WEG02
<ul style="list-style-type: none"> • Need to engage enterprises and business-related actors; 	<i>Capitalized and applied</i>	<ul style="list-style-type: none"> • Importance of providing exchanges and sharing opportunities;
<ul style="list-style-type: none"> • Importance of working on policy level; 	<i>Capitalized but not applied</i>	<ul style="list-style-type: none"> • Being flexible is fundamental;
<ul style="list-style-type: none"> • A Partnership composed by a high number of members may be less effective and more difficult to manage; 	<i>Capitalized and applied</i>	<ul style="list-style-type: none"> • Not all local stakeholders are yet enough aware and committed in promoting women IPV-GBV survivors' economic empowerment;
<ul style="list-style-type: none"> • Great amount of documentation may be an excessive burden; 	<i>Capitalized and partially applied</i>	<ul style="list-style-type: none"> • Importance of having a well-functioning and cohesive Partnership;
<ul style="list-style-type: none"> • Opportunity to replicate/escalate the local ecosystem model of Karditsa in other countries. 	<i>Capitalized and applied</i>	<ul style="list-style-type: none"> • Importance of consolidating knowledge; • Use networks/association of companies may be more effective than deal with individual one.

Source: authors' self-elaboration on information emerged from KIIs and FGDs

POTENTIAL IMPROVEMENTS & RECOMMENDATIONS

During FGDs and KIIs, the respondents have been asked also to reflect on **potential improvements** to be put in place in the future edition of WeGo3 or in future projects similar to WeGo2. Respondents' opinions have been then categorized, rationalized, and synthetized by the Evaluator and are reported in Table 14.

Table 14. Key potential improvements, according to project stakeholders

Component/Target	BULGARIA	GREECE	ITALY	SPAIN
<u>KNOWLEDGE/ WORK WITH AVCs OPERATORS</u>	<ul style="list-style-type: none"> • [Partner] Keep working with AVCs on a regular basis: carry out concrete activities to build trust. • [Partner] Start to engage operators individually; • [Partner] Make AVC and understand they can take advantage from this kind of activities; 	<ul style="list-style-type: none"> • [Partner] Organize more peer-to-peer exchanges; • [Partner] Organize briefer and more dynamic trainings with AVC. 	<ul style="list-style-type: none"> • [Partner-AVC] Organize more peer-to-peer exchanges; • [AVCs] Keep focused on women's individuality: do not sacrifice it for developing universal tools 	<ul style="list-style-type: none"> • [Partner] Improved digital capacities and digital access; • [AVC] Design more straightforward and less time-consuming tools.
<u>ECOSYSTEM</u>	<ul style="list-style-type: none"> • [Partner] Make AVC and understand they can take advantage from this kind of activities; • [Partner] Devote more efforts on the territorial protocol, try to escalate it to other regions; • [Partner] Disseminate tools at institutional level; • [Partner] Establish a broader partnership → educational organizations 	<ul style="list-style-type: none"> • [Partner] Establish a broader partnership → trade unions. 	<ul style="list-style-type: none"> • [Partner] Find a way to provide AVCs with more support to improve their relations with institutions. 	<ul style="list-style-type: none"> • [Partner] Improve the ties with governmental institutions and decision makers; • [Partner] Carry out a more comprehensive analysis of the local ecosystem, an in depth need assessment targeting the local ecosystem; • [Partner] Organize more bilateral meetings for the formalization of the territorial protocol.

Component/Target	BULGARIA	GREECE	ITALY	SPAIN
<u>EMPLOYABILITY AND JOB INCLUSION/ WORK WITH ENTERPRISES</u>	<ul style="list-style-type: none"> • [Partner] Lean on enterprises' competitiveness to convince them to join/get involved; • [Partner] Make the self-assessment for the certification less complicated and time-consuming; • [Partner] Pre-work to make stakeholders aware; do not give anything for granted in term of awareness when dealing with the targeted stakeholders (especially companies) • [Partner] Make companies understand the positive impact that may be triggered, for their organizations → stress on a win-win approach • [Partners] Increase the connect between AVCs and business actors → make AVCs directly interact and cooperate with business networks, in such a way they can more easily connect with the members. [Company] Cooperate with business associations, since they provide support to match the needs of AVCs with the ones of entrepreneurs 	<ul style="list-style-type: none"> • [Partner] Organize more trainings with enterprises 	<ul style="list-style-type: none"> ➤ [Partner] Keep on working on the label, as a starting point for a comprehensive internal changing process for the enterprises; ➤ [Partner] Increase the number and type of engaged actors; ➤ [Company] Increase the connect between AVCs and business actors ➤ [Company] Provide companies, and above all HR staff, with the suitable knowledge and tools to deal with IPV-GVB survivors' job inclusion and to tackle GBV in the workplace. ➤ [Company] Address the issue related to the difficulties in matching women IPV survivors' competences with enterprises' needs; ➤ [Company] Engage a greater number of enterprises; target business networks (for instance, "Valore D") ➤ [Company] Foster interaction and cooperation between big corporations and no-profit. Build a more systemic and less sporadic set of interactions. 	<ul style="list-style-type: none"> ➤ [Partner, Company] Better adapt the trainings to the specific enterprises' needs (e.g., on the designing of their gender equality plans); ➤ [Company] Lean on Decree-Law 6/2019; ➤ [Company] Focus on changing internal culture; ➤ [Company] Provide enterprises with practical suggestions; ➤ [Company] Engage business networks/association, instead of dealing with individual companies.

Component/Target	BULGARIA	GREECE	ITALY	SPAIN
<u>DISSEMINATION</u>	<p>[Partner] Plan activities involving media in such a way to more effectively target the general audience;</p> <p>[Partner] Target, involve young people;</p> <p>[Partner] Disseminate the tools at institutional level.</p>	<p>[Partners] Organize trainings at schools (for instance on also sex education and gender relations).</p>	<p>[Partner] More carefully identify the target groups according to the specific contents and objectives (balance between selected and general audience);</p> <p>[Partner] Extend dissemination activities to the EU level.</p>	
<u>INTERNAL MANAGEMENT</u>			<p>[Partner] Ensure constant and shared planning;</p> <p>[Partner] Formalize the capacity building process with Partners.</p>	
<u>PROJECT SET-UP</u>			<p>[Partner] Focus on the compromise between theoretical approach and reality;</p> <p>[AVC] Reduce reporting, whenever possible;</p> <p>[AVC] Involve more the AVC staff.</p> <p>[Company] Focus on activities in presence/on site</p>	<p>[Partner] Focus more on qualitative indicators instead of quantitative indicators, to evaluate the quality and results of the work with women, company and ecosystem actors.</p> <p>[Partner] Try to make things simpler, at least in how activities are described;</p> <p>[Partner] Set feasible targets.</p>

Source: Authors' self-elaboration of information emerged during KILs with Partners and former beneficiaries (AVCs and enterprises representatives)

Besides the potential improvements and concrete actions showcased outlined by project stakeholders, on the part of the Evaluators, further **recommendations** are provided below:

RECOMMENDATION 1

Re-adapt the tools in such a way to boost their use by AVC operators

RATIONALE

In order to foster the technical sustainability of the project, it may be important to further try to tackle the trade-off between universality and flexibility that was detected with reference to the tools. Dividing the tool into a core component, which does not change, and a more flexible part, which instead can be adapt in accordance with the specific woman's needs, but also the availability of AVC human resources, may represent a potential solution.

POSSIBLE COURSES OF ACTION

- Organize few roundtables, involving the project Partners and some representatives of AVCs in order to discuss together about the key feedback collected during WeGo2 and jointly try to build concrete solutions;
- Identify a small sample of AVC operators in the different country and pilot the tools in their new shape.

RECOMMENDATION 2²¹

Design, *ex ante*, a proper evaluation framework, encompassing impact and outcome indicators which are consistent with the project Theory of Change

RATIONALE

In order to be able to properly detect the positive changes triggered by the project, the presence of a suitable evaluation framework is fundamental. In particular, a comprehensive set of impact and outcome indicators should be identified, in the designing phase of the project. To foster the robustness and reliability of the impact analysis, a baseline data collection should be included.

POSSIBLE COURSES OF ACTION

- While designing a new project, clearly outline the intended effects and validate the project Theory of Change with all the most relevant project stakeholders;
- While designing a new project (or at least before it starts), design a set of S.M.A.R.T impact and outcome; indicators (n.b.: outputs are important but may not properly inform on project actual ability to trigger the intended changes);
- If possible, collect baseline data in order to make it possible to detect project progress and achievements more effectively.

²¹ Already partially fulfilled, through the creation of a framework to evaluate women empowerment by AA IT.

RECOMMENDATION 3

Provide a more significant focus on intersectionality

RATIONALE

Women may suffer from multiple forms of discrimination, which often overlap and interact with each other. Including a more intense focus on intersectionality within the AA framework and WeGo3 activities may help the Partners and the AVCs to provide greater support to women.

POSSIBLE COURSES OF ACTION

- Involve Partners and AVC representatives in a joint reflection, aimed at delving into the most relevant aspects of intersectionality; identify how these elements can be considered and tackled in each project component;
- Try to build a shared language as well as a shared internal framework to deal with intersectionality;
- Designed specific indicators aimed at assessing project contribution to this regard.

RECOMMENDATION 4

Make the entrepreneurial actors become partners and not only targets of the actions

RATIONALE

More intensively engaged the entrepreneurial actors (i.e., individual enterprises, but most of all business networks, job placement agencies etc.) in co-designing process may be useful both to boost their commitment and to design the project activities in a more effective way. Some efforts should be devoted to the promotion of well-functioning collaboration between these actors and the actors operating in the support system (primarily, AVCs).

POSSIBLE COURSES OF ACTION

- Involve a selected pool of entrepreneurial actors, while designing a new project;
- Carry out tailored need assessments to better identified their needs and thus stimulate their engagement;
- Promote the dialogue between AVCs and entrepreneurial actors and support them in the creation of a “shared language”;
- Engage business networks/ trade associations in order to scale-up the project impact.

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ANNEXES

1 – DATA COLLECTION AGENDA

METHOD	TOOL	DATE	STAKEHOLDER CATEGORY	ORGANIZATIONS	COUNTRY
KII	semi-structured individual interview	February 8, 2021	Partner	AA	Italy
KII	semi-structured individual interview	February 17, 2020	Partner	CSCD	Bulgaria
KII	semi-structured individual interview	February 16, 2021	Partner	WCK	Greece
KII	semi-structured individual interview	February 15, 2021	Partner	SURT	Spain
KII	semi-structured individual interview	February 17, 2020	Partner	REL. POS	Italy
KII	semi-structured individual interview	March 5, 2021	Partner	IRS	Italy
KII	semi-structured individual interview	February 19, 2021	AVC representative	Centre Dinamika Ruse	Bulgaria
KII	semi-structured individual interview	February 24, 2021	AVC representative	WCK	Greece
KII	semi-structured individual interview	February 10, 2021	AVC representative	Centro Antiviolenza Cerchi D'Acqua; SVS DAD Onlus; Centro Donna Padova	Italy
KII	semi-structured individual interview	February 23, 2021	AVC representative	SURT	Spain
KII	semi-structured individual interview	February 19, 2021	Enterprise Representative	SELENA Association of Women Entrepreneurs in Bulgaria	Bulgaria
KII	semi-structured individual interview	February 24, 2021	Enterprise Representative	Karditsa Cooperative Bank; ANKA	Greece
KII	semi-structured individual interview	February 12, 2020	Enterprise Representative	Fondazione SNAM	Italy
KII	semi-structured individual interview	February 19, 2021	Enterprise Representative	Prysmian	Italy
KII	semi-structured collective interview	February 22, 2021	Enterprise Representative	Entrem cooperative	Spain
SFGD	Structured discussion	March 1, 2021	Staff and operators	CSCD	Bulgaria
SFGD	Structured discussion	February 26, 202	Staff and operators	WCK	Greece
SFGD	Structured discussion	February 26, 203	Staff and operators	AA, REL.POS, IRS	Italy
SFGD	Structured discussion	February 26, 204	Staff and operators	SURT	Spain

2- DATA COLLECTION TOOLS

	Data collection Method	KEY INFORMANT INTERVIEW				STRUCTURED FOCUS GROUP DISCUSSIONS	DESK ANALYSIS
	Respondents/Sources	IMPLEMENTING PARTNERS		TARGETED BENEFICIARIES		OPERATORS AND STAFF MEMBERS	Project documentation and data (including IRS elaboration)
		ACTIONAID	PARTNERS	AVCs	COMPANIES		
DIMENSION/ CRITERIA	EVALUATION ITEM						
1.1 RELEVANCE	<u>Detected Needs & Beneficiaries' Actual Need: assessment of matching</u> The purpose is trying to assess to what extent the project design and its actual implementation are able to respond to beneficiaries' real needs. We are interested in assessing whether the need assessments have been carried out in such a way to ensure inclusiveness, as well.	✓	✓	✓	✓		✓
	<u>Ability to tackle newly emerged needs</u> Throughout project implementation, new beneficiaries' needs are likely to arise. In case of newly emerged needs, we want to assess whether they have been detected and tried to be addressed by project implementers. A particular concerned will be devoted to assess project's ability to tackle the new needs emerged in relation to Covid-19 pandemic .	✓	✓	✓	✓		✓

	Data collection Method	KEY INFORMANT INTERVIEW				STRUCTURED FOCUS GROUP DISCUSSIONS	DESK ANALYSIS
	Respondents/Sources	IMPLEMENTING PARTNERS		TARGETED BENEFICIARIES		OPERATORS AND STAFF MEMBERS	Project documentation and data (including IRS elaboration)
		ACTIONAID	PARTNERS	AVCs	COMPANIES		
DIMENSION/ CRITERIA	EVALUATION ITEM						
1.2 COHERENCE	<u>Alignment with regional and international strategies and priorities</u> In this section the alignment with EU policies to fight GBV and promote gender equality and mainstreaming will be assessed. The consistency with the 2030 Agenda and SDGs framework will be assessed as well.	✓	✓				✓
	<u>Alignment with national strategies & priorities</u> In this section we want to assess whether project objectives and design are coherent and well-harmonized with macro-level national strategies and priorities, mainly concerning the fight of GBV, promotion of gender equality and women empowerment.	✓	✓				✓
	<u>Alignment and synergies with similar and complementary initiatives implemented in each country</u> In this section we want to assess whether project is aligned and complementary to other intervention targeting the same beneficiaries and/or dealing with similar topics. Implementing partners’ ability to effectively interact and create synergies within the reference context with other relevant stakeholders working on the same themes will be assessed as well.	✓	✓	✓	✓		
	<u>Alignment of all WeGo2 partners’ vision</u> In this section we want to assess whether partners’ vision is coherent with WeGo2 setting, implementation style and intended effects.	✓	✓				✓

DIMENSION/ CRITERIA	Data collection Method	KEY INFORMANT INTERVIEW				STRUCTURED FOCUS GROUP DISCUSSIONS	DESK ANALYSIS
	Respondents/Sources	IMPLEMENTING PARTNERS		TARGETED BENEFICIARIES		OPERATORS AND STAFF MEMBERS	Project documentatio n and data (including IRS elaboration)
		ACTIONAID	PARTNERS	AVCs	COMPANIES		
EVALUATION ITEM							
	<u>Internal consistency between objectives and activities/outputs</u> A key component for any project to be effective and trigger positive effects is its internal consistency between foreseeing activities and outputs and the overall project desired outcomes and objectives. A properly tailored and well-designed Theory of Change makes the project able to tackle existing problems and provide long-term effective solutions. All these aspects will be investigated.	✓	✓	✓	✓	✓	
1.3 EFFECTIVENESS	<u>General Outcome: attainment status</u> We want to assess to what extent the overall project’s objective of “broadening the use and deepening the impact of promising practices on support services to foster IPV survivors’ economic empowerment piloted by practitioners, private sector & public services in 5 EU countries” has been achieved. We will ask for a comprehensive evaluation and reflection on project attainments by examining all relevant dimensions, as well as enabling and preventing factors that may have affect the actual achievement of the goal.	✓	✓			✓	✓
	<u>WP2 Specific Objectives: attainment status</u> In this section we want to assess to what extent the main objectives pursued Working Package 2 – “Knowledge management, peer learning, and knowledge scale up” have been actually achieved. Projects outputs and indicators will be assessed through desk analysis.	✓	✓	✓			✓

DIMENSION/ CRITERIA	Data collection Method	KEY INFORMANT INTERVIEW				STRUCTURED FOCUS GROUP DISCUSSIONS	DESK ANALYSIS
	Respondents/Sources	IMPLEMENTING PARTNERS		TARGETED BENEFICIARIES		OPERATORS AND STAFF MEMBERS	Project documentatio n and data (including IRS elaboration)
		ACTIONAID	PARTNERS	AVCs	COMPANIES		
EVALUATION ITEM							
	<u>WP3 Specific Objectives: attainment status</u> In this section we want to assess to what extent the main objectives pursued <i>Working Package 3 – “Enabling Ecosystem”</i> has been achieved. Projects outputs and indicators will be assessed through desk analysis.	✓	✓	✓	✓		✓
	<u>WP4 Specific Objectives: attainment status</u> In this section we want to assess to what extent the main objectives pursued <i>Working Package 4 – “Direct Actions with corporates / enterprises”</i> has been achieved. Projects outputs and indicators will be assessed through desk analysis.	✓	✓		✓		✓
	<u>WP5 Specific Objectives: attainment status</u> In this section we want to assess to what extent the main objectives pursued <i>Working Package 4 – “Sustainability, Communication and Dissemination”</i> has been achieved. Projects outputs and indicators will be assessed through desk analysis.						
	<u>Presence of unexpected results</u> Throughout project implementation, unexpected positive or negative results may arise. The purpose of this section is reflecting with respondents on the presence and characterization of potential unexpected results that may have emerged. A brief analysis of their potential implications on the project itself will be carried out, as well.	✓	✓	✓	✓	✓	

	Data collection Method	KEY INFORMANT INTERVIEW				STRUCTURED FOCUS GROUP DISCUSSIONS	DESK ANALYSIS
	Respondents/Sources	IMPLEMENTING PARTNERS		TARGETED BENEFICIARIES		OPERATORS AND STAFF MEMBERS	Project documentation and data (including IRS elaboration)
		ACTIONAID	PARTNERS	AVCs	COMPANIES		
DIMENSION/ CRITERIA	EVALUATION ITEM						
	<u>Heterogeneity of results across Countries</u> Linked to WeGo2 multi-country characterization, results are likely to be heterogenous across Countries. As far as each WeGo2 Country is concerned, the different starting points, drivers and constraints will be examined, in other to assess the reasons of this heterogeneity of results.	✓	✓ <u>(indirectly assessed)</u>	✓ <u>(indirectly assessed)</u>	✓ <u>(indirectly assessed)</u>	✓ <u>(indirectly assessed)</u>	✓
	<u>Achievements according to AA framework on women empowerment</u> All project outcomes will be analysed also through the lens of AA framework for women empowerment. In particular, project contribution will be analysed through the lens of the most important empowerment domains (personal, social, political and economic) and dimensions (resources, capacities, sense of agency, agency, and institutions). If data are available, project's performance will be measured as well through the empowerment indicators identified by ActionAid.	✓	✓	✓		✓	✓
1.4 EFFICIENCY	<u>Efficiency in planning and using resources</u> The purpose of this section is assessing whether human and financial resources has been properly used and distributed among implementers, in order to effectively maximize project outputs. Emerged difficulties and challenges will be examined, as well.	✓	✓				✓
	<u>Effectiveness-efficiency trade-off :</u>	✓	✓			✓	✓

	Data collection Method	KEY INFORMANT INTERVIEW				STRUCTURED FOCUS GROUP DISCUSSIONS	DESK ANALYSIS
	Respondents/Sources	IMPLEMENTING PARTNERS		TARGETED BENEFICIARIES		OPERATORS AND STAFF MEMBERS	Project documentation and data (including IRS elaboration)
		ACTIONAID	PARTNERS	AVCs	COMPANIES		
DIMENSION/ CRITERIA	EVALUATION ITEM						
	The presence and implications related to potential trade-offs between effectiveness and efficiency will be discussed with respondents.						
	<u>Internal decision-making & coordination (related to Working Package 1):</u> In this section we want to delve into decision-making and coordination procedures: in particular, we want to detect whether they were designed in such a way to be fully functional for the achievements of project objectives reached. Partners’ actual capacity to cooperate and effectively communicate will be analysed.	✓	✓				✓
	<u>Diversity and Complementarity of Partnership expertise</u> Diversity and complementarity of all involved entities’ expertise is a key element to ensure project achievements. Partners will be examined in accordance with both their a priori and effective contribution to the project, for instance in terms of know-how, networking, and consolidated experience.	✓	✓				✓
1.5 SUSTAINABIITY	<u>Steadiness of benefits and outcomes</u> Sustainability of a project may be assessed by looking at its ability to make benefits and positive outcomes last even after the project ceases.	✓	✓	✓	✓	✓	✓

	Data collection Method	KEY INFORMANT INTERVIEW				STRUCTURED FOCUS GROUP DISCUSSIONS	DESK ANALYSIS
	Respondents/Sources	IMPLEMENTING PARTNERS		TARGETED BENEFICIARIES		OPERATORS AND STAFF MEMBERS	Project documentation and data (including IRS elaboration)
		ACTIONAID	PARTNERS	AVCs	COMPANIES		
DIMENSION/ CRITERIA	EVALUATION ITEM						
	Likelihood of long-term outcome existence and spill-over will be discussed with the respondent						
	<u>Local stakeholders' ownership and appropriation</u> A fundamental element for project outcomes to continue exist is appropriation by local actors who may guarantee their validity and development over time. Local stakeholders' ownership will be therefore addressed as a key topic.	✓	✓	✓	✓	✓	✓
	<u>Undertaken measures to ensure sustainability</u> The presence and robustness of measures to foster future sustainability will be examined. Different dimensions of sustainability (technical, institutional, social, cultural, etc.) will be addressed.	✓	✓			✓	✓
1.6 IMPACT	<u>Triggered changed and basis for future impact</u> In this section, we will assess to what extent WeGo2 project has showed to be able to trigger medium-long term changes providing social impact on the targeted beneficiaries and ecosystems.	✓	✓	✓	✓	✓	✓
2. SWOT ANALYSIS	<u>SWOT (with 1-5 scoring mechanism to assess relevance of reported items)</u> A cross-sectional comparative analysis of project Strengths, Weaknesses, Opportunities and Threats will be carried out by the respondent. A 1 to 5 score will be asked to be assigned to each reported item, in accordance to the importance/relative weight of each component in the SWOT matrix. Scores will be used to build the overall SWOT matrix of WeGo2 project.	✓	✓	✓	✓		

	Data collection Method	KEY INFORMANT INTERVIEW				STRUCTURED FOCUS GROUP DISCUSSIONS	DESK ANALYSIS
	Respondents/Sources	IMPLEMENTING PARTNERS		TARGETED BENEFICIARIES		OPERATORS AND STAFF MEMBERS	Project documentation and data (including IRS elaboration)
		ACTIONAID	PARTNERS	AVCs	COMPANIES		
DIMENSION/ CRITERIA	EVALUATION ITEM						
3. LEARNING AND CAPITALIZATION	<u>Lessons learnt from WeGo! and WeGo2</u> Potential lessons learnt coming both from WeGo! and WeGo2 will be detected. A reflection on criticalities emerged throughout the implementation of activities will be carried out. All operational components (such as governance structure and decision-making processes, implementation modalities, communication between implementers, etc.) that may positively or negatively influence project performances will be analysed. Respondent's opinions about strategic aspects/components that in her/his opinion need to be strengthened will be collected, as well.	✓	✓			✓	✓
	<u>Recommendations for We Go3</u> Respondents will be asked o to reflect on potential concrete actions that could be foreseen and implemented during further interventions related to WeGo! Initiative.	✓	✓	✓	✓	✓	
4. Cross-cutting issue: Impact of Covid-19	The main effects that the outbreak of Covid-19 pandemic have triggered with reference to the project activities will be identified with respondents. To this regard, project's flexibility and adaptability will be assessed as well.	✓	✓	✓	✓		✓

STRUCTURED FOCUS GROUP DISCUSSIONS (ONLINE)

KEY ACTORS INVOLVED	Operators and Staff members	
N. of forecast sessions	1 for each Country	
Indicative n. of participants	4-8 participants	
<i>The role of ARCO's expert</i>	ARCO's experts will exclusively act as impartial facilitators aiming at smoothing discussions and providing participants with specific elements to stimulate common reflections. Keeping as given the main evaluation items to be addressed, they will prioritize and incentivize participants' active involvement in the identifications of specific issues and concerns.	
CRITERIA/DIMENSION	ASSESSED ITEMS	METHODS OF DISCUSSION
EFFECTIVENESS	<u>Assessment of the overall project's achievements</u> , mainly concerning <ul style="list-style-type: none"> • Overall project's objectives • Project's attainments assessed against AA framework on women empowerment 	<u>Structured evaluation</u> Participants will discuss together to evaluate on a scale from 0 to 10 implementers' ability to reach the overall objectives pursued in WeGo2 in their Country. Participants will be asked as well to assess project performance according to the AA framework on women empowerment. After this detailed discussion, they will be asked to agree on and provide a common score to assess overall effectiveness of the project on a limited number of dimensions of interest. Heterogeneity of attainments across countries will be <u>indirectly</u> assessed by ARCO's team.
	<u>Assessment of the project's future</u> , mainly concerning <ul style="list-style-type: none"> • Steadiness of benefits and outcomes • Undertaken measures to ensure sustainability 	<u>Open discussion</u> Participants will be asked to share their opinions about the likelihood for positive effects triggered by the project to continue exist and spread even after the project ceased. A common discussion will be launched and moderated by ARCO's team. The potential effectiveness of the measures that participants' have put in place in order foster project sustainability will represent a further topic for the discussion.
SUSTAINABILITY & SPILL OVER		

CRITERIA/DIMENSION	ASSESSED ITEMS	METHODS OF DISCUSSION
SWOT ANALYSIS AND RISK MANAGEMENT	<p><u>Assessment of the project's pros and cons:</u></p> <ul style="list-style-type: none"> • Swot analysis • Ability to cope with project weaknesses and threats 	<p><u>SWOT Matrix</u></p> <p>With the support of a SWOT Matrix, participants will share ideas and experiences in order to identify the strengths, weaknesses, opportunities and threats they identify throughout project implementation. Participants will be asked to agree on 1-to-5 scale scores to be assigned to each mentioned item. A special attention will be paid to weaknesses and threats and to the mitigation measures participants have elaborated to cope with them.</p>
LEARNING AND CAPITALIZATION	<p><u>Discussion for learning and improving</u>, mainly concerning</p> <ul style="list-style-type: none"> • Learnings from WeGO! and to what extent they have been applied in WeGo2 • Learnings from WeGO2 implementation • Efficacy of WeGo2 ToC and potential improvements • Potential recommendations for WeGO3 	<p><u>Open discussion</u></p> <p>Participants will analyse several aspects of project implementation, strategies, and potential contribution to the consolidation of enabling ecosystems for IPV survivors' socio-economic empowerment. They will identify together the key lessons learnt and jointly validate WeGo2 ToC, reflecting on potential improvements. A list of recommendation for WeGo3 will be created.</p>

3- EXTERNAL EVALUATION ToR

TERMS OF REFERENCE FOR THE FINAL EVALUATION OF THE WEGO 2 PROJECT - REC-AG-2017/REC-RDAP-GBV-AG-2017

Background

Violence against women is widespread in Europe and the scaling up of intimate partner violence (IPV) is alarming. According to the European Agency for Fundamental Rights, almost one in four women (22%) experience physical and/or sexual violence in a relationship with a man. Its causes are often interrelated with poverty, economic dependency and gender discrimination.

The lack of economic independence is one of the main challenges women face when they try to leave their abusive partner. Anti-violence centers across Europe recognize that women often remain in violent relationships because of their financial dependence on the violent partner. This issue is coupled with the fact that women are considerably under-represented in the labour market and in management roles, with the overall female employment rate still being lower than that of men.

Gender-based violence (GBV) is understood as violence directed against a person because of that person's gender: it is not just a quantitative issue, but qualitative too because it is rooted in gender inequalities, violence against women affects women and girls disproportionately.

GBV represents a serious violation of human rights and takes many forms in both the public and private sectors, including physical, sexual, psychological, or economic suffering, threats of violence and the restriction or arbitrary deprivation of freedom. It is a structural problem common to all countries of the world and to all social groups, regardless of culture, religion, wealth, and development.

ActionAid International Italia Onlus (hereinafter ActionAid) works to prevent and fight violence against women in all its forms at national, European, and global levels.

In the last five years ActionAid Italy together with several partners among NGOs, Research Institutes and Anti-violence Centers from across Europe, developed a program¹ to understand and overcome the main obstacles to a life free from violence, focusing on supporting women in their path to self-determination.

Project overview

ActionAid is currently coordinating the *WeGo2- "Building economic independence: the way out of intimate partner violence (IPV)"* project, financed by the Rights, Equality and Citizenship Programme of the European Commission-DG Justice and Consumers. The project shall have lasted from December 1st, 2018 to November 30th, 2020, but a no-cost extension was required because of the impact of COVID-19 pandemic and related national restrictions on project implementation. For this reason, the closure of the project was postponed to March 31st 2021.

WeGo2 aims at supporting the economic empowerment of women who survived domestic violence by strengthening local, national and European support systems and multi-disciplinary cooperation among private and public stakeholders.

Specific objectives:

- enhance, systematize and transfer the knowledge and know-how acquired in the

¹ See <https://www.wegoproject.eu>

previous WE Go project;

- enlarge, mainstream and scale-up the knowledge related to economic empowerment of IPV survivors;
- create an enabling environment, within the legislative EU framework already provided, able to sustain the economic empowerment of the women IPV survivors assisted by the specialised centres
- raise awareness of GBV, especially of intimate partner violence against women, among employers, staff and directors of enterprises
- support a trail of self-evaluation and company internal discussion on how to give responses to women affected by GBV
- facilitate job inclusion of women IPV survivors increasing collaboration/coordination among public/private services.

The project's main activities include

- personalized development activities for women (social relationship plan, balance of competences, career plan, job matching);
- capacity building of antiviolence center professionals/operators;
- strengthening stakeholder networks;
- GBV training for private companies' employers and employees.

The project is implemented in Italy, Bulgaria, Greece and Spain. The partnership is composed of ActionAid Italy (coordinator), Center for Sustainable Communities Development (CSCD - BG), Institute for Social Research (IRS - IT), Rel.Azioni Positive Cooperative (IT), SURT Foundation (ES), Women's Center of Karditsa (WCK, GR).

This project is the continuation and scale up of WEGO!, a project implemented in 2016-2018, and a slightly modified partnership has already been granted funds for a third edition. WEGO! aimed to strengthen support services for women survivors of IPV in Europe, with the development and promotion of training toolkit strengthening shelters/centres capacity to promote IPV's socio-economic empowerment. In WEGO2, partners focused on women social network development and on improving the local support systems, with the creation of Territorial Protocols, exchanging good practices and establishing public-private cooperation networks. WeGo3 will increase local multi-agency networks capacity to promote women IPV survivors' socio-economic independence through the design and adoption of gender-responsive labour policies.

The creation/strengthening of multi-stakeholder networks is a strong focus of this and other ActionAid Italy projects. We indeed acknowledge that violence against women involves actions that occur across different environments and targeting a range of groups including workplace settings, schools as well as individuals or families and affects different dimensions including health, education, legal rights, protection etc. Thus, it requires a wide range of stakeholders and the broader public to be involved in developing and implementing strategies to prevent and/or address acts of violence. For this reason, ActionAid Italy has recently developed a framework to evaluate women empowerment which shall be taken as reference and discussed also within the present evaluation.

Purpose of the Final Evaluation

The objective of the external evaluation is to provide an overall independent assessment of the project performance, paying particular attention to the impact of the project actions

against its objectives. It is also to identify key lessons learnt and to propose practical recommendations for follow-up and future similar actions at European level.

Main objectives can be summarized as follows:

- To assess how effectively the project has reached its results and expected social impact
- To assess project efficiency
- To assess expected sustainability of the WeGo model

The external evaluation will build on the internal project assessment which is performed by IRS.

Evaluation Questions

The evaluation plan shall include at least the following evaluation questions:

- **Relevance:** Does the project answer to relevant needs within target regions? Are the needs mapped in the project still relevant to rights holders? Did new needs arise? How did the project cope with new needs? How is the European approach relevant to tackle the needs of project targets?
- **Effectiveness:** Did the project reach its objectives? Did objectives change? If yes, how and why? Did partners adapt strategies to reach set objectives?
- **Efficiency:** Did the coordinator manage the partnership in an efficient way? Was the partnership efficient in producing project outputs and managing project activities? Value for money was ensured? With regards to the partnership, were both roles and resources adequately allocated (e.g. project management roles, expert roles, monitoring and evaluation, grant management, etc)? Was the partnership built in an efficient way with respect to specific skills and competencies? Were internal procedures suitable for project management? What could be improved?
- **Sustainability:** Are achieved changes sustainable? What measures have been taken to ensure sustainability? Who are the main actors ensuring sustainability? What are the arrangements made in this regard?
- **Impact:** On the basis of available impact analyses developed within the project by IRS², and complementing these, which is the project social impact?
- **Coherence:** Did the project logic and objectives contribute to the longer-term programme strategy of partners³? Was the project coherent with the HRBA approach? Did the project promote synergies with other interventions on the same topic / with the same target group, both at the level of each partner network, and at the European level?

Additional evaluation questions will be: How did the project impact on the socio-economic empowerment of IPV survivors on the one side and the partners and stakeholders' strategies on the other side? Comparing it with other similar projects, what are the project's strengths and what could have been done differently? Taking into account the organisational work on women's empowerment, please provide recommendations for improvement and future strategies.

² IRS is a project partner which within the project will assess knowledge impact, perform a social network analysis and assess the results of developed tools on women socio-economic empowerment

³ ActionAid Italy has a specific Theory of Change on which the evaluator shall base the analysis. In case other partners do not have a Theory of Change, this shall be based on their mission and on information collected through dialogue with partners' representatives.

Evaluation Methodology

The consultant/agency is expected to use different tools. This will include but not necessarily be limited to:

- Qualitative tools to provide a comprehensive understanding of the perceptions of the different target groups the project has worked with/impacted upon
 - Focus Group Discussions (FGDs) in each country or transversally by group of involved stakeholders,
 - Key Informant Interviews,
 - Interviews with ActionAid Italy and project's partner staff.
- Desk review of project records including partner reports, activity reports, progress reports, training pre and post questionnaires, internal evaluation documents.

An Impact Value Chain approach shall be followed to assess and describe the project social impact.

Example of indicators to be used for the project assessment: N. of actions implemented on time; N. of budget items accounted as planned; N. of services mapped; N. of experts met; Data added to existence knowledge.

Scope of work

The main focus of evaluation will be WeGo2, but the evaluator is expected to provide an assessment of the evolution of the project from its first edition towards the third one, especially providing lessons for the implementation of WeGo3, which will start in April 2021.

The evaluation is expected to cover all countries of implementation of WeGo2 (Italy, Bulgaria, Greece, Spain). Due to the existing Covid19 related restrictions to national and international mobility, the evaluation is expected to be conducted using adequate online tools. The consultant/agency is expected to present the tools and previous experiences with online evaluations in the technical proposal. All costs related to technological tools and platforms should be bear by the consultant/agency and included in the financial proposal.

Evaluation deliverables

- Evaluation Plan with the Evaluation Methodology and a detailed WorkPlan
- Evaluation tools including FGD and KII templates
- Draft Evaluation Report
- Detailed Final Report. This must include i. Table of content ii. Executive Summary iii. Introduction iv. Evaluation Objectives v. Methodology vi. Findings of the evaluation viii. Recommendations ix. Conclusions x. Reference Annexes (including the list of FGDs and KII participants)

Timeline

The Final Evaluation is scheduled to take place between January 2021 to March 2021. A tentative schedule with main deadlines is detailed below

Issue	Deadline
Submission of detailed technical and financial proposals from interested consultants/agencies.	30 th December 2020
Signature of the contract by ActionAid and the selected consultant/agency.	12 th January 2021
Preparatory meetings between the selected consultant/agency and the WeGo2 team.	12 th -15 th January 2021
Submission of the Evaluation Plan and related data collection tools	21 st January 2021
Approval of the Evaluation Plan and the tools by the WeGo2 project team.	28 th January 2021
Desk review of project records including partner reports, facilitator activity reports, progress reports mid term and final evaluation reports and tools.	4 th -24 th February 2021
FGS and KIs implementation period	4 th -24 th February 2021
Interim meeting for updates from evaluator to project team	15 th February 2021
The selected consultant/agency submits a first evaluation report to the WeGo2 team.	5 th March 2021
Internal presentation on the main evaluation findings is organised by the selected consultant/agency	Tbd
Feedback on draft evaluation report.	10 th March 2021
The selected consultant/agency submit the final evaluation report	15 th March 2021

Coordination arrangements

The selected evaluator will work under the close supervision of ActionAid and coordinate with the Project Managers and teams

Budget and payment arrangements

The total budget for the consultancy is **8.000 Euro (VAT included)**. 40% payment will be made after signing of the agreement and upon submission of work plan. Remaining 60% will be paid after submission of final report

Assessment of proposals

Both technical and financial proposals must be submitted in English. Proposals will be evaluated by an evaluation committee on the basis of the following criteria:

1. **The technical proposal must** score 70 out of 100 as total score:
 - Clarity, comprehensiveness and coherence of the technical proposal: 20
 - Previous experiences of the supplier/provider: 25

- Capacity to develop the present evaluation, based on provided material and specific methodology: 25
2. **The financial proposal** will be opened only for proposals which have been evaluated 70 plus from a technical point of view. The score for the financial proposal is 30 and this will be awarded to the proposals that offer the best combination of quality and price.

Required qualifications and skills

- More than 5 years of experience in conducting project evaluation with specific experience in gender-based violence.
- Knowledge of and previous experiences with project funded by the Rights Equality and Citizenship Programme of the European Commission DG Justice and Consumers.
- Knowledge of social network analysis methods.
- Fluency in English (both written and spoken). Knowledge of an additional language of project participating countries is an asset.
- Good qualitative and quantitative analytical skills.
- Good reporting and presenting skills.
- Punctuality and availability to complete the work on time.

Submission of technical and financial proposals

The technical proposal shall include at least

- Letter of motivation (max 2 pages) indicating the consultants' suitability for the assignment and match with previous work experience, qualifications etc; the composition, roles and responsibilities of the evaluation team; and the provisional availability to fulfil the consultancy as per the timeframes indicated;
- CVs of all individuals included in the proposed team;
- Description of the evaluation methodology that will be used and draft work plan (max 3 pages);

The financial proposal shall include the economic offer and budget break down.

The technical and financial proposals should be enclosed separately and send to womensrights.ita@actionaid.org by **7th January 2021**

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