

**EVALUATION OF THE PHASE II EXTRACTIVE INDUSTRY (EI) AND GENDER PROJECT FUNDED BY THE  
HEWLETT FOUNDATION**

**Evaluation Report**

**SUBMITTED BY**

**KENO INSTITUTE OF TRAINING AND RESEARCH**

**ZAMBIA**

**May 20, 2021**

**Edited for Production by Kate Stanley  
Oxfam America 2022**

**Copy Edited by Liz Vincent**

## TABLE OF CONTENTS

Acronyms.....	2
Executive Summary .....	3
Zambia .....	3
Dominican Republic (DR) .....	3
General Recommendations .....	4
Introduction .....	6
Evaluation Methodology and Limitations .....	7
Feminist Approach.....	7
Mixed-Methods Design.....	8
Limitations of the Methodology .....	9
Findings and Analysis .....	10
Gender at Work Framework Analysis .....	23
Longwe Women’s Empowerment Framework Analysis .....	24
Conclusions .....	25
Recommendations .....	27
Annexes.....	29

## Acronyms

BOZ	Bank of Zambia
CADG	citizen agency dialogue group
CEFORMOMALI	Centro de Formación para Mujeres Organizadas María Liberadora
CONAMUCA	Confederación Nacional de Mujeres del Campo
CSO	civil society organization
CTPD	Center for Trade Policy and Development
DR	Dominican Republic
EI	extractive industries
EIA	environmental impact assessment
EITA	extractive industry transparency and accountability
EITI	Extractive Industries Transparency Initiative
ENTRE	Dominican Republic multi-stakeholder grouping for EITI
FOMISAR	Consejo Provincial para La Administración de los Fondos Mineros
FoR	feminization of responsibility
FQM	First Quantum Minerals
G@W	Gender at Work
GAL	Gender Action Learning
GALS	Gender Action Learning System
GDP	gross domestic product
GIA	Gender Impact Assessment
KII	key informant interview
MEL	monitoring, evaluation and Learning
MSG	multi-stakeholder grouping
OGP	Open Government Partnership
PC	Participación Ciudadana
PWYP	Publish What You Pay Coalition
SEPA	Save Environment and People Agency
SNA	social network analysis
WRO	women's rights organizations
ZANIS	Zambia News and Information Services
ZAW	Zambia Alliance of Women
ZRA	Zambia Revenue Authority
ZEITI	Zambia Extractive Industries Transparency Initiative

## Executive Summary

In both Zambia and the Dominican Republic (DR), bringing together women's rights organizations (WROs) and extractive industry transparency and accountability (EITA) organizations has led to transformational outcomes, above all in collaboration and participation, resulting in incorporation of gender in stakeholders not traditionally focused on gender. Participants claimed to have gained confidence and developed communication skills critical in their advocacy activities. There has been awareness raising on women's rights and a community of women informed and gaining command of the field related to the extractives industry, plus understanding and use of the technical extractive industry (EI) lexicon. The project design was considered to be well conceived, and the implementation well carried out, even in the adverse conditions created by COVID-19 on communication and physical gathering and deployment of participants. The end of the project in the Dominican Republic is leaving behind a void difficult to fill and with no apparent solid plan by implementing partners—at the time of the writing of this report—to continue building on the foundations created in Phase II of the project. However, at the individual level, there has been impact that will last into the years to come. This impact is in confidence, communication skills, awareness on women's rights, and advocacy for EI transparency.

### Zambia

The connection of WROs and EITAs has to a large extent resulted in transformational outcomes. Collaboration among WROs and EITAs has contributed to the incorporation of gender in different stakeholders that are traditionally not focused on gender. Many stakeholders have considered gender in their programming, which has seen the extractive industry become gender responsive. This transformational change has also trickled down to the communities through the efforts of the WROs working on the ground. There has been a notable increase in the awareness of women's rights and participation in EI in the communities. Despite these gains, there have been challenges that have limited the collaborations between WROs and EITAs. The mining companies have not participated in meetings at the community level, negatively affecting the community's trust and engagement with the corporate representatives where it does occur. Further, the lack of knowledge in the field of EI by some WROs has negatively affected their competence to actively engage on the matter.

There has been noticeable progress made toward the intended results of the WROs' change projects. All WROs registered increased participation of women in the gender and EI discourse. Capacity in terms of knowledge and skills on gender and EI has been developed at different levels of engagement among the stakeholders, although there is still room for growth. Furthermore, there is a unanimous view among the WROs that there is a need for a holistic approach to their change projects that should include an economic component.

The Phase II project model was valued by the WROs because the model did not include any requirements from Oxfam on which change projects were to be implemented. The project model was appreciated because of the three-tier approach that allowed the participating stakeholders to interact with like-minded players at their different levels of influence (international, national, and subnational levels). The international learning spaces contributed to the improved learning as different organizations shared ideas and solutions to their problems. The design of the project was reported to be well thought through, and all stakeholders involved were aware of their roles and responsibilities.

### Dominican Republic (DR)

Bringing WROs and EITAs together through a facilitated gender action learning (GAL) process led to a transformational outcome, primarily on collaboration and participation. Collaboration and participation occurred through the single power of mapping out key stakeholders in the local mining communities, which involved identifying the name and role of stakeholders who were in favor or seemingly not in favor of supporting women's rights advocacy actions. The exercise facilitated the implementation of action plans much sooner than anticipated. A "machismo individual behavior" culture and historically male-managed extractive industry pose difficult barriers to achieving full collaboration between WROs and EITAs. This is the result of the paradigm of 500 years of Castellan males driving governing and administering society. For example, in the DR, governing and administrative positions are almost completely populated by men. GAL partners collaborating, developing, and presenting feasible proposals increased

the possibility of funding and implementation of their project with EI revenue (the so-called 5 percent), but other factors such as local politics, individual interests, and organized businesses (like the construction industry) led to other proposals being funded earlier than WROs proposals. Furthermore, the actual revenue received by the local government from the national government from the extractive industries was “no more than 2 percent” (rather than the 5 %) which reduces significantly local municipality budgets available to fund WROs’ projects.

Communication-related skill-building workshops have enhanced GAL participants’ communication skills. They are invited to interviews and to voice their opinions in the local media, i.e., newspapers and radio stations. Though there were equally effective skill-building sessions for GAL participants on technical language related to EI, there is still a need to continue building understanding of the industry around more complex topics such as EI revenue collection and redistribution to the communities. Interviewees were very appreciative of cross-country and international EI-related activities such as attending international conferences, both in person and virtually, and important updates such as the new EI standards that informed them as to what “should be and what is,” i.e., EI disclosure of annual financial statements and not just general information reports.

Barriers to entry into EI decision-making spaces by WRO GAL partner organizations appear to have begun coming down. GAL participants are attending Consejo Provincial para La Administración de los Fondos Mineros (FOMISAR) meetings, their voices are now gaining attention in EI-related meetings and forums, and duty holders and rights bearers give recognition to their advocacy petitions. However, the most common “impact” as a result of GAL change processes (projects/activities) was cited at the individual level in the form of “self-assurance,” “gained EI knowledge,” and “communication skills.” WROs’ EI-related advocacy can be more effective if carried out prior to mining licensing and mining work activity being carried out. After-the-fact advocacy is an “uphill battle” given that environmental effects are very difficult to reverse, i.e., polluted and diminished water or taken-away and polluted land.

Though the design of the project was generally conceived as sound and with adequate bottom-up input, it was suggested that Oxfam America could have had more top-down input to fill in the crucial information gap that was very evident at the start of the Phase II and that slowed down efficient project implementation. The information gap included knowledge on government of the Dominican Republic EI revenue laws, environmental laws, EI regulations, and the overall system of governing the extractive industry at large.

## General Recommendations

### **Description and conceptualization of the GAL methodology**

A key challenge that the evaluation team has faced during the course of the evaluation is the fact that the GAL methodology is poorly conceptualized. While the Gender@Work Framework (also referred to as the G@W Gender Transformation Framework) clearly illustrates the different dimensions of gender equality and areas of gender transformational change through its four quadrants, there are project documents that describe the different components of the GAL process (peer learning, mentoring, change projects, etc.) and how this method will support EITA/WRO organizations in contributing to gender transformational change. Although it is recognized that flexibility, based on the context and specific needs of the participants, is a cornerstone of the [GAL process](#), there must be some common elements in all GAL processes in order for the methodology to be meaningful as a “method” and facilitate replication. Given Oxfam Novib’s extensive use of the [Gender Action Learning System \(GALS\)](#) in other projects that also aim at gender transformative change, it is further recommended that the differences between the methodologies are emphasized.

### **Project component on improved livelihoods and women’s economic empowerment**

In order to create an enabling environment for women’s meaningful participation and effective advocacy at the community level, there is a need to adopt a more holistic approach that goes beyond training and sensitization on EI and women’s rights. Following Longwe’s Empowerment Framework, welfare and access to resources are critical dimensions of women’s empowerment. As pointed out by Zambian as well as DR WROs, a hungry women will not speak and claim her rights. Since the majority of the change projects have been implemented in communities with high poverty levels, it is recommended that a livelihood component be incorporated in the next project phase, with a special focus on women’s economic empowerment. Rather than targeting women only, the GAL participant

organizations should adopt household methodologies (HHMs) as successfully implemented by Oxfam in other projects, in order to avoid feminization of responsibilities (see further details below).

### **Avoid feminization of responsibilities**

Based on the observations from interviews and desk research, it is clear that many activities implemented through the change projects are targeting women. While targeted activities are needed and highly justified in many cases in order to close gender gaps and improve women's position in relation to men, there is also risk that it leads to an increase in "feminization of responsibilities" (FoR). The concept of FoR conveys the idea that women assume greater liability for dealing with poverty due to their gender role and position in relation to men. For example, in Zambia the cumbersome and time-consuming task of collecting firewood is mainly performed by women. It is recommended that FoR is taken into consideration in the design of Phase III, in order to avoid women being overburdened by various activities such as starting savings groups and business; participating in community meetings, trainings, and workshops; conducting advocacy; engaging with media; and networking and other activities while the men of the community are not engaged at all. FoR can result in resentment from men and a backlash in terms of gender equality through increased rates of gender-based violence.

### **Adoption of local self-care strategies**

While self-care was appreciated by many of the interviewed staff members of the GAL participant organizations, more cultural sensitivity is needed when introducing foreign concepts such as Tai Chi and yoga grounded in Buddhism, in strongly Christian countries like Zambia and the DR with high poverty levels. For Phase III, it is recommended that the G@W facilitators explain the background of Tai Chi and yoga and make it clear that it is optional to participate since not everyone might be comfortable. It is recommended that these activities be reserved for urban settings. In communities in rural areas with high poverty levels, self-care strategies (if deemed appropriate at all) should be adapted to the local context and customs.

### **Improved reporting on transformational outcomes**

Although a number of transformational outcomes were identified during the interviews with the GAL participant organizations, the quarterly reports, both by the GAL participant organizations and Oxfam DR/Zambia, are very activity focused. Therefore, it is recommended that Oxfam America develop a reporting format that helps GAL participant organizations/Oxfam DR/Zambia to report on transformational change. Since transformational change is complex and unpredictable, there is a need to capture backlashes and setbacks, which are often part of the change process when challenging gender norms and power gender relations.

### **Increased focus on communities in potential mining areas**

In order to amplify the impact of the project, it is recommended that the next phase specifically target communities where mining has not yet commenced in order to increase awareness and build the advocacy skills of the communities prior to any mining activity. It is suggested that a strong focus should be to increase the meaningful participation of women during the stage of the Environmental Impact Assessment and sensitize communities on Free, Prior and Informed Consent (FPIC) and land rights.

## Introduction

In 2019, Oxfam, with support from Hewlett Foundation, launched Phase II of a project aimed at promoting **Women's Rights through the Extractive Industry Revenue Accountability** in Zambia and the Dominican Republic (DR). This project was two-year project (2019 to 2021) that sought to address gender barriers to women's participation in social accountability initiatives and to strengthen a women's rights focus in social accountability initiatives related to extractive industry (EI) revenue transparency in the DR and Zambia. This project was built upon the progress made in Phase I of the project, which was implemented between 2017 and 2019. The first phase promoted cross-fertilization across women's rights organizations (WROs) and Extractive Industry Transparency and Accountability organizations (EITAs). Phase II of the project had a focus on the extractive industry that is the bedrock of the economies in the two countries. In the case of Zambia, the EI sector is dominated by copper mining and is a more significant contributor to the country's gross domestic product (GDP) than any other sector. EI in Zambia is a major foreign exchange (FOREX) earner. On average, the sector accounts directly for 9.9 percent of GDP and 78.4 percent of exports (Zambia Extractive Industries Transparency Initiative (ZEITI), 2019)<sup>1</sup>. The case is similar in the DR, where gold mining significantly contributes to the country's GDP and its export earnings. The mining rents in DR accounted for 1.3% of GDP in 2020<sup>2</sup> and the metallic mineral, metals and coal exports' contributions to GDP were 16% in 2018.<sup>3</sup>

Phase II of the project came against a backdrop of increased gender bias in the distribution of risks and benefits associated with extractive industries and efforts to catalyze the use of EI revenues for women's rights. Oxfam believes that revenues from the EI should be used to fund important social projects that can lift people, especially women, out of poverty and improve the economic development of countries. Doing so cannot happen in a vacuum. A cadre of people well trained and aware of their rights is vital. Thus, Phase II of the project was designed to facilitate collaboration and understanding between WROs and organizations working to promote EITA in the DR and Zambia. The project made use of the Gender Action Learning (GAL) methodology to create space for joint learning, mentoring, and peer coaching and to develop revenue accountability agendas with women's rights outcomes. In the implementation of the project, Oxfam organized cross-country learning calls between partners in the DR and Zambia as well as coordinated international travel for a number of the partners to conduct international-level advocacy at the Open Government Partnership (OGP) conference and the Extractive Industries Transparency Initiative (EITI) board meetings to drive their own advocacy agendas.

The consultancy Gender at Work (G@W), hired by Oxfam to facilitate the GAL process, conducted peer-learning workshops to provide support to partners in designing and executing transformative gender "change projects" within their own organizations and communities through the dedicated time and efforts of three to five staff members from each organization (the "change team"). The partner-designed change projects are intended to be experimental and can be adapted throughout the life of the grant. During Phase I, no funding was given to support partner experimentation, but during Phase II, each partner organization received a support grant for their continued work. The GAL process serves as a catalyst to these change projects by encouraging constructive peer learning and critique among participating organizations and providing facilitation of technical trainings and mentoring sessions to help participant organizations maintain momentum and overcome barriers to progress on their change projects. The objectives of each change project are defined by the change team and are flexible: they can be changed as teams learn more and grow within their organizations. Once change teams had worked to define the changes they would like to see, they were introduced to the G@W Framework in order to categorize the changes they sought. This framework is grounded in the fact that transformational change happens from changes across individual and community levels as well as across formal and informal dimensions. Shifts in practice and policy within each of the quadrants then has ramifications in the others, leading to transformation (See framework diagram on page 16).

While the ultimate project outcome, as stated in the proposal to Hewlett, is: "Local, national, and international influencing of EI transparency and accountability initiatives and revenue investment decision-making by women and

---

<sup>1</sup> Zambia Extractive Industries Transparency Initiative: Zambia EITI Report 2019, [https://eiti.org/sites/default/files/attachments/zeiti\\_report\\_2019.pdf](https://eiti.org/sites/default/files/attachments/zeiti_report_2019.pdf).

<sup>2</sup> Mineral Rents (%of GDP) - Dominican Republic, <https://data.worldbank.org/indicator/NY.GDP.MINR.RT.ZS?locations=DO>.

<sup>3</sup> International Council on Mining and Metals: *Mining Contribution Index* 5<sup>th</sup> Edition, [https://www.icmm.com/website/publications/pdfs/social-performance/2020/research\\_mci-5.pdf](https://www.icmm.com/website/publications/pdfs/social-performance/2020/research_mci-5.pdf).

their supporting organizations, networks, and allies results in increased government investment in programs and services that advance women's rights and gender justice," the partners were not asked to select change projects toward this outcome. Rather, participating organizations were asked to consider what change they would need to advance women's rights and gender justice.



**Figure 1. Overall project work with GAL process elements.**

Oxfam and its partners have commissioned this End of Grant Phase II Project Evaluation (see Figure 1). The evaluation aimed to cover the implementation and the results of the project during the period 2019–2021. The two case-study countries are the Dominican Republic and Zambia. These were selected as they were the implementing countries for the project. The scope included partners in rural and urban areas across the DR and Zambia who either live within mining-affected communities or work within Lusaka and Santo Domingo.

## Evaluation Methodology and Limitations

### Feminist Approach

As clearly stated in the request for proposals (RFP), Oxfam expects the evaluation to be informed by a feminist approach and lists four key feminist principles that must be applied in the research. In this section, we elaborate on our understanding of these principles and provide a fifth feminist principle that we believe is important to consider.

*1) Recognition of the link between gender norms and patriarchal gender relations:* The evaluation will be informed by the recognition that the root causes of gender norms stem from unequal and patriarchal power relations, which can lead to inequality and discrimination of women. In relation to accountability and revenue investments in EI, this calls for targeted questioning of stakeholders through interviews and related research on how patriarchal gender relations positively and negatively influenced the implementation of change projects.

*2) Adopting an intersectionality perspective:* Intersectionality calls for the recognition of peoples' multiple identities from various defining factors such as race, age, and social class and how this can exacerbate discrimination of certain groups or produce different forms of power relations and inequalities. Applying an intersectionality perspective in the evaluation means that the evaluator recognizes that men and women are not homogeneous groups with the same needs, opportunities, and challenges. In recognizing multifaceted identities of project beneficiaries, evaluators will be able to determine if different groups have benefited equally from the intervention and to what extent, if any, the gender transformational changes in the context of accountability and revenue investments identified during the assessment can be observed in all beneficiaries or are shaped by other identities beyond gender.

*3) Using research to promote social change/gender equality:* The third feminist principle as highlighted in the terms of reference (ToR) emphasizes that research should be used to promote social change and lead to advances in gender equality. This will be taken into account when designing the research tool and analyzing the data. As further described in the following section, a utilization-based approach will be adopted to ensure that the usefulness of the approach for the intended user is always at the center. Applying feminist principles to this approach means that



evaluators will pay specific attention to any findings or learnings from the evaluation that can be used to advance gender equality.

4) *Acknowledgement of gender bias in the research process*: This principle highlights the importance of acknowledging any gender bias that the members of the evaluation team may have, which can influence the selection of data collectors, design of research tools, and the communication and treatment of interviewees, etc. Unequal power relations between team members and beneficiaries can also influence the research process if not properly addressed. The way in which gender bias and unequal power relations will be managed through the research process is further elaborated below.

5) *The complexity of gender transformational change*: This is a fifth feminist principle that we feel is important to consider during the evaluation process. Oxfam defines transformational change as “long-lasting, systemic, sustainable change that challenges structures, culture, and institutions that preserve inequality and injustice in the status quo.” This kind of change is complex. It is unpredictable and can happen in many different ways. It is also nonlinear. Often there are setbacks, backlash, and seemingly small steps forward before major achievements are recognized. This is important to take into account when analyzing the findings of the evaluation. Something that at a first glance might be seen as a “failure” might be a reaction to persistent advocacy work on women’s rights and challenging gender norms, which means that the organization is heading in the right direction. Therefore, it is key that the evaluation go beyond achievements and also capture negative impacts, resistance, reaction, holding ground, and unexpected outcomes. The evaluation process should also be flexible enough to adapt based on new information gathered.

## Mixed-Methods Design

Keno Institute implemented a mixed-methods design that combined quantitative and qualitative approaches. The prevailing qualitative approach was based on key informant interviews (KII) and project document content analysis, in addition to reporting by media outlets on the extractive industry. The quantitative approach involved a survey within Zambia of community members from implementation sites (community participants) of the GAL participating/partner organizations to explore the individual and collective experiences within the grant’s time frame. The project activities have targeted two categories of participants: GAL partner institutions and individual participants. These groups have been involved through GAL processes.

## Qualitative methodology

Keno employed several qualitative data collection methods: KIIs and project content documents desk reviews. Qualitative methods are particularly well suited to address evaluation questions because they enable Keno to explore and understand the experiences, opinions, and perspectives of informants in greater depth on the focus topic area, which is highly influenced by societal norms. Please see Annexes I, II, III Data Collection Tools, and Listings of Individuals and organizations contacted. Annex VI includes the retrospective Evaluation Matrix. Annex VII includes the Codebook utilized.

## Sampling

Purposive sampling was used to identify and select key informants consisting of individuals who worked closely with Oxfam during the implementation of the project. A purposive sampling method was the best-suited sampling method due to the relatively small number of active participants within the GAL process.

## Key informant interviews (KIIs)

Keno conducted KIIs with stakeholders at the international (USA) and country-level (Zambia and the Dominican Republic). At the international level, the research team interviewed the staff from the United States-based Oxfam team. At the country level, the Oxfam Zambia and Dominican Republic country office staff and other implementing partners were interviewed. See Annex I for those interviewed.

## Qualitative data analysis

All qualitative data were coded and analyzed using Nvivo qualitative software program. Keno's evaluation team created a coding outline and structure based on all the data (conceptual framework, research questions, interview protocols, and memos of themes that emerged during data collection), which can be found in Annex VII. The outline was a living document that could be modified as new themes and findings emerged during data analysis by the researchers. A list of definitions for the codes accompanied the outline to ensure that coders categorize data using the same standards. During the analysis process, Keno characterized the prevalence of responses, examined differences among groups, and identified key findings addressing the research questions. Keno country experts from Zambia and the Dominican Republic assessed the contextual validity of the analysis and findings, and conclusions and recommendations.

A social network analysis (SNA) was conducted by the evaluation team by coding mentions of organizations or people from outside organizations from KIIs only. Data on events jointly held or otherwise in the project documentation were not included in the coding of the data. Comments were coded in three ways: associated (1), works with (3), and closely works with (5). This was done due to the inability to gather data on the traditional 1–5 Likert scale, because of the tight timeline of the process, the small number of interviewees, and in some cases, there were no responses to the questions on networks. These three weights were designated based on the frequency of mentioning by each organization. If an organization mentioned a partner, then they were considered only “associated” when the other organization did not mention them. If the organizations both mentioned one another as partners, then they were designated as “works with.” In circumstances where interviewees mentioned one another multiple times, they were designated as “closely works with.” These designations are then reflected in the social network analysis as the depth of the relationship between the organizations. The questions within the KIIs did not ask about an organization's interactions outside of the project specifically. If the organizations do work with one another outside of this project, it will not be reflected in the analysis to follow.

## Quantitative data analysis

The quantitative survey was only carried out within Zambia due to the virtual nature of this evaluation and the communities within the Dominican Republic not having access to the technology to participate. This is a limitation of scope but remains a piece of the analysis for the Zambian piece of the project. The survey was conducted by Keno Institute.

## Gender-sensitive research

Our methodology was influenced by the feminist approach, and the team ensured that the evaluation was gender sensitive through the following actions:

- Building a gender-balanced team of data collectors. All data collection support was done by females;
- Training data collectors on gender bias in research and its implications. The team sought to avoid male bias, prejudices, and double standards;
- Choosing a gender-balanced sample;
- Giving value to both women's and men's experiences, e.g., remember the importance of having both female and male focus groups, consider possible power imbalances between men and women, and consider how the administration of a group can bias its results. Reflect upon “Who is consulted and from where?”
- Using and producing sex-disaggregated data;
- Conducting a gender analysis of the collected data;
- Using gender-sensitive language in the report.

## Limitations of the Methodology

One of the most challenging contextual factors for this evaluation was the limitation requested by the Oxfam evaluation committee to conduct data collection virtually due to the COVID-19 pandemic in order to avoid unsafe

connectivity of participants and evaluators. Field collection would have provided better and perhaps more data by removing barriers to participation (such as wireless internet or power connectivity). Data emanating from virtual methods and tools (i.e., Zoom, Skype, WhatsApp, etc.) inherently limited the evaluator/researcher's and respondents' ability to fully immerse and interact as compared to a non-virtual (face-to-face) interaction data-gathering activity, and limited the non-verbal data that could be collected. In some scenarios, attempts were made by the research team to conduct focus group discussions using a single cell phone on each end, but this failed as some participants were struggled with the new technology and others were not audible. In the Dominican Republic, few participants had phones, and traveling to locations to charge phones required vaccination cards for participants to even enter buses. Had there not been the time constraint of the grant ending, the evaluation team would have recommended postponing the evaluation itself until after the pandemic for a stronger data set. Further, due to the limited nature of the virtual interviews, the research team did not collect enough information on case studies for each country to be able to present them.

Additionally, despite support from the Oxfam evaluation committee, Keno faced continued challenges of connecting with project participants. In the end, this meant that sampling systematically was not practical, especially for the quantitative survey. The triangulation of data was consequently limited. While Keno was able to appreciate what participants in the project wrote in their activity reports, there was still insufficient information from KIIs and participant focus groups to corroborate all activities and outcomes.

## Findings and Analysis

The evaluation team was asked by Oxfam to evaluate the project based on the following objectives:

1. To assess Phase II contributions to multi-causal transformational outcomes in individuals, organizations, and networks;
2. To review GAL change project results and progress prioritized by GAL participants during Phase II;
3. To review the effectiveness of Phase II project design and components—"the model"—including GAL, research, learning events, and monitoring, evaluation and learning (MEL).

In order to achieve these objectives, the team was asked to answer the following evaluation questions (EQs):

EQ1. To what extent does bringing together WROs and EITAs through a facilitated GAL process lead to transformational outcomes? The areas in which the transformational outcomes were intended to occur are in collaboration across the two types of groups, in care responsibilities across genders, and in gender norms and participation in the EI sector decision-making spaces.

EQ2. What factors enabled or limited collaborations between WROs and EITAs?

EQ3. To what extent has progress been made toward the intended results of individual organizations' GAL change projects? Describe self-reported results of the GAL change projects (project impacts). What factors enabled or limited the self-reported result, and why?

EQ4. What is the value the Phase II project has given to WRO and EITA efforts? What Phase II project model elements have been most effective in delivering intended changes? What Phase II project elements have been most valued? What Phase II project elements have been most challenging for participants, and why?

EQ5. Phase II project design, planning, and implementation: Was there a "solid" project design? Was it implemented as designed? Were there clear objectives? Were there clear deliverables? Was there a sound workplan?

These objectives and evaluation questions sought to interrogate the hypothesis that bringing together WROs and EITAs would enable cross-fertilization of knowledge and skills, as well as develop larger networks of advocates engaging on gender justice for those affected by the EI sector toward transformational outcomes. Through the intended outcomes, the project aspired to transform the individual participants, their organizations, their networks, and in the end, the lives of women living in EI-affected areas.

### **Evaluation Objective 1: Gender Action Learning and Contributions to Transformational Change**

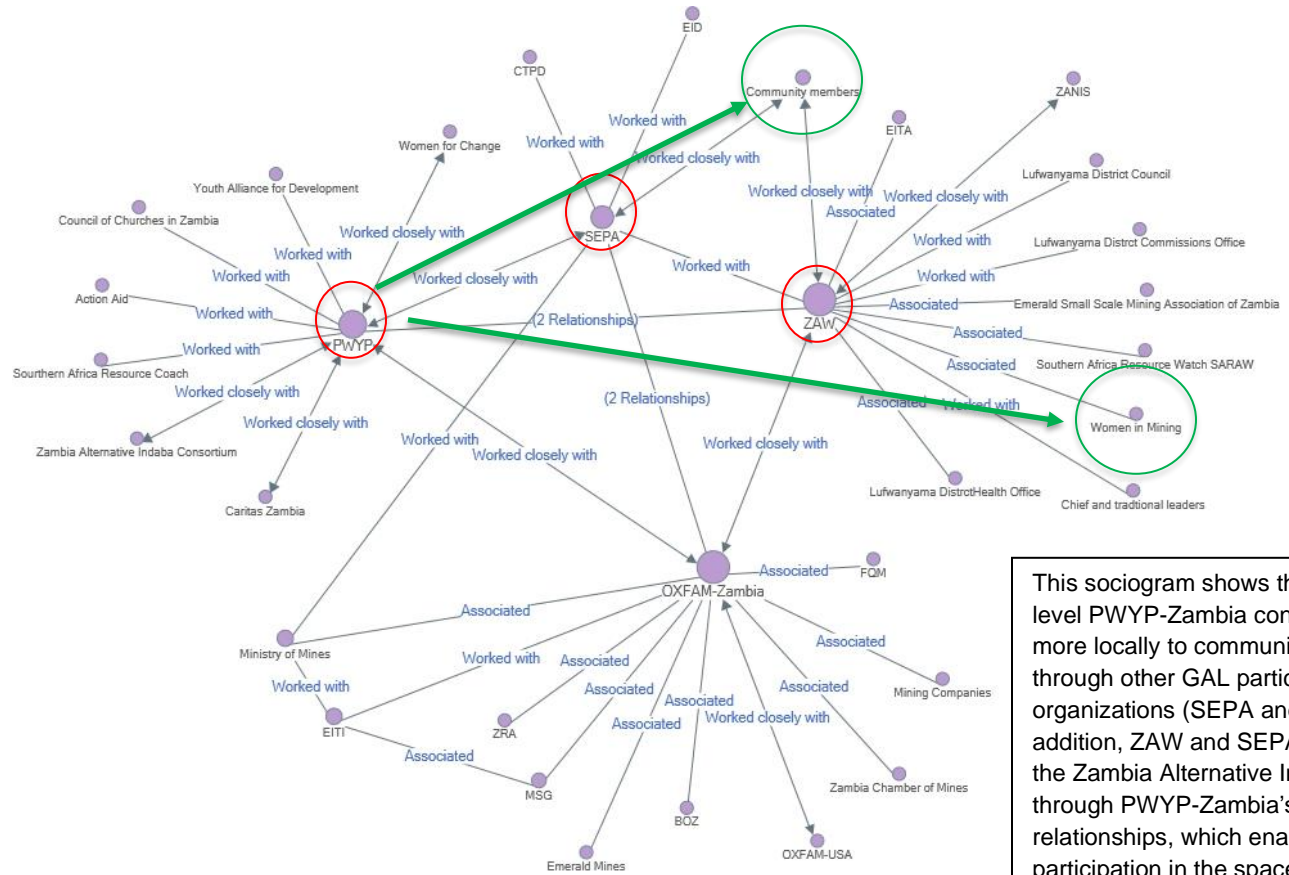
This objective sought to assess Phase II's contributions to multi-causal transformational outcomes in individuals, organizations, and networks. GAL processes seek to engage individuals in peer learning and action toward change in order to build sustainable practices in gender awareness. The project theory of change was that by bringing together WROs and EITAs, there would be increased funding toward and realization of women's rights. The systemic change was thought to be possible based on the interactivity and cross-pollination of the two groups that would enable increased WRO participation in decision-making spaces. The evaluation sought to understand if changes at the individual, organizational, or network levels led to greater collaboration across groups, the participation of atypical actors in EI spaces, or transformation of ideas around norms and care responsibilities across actors. Evaluation questions 1 and 2 sought to understand to what extent GAL facilitated a transformation of the collaboration across WROs and EITAs and what helped or hindered that growth.

#### **EQ1. To what extent does bringing together WROs and EITAs through a facilitated GAL process lead to transformational outcomes in collaboration, care, norms, and participation?**

Social network analysis helped the team visualize the interactivity between Oxfam, partners, and their networks. The data show the strong connections between the organizations taking part in the GAL process as nodes or hubs within the data visualizations. Through the visualizations, specific change project targets and change team connections can be seen. For example, for Publish What You Pay Coalition's (PWYP) change team in Zambia to reach their intended target, they first interacted with other change team members from Save Environment and People Agency (SEPA) and Zambia Alliance of Women (ZAW) who regularly operate in EI-affected areas. Without the connection to SEPA and ZAW, there would be no direct linkage between PWYP and communities.

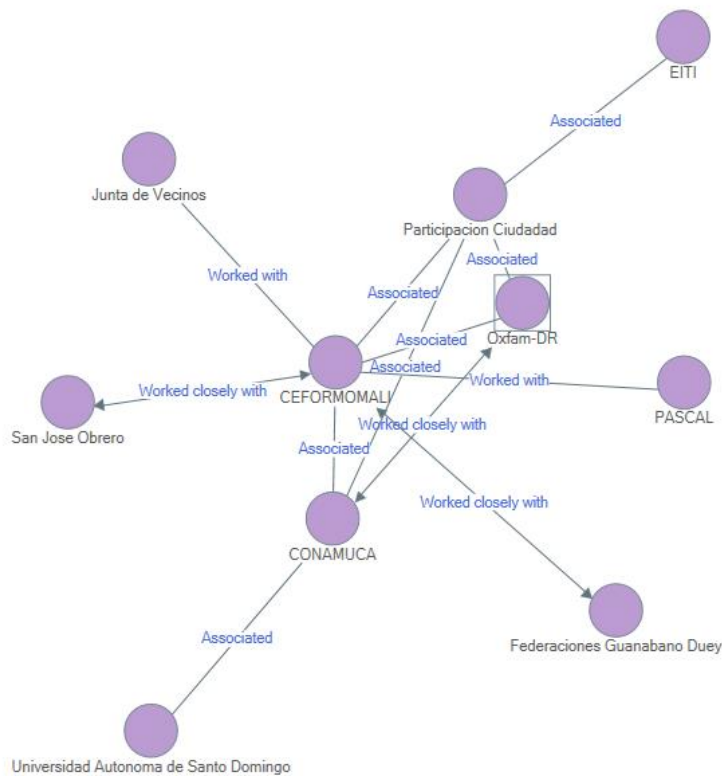
A network analysis of Zambian stakeholders shows that Oxfam in Zambia, ZAW, PWYP, and SEPA were central organizations, meaning they had worked with many stakeholders on the project. Oxfam in Zambia and ZAW had the most connections. However, it is worth noting that key decision-makers, such as the government, were not mentioned as key stakeholders. Through these sociograms, the importance of the strong linkages between GAL participant organizations becomes clear. The national-level advocacy organizations enable local community members, chiefs, and community-based organizations to interact with corporations and the Zambian EITI, which helps the community access national-level government officials and companies through its multi-stakeholder group.

## Zambia Social Network Analysis Sociogram



This sociogram shows the national-level PWYP-Zambia connecting more locally to community members through other GAL participating organizations (SEPA and ZAW). In addition, ZAW and SEPA connect to the Zambia Alternative Indaba through PWYP-Zambia's relationships, which enables their participation in the space.

## Dominican Republic Social Network Analysis Sociogram



While there are fewer nodes described by the Dominican Republic's interviewees, they also detailed the interactions they had with other participating GAL change team organizations. In seeking to influence the Dominican Republic's EITI multi-stakeholder group (MSG) (ENTRE), members of the change teams of Confederación Nacional de Mujeres del Campo (CONAMUCA) and Centro de Formación para Mujeres Organizadas María Liberadora (CEFORMOMALI) relied heavily on Participación Ciudadana (PC) for linkages to this decision-making space. The relationship between CONAMUCA and CEFORMOMALI is stronger than the respective relationships with PC. This is seen further through the interviewees' descriptions of their change projects. In this way, the women's rights organizations bonded more deeply, and more consistent participation by the EITA organization PC would have been needed for further strengthening.

From interviews with the members of the change teams in both countries, Phase II of this project continued to provide opportunities to come together to learn and collaborate. GAL specifically supported the acts of collaboration through encouragement of **mapping out key stakeholders in the local mining communities, which facilitated implementation of an action agenda that would have taken much longer to achieve without the mapping.** Collaborative and participatory work among WORs and EI implementing partners and their members through the GAL process enabled the identification of key stakeholders to plan advocacy activities or to "recruit to the cause." In the words of interviewees, the timing of the exercise is of great importance, because it allows for precise "targeting" of key EI stakeholders.

During interviews in Zambia, the respondents described interacting with new organizations. Traditionally, EITA organizations did not interact with WROs, but because of the GAL process of peer-learning methodology focusing on significant multi-stakeholder engagement, "PWYP came together with organizations that otherwise they would not work with, for example, ZAW, which is mainly into women's rights, and PWYP, which is into extractive industry and is male dominated, enabling PWYP to bring the gender agenda into the extractive industry. Working with the WROs has opened PWYP to specific impacts that affect women, and we have learnt from them, and they have learnt from us.

We also collaborated with Women for Change in revising our terms of reference on civil society engagement [for Zambia's] EITI to ensure there is gender balance in terms of equal representation on EITIs" (KII, WRO, Zambia). These **collaborations also enabled engagement with the government**, civil society organizations (CSOs), media houses, and mining companies. The collaboration has resulted in many synergies such as increased awareness of gender issues by EI stakeholders. Participating stakeholders have included gender as part of their programming.

Increased levels of collaboration between WROs and EITAs led to changes related to the EI sector. In Zambia, there was evidence from interviewees that their **collaboration led to increased gender responsiveness and awareness of women's rights**. Nationally, this was demonstrated through the MSG of the Zambian EITI Council (ZEC) resolving that each MSG member type (government, corporations, and civil society) should consider gender parity. Additionally, the partners applied pressure on the Zambian EITI to meet the 2019 EITI standard, which includes the importance of promoting diverse participation across MSGs, gender sensitivity in data disclosure, and outreach activities that promote dialogue. Through these EITI standards, there must be a gender balance and adequate representation of stakeholders on the MSG. PWYP and other partners advocated for this, and there are now three women on the Zambian MSG.

At a more localized level, key informants reported that participation in **GAL workshops increased their knowledge on gender aspects surrounding EI and that through their change projects** they promoted awareness at the community level of women's rights and participation in EI. Women were reported to have been made aware of some of the issues affecting them. According to one key informant: "Women are now able to speak out in terms of what is affecting them" (KII with SEPA, Zambia). Women from the communities attested to the following: "We have been taught about women's participation in EI. Therefore, we are asking government to quickly put in place policies that include women in EI and also force owners of mines to consider the local people, especially women. We want the revenue from mines to remain in our communities, so we can also benefit" (Survey, Women, Lufwanyama).

## **EQ2. What factors enabled or limited collaborations between WROs and EITAs?**

As hypothesized by the Oxfam planning team, WROs and EITAs faced barriers to collaboration, but also found successful ways to connect across change teams during G@W-facilitated peer learning workshops. A **lack of knowledge of the EI sector is a barrier to the meaningful participation of WROs in national EITI MSGs in both countries**. WROs have traditionally stayed away from the EI sector, most likely because of its technical nature. GAL/EITA organizations pointed out that their WROs' knowledge on legal and regulatory frameworks of the EI sector is limited. This becomes a barrier to meaningful conversation across the groups and is a participation barrier for WROs in national MSGs. The lack of knowledge also **affects their willingness/capacity to participate and the receptiveness of key players in the EITI MSGs** to the contributions of WROs. "Knowledge is power." When women/WROs attend national EITI MSGs and lack comprehensive knowledge about the EI sector, some WROs expressed concern about being able to competently engage on EI-related issues with stakeholders, and EITAs expressed uncertainty on helping to build a more gender-responsive sector. To overcome barriers such as this one, WRO partners **received technical trainings on the EI sector that grew their platform and capacities for advocacy**. When explaining the low gender sensitivity of government and corporations, an interviewee had this to say: "This is a society where men are at the center of economic decision-making at all levels; family, community, municipality, state, and country. Present day, women are still struggling for credibility, respect, and for positions of power, which creates an environment where there is collaboration but only to a certain point; women's empowerment poses a threat to men." Common interest and goals between GAL participants facilitated the collaboration between WROs and EITAs on advocacy. For example, there are common interests such as community leadership and community betterment, and a common objective—seeking change for the better—not only on EI transparency and WRO advocacy, but also in other areas of social "justice," such as advocacy to support the *"tres causales"* (three grounds) or supporting protest against construction activities affecting the environment in the province of Monte Plata. Collaboration between the two (WROs and EITAs) went smoothly until they sought collaboration with male stakeholders in positions of power and influence, who, according to interviewees, collaborate only on words (lip service) but not on action. Patriarchal or macho influences on individuals challenged collaboration between EITA organizations and WROs within joint advocacy work, but there were shifts in individual consciousness around gender responsiveness.

Factors supporting these collaborations were the relationships forged as part of the G@W-facilitated GAL process. One participant described her collaboration by stating, “I think we communicate better now. We now know how to advocate for our rights much better than before. The workshops and conversations about how to communicate, how to get a message across are more effective elements of the project to help us make a change,” while speaking specifically about how they interact with various stakeholders in the EI space. Through the repeated interactions, WROs gained a shared vocabulary and technical language, such that the groups were able to better collaborate and define their joint objectives alongside the EITAs. Women’s rights organizations repeatedly highlighted the gap in interests between themselves and corporate interests in the extractive sector, but they placed EITAs in the role of an ally against the corporate and government failures.

## • **Evaluation Objective 2: Results toward Transformational Change**

This objective sought to document Phase II’s partner change project contributions to making the EI sector more gender responsive. Specifically, this objective sought to understand what participating organizations’ “change projects” were (rather than the changes of the grant at large), and if organizational change projects had their intended results. Evaluation questions 3 and 4 sought to understand to what extent participant organizations were enabled or limited during Phase II, and why.

**EQ3. To what extent has progress been made toward the intended results of individual organizations’ GAL change projects? Describe self-reported results of the GAL change projects (project impacts). What factors enabled or limited the self-reported result, and why?**

In order to describe the progress toward the intended results, it will be important to first describe the variety of results being sought in this project. Due to the open-ended process of gender action learning that was facilitated by G@W, participant organizations chose their own change projects results, and therefore the complex results were reflected upon by the organizations themselves. Each organization worked toward the following:

### **PUBLISH WHAT YOU PAY (PWYP) ZAMBIA**

Increased number of informed women and women’s rights activists participating in decision-making processes and revenue sharing in the EI.

### **SAVE ENVIRONMENT AND PEOPLE AGENCY (SEPA)**

Women’s clubs’ capacity built on topic of land rights and claiming their rights by demanding transparency and accountability from duty bearers (especially traditional leaders in allocating land). Also seek to increase alternative livelihoods to EI activities.

### **ZAMBIA ALLIANCE OF WOMEN (ZAW)**

Women and their supporting organizations and allies demand greater government accountability for the budget and use of mining revenue and call for government investment in programs and services that support women’s rights through EITI and other processes.

### **PARTICIPACIÓN CIUDADANA (PC)**

Advocate for transparent use of mining funds in the province and the municipality and support alternative livelihoods projects (organic chocolate factory project as approved in the Plan Operativo Annual (POA)).

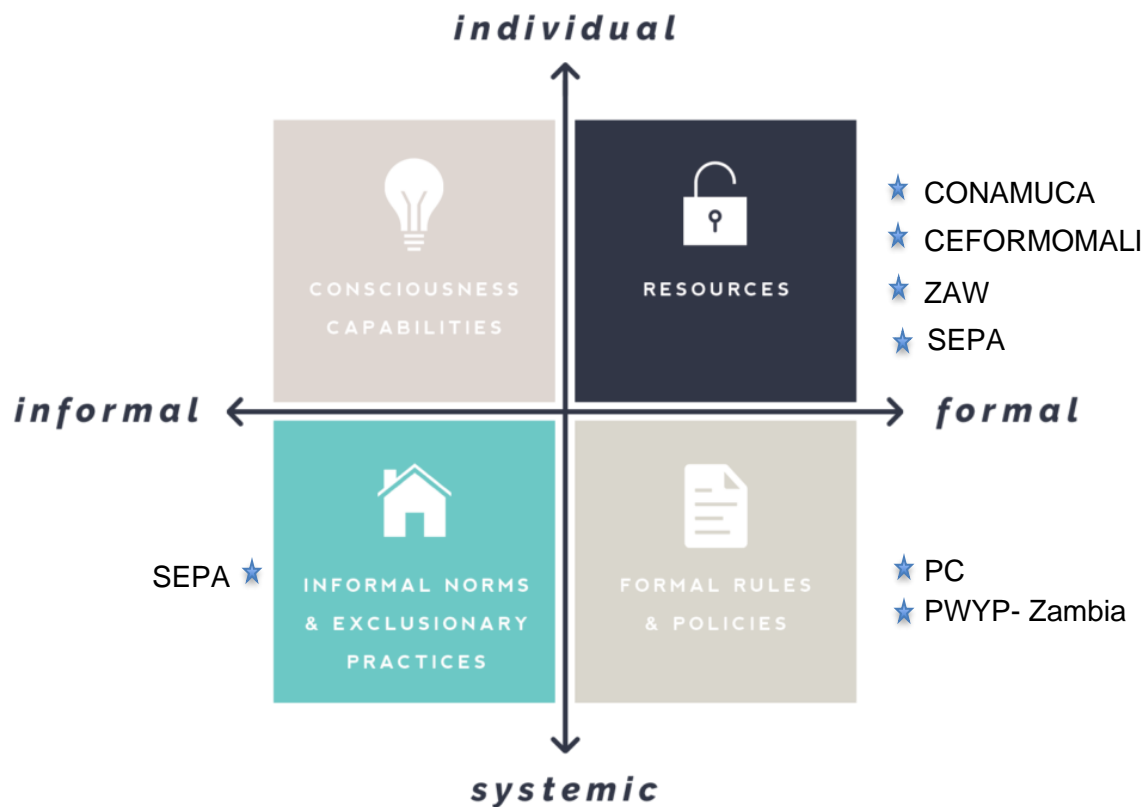
### **CENTRO DE FORMACIÓN PARA MUJERES ORGANIZADAS MARÍA LIBERADORA (CEFORMOMALI)**

Increase funding from FOMISAR for community development and productive projects led by women and admission as a member of the FOMISAR Board of Directors (as first women’s organization to do so).

### **CONFEDERACIÓN NACIONAL DE MUJERES DEL CAMPO (CONAMUCA)**

Admission into ENTRE (EITI MSG in DR), create EI and transparency module for their political school for CONAMUCA members, and conduct gender impact analysis (GIA). The last was cancelled due to COVID-19 restrictions on movement and ethics of research during the pandemic.





**Figure 2: Change Projects in Relation to the Gender at Work Framework.**

All the participating organizations in the GAL process saw successes toward their self-defined GAL change project outcomes. Overall, women and women's rights organizations saw greater access to technical knowledge about EI, decision-making spaces, land ownership, alternative livelihoods, and funding. The successes around outcomes were found across the four quadrants of the G@W Framework. Across both countries, access to resources, both intellectual and monetary, began to shift over the course of Phase II's work.

PWYP-ZAMBIA saw an increased number of informed women and women's rights activists participating in decision-making processes and revenue sharing in the EI. The interview data show that the organization focused significant time and energies on the two "formal" quadrants within the Gender at Work Framework, ensuring staff could speak to the considerable effects of the sector on women. The team convened their Women in Mining Capacity-Building Initiative for addressing technical capacity gaps hindering effective participation in the sector and launched their latest "show us the money" campaign alongside ZAW, which encouraged a focus of "mining and women's benefits" with the slogan "No Handouts, Just Empowerment!" Additionally, PWYP participated in three district and provincial *indabas* (a Zulu and Xhosa word for an important conference) before supporting the national-level indaba, where it was noted that "organizations are now calling for all women to be involved and incorporated in programs" by one interviewee. PWYP conducted a training session with the CSO members on the national-level EITI MSG to promote gender equality, as well as incorporated gender considerations into the PWYP-Zambia steering committee meeting agenda. One key informant explained the following: "One of the successes of the objectives is that there is an increase in occupation of women making changes to the terms of reference. This will be clearly seen in the forthcoming Annual General Meeting, where we expect to have a 50-50 gender representation...the other change is the inclusion of women in the EITI MSG, which is advocating for gender balance in the [extractives] industry."

SEPA hosted sensitization workshops for their women's club members, village headpersons, and traditional leaders on land rights and gender, utilizing drama to share information. The workshops resulted in headpersons agreeing to ensure women could access land and women feeling empowered to request land. Not only did women begin to receive land claims from their traditional leaders, but they also were able to receive support in maintaining those claims when challenged by traditional leaders or others, with the support of Women's Legal Aid. Traditional leaders connected with SEPA have begun putting together transparent land administration systems that enable women and

men to access land, and environmental impact evaluation groups have noted the vibrant engagement of the community during consultations. SEPA noted that a consultant who visited one of SEPA's communities as part of the environmental impact assessment (EIA) was impressed by how much the community members were aware about the mine: "When the consultant came for the EIA...where a mine is expected to start mining operations, the consultant confirmed to say you would not know that the people in that community are villagers because of the questions they were asking him. This happened because of the sensitization that was done by SEPA to empower the local people with information on their rights as citizens of that place...If displaced, they should know how to bargain for compensation and not being taken advantage of." In addition, the women's club members were trained in beekeeping as an alternative livelihood to EI activities and are thus engaging in a profession (beekeeping) that is not traditionally a women's role.

ZAW enabled women and their supporting organizations and allies to demand greater government accountability for the budget and use of mining revenue and call for government investment in programs and services that support women's rights through dialogue with local- and national-level government officials. As noted in one of their reports, "civil society and private sector participants are now recognizing their responsibility to proactively engage in the implementation of policies and frameworks...[and] participants have now started demanding for accurate information and data on extractive resources to guide planning and investment in their communities" through their stakeholder engagement meetings. Additionally, ZAW and SEPA conducted consultations on the Mines and Minerals Development Act in Zambezi and Lufwanyama Districts; held trainings on Free, Prior and Informed Consent (FPIC), land rights, and revenue sharing; and began the formation of citizen agency dialogue groups (CADGs). CADGs began meetings with local stakeholders, government, and corporations in order to place women in positions of leadership around inputs to the mineral revenue-sharing mechanisms through open and transparent elections.

CEFORMOMALI encouraged and supported women's groups to submit better-constructed proposals for their own projects to utilize the 5 percent, saw 14 proposals submitted, and received a commitment from FOMISAR to fund one of their proposals. While the funds (200,000 pesos) had not arrived at the end of the project, the commitment remains. The team's progress toward their goal to increase funding from FOMISAR for community development and productive projects led by women saw success, as did their goal of admission as a member of the FOMISAR Board of Directors (the first women's organization to do so).

**"When the project began, Roberta went to a FOMISAR meeting and they didn't let her speak and we said, if they don't let us in we will push...Participating with quality and with elements, we already knew what we wanted...we wanted to enter the decision-making spaces and we entered. We were elected to be part of it and now we're so busy." Representative of CEFORMOMALI (during a previous evaluation)**

CONAMUCA faced a number of challenges in achieving their change project goals. They were successful in creating and implementing their EI, gender, and transparency module for their political school, yet COVID-19 led to the abandonment of the GIA and a stalling of all activity around ENTRE (EITI MSG in DR) during the pandemic. The GIA itself was cancelled due to COVID-19 restrictions on movement and ethics of pandemic research's risks to communities.

PC was able to continue to advocate for transparent use of mining funds in the province and the municipality through their support and technical trainings of GAL participants from CEFORMOMALI and CONAMUCA but were not able to support CONAMUCA's entrance to ENTRE and the national-level EITI due to its closure of activities during the pandemic. Through proposal development support, they helped with CEFORMOMALI's proposals to support alternative livelihoods projects (such as the organic chocolate factory project as approved in the POA, but no funding has been received to date).

In addition to the findings specific to the change project outcomes, the team also found that **inadequate participation by the mining companies in multi-stakeholder spaces negatively affected the project's progress**. Mining companies are a key stakeholder in this project and should have provided information on their revenues as well as commit to plans for how they plan to give back to the communities they are operating in. However, there has been a challenge with getting mining companies to the table for gender and EI deliberations, especially at the community level where they are operating. The negative response from the mines could solicit lower morale within multi-stakeholder dialogue spaces from the community and prevent mitigation of women's exploitation by the mines. "Mines in the areas were not willing to dialogue with the communities in the area. Whenever they were called for a meeting, and knew that there would be community representation, they tend to shy away from such meetings. The mines in the area have developed a tendency of sidelining all traditional and civic leaders who try to air grievances, and such ones have been cut from attending meetings and dialogue processes held by mining firms, and

their absence created a gap, which could only be bridged by them not leaving some questions from women unanswered" (KII, ZAW, Zambia).

**Despite the progress on increasing the technical knowledge of women and WROs, lack of knowledge of the EI sector continues to be a barrier to the meaningful participation of WROs in national EITI MSGs.** WROs have traditionally stayed away from the EI sector, most likely because of the technical nature of the field. GAL/EITA organizations pointed out that their WROs' knowledge on legal and regulatory frameworks of the EI sector is limited. This becomes a barrier to their meaningful participation in national MSGs and affects their willingness/capacity to participate in them and the receptiveness of key players in the EITI MSGs to their contributions. While it is clear from the change projects that women's engagement in these spaces has grown, there is still a significant hesitance across the general population. **Though there have been gains in the understanding of EI technical jargon and local systems governing it, participants interviewed indicated there is still a long road ahead for deeper understanding and mastering of issues.** Participants indicated that prior to GAL's EI-related activities, their technical knowledge of EI was minimal. Today, after closing the project and Oxfam offices in the Dominican Republic, participants' knowledge of EI-related topics such as environmental law, EI revenue laws, and the mining industry is soaring, and participants in the project have gained access to EI discussion forums. "Before we raised our hands and no one paid attention; now we raise our hands and we are asked to talk and voice our opinions."

**Beyond the EI-specific multi-stakeholder spaces, GAL participants are becoming more visible in local- and national-level media.** Interviewees in both countries stated that they have been invited to interviews with local newspapers and radio stations. GAL activities and workshops on mining law, women's rights, advocacy strategies, and communication strategies have empowered participants "to be a more outspoken, a more militant woman" on women's rights. GAL media-related workshops developed skills and confidence in participants, which enabled them to give media interviews and also raised awareness of EI issues, such as transparency, women's rights, and the 5 percent mining revenue that is to be handed to communities affected by mining activities. In the Dominican Republic, the teams continue accessing and participating in local media outlets such as *El Periodico del Cibao*, which has ample readership in the mining area of Cotui, Sanchez Ramirez Province; Canal 10 (radio and television); and Radio Minera (FM 90.7). In Zambia, both SEPA and ZAW have been invited to speak about their advocacy agendas publicly on television and radio in addition to being interviewed for newspaper articles.

**Finally, the progress toward the outcomes defined by the GAL change team members also highlights the importance of external influences beyond the development and presentation of feasible proposals to municipalities for the use of EI revenues.** Phase II led to several proposals and presentations; but other factors such as availability of funds, politics of funds transfers, competing interest from industry, and alternative proposals have been barriers to actualizing implementation of women's rights organization proposals. One example is a yuca-derivates proposal in Platanal, Sanchez Ramirez Province, where local authorities appear to have accepted the proposal, but **there is still a gap between formal acceptance and formal allocation of EI revenue funds** to purchase land and machinery, to train employees, and to market products. At the same time that **proposals have been gaining the attention** of local administrative authorities, they are competing with unseen factors derailing the actual allocation of EI funds to the presented proposal (e.g., the preference for "brick and mortar" projects, because they are of political interest and meet the demands of the construction merchants in the community). Here the patriarchal norms privilege and prioritize projects put forward by men and corporations, not those put forward by women's rights organizations by saying, "Those are women things."

### **Evaluation Objective 3: Learning and Review of Project Design**

This objective sought to document the effectiveness level of the Phase II project design and components of the "model" which incorporated the GAL process, research, and MEL components. Considering the execution of the project design, the deliverables, and the workplan helped the evaluation team to review how change happened across the full grant rather than just within the GAL processes undergone by country office staff and participating partner organizations. Beyond the GAL process, participating partner organizations were also invited to join virtual peer-learning calls on a variety of subjects relevant across countries and to participate in advocacy opportunities at the OGP and EITI board meetings. Oxfam hoped that by supporting WRO participation in these spaces with mentorship and accompaniment, WRO staff and leaders would be able to participate more comfortably and freely

going forward. This evaluation objective sought to understand what participating organizations valued about the project plans and execution in order to inform the planning for Phase III of the funding. Evaluation questions 4 and 5 ask to what extent participant organizations valued different pieces of the project and felt that they were clear on the workplans throughout the project and were enabling or limited during this phase.

**EQ4. What is the value the Phase II project has given to WRO and EITA efforts? What Phase II project elements have been most effective in delivering intended changes? What Phase II project elements have been most valued? What Phase II project elements have been most challenging for participants, and why?**

The Phase II project model continued incorporation of GAL mentoring, workshops, research, global advocacy, and cross-country digital convenings. While unable to include significant in-person learning and advocacy opportunities due to the COVID-19 pandemic, the program management team adapted to the external contextual pressures, and GAL participant organizations and staff members found value in the project. The GAL process focused on supporting GAL participants to drive their own individual-, organizational-, and community-level changes. This model saw success in connecting EITA organizations with WROs, and even where organizations saw more minimal change in operations, they were able to support the capacity development and access to decision-making spaces such that WROs could speak for women's rights among peer EITA organizations and other EI stakeholders.

*Reflections on the Gender at Work GAL Process*

One of the most commonly mentioned direct results of the GAL process is that it was a catalyst for individual-level change for women. Many women who participated in the process spoke to the continued growth of their confidence, which began during Phase I of the project. Participants indicated that prior to GAL's EI-related activities, their technical knowledge of EI was minimal. Interviewees stated that prior to participating in GAL activities, they were "timid" and "lacked confidence." **After experiencing and learning from the GAL process and activities, interviewees felt empowered to talk, to question, and to exert their rights as women.** Interviewees link their GAL activities, a combination of feminist thinking and the practice building in them, to a sense of a "continuous fight" (some of them refer to themselves as militants) for equality and reversing the values of a "macho-driven" society.

The **peer-learning elements of the GAL workshops and mentoring supported participating organizations** in navigating difficult political situations. In Zambia, participant organizations worked together to uplift one another's messaging in social and traditional media platforms and supported one another's participation in regional-, provincial-, and national-level forums. In the Dominican Republic, plans to continue peer learning among participant organizations were not deliberately set in place going forward.

In addition, the **reflective nature of the GAL process allowed groups to consider how their work might be pre-emptive rather than remediation-based for their advocacy.** While SEPA worked to sensitize community members to possible effects of mining in those communities where mining didn't exist yet, the teams in the DR considered if transparency advocacy activities could be more effective if done prior to the beginning of mining work. At mining locations like Cotui, in Sanchez Ramirez Province, where the Pueblo Viejo mine is operated by Barrick Gold of Canada, the ecological disaster is profound. There, the water in the Yuna River, which is the second-most important river in the Dominican Republic, and its nearby lake have been contaminated by cyanuric acid and mercury. Teams understood that environmental impact is very difficult to reverse. Water quality (very important to all, but especially to rural women) has deteriorated, and water has diminished in volume. Women's rights to land have been violated in the form of forced displacements. Ten years after rural families were displaced from the lands surrounding the Pueblo Viejo mine, compensation for their lands and lost revenue from farming activities is still yet to be seen. GAL participants stated that after-the-fact advocacy is more of an "uphill battle" than if advocacy is done before mining licenses have been awarded by the government. One vivid example is the current attempt to start gold mining in Monte Plata and the canalization of the Rio Yamasa in preparation for starting operations. See: <https://almomento.net/barrick-pueblo-viejo-y-la-presa-de-colas-en-yamasa/>.

Finally, interviewees noted that **Oxfam did not dictate the change projects**, which resulted in ownership of many change projects. Almost all of respondents held the view that Oxfam let them work independently without dictating how the project should run: "Oxfam supported the partners to develop projects and did not dictate to them what to do."

Through the different change projects, partners—according to their different levels and organization—created knowledge and awareness raising, they did manage to get visibility, and they managed to create some agency with the different groups they were working with.”

### *Reflections on International Advocacy and Learning Components*

Oxfam’s three-tier approach to advocacy during the project has helped improve awareness and led to more discussion on gender issues surrounding EI. The implementation of Phase II of the project adopted a three-tier approach, which involved international-, national-, and grassroots-level engagement. Most WROs held the view that **the three-tier approach allowed for more involvement of a broad spectrum of stakeholders at international, national, subnational, and local levels**. The WROs expressed that this approach was good for increasing awareness. Answers to questions by the interview team showed highly experienced leaders carrying out and participating in advocacy actions—in some cases, for many years—such that one can conclude experience in advocacy action is an important factor in asserting influence and achieving organizational change.

**Awareness was raised on the EITI standard of participatory and inclusive approach to designing questions.** Prior to the project, participants were not aware of the new EITI standard approved just before the start of the grant (See: <https://eiti.org/document/presentation-on-changes-to-eiti-standard-2016-to-2019>). Participants are now informed and educated in the new standard (gender provisions) and see the value of employing inclusive processes in designing not only questions but also project proposals, goals, and objectives around advocacy on the standard. For example, interviewees stated that EI companies are expected to disclose annual financial statements and the new requirement emphasizing comprehensive and reliable disclosures, including those on gender.

**EQ5. Phase II project design, planning, and implementation: Was there a “solid” project design? Was it implemented as designed? Were there clear objectives? Were there clear deliverables? Was there a sound workplan?**

**International advocacy participation was appreciated.** Oxfam orchestrated both countries’ in-person (pre-COVID-19) and virtual participation of the GAL participants in international EI forums. Specifically, “[by] supporting participation and interaction for implementing partners like CONAMUCA, CEFORMOMALI, and Participación Ciudadana, in spaces such as EITI [and the] Open Government Partnership (OGP) [meetings], Oxfam helped (the DR partner organizations staff) to link local messages into global audiences.” The fact that DR participants attended international conferences in Canada and Paris, coupled with side meetings with EITI executives, is an indicator of increasing participation in EI international forums through the support of Oxfam.

Cross-country learning sessions held digitally by Oxfam provided engaging spaces for interaction. **International interactions helped improve learning spaces.** Sharing of experiences among the local participants and with colleagues outside Zambia gave the GAL participating organizations an opportunity to learn from the experiences of others (in the DR). Further, the learning spaces allowed different organizations to be able to share ideas and situations and discuss how to overcome certain challenges to be more effective in achieving their goal of improving women’s rights in EI. Additionally, the **Dominican Republic and Zambia cross-country learning interaction promoted understanding of one another’s work and enhanced participants’ learning**. Interviewees appreciated these spaces and recommended that such interactions should take place early in the life of the project, “because we can learn earlier from each other’s experiences with strategies to overcome barriers, thus saving time and providing solutions because both countries (DR and Zambia) shared cultural similarities such as male-dominated societies and also a male-dominated mining sector.” Interviewees were very appreciative of the webinars on natural resources management and feminist resource management.

### *Project Design*

**Phase II of the project had a well-thought-out plan, objectives, and deliverables.** Phase II of the project was well planned. The involvement of stakeholders in the planning phase and periodic learning and sharing of experiences among implementing partners was well thought out: “the roles expected of us as implementing organizations were clearly defined from the onset.” Furthermore, a situational analysis on gender and EI was conducted in order to

understand the nexus between the two. Interviewees felt the project had clear objectives and perceived that a workplan to achieve objectives was in place, only to be disrupted by the pandemic.

In addition to the conceptual logic and design of the project, Phase II had adequate input from the bottom up, and GAL participating organizations felt included in the process. There were “gray” areas where information was lacking, and teams would have valued input from the top down. According to interviewees, one place top-down information would have been useful was in connecting teams to experts or sharing technical knowledge of the DR government systems’ approach to managing, regulating, and collecting revenue from the mining sector. Initial months of the project required time and resources to understand DR governmental mining sector taxation, environmental law, mining revenue collection, and the intricacies of the systems, to enable the project to have a clear understanding of the environment. Adequate information and understanding of the sector during design could have enabled a more efficient project implementation.

**Self-care strategies had mixed success.** There were mixed views on the self-care strategies used during the project workshops/training. Some respondents found the strategies to be helpful to them. On the other hand, other respondents indicated some of the self-care strategies were not as effective because they were performed mostly only online via zoom.

Budgeting during the project design was inclusive but in reality faced challenges. As the project began, misaligned funding disbursement dates conflicted with the local context where many of the WRO were implementing their change projects. The fund disbursement was said to be misaligned, because the funds were disbursed during periods when project activities were difficult to implement (such as during the farming season). Community members who were supposed to be participants in the projects would be mostly working in the field in preparation for the farming season, making project implementation and participation difficult.

**Selection of project implementing partners appears to be based on a well-developed criterion.** This included an analysis of interest, location, and perceived expertise based on prior coalition work with Oxfam in Zambia and Oxfam in the Dominican Republic. Within the DR, the three GAL change teams—CONAMUCA, CEFORMOMALI, and PC—appeared to participants to be a well-balanced set of “team players.” It was thought that the strengths of each organization made up for the weakness of the others, thus creating an effective synergy of skills, knowledge, geographical coverage, membership, and political influence. For example, PC is very well known in the country at all levels of political influence, whereas CONAMUCA is more of a rural, women-driven organization whose focus, though wide, does not enjoy the level of influence of PC. At the same time, PC’s strength and transparency of its advocacy work is a plus to CONAMUCA and CEFORMOMALI. Both CONAMUCA and CEFORMOMALI have very strong community leaders with a well-cemented tradition of influence and leadership within their communities; a key factor in mobilizing action to demand women’s rights, and the transparency and accountability of EI organizations. In Zambia, the three GAL change teams—ZAW, PWYP-Zambia, and SEPA—were selected on the same criterion.

**Lastly, the GAL trainings and process enhanced partner work on women’s rights through the application of the GAL principles.** SEPA appreciated their participation in the GAL training and reported that it had greatly impacted the work they were doing as they had little knowledge on how to empower women. A key informant narrated the following: “Since initially we did not have the knowledge on how to empower women, we learnt from GAL to sensitize women to speak out if they live in a mining area on issues that affect them such as displacement, which comes with new relocation of not having enough water from boreholes for human beings as well as livestock” (SEPA KII). **Additionally, the GAL process has contributed to capacity development on EI accountability.** The GAL process led to the identification of the knowledge gap on EI among WROs. Thus their engagement on the change projects contributed greatly to advancing the capacity building for EI: “When coming up with a selection of WROs that would participate in issues of EI accountability and influence the management decision-making, it was discovered that there was a knowledge gap of extractives in WROs, and this brought about capacity building to ensure that the technical knowledge gap is filled and [WROs would] be able to contribute meaningfully. The changes were as a result of the GAL project as it was the first step for them to speak the gender language as they are into extractives since inception.” Similarly, the GAL process assisted participant organization staff in the DR to name their own learning objectives on EI such that they could learn technical language and skills to speak with decision-makers and media about their own advocacy asks.

### *Pandemic's Effect on Project Implementation*

A number of interviewees described the solid design of the project but also highlighted that it did not necessarily go exactly according to design for everything due to the restrictions brought upon all participants by the COVID-19 pandemic. The “*Cuarentena*” (forced mandate to stay at home and quarantine) negatively impacted Phase II’s planned activities by creating difficulties communicating and impeding physical gatherings needed to carry out project activities. This was especially true in the Dominican Republic, but work in Zambia was also brought to a halt until funding could be reallocated to cover personal protective equipment (PPE). The project sought to adapt to the new health guidelines prescribed by the Zambian government. An interviewee in the DR said, “Because of the pandemic, I cannot go out, but now I have more time to take care of the “*conuco*” (small plot of land) by planting yuca and platano; something I would not have done if I was not confined to the household.” In Zambia, WROs in particular faced delayed implementation of some planned activities due to COVID-19 restrictions, such as the banning of public gatherings, and due to organizational closure as a result of COVID-19.

**Though COVID-19 had a negative impact on the implementation of the project, it was adapted to and had collateral benefits.** According to interviewees, they had more time for themselves, their families, and the *conuco* as well as enhanced knowledge of the internet and technology to communicate, learn, and share experiences with comrades. They were also able to save time on transportation and other personal costs.

In addition to the savings of time and money, another benefit of the quarantine restrictions (*Cuarentena*) is that it allowed for funding originally planned for travel expenses (and the GIA in DR) to be reprogrammed to create a better-equipped project (hardware and software) and virtual communication to participate in activities effectively in a digital environment. Participants developed skills through the utilization of internet technology-based tools used to participate in meetings and learn from one another. In DR, **rural GAL participants learned to utilize internet-based technology to participate in meetings and cross-learning from each other.** Prior to the pandemic, we were told participants, especially in EI rural communities, were in many cases unfamiliar with communication applications such as the cloud-based application Zoom and the utilization of “smart” cellular telephones, only using calls and texting via WhatsApp. In both countries, participants used data “bundles” to communicate, and the financial assistance to cover the cost has been of great help to GAL participant organizations who saw an increase in their needs in order to participate.

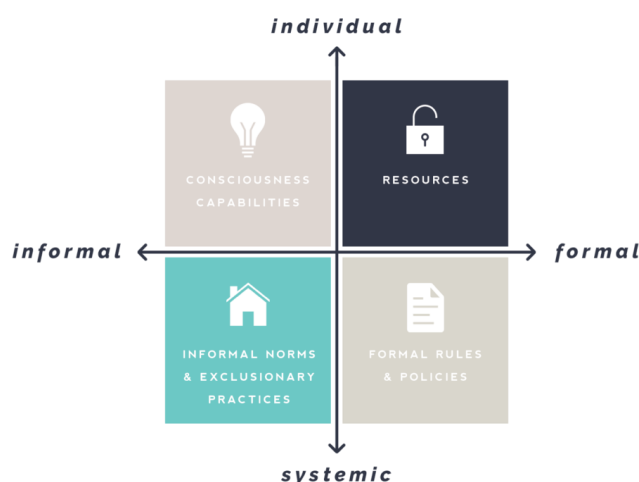
### *Lessons Learning in Design*

**The pandemic led teams and Oxfam alike to understand the value of adaptability as well as that of planning and budgeting for unforeseen events in their projects.** Almost all key informants explained that they needed to factor in unforeseen events when planning and budgeting for projects/programs going forward. One key informant explained: “There is need to plan for unforeseen circumstances financially” (KII, SEPA, Zambia). Similarly, another key informant stated: “Planning for the unforeseen circumstances such as pandemics [is critical] in terms of the budgeting process as well” (KII, ZAW, Zambia). In the Dominican Republic, this manifested in highlighting the importance of investing more resources in acquiring state-of-the-art information and communication technology (ICT) as they worked from home and held meetings virtually. Each organization had to adapt in adopting the new normal of working from home or under a new set of restrictions.

Oxfam’s multi-stakeholder approach to the project for gender inclusion in EI meant that many stakeholders were involved from different levels of influence, including international-, national-, and community-level partners. This project also included government ministries and the private sector. At the community level, the gathering of all the key stakeholders contributed to complementarity: “There was complementarity among the organizations in that when one of the partners needed to execute an activity on the group they would sometime use the structure of the other organization” (KII, Oxfam, Zambia). Through the multi-stakeholder approach, Oxfam also succeeded in fostering dialogue at the local level. One key informant explained that encouraging dialogue and building rapport with the key stakeholders were good practices that gave the WROs access to these key stakeholders. This was important to allow for buy-in by the key stakeholders: “Fostering dialogue is another good practice that gave us access to local

authorities, traditional leaders, community leaders, the community as well as mining companies in order to discuss issues on women in the extractive industry” (KII, PWYP, Zambia).

## Gender at Work Framework Analysis



Findings linked to the Gender at Work framework	
<p><b>Women's and men's consciousness</b> At the individual level, this refers to staff and organizational leadership's knowledge of and commitment to gender equality. This increased individual consciousness builds capacity for dialogue on issues of gender equality and allows for resolution when challenges arise.</p>	<p><b>There has been increased awareness of women's rights and participation in EI at the community levels</b> through change projects, because of GAL participant organizations' facilitated activities at community level on women's rights and participation in EI. GAL participant organizations reported that through their trainings and workshops, women have gained knowledge on gender aspects related to EI.</p> <p>In June 2020, ZAW conducted a two-day advocacy meeting titled "Women's Participation in the Extractive Industry." SEPA has conducted sensitization meetings with communities on the land rights of women in EI through the use of drama/theatre and radio programs. SEPA acknowledges that women are now able to speak up about issues affecting them.</p> <p>The inclusion of EI in CONAMUCA's curriculum has enabled women farmers across the DR to learn more about their rights and opportunities to demand gender equality.</p> <p>This increase in awareness is a positive step toward increasing women's consciousness and is demonstrably increasing women's capacity to speak up about issues of equality in EI.</p>
<p><b>Women's access to resources and opportunities</b> This refers to the allocation of budget and other resources toward projects that advance equality, increased decision-making opportunities for women, and freedom from fear of being a victim of violence or harassment.</p>	<p><b>Women have been empowered with livelihood skills and knowledge on women's rights.</b> Through SEPA's efforts, women have been empowered with skills through training and support of women's clubs in developing alternative livelihoods from non-timber forest products. This demonstrates a shift and the potential for EI accountability initiatives to boost women economic status.</p>
<p><b>Cultural norms, values, and practices</b> This refers to the acceptance of women being in positions of leadership, organizational ownership of gender issues, instituting work-family adjustments in organizations, and including women's issues on agendas.</p>	<p><b>The extractive industry is becoming more gender responsive.</b> Gender has been included as a key element for Zambia's EITI MSG members to consider, three women have been included on the MSG, and one GAL participant organization (PWYP) sits on the MSG. In the Dominican Republic, FOMISAR's inclusion of GAL participant organizations in decision-making spaces shows shifts in norms and practices.</p>



	<p>This gradual change to including gender within the EI agenda is creating an enabling environment for Oxfam's Phase III activities.</p> <p>Additionally, land rights are being granted by traditional leaders to women in communities, not just to men.</p>
<p><b>Formal institutions, laws, and policies</b> This refers to the inclusion of gender equality as a mission, gender-sensitive policies, and gender-sensitive accountability mechanisms.</p>	<p><b>Collaboration between Oxfam/WROs/EI resulted in incorporation of gender in EI stakeholder activities.</b> Oxfam's collaboration with WROs and key grassroots and national-level stakeholders has influenced the inclusion of gender in EI stakeholder activities and regulations.</p> <p>GAL participant organization PWYP sits on the Zambia EITI MSG. PWYP has pushed for the inclusion of gender in the MSG work plan, and the MSG has listed Oxfam as an ally that advocates for the mainstreaming of gender.</p> <p>Policy opportunities are opening up that Oxfam can leverage to increase impact. In a meeting convened to review the law, the Ministry of Mines acknowledged that gender would be included as a priority. The EITI bill that is awaiting government approval, which will compel mining companies to disclose payment of revenues, could be an opportunity for Oxfam and gender EI stakeholders to engage with companies to consider gender in reference to EI revenues using non-foundation funding.</p>

## Longwe Women's Empowerment Framework Analysis

### Findings Linked to Longwe Women's Empowerment Framework

Longwe Empowerment Framework was developed by the Zambian gender activist Sara Longwe during the 1990s. According to the framework, the process of empowerment may be understood in terms of five "levels" or dimensions that are all equally important, namely: welfare, access, conscientization, participation, and control. "Welfare" addresses basic needs; "access" refers to the ability to use resources such as credit, land, and education; and "conscientization" (hereafter referred to as consciousness) is focused on women's realization and awareness that gender inequalities arise from gender norms and discriminatory practices—and the unfairness of this system. These dimensions of empowerment can be linked to the areas related to changes in conditions on an individual level as identified in the Gender Transformation Framework (resources and consciousness). The fourth dimension, "participation," is understood as women's ability to mobilize around their rights and participate in decision-making. "Control" is the level that is reached when women have taken action so that there is gender equality in decision-making over access to resources, so that women achieve direct control over their access to resources. When looking at Longwe's Empowerment Framework through the lens of the Gender Transformation Framework, it is clear that each level of empowerment is dependent on changes on both an individual as well as a systematic level, which strengthens the analytical sharpness and preciseness of the framework. Longwe's framework also serves as an important reminder of the importance of taking a holistic approach to empowerment by considering women's practical needs (welfare and resources) as well as strategic needs. Women's empowerment is strongly related to gender justice, since women as a group are usually disadvantaged in relation to men. The highest level of empowerment ("control") is a prerequisite for gender justice in terms of women having the power of defining and shaping the policies, structures, and decisions that affect their lives and society as a whole.

#### Participation and control

*Participation* refers to the point where women make decisions alongside men equally and participate meaningfully, which will lead to increased empowerment and ultimately increased *control*.

#### Important steps toward meaningful participation of WROs and women in EI accountability and decision-making

The fact that WROs in Zambia and DR are collaborating with EITA organizations and are represented on the EITI MSGs is an important result for women's participation, as are decisions by EITA organizations such as PWYP to have a gender balance on their steering committees. However, increased numerical representation of women in the MSGs does not necessarily lead to meaningful participation. Meaningful participation on a national level requires a high level of technical knowledge about EI and the legal framework as well as the regulations related to land acquisition, environment, etc. in

	<p>order to identify entry points for promoting women's rights and gender justice. While the knowledge and confidence of WROs in EI certainly has increased, there is still a knowledge gap, as pointed out by the EITA organizations. This can reduce the credibility of WROs and make the MSGs less receptive to the importance of gender justice. On a community level, women are increasingly participating in meetings with the local councils, the mining company, traditional leaders, and other actors. According to the WROs, there has been a gradual increase in participation, with only a few women participating in the first meetings (and rarely talking) to a gender-balanced representation, with women speaking out and making active contributions to the discussions during the project's lifespan.</p>
<p><b>Conscientization (awareness)</b> refers to the process by which women realize that their lack of access to resources arises from the discriminatory practices and rules that give priority access and control to men.</p>	<p><b>Increased awareness of gender norms and gender justice at various levels</b> There is strong evidence that Phase II of the project has led to increased awareness of gender norms and gender justice at the individual, organizational, and national level. In many interviews, individuals have expressed that they have increased understanding of gender dynamics in the EI, including the influence of patriarchy and the "macho culture" that is especially apparent in the DR. EITAs such as PWYP started their GAL process by critically reviewing their own (male-dominated) organization and making necessary changes. On a national level, there is also increased awareness of the importance of gender justice, as evidenced by the appointing of three women to the EITI MSG in Zambia, which can be attributed to a presentation held by Oxfam as well as the advocacy efforts by WROs/EITAs.</p>
<p><b>Access</b> refers to an improvement of women's status, relative to men, by their own work and organization arising from increased access to resources.</p>	<p><b>Strengthened resilience through access to land and practical skills</b> The WROs/EITAs have promoted women's empowerment through access to resources in two ways: 1) conducting advocacy to ensure that women benefit directly from mining activities through employment and investment of mining revenues in programs and services that advance women's rights; and 2) building resilience and strengthening the position of women in communities, through increased access to land (mainly in Zambia) and practical skills. While the former requires more time to achieve actual results, the increased WRO/EITA collaboration and joint advocacy in Zambia and the DR has certainly led to a stronger women's rights agenda in the EITI MSG, which is an important step to achieving gender justice. Regarding the latter, WROs in Zambia have been successful in sensitizing communities on women's land rights and engaging with traditional leaders on customary law and exclusionary practices that prevent women from having access, ownership, and control of land. Women have also been equipped with practical skills, e.g., beekeeping, to promote alternative livelihoods. This is particularly important in communities where mining has not yet taken place, as it builds resilience and strengthens women's positions in the event of future land acquisitions and resettlements by mining companies.</p>
<p><b>Welfare</b> refers to an improvement in socio-economic status, such as improved nutritional status, shelter, or income.</p>	<p><b>"A hungry woman will not speak"—poverty is a barrier for women's participation on the community level.</b> One of the key findings from this evaluation is that in empowerment related to welfare, the practical gender needs of women have been overlooked. While women's participation at the community level has increased, high poverty levels have been a barrier to women's meaningful participation. Women have to prioritize the basic needs for themselves and their families before attending advocacy meetings and trainings. As pointed out by ZAW, "a hungry woman will not speak." Similar sentiments have been expressed by other GAL participant organizations. This calls for a more holistic approach in the next project phase, which includes an improved livelihood/women's economic empowerment component.</p>

## Conclusions

### *Project Design*

The project design of incorporating repeated interactions between WROs and EITAs continues to be successful in bringing together the groups. The G@W-facilitated GAL process has enabled participants to communicate better and facilitate the relationships across the EI sector stakeholders through repeated interactions and increases in technical vocabulary among WRO participants. One participant described her collaboration by stating, "I think we communicate better now [in the EI space]. We now know how to advocate for our rights much better than before. So, the workshops and conversations about how to communicate, how to get a message across are more effective elements of the project to help us make a change." Women's rights organizations repeatedly highlighted the gap in interests between themselves and corporate interests in the extractive sector but placed EITAs in the role of an ally against the corporate and government failures. Corporations and government actors were repeatedly described as having very different motivations and values, which made them difficult to collaborate or work with. The variety of age and

experience included within the GAL change teams was important to cross-learning as well as to internal learning at each organization.

The teams successfully designed their own change projects with very little direction from Oxfam or G@W staff in an attempt to avoid a top-down design, but sometimes this led to confusion by partners. Despite this, transformational outcomes were supported by early mapping of EI stakeholders in the community during the GAL change project planning processes. The mapping process resulted in a focused plan of action that otherwise would have been very dispersed and difficult to implement in the timeline that was initially projected.

The partners found that they were already facing the ramifications of extractives in their communities, such that there was a strong uphill battle for change. It was suggested that if this work had begun sooner, ahead of mining licenses being given out, they would have had stronger positions for negotiation and input, as was visible in Zambia with some of SEPA's work around the environmental and social impact assessments as well as for land compensation negotiations.

One other element that partners noticed was missing initially from the project was a deliberate drive to work alongside media houses and a focus on livelihoods. None of the partner change projects began with a focus on raising income from the advocacy for individuals, but as the participating GAL organizations began working within communities, they found that participation in activities was lower among those facing a shortage of food or other basic necessities. This increased awareness of the lack of resources led to an adaptation in change project design by GAL participant organizations for their change projects. In Dominican Republic, the change teams found that engaging with media outlets such as radio and other journalists helped them to spread their messages further. Flexibility to focus on raising resources for livelihoods and increasing communications skills with media outlets enabled team members to overcome barriers to their change projects.

Many of the elements of the GAL process and its accompanying activities were valuable to participants. The skill-building sessions were often a deeply valued part of GAL processes' mentorship by Gender at Work for participant organizations, and for this phase of the grant it was no different. From technical EI language and fiscal justice trainings to verbal and non-verbal communication for persuasion and advocacy, teams found value in these additional workshops and trainings. Being able to put these skills directly into practice offered many participants the opportunity to act upon their learning.

### *Project Implementation Challenges*

The main challenges within implementation were around the COVID-19 pandemic and the timing of funding being received by partner organizations due to a transition of Oxfam financial systems. In relation to the pandemic, the teams felt the peer-learning and cross-country learning activities were important due to the importance of these relationships throughout the life of the project. Additionally, the international advocacy opportunities had knock-on effects in local contexts. Individuals who attended OGP and EITI meetings took this experience back to their national-level contexts and pushed for change by leveraging the international norms and conversations, in addition to utilizing the sometimes-technical vocabulary of these spaces.

In seeking behavioral change regarding gender, communities find greater success when both women and men must work together to model change as rights holders and duty bearers. Participants continued to describe how individual-level change was leading to changes in their relationships, both professional and personal. From building confidence to speak within one's own organization to raising one's voice in international forums, participants began to feel heard by decision-makers. While men were included on change teams in Zambia, the Dominican Republic had very little (if any) male participation, with the exception of as presenters of technical content or as recipients of advocacy by GAL change team members. In addition to not having abundant male-identifying participation in pushing forward the women's rights agenda in the Dominican Republic, there also was not a coordinated plan among partners for working together after the closure of the Oxfam country office. The sustainability of the organizations' joint advocacy and self-education activities without partner funding support was described by participants as extremely challenging despite funding planning support received by partners as part of the close-out of activities in the Dominican Republic. GAL participant change team members did describe the importance of strong proposal writing and strong advocacy techniques as critical to continuing to influence funding decisions.

Change takes time. Participants know that education is important to bringing about change and that education takes time. Phase II of the grant enabled change teams to put into practice much of the work they had hoped to accomplish and also brought on board new partners who best enabled growth among their peers. “The personal interest of the women in improving, in learning [is critical]. Without that interest, it is not to learn and get results” (KII, CEFORMOMALI, DR).

## Recommendations

### *Improvements for Design*

Based on the previously stated conclusions and findings, a number of recommendations surfaced from the data collected. On overall project design, the evaluation team found that while the team was successful in allowing space for GAL change teams to create their own objectives for the projects, there may have been a need to allow for more top-down input into project design. Top-down design allows for an extensive a priori planning and research phase that could have informed the project on DR government systems directly related to the extractive industry. Additionally, there was a need for written communication stating project goals and objectives in clear terms, checking on participant understanding, and following up throughout the life of the project. Feedback loops would have helped the project management team to ensure that content, including self-care strategies, were either grounded in local customs or not required of participants.

GAL change team member selection was left up to each organization independently, but the evaluation team noted that participant selection appears to be key as an enabling factor of change. Experienced advocates of women’s rights appear to be “fertile soil” for change and therefore should be included in each of the change teams alongside youth participants. Selecting participants with strong experience in advocacy and women’s rights activism in the Dominican Republic supported momentum through community leaders and should be replicated to facilitate the changes the project was looking to achieve. Additionally, the evaluation team recommends consideration of having an EI expert in each WRO organization to fill the knowledge gaps. The evaluation team felt that there could be all the right ingredients to develop skills, attain certain behaviors, and acquire critical knowledge, but if the intended recipients (GAL participants) are not suitable participants, GAL change project expected results are constrained.

In terms of broader stakeholders involved in the project, the next phase of the project should seek to engage government more as a key stakeholder and reengage mining companies through the identification of a designated focal contact person to engage with the communities. This is based on the social network analysis where government was an outlier and on interview content around corporate participation in multi-stakeholder spaces. Teams found great value in the early identification and mapping of the EI stakeholders in the community, which then facilitated the implementation of action plans sooner rather than later. Where applicable, there is also a need to continue accessing and participating in local media outlets (such as *El Periodico del Cibao*, which has ample readership in the mining area of Cotui, Sanchez Ramirez Province; Canal 10 (radio and television); and Radio Minera (FM 90.7) in the DR).

The evaluation team would also like to recommend future interventions (GAL activities) occur in areas before mining licensing has been approved and mining implementation supporting systems are in place. One way to identify future mining licensing awards is by simply reading *The Diggings*, the most commonly listed primary source of mining sites.

Beyond these recommendations, the GAL participating organizations recommended the deliberate inclusion of economic empowerment activities to support broader participation by women in the EI sector accountability efforts and decision-making spaces. An interviewee from SEPA recommended, “It would be good to have an economic empowerment component in the project to improve women’s livelihood. In this way the project will be more holistic and sustainable as well as more successful in achieving results in terms of advancing women’s rights in EI. Advocacy alone will not help people to earn a decent livelihood but also economic empowerment, which funders do not understand.” This calls for a more holistic approach in the next project phase, where change projects should include an improved livelihood/ women’s economic empowerment component. This recommendation is consistent with other WROs’ recommendations and recommendations from participants that WRO/Oxfam should advocate for the mines to

prioritize local businesses to supply the commodities that can be locally sourced and are low capital intensive. At the same time, the evaluation team recommend avoiding targeting women specifically through activities, which risks feminization of responsibilities.

### *Improvements in Implementation*

Logistically, Oxfam must ensure that funding is disbursed on time and considers the context of the fund recipients (especially farming/rainy season). The evaluation team recommends to Oxfam that its partners should plan and budget for unforeseen events (like COVID-19) in the project by setting aside a budget line to support internet costs for participants in rural areas, and plan for mentorship (virtual) and support after workshops and learning activities during Phase III. The participants believed that the ability to have adaptable budgets is critical to engaging during the continuation of the pandemic.

International interactions were valued by participants, and to make them even more valuable the team recommends early implementation in the project lifecycle (early in Phase II) of “cross-pollination” activities (cross-country learning activities and global advocacy event participation) because participants benefit from it. The Oxfam team should continue to provide support for identifying opportunities for global advocacy and should continue their engagement with the WROs to enhance sharing of ideas. Additionally, Oxfam and GAL participating partners should consider protection/immunity for WROs as they engage with mining companies/local leadership as the process of engagement can sometimes be dangerous to partner staff in particular.

Oxfam and its G@W consultants should continue the work to reinforce focus on behavioral change of individuals. It's not enough just to focus on changing values and attitudes; if behaviors don't change, culture doesn't change. Rights holders and duty bearers can be individual models of change given their influence and stature in their communities, especially in the rural Dominican Republic. The team should consider augmenting men's participation so they can be agents of change as well as focusing on keeping all participants abreast of EI standards updates through informational seminars, participation in international forums, and EI discussions in general. Interviewees were unsure of how both CEFORMOMALI and CONAMUCA can continue on their own, filling the void left by Oxfam. Apart from words such “we will continue our advocacy work” and such, there is no formal plan to move ahead in a coordinated fashion, building on the foundations Oxfam created, so the relationships will have to show their strength over time. Relatedly, it will also be important for the team to develop a reporting format that helps to deliberately track and record transformational changes as well as backlash and setbacks faced by change makers.

With Oxfam's departure from the Dominican Republic, it will be critical for the GAL participant organizations to continue to build their own technical knowledge of the EI through self-coordination of a plan for continuous EI education. Per interview feedback, there does not appear to be a formal organized plan between the two implementing partners to continue EI self-education activities. Additionally, these partners will need to emphasize the five positive factors of effective proposal development: solution, benefits, reasonable cost, feasibility, and greater benefit to the community at large in successful proposals, coupled with individual lobbying alongside local government officials and political party leaders in the EI municipalities. For example, the Partido Revolucionario Moderno (PRM), the political party in power, has very strong influence in all administrative municipal decisions, so without their support, funding through FOMISAR could be unlikely.

## Annexes

### Annex I. Listing of Individuals and Organizations Interviewed

#	Country	Name	Role/Function	Organization
	<b>Dominican Republic</b>			
1		Felix	<b>Duty Bearer/Platanal</b> Sanchez Ramirez Province Sindico	Municipal Government Platanal Sanchez Ramirez Province
2		Stalin	<b>Facilitator</b> Communication workshops	SmartCom
3		Luis	<b>Facilitator</b> Communication workshops	SmartCom
4		Yala	<b>Facilitator</b> Communication workshops	SmartCom
5		Fatima Portoreal	<b>Facilitator</b> Case studies and “Formaciones”	
6		Felipe Orozco	<b>Facilitator</b> Project proposal	FOMISAR
7		Glenys de Jesus Checo	<b>Dominican Republic Oxfam Administrator</b> Managed Phase II after Loriel’s departure	Oxfam Dominican Republic
8		Zobeyda Cepeda	<b>Oxfam in the Dominican Republic Gender Advisor/</b> GAL Facilitator for DR	Oxfam Dominican Republic
9		Mercedes Inoa		Participación Ciudadana
10		Consuelo	<b>Rights Holder/Community leader</b>	Community of Platanal
11		Sor Luisa Suarez/Hijas de Maria	<b>GAL Participant – indirectly</b>	CEFORMOMALI
12		Teresa Viloria	<b>GAL Participant</b>	CEFORMOMALI
13		Juana Mercedes	<b>GAL Participant</b>	CONAMUCA
14		Kathy Jaime	<b>GAL Participant</b>	CONAMUCA
15		Elianna	<b>GAL Participant</b>	CEFORMOMALI
16		Ramona	<b>GAL Participant</b>	CEFORMOMALI
17		Roberta del Orbe	<b>GAL Participant</b>	CEFORMOMALI
18		Katherina Cabrera	<b>GAL Participant</b>	CONAMUCA
19		Benita Cordero	<b>GAL Participant</b>	CONAMUCA
20		Lucrecia Jorge	<b>GAL Participant</b>	CONAMUCA
21		Yesenia Montero	<b>GAL Participant</b>	CONAMIUCA
22		Loriel Sanchez	<b>Former Oxfam in the Dominican Republic Administrator and Manager/managed Phase II start up and PL1</b>	N/A
	<b>Zambia</b>	<b>Name</b>	<b>Role/Function</b>	<b>Organization</b>
1		Clement Chinyundu	<b>GAL Participant</b>	SEPA
2		Mukupa Nsenduluka	<b>Oxfam in Zambia</b>	Oxfam Zambia
3		Edah Chimya	<b>GAL Participant</b>	ZAW
4		Ian Mwiinga	<b>EITI Secretariat</b>	EITI
5		Thresa	<b>GAL Participant</b>	ZAW
6		Thelma Nkowan	<b>EITI Member</b>	Women in Mining
7		Silumbwe Agrippa	<b>Media</b>	Zambia News and Information Services (ZANIS)
8		Eneya	<b>Oxfam in Zambia</b>	Oxfam Zambia
9		Mando Chiundaponde	<b>GAL Participant</b>	PWYP
10		Vincent Lungu	<b>Local Authority</b>	Lufwanyama Council
11		Chief Lumpuma	<b>Traditional Leader</b>	Lufwanyama
12		Mailes Zulu Muke	<b>GAL Participant</b>	SEPA
13		Peter Mulenga	<b>Local Authority</b>	Luanshya Copper Mines
14		Shadrack Chembe	<b>EITI Member</b>	Women for Change

Zambian Key Informants	# of KIIs	Dominican Republic Key Informants	# of KIIs
------------------------	-----------	-----------------------------------	-----------

Oxfam Staff	2	Oxfam Staff	4
Implementing partners: WROs and EI (SEPA, PWYP, ZAW)	10	Implementing partners: WROs and EI (CONAMUCA, CEFORMOMALI, Participación Ciudadana)	16
Line ministries: Ministry of Mines, Ministry of Gender Development	1	Line ministries: FOMISAR	1
Community leaders (formal or informal)	2	Community leaders (formal or informal)	4
Survey	79		
<b>Total</b>	<b>94</b>		<b>25</b>

## Annex II. Key Informant Interview for GAL Participant Organizations

### Introduction

Thank you for the opportunity to speak with you. We are a research team interested in learning more about your experience as participants in the Oxfam project “Extractive Industries Women’s Rights Accountability Initiative.” I assure you that all information that you provide to us will be used exclusively for our research and analysis. I will (record) or (take notes), but all responses will appear anonymously. This is not a test, and there are no right or wrong answers. The most important thing is that you should feel comfortable and contribute as much as you can. You can express opinions and discuss issues freely.

The information you provide will help to improve the project in its next phase.

The interview will take approximately (60 minutes) and will cover the following topics:

- A) Gender action learning (GAL) and contributions to transformational change
- B) GAL change project results
- C) Learning (effectiveness of Phase II model)
- D) Project design and implementation; and
- E) Implications of Covid.

I may ask you for a second interview to clarify or request more details on some of the topics we will cover during the interview.

**(Note to the interviewer:** We should be attentive to Recommendations, Limitations, Unexpected Results, and Best Practices...feedback/information from the interviewee. Think always of the “shoe boxes” (Report Sections) we need to fill in. Always ask for evidence, for supporting documentation, for details. And ask for a best- or better-suited person we may contact to provide even more information. Encourage the interviewee to be **Reflective, Critical, Analytical** all throughout the interview. Always ask “How,” “Why,” very important to ask interviewees for details constantly, but especially when the interviewee is voicing a conclusion or a recommendation. Ask for supporting evidence when possible. And follow up on responses (“Could you say more about that?” or “What do you mean by that?”). Probe answers, interpret questions (“What do you mean by ...?”). Avoid gender bias by equally valuing the experiences of male and female respondents.

### Interviewee Background Questions

**Interviewee name:** Though we will have names from Interview Person (IP) data, it’s always good to re-check spelling and overall name accuracy.

**Organization name:** Where interviewee plays a role. We should have names already but it’s good to double-check.

**Interviewee role in the organization:** Function interviewee plays/played in the organization or the community

**Interviewee role in the community:**

**Country:**

**Location:**

**Gender:**

**Contact information:**

**Email:**



Cell phone:

## INTERVIEW QUESTIONS

**Before we dive into the interview questions, could you give us a bit of a background to your organization and when you got involved in this project?**

### **A. Gender Action Learning and Contributions to Transformational Change**

1. Can you tell us about the GAL process that your organization has been taken through?
2. Have you observed any changes in collaboration between WRO and EITA organizations as a result of the GAL process? If yes, can you provide examples? Have you observed any changes in collaboration across network organizations that work on women's rights and EI? If yes, can you provide examples? In what way has the GAL process contributed to this?
3. What factors enabled collaborations between WROs and EITAs? (*Please ask for verifiable examples if possible*). What factors limited collaborations between WROs and EITAs? (*Please ask for verifiable examples if possible*).
4. Describe the coordination between WROs and EITAs.
5. Kindly list the name of the organizations, ministries, networks, etc. that you collaborated with during the Phase II (SNA-specific question).
6. Has your organization (or you as an individual) started to apply self-care strategies as a result of the GAL process? For example, by practicing Tai Chi or yoga to help manage stress.
7. Have you observed any changes in perspectives around gender advocacy agendas, justice, and women's rights? (*Probe on: women's access to resources and opportunities, awareness of gender inequalities, women's participation in decision-making and institutional laws and policies*).
  - a) Individually? Collectively? At the community level?
  - b) If yes, can you provide examples, evidence? Was that change as a result of the GAL process (project's intervention workshops, information, training, advocacy, etc.)? If not, kindly state what intervention influenced the change.
  - c) In what way have the changes that you have mentioned (related to advocacy agendas, collaboration, participation, norms, and self-care) advanced gender justice and women's rights?
8. Have you observed any changes in the level of participation? Has there been any meaningful **participation** and influence of women/WROs in decision-making around management and use of EI revenues, as a result (*cause-result relationship*) of the project's activities/interventions? If yes, can you provide specific and detail examples? In what way

has the GAL process contributed to this?

- a) In your opinion, did GAL participants understand the value of transformation outcomes as a result of the project intervention? If positive, can you provide specific details and examples?
9. What factors **enabled** WRO leadership to participate on issues of EI accountability and influence on management decision-making? How was this demonstrated and made visible? *(Please ask for verifiable examples if possible).*
10. What factors **inhibited** WRO leadership to participate on issues of EI accountability and influence on management and decision-making spaces? *(Please ask for verifiable examples if possible).*

## **B. GAL Change Project Results**

11. Can you tell us about the change project that your organization has implemented during Phase II of the project? What are the objectives?
12. Has your organization made progress toward your objectives (intended results)? Please describe.
13. In what way does your change project lead to advancing gender justice and women's rights? Please explain.
14. What was the anticipated change from the change project? To what extent has progress, if any, been a result of the activities part of your change project? Can you provide specific examples?
15. What were the enabling factors in the implementation of your change project? What were the limiting factors in the implementation of your change project?
16. In what way did the grant provided by Oxfam support the implementation of the change project?
17. Was the support your organization received through the GAL process and the grant provided by Oxfam sufficient to implement the change project? If not, what additional support would you have needed?
18. Kindly rate the most influential organizations that you worked with and helped you achieve your goals on the Phase II project (rate 1 to 5, with 1 being the lowest influence and 5 being the most influential). Note to interviewer: have the goals handy so you can enumerate them and ask on each one specifically.

## **C. Learning—effectiveness of Phase II project model**

19. Was there any value added, as a result of Phase II of the project, to WRO and EITA efforts? *(Please ask for specific examples.)*
20. What Phase II project elements have been most effective, if any, in delivering the intended

changes? Probe on mentoring. *(Please ask for specific examples.)*

21. What Phase II project elements have been most valued? *(Please ask for specific examples.)*
22. What Phase II project elements have been most challenging for participants, and why?
23. What Phase II project elements have been most effective for your organization in promoting women's rights through EITA, and why?
24. What Phase II project elements have been less effective (or not effective at all) in promoting women's rights through EITA, and why?
25. Were you a direct participant in a GAL learning activity? Which one (s)? If not, did you learn about GAL methods through women who attended themselves the GAL activities and then shared the information with you and other women in the community? Please give us details.
26. Describe how the peer-learning workshops you attended contributed to the execution of your work/projects. Describe any success and challenges of the peer-learning workshop.
27. Describe the interaction with other WROs in other countries (Zambia or DR). How did that contribute to the execution of your work/projects?
28. Describe the mentoring process. How did the mentoring process contribute to the execution of your work/project? Describe any successes and challenges of the peer-learning workshop.

#### **D. Project Design Questions—in preparation for Phase III project design**

29. Was there a solid (thought through) **plan** for Phase II? *(Please ask for specific examples.)*
30. To what extent was the project implemented as designed? *(Please ask for specific examples.)*
31. Were **stakeholder needs** formally identified? *(Please ask for specific examples.)*
32. Were project **objectives SMART** (specific, measurable, actionable, relevant, timeless)? *(Please ask for specific examples.)*
33. Were the project objectives met? If yes, please explain with specific example. If not, what objectives were not met and why?
34. Were there clear **deliverables** and deadlines? *(Please ask for specific examples.)*
35. Was there a detailed project **scheduled**? *(Please ask for specific examples.)*
36. Were there clearly defined **roles** for all the project participants such as implementers, managers, and project administrators? *(Please ask for specific examples.)*
37. Was the project **budget** adequate? *(Please ask for specific examples.)*

38. Was there adequate **logistical** support to project implementation? *(Please ask for specific examples.)*
39. Was the project designed with your **input**? Or any other stakeholders that you know of? *(Please ask for specific examples.)*
40. Could you name a “best practice” Phase II had, a practice that should be incorporated in Phase III of the project?

### ***E. Impact of COVID 19 on the project***

41. What has been the overall impact of COVID-19 on the implementation of your change projects?
  - a. Which areas (budgets/resources, outputs, outcomes and impact, partnerships) of the program do you think have been most affected by COVID-19 in the short term and long term?
42. Has COVID-19 had an impact on women’s meaningful participation in your change project? If yes, in what way?
43. What strategic measures have been put in place to mitigate the impact of COVID-19 on the implementation of the programs?
44. What opportunities have you seen that could be used to leverage the implementation of your interventions in the wake of COVID-19?
45. What lessons have you learnt with regards to the implementation of the GAL interventions in the wake of COVID-19?
46. In future programming, what do you suggest should be done in program designing to ensure that implementation of projects is not affected by unforeseen occurrences like the COVID-19 pandemic?

### **Closing Questions**

47. Please help me with the list of participants/organization that you worked closely with that would be potential respondents for this evaluation.
48. Is there any question I missed that could greatly contribute to the research objective?

### **Annex III. Key Informant Interview for Non-GAL Participant Organizations**

Thank you for the opportunity to speak with you. We are a research team interested in learning more about your experience working with/being involved in Oxfam and women’s rights organizations on the “Extractive Industries Women’s Rights Accountability Initiative.” I assure you that all information that you provide to us will be used exclusively for our research and analysis. I will (record) or (take notes), but all responses will appear anonymously. This is not a test, and there are no right or wrong answers. The most important thing is that you should feel

comfortable and contribute as much as you can. You can express opinions and discuss issues freely. The information you provide will help to improve the project in its next phase. The interview will take approximately 30 minutes.

### **Interviewee Background Questions**

**Interviewee name:**

**Organization name:**

**Interviewee role in the organization:**

**Country:**

**Location:**

**Gender:**

**Contact information:**

**Email:**

**Cell phone:**

### **INTERVIEW QUESTIONS**

1. Kindly describe the role of your organization on gender justice as it relates to EI.
2. Describe any work that you have been involved in with Oxfam and WROs as it relates to the EI.
3. Have you observed any changes in collaboration between WRO and EITA organizations as a result of the work by Oxfam/WROs/EI? If yes, can you provide examples? Have you observed any changes in collaboration across network organizations that work on women's rights and EI? If yes, can you provide examples? In what way has the work by Oxfam/WRO/EI process contributed to this?
4. Have you observed any changes in perspectives around gender advocacy agendas, justice, and women's rights? (*Probe on: women's access to resources and opportunities, awareness of gender inequalities, women's participation in decision-making and institutional laws and policies.*)
  - a) If yes, can you provide examples, evidence? Was that change as a result of the work that Oxfam/WROs/EI are doing? If not, kindly state what intervention influenced the change.
5. Has there been any meaningful participation and influence of women/WROs in decision-making around management and use of EI revenues, as a result (cause-result relationship) of the projects activities/interventions by Oxfam/WROs/EI? Please explain.
6. Do you have any recommendation for the work that Oxfam and WROs are doing on EI?
7. Is there any question I missed that relates to your work with Oxfam/WROs on the extractive industry?

Thank you.

## **Annex IV. Interview Results: Organization and Data Analysis—the very basics**

Every night organize your interview notes. I say night if there is not time during the day, because ideally it is better to do right after each interview so we can be better prepared for the next interview and follow up (augment) on topics/issues emerging during the interview we just completed.

### **Interview Summary Sheets**

For every interview we need to prepare interview summary sheets to help manage information for analysis.

- ✓ Position
- ✓ Reason for inclusion
- ✓ Main points made
- ✓ Implications
- ✓ Insights and ideas the interviewer had

### **Codes**

Develop codes to organize data indicating key topics.

## **QUALITATIVE INTERVIEWS GUIDELINES**

### **Before planning for an interview:**

- Are there alternative ways of answering the OXFAM evaluation questions through documentary review, observation, or unobtrusive measures?
- Are we cognizant of the possible biases and limitation of interviews?
- The point of a qualitative interview is to let the respondent tell their own story on their own terms.
- The protocol and process should be simple so we can focus on the respondent.
- Pilot and field test our interview protocols (and all data collection instruments) to get feedback before using them in the field.

### **Successful interview characteristics:**

- **Knowledgeable:** is thoroughly familiar with the focus of the interview; pilot interviews of the kind used in survey interviewing can be useful here.
- **Structuring:** gives purpose for interview; rounds it off; asks whether interviewee has questions.
- **Clear:** asks simple, easy, short questions; no jargon.
- **Gentle:** lets people finish; gives them time to think; tolerates pauses.
- **Sensitive:** listens attentively to what is said and how it is said; is empathetic in dealing with the interviewee.
- **Open:** responds to what is important to interviewee and is flexible.
- **Steering:** knows what he/she wants to find out.

- **Critical:** is prepared to challenge what is said, for example, dealing with inconsistencies in interviewees' replies.
- **Remembering:** relates what is said to what has previously been said.
- **Interpreting:** clarifies and extends meanings of interviewees' statements, but without imposing meaning on them.
- **Balanced:** does not talk too much, which may make the interviewee passive, and does not talk too little, which may result in the interviewee feeling he or she is not talking along the right lines.
- **Ethically sensitive:** is sensitive to the ethical dimension of interviewing, ensuring the interviewee appreciates what the research is about, its purposes, and that his or her answers will be treated confidentially.
- **Planner:** plans in advance; that is, schedules interviews at a convenient time for the interviewee, confirms interview attendance before the interview, lets interviewee know purpose/reason of the interview and the intended utilization of the information. If needed/requested/mandated, seeks consent from authority to conduct interviews. For example, country laws on research approval, local authorities, school principals (education) and parents in the case of minors.
- **Manager:** manages interview time as planned, lets interviewee know the anticipated length of the interview and completes the interview on time, unless extraneous circumstances arise. Asks interviewee for a follow-up interview if needed, which may be oftentimes the case.

## Record and Transcribe

### Pluses:

- It helps to correct our natural limitation in memory and the intuitive glosses that we might place on what people say in interviews.
- It allows more thorough examination of what people say.
- It permits repeated examinations of the interviewees' answers.
- It opens up the data to public scrutiny by other researchers, who can evaluate the analysis that is carried out by (us) the original evaluator/researcher of the data (secondary analysis).
- Helps to counter accusations that an analysis might have been influenced by our (the evaluators') values or biases.
- It allows the data to be reused in other ways from those intended by the original researcher.

### Minuses:

- It introduces a different dynamic into the social encounter of the interview, and recording equipment may be off-putting for interviewees.
- Transcribing is very time-consuming, but a good software can do it nowadays.

## Characteristics of a Successful Interviewer

- The social skills of empathy, warmth, attentiveness, humor (where appropriate), and consideration are essential for good interviewing.
- Any judgmental attitudes, shock, or discomfort will be immediately detected.



- Never answer a question for the respondent.
- One must be completely engaged with the respondent, while at the same time keeping track of the questions one needs to ask.
- Use every active listening technique at your disposal:
  - Repeating back
  - “Wow!”
  - Tell me more about that!”
  - “That is really interesting.”
- Don’t be afraid of silence; you can use it to prod the respondent to reflect and amplify an answer.
- Don’t follow the interview guide—follow the respondent. Follow up new information that he or she brings up without losing sense of where you are in the interview. Try not to think about time—relax into the interview.

## Annex V. Survey Tool

For the following skills and processes, please indicate your level of knowledge and proficiency by ticking the appropriate box. (on this scale Very Much; Somewhat; Little; Nothing at All)

Processes	Scale	Zambezi N/(percent)	Lufwanyama N/(percent)
Gender-responsive monitoring and evaluation	Very Much	4 (17 percent)	37 (76 percent)
	Somewhat	6 (25 percent)	8 (16 percent)
	Little	4 (17 percent)	3 (6 percent)
	Nothing at All	2 (8 percent)	1 (2 percent)
Collection and analysis of sex-disaggregated data	Very Much	11 (46 percent)	28 (57 percent)
	Somewhat	4 (17 percent)	18 (37 percent)
	Little	1 (4 percent)	3 (6 percent)
	Nothing at All		
Gender-responsive monitoring and evaluation	Very Much	10 (43 percent)	32 (65 percent)
	Somewhat	1 (4 percent)	14 (29 percent)
	Little	4 (17 percent)	3 (6 percent)
	Nothing at All	1 (4 percent)	
Gender-responsive budgeting and tracking of resources	Very Much	11 (46 percent)	34 (69 percent)
	Somewhat		13 (27 percent)
	Little	4 (17 percent)	2 (4 percent)
	Nothing at All	1 (4 percent)	
Gender-responsive social accountability	Very Much	10 (43 percent)	32 (65 percent)
	Somewhat	4 (17 percent)	14 (29 percent)
	Little	2 (8 percent)	3 (6 percent)
	Nothing at All		
Gender-sensitive communications (images, publications, language)	Very Much	10 (43 percent)	42 (65 percent)
	Somewhat	4 (17 percent)	18 (28 percent)
	Little	1 (4 percent)	2 (3 percent)
	Nothing at All	1 (4 percent)	3 (5 percent)
Inclusion of gender into policies, administrative instructions, and other directives on finance/procurement in extractive industries	Very Much	8 (33 percent)	33 (67 percent)
	Somewhat	4 (17 percent)	13 (27 percent)
	Little	4 (17 percent)	2 (4 percent)
	Nothing at All		1 (2 percent)
Inclusion of gender into administrative/operations documents (ToRs, vacancy announcements, action plans, reports, etc.)	Very Much	9 (38 percent)	36 (74 percent)
	Somewhat	6 (25 percent)	10 (20 percent)
	Little	1 (4 percent)	2 (4 percent)
	Nothing at All		1 (2 percent)
Policies and plans for the equal representation of women	Very Much	10 (43 percent)	36 (74 percent)
	Somewhat	3 (13 percent)	10 (20 percent)
	Little	3 (13 percent)	2 (4 percent)
	Nothing at All		1 (2 percent)

As a result of the advocacy and lobbying workshops you participated in, please indicate the level of effect.

Advocacy Initiatives	Scale	Zambezi N/(percent)	Lufwanyama N/(percent)
Behavior change of beneficiaries, rights holders and duty bearers	Very Much	11 (46 percent)	33 (67 percent)
	Somewhat	4 (17 percent)	11 (22 percent)
	Little	1 (4 percent)	3 (6 percent)
	Nothing at All		2 (4 percent)
Opinion, attitude, or knowledge change of beneficiaries, rights holders, and duty bearers	Very Much	13 (54 percent)	33 (67 percent)
	Somewhat	2 (8 percent)	12 (25 percent)
	Little	1 (4 percent)	3 (6 percent)
	Nothing at All		1 (2 percent)
Improved material situation of individual community members	Very Much	9 (36 percent)	6 (33 percent)
	Somewhat	5 (21 percent)	24 (49 percent)

Channels for citizen involvement in decision-making process	Little	2 (8 percent)	4 (8 percent)
	Nothing at All		5 (10 percent)
	Very Much	6 (25 percent)	31 (63 percent)
	Somewhat	9 (36 percent)	14 (29 percent)
	Little	1 (4 percent)	3 (6 percent)
Behavior changes of policy makers or public servants	Nothing at All		1 (2 percent)
	Very Much	9 (36 percent)	24 (49 percent)
	Somewhat	5 (21 percent)	16 (33 percent)
	Little	2 (8 percent)	4 (8 percent)
	Nothing at All		5 (10 percent)
Civil society capacity building, organizing, or building of alliances	Very Much		15 (31 percent)
	Somewhat	1 (4 percent)	22 (45 percent)
	Little	5 (21 percent)	6 (12 percent)
	Nothing at All	10 (43 percent)	6 (12 percent)
	Very Much	(8 percent)	5 (10 percent)
Influencing budget allocation or reallocation from extractive industries	Somewhat	2 (8 percent)	16 (33 percent)
	Little	6 (25 percent)	2 (4 percent)
	Nothing at All	6 (25 percent)	26(53 percent)
	Very Much		6 (12 percent)
	Somewhat	4 (17 percent)	15 (31 percent)
Change in public policy implementation	Little	12 (50 percent)	4 (8 percent)
	Nothing at All		24 (49 percent)
	Very Much	1 (4 percent)	10 (20 percent)
	Somewhat	3 (13 percent)	10 (20 percent)
	Little	4 (17 percent)	2 (4 percent)
Change in private sector priorities	Nothing at All	8 (33 percent)	27 (55 percent)

As a result of your advocacy and lobbying workshops sponsored by Oxfam, to what extent have you achieved results in the following areas?

Types of Advocacy	Scale	Zambezi N/(percent)	Lufwanyama N/(percent)
Information campaigns	Very Much	12 (50 percent)	28 (51 percent)
	Somewhat	3 (13 percent)	17 (35 percent)
	Little	1 (4 percent)	2 (4 percent)
	Nothing at All		2 (4 percent)
Media campaigns	Very Much		22 (45 percent)
	Somewhat	2 (8 percent)	16 (33 percent)
	Little	3 (13 percent)	4 (8 percent)
	Nothing at All	11 (46 percent)	7 (14 percent)
Public campaigns or protest	Very Much		10 (20 percent)
	Somewhat	1 (4 percent)	15 (31 percent)
	Little	3 (13 percent)	
	Nothing at All	12 (50 percent)	24 (49 percent)
Citizen organizing	Very Much	10 (42 percent)	28 (57 percent)
	Somewhat	3 (13 percent)	20 (41 percent)
	Little	3 (13 percent)	
	Nothing at All		1(2 percent)
Direct contact or lobbying with policy makers (duty bearers)	Very Much	2 (8 percent)	6 (12 percent)
	Somewhat	5 (21 percent)	19 (39 percent)
	Little	5 (21 percent)	
	Nothing at All	4 (17 percent)	24 (49 percent)
Litigation or use of legal system	Very Much		5 (10 percent)
	Somewhat	1 (4 percent)	17 (34 percent)
	Little	2 (8 percent)	
	Nothing at All	13 (54 percent)	27 (55 percent)
Community budget review	Very Much	3 (13 percent)	13 (27 percent)
	Somewhat	3 (13 percent)	22 (45 percent)

	Little	6 (15 percent)	5 (10 percent)
	Nothing at All	4 (17 percent)	9 (18 percent)

Indicate extent to which results on each of the questions below were achieved.

Advocacy Initiatives	Scale	Zambezi N/(percent)	Lufwanyama N/(percent)
To what extent has your participation in these activities helped you/your community to demand greater government accountability for budgeting and use of mining revenue?	Very Much	2 (8 percent)	28 (57 percent)
	Somewhat	3 (13 percent)	15 (31 percent)
	Little	6 (25 percent)	6 (12 percent)
	Nothing at All	5 (21 percent)	
To what extent has your participation in these activities helped you/your community to demand government investments in programs and services that support women's rights?	Very Much	8 (33 percent)	26 (53 percent)
	Somewhat	4 (17 percent)	18 (37 percent)
	Little	2 (8 percent)	4 (8 percent)
		2 (8 percent)	1 (2 percent)
In your view, to what extent have the activities of (name of organization) increased the agency and meaningful participation of women/WROs in your community in national EITI multi-stakeholder groups?	Very Much	7 (29 percent)	32 (65 percent)
	Somewhat	6 (25 percent)	11 (22 percent)
	Little	3 (13 percent)	6 (12 percent)
	Nothing at All		
In your view, to what extent have the activities of (name of organization) increased the agency and <b>meaningful</b> participation of women/WROs in your community in decision-making around the budgeting and use of mining revenues?	Very Much	7 (29 percent)	29 (59 percent)
	Somewhat	5 (21 percent)	14 (27 percent)
	Little	2 (8 percent)	5 (10 percent)
	Nothing at All	2 (8 percent)	1 (2 percent)
In your view, to what extent have the activities of (name of organization) contributed to gender-responsive mining policies, revenue distribution mechanisms, and local and national budgeting processes?	Very Much	7 (29 percent)	26 (53 percent)
	Somewhat	5 (21 percent)	15 (31 percent)
	Little	3 (13 percent)	6 (12 percent)
	Nothing at All	1 (4 percent)	2 (4 percent)
To what extent has your participation in these activities enhanced your knowledge of opportunities for and challenges to women's participation in the EI?	Very Much	11 (46 percent)	29 (59 percent)
	Somewhat	4 (17 percent)	12 (25 percent)
	Little	1 (4 percent)	7 (14 percent)
	Nothing at All		1 (2 percent)
To what extent has your participation in these activities enhanced your knowledge of how to promote women's rights related to EI revenue transparency?	Very Much	6 (25 percent)	31 (63 percent)
	Somewhat	9 (38 percent)	10 (24 percent)
	Little	1 (4 percent)	7 (14 percent)
	Nothing at All		1 (2 percent)

## Annex VI. Evaluation Matrix

**Evaluation Purpose:** A) Oxfam and partners seek to learn from Phase II of the Hewlett-funded project in order to inform and improve upon the design and implementation in Phase III. B) Oxfam and partners seek to understand how the project has contributed toward progress on shared outcomes and produced results important to GAL participants and participating organizations.

**Evaluation Objectives:** A) To assess Phase II contributions to multi-causal transformational outcomes in individuals, organizations, and networks. B) To review GAL change project results and progress prioritized by GAL participants during Phase II. C) To review the effectiveness of Phase II project design and components—“the model”—including GAL, research, learning events, and MEL.

<u>Evaluation Question</u>	<u>Type of Analysis/Evidence Needed:</u> <u>What data gaps do we have present after reviewing all documentation provided by the client?</u>	<u>Method of Data Collection and Source</u>		<u>Sampling or Informant Selection Approach</u>
		<u>Method</u>	<u>Data Source</u>	
<b>Evaluation Objective 1</b> Gender Action Learning and Contributions to Transformational Change				
<b>What factors enabled or limited collaborations between WROs and EITAs?</b>	Social network analysis/content analysis: Evidence of collaboration between WROs and EITAs, collaboration barriers, and collaboration enablers. Decreased barriers to interaction across networks should lead toward an increased ability to collaborate on common agendas.	Method: Virtual interviews with stakeholders over cellular telephones. Document and interview transcription review of program data through Nvivo software. Source: project stakeholders/key informants/key document review. Qualitative coding for examples of collaboration between WROs and EITAs: coding terms are Networks, Collaboration, etc.	Purposive (of Key Informants) and “snow ball”, complemented with random selection of project stakeholders	
<b>To what extent does bringing together WROs and EITAs through a facilitated Gender Action Learning process lead to transformational outcomes?</b> <b>Collaboration:</b> Changes in collaboration between WROs	Program document and informant feedback—content analysis, social network analysis. Expected transformational outcomes around gender roles and power relations at the individual and organizational	Method: Virtual interviews with stakeholders over cellular telephones. Document and interview transcription review of program data through Nvivo software. Source: project stakeholders/key informants/key document review.	Purposive (of Key Informants) and “snow ball”, complemented with random selection of project stakeholders and non-project stakeholders such as ZEITI staff.	

<u>Evaluation Question</u>	<u>Type of Analysis/Evidence Needed:</u> <u>What data gaps do we have present after reviewing all documentation provided by the client?</u>	<u>Method of Data Collection and Source</u>		<u>Sampling or Informant Selection Approach</u>
		<u>Method</u>	<u>Data Source</u>	
	levels. Changing both the how and what. <u>Data Gaps:</u>	Qualitative coding for examples of GAL-specific outcomes are coded as “transformational change,” which incorporates individual-, organizational-, and community-level changes. “Traditional leadership” was also used to code for the community level changes. GAL process as catalyst for change was documented under the coding “GAL as catalyst.”		
<b>Evaluation Objective 2</b> <b>Results; progress toward intended results</b>				
<b>To what extent has progress been made toward the intended results of individual organizations’ GAL change projects? Self-reported results of the GAL change projects (project impacts). What factors enabled or limited the self-reported result, and why?</b>	Program document and informant feedback—content analysis. GAL change project descriptions and progress against them should be compared. Once examples had been coded, they were analyzed against the G@W Framework. <u>Data Gaps:</u>	Method: Virtual interviews with stakeholders over cellular telephones. Document and interview transcription review of program data through Nvivo software. Source: project stakeholders/key informants/key document review. Qualitative coding examples of partner change projects are captured through coding on “impact on gender and EI,” “impact on women,” “impacts on WROs,” “project unexpected results,” and “transformational change.”		Purposive (of Key Informants) and “snow ball” complemented with random selection of project stakeholders
<b>Evaluation Objective 3</b> <b>Learning:</b> To review the effectiveness of Phase II project design and components—the “model”—including GAL, research, learning, monitoring and evaluation				
What is the value the Phase II project has given to WRO and EITA efforts? What Phase II project elements have been most effective in delivering intended changes? What Phase II project elements have been most valued?	Analysis should enable team to understand more about the “how.” A SWOT-style analysis could be utilized to understand the effectiveness of the	Method: Virtual interviews with stakeholders over cellular telephones. Document and interview transcription review of		Purposive (of Key Informants) and “snow ball”, complemented with random selection of project stakeholders

<u>Evaluation Question</u>	<u>Type of Analysis/Evidence Needed:</u> <u>What data gaps do we have present after reviewing all documentation provided by the client?</u>	<u>Method of Data Collection and Source</u>		<u>Sampling or Informant Selection Approach</u>
		<u>Method</u>	<u>Data Source</u>	
What Phase II project elements have been most challenging for participants, and why?	program design and implementation. Participant valuation supports future program design for understanding where to put time and resources going forward. <u>Data Gaps:</u>	program data through Nvivo software. Source: project stakeholders/key informants/key document review. Qualitative coding examples are found within codes “capacity of WRO on EI,” “funding timing,” “learning,” etc.		
<b>Evaluation Objective 4</b> <b>Project design and implementation: adequacy of project design and implementation factors.</b>				
Was there a “solid” project design? Was it implemented as designed? Were there clear objectives? Were there clear deliverables? Was there a sound work plan?	Program document and informant feedback—comparative analysis. Original workplan will be reviewed in comparison to actual project data and timing for understanding of project progress and delays. MEL plan review also indicates the clarity of deliverables and progress against them. <u>Data Gaps:</u>	Method: Virtual interviews with stakeholders over cellular telephones. Document and interview transcription review of program data through Nvivo software. Source: project stakeholders/key informants/key document review. Qualitative coding examples are found within codes “external challenges,” “impact of COVID,” and “project design.”		Purposive (of Key Informants) and “snow ball”, complemented with random selection of project stakeholders
What enabled or inhibited WRO leadership on EI accountability and influence on management and decision-making spaces? How was this demonstrated and made visible?	Program document and informant feedback—content analysis. Individual and organizational influence in EI spaces should be described by participants in relation to gender roles and power relations.	Document and interview transcription review of program data through Nvivo software. Source: project stakeholders/key informants/key document review. Qualitative coding of “leadership enablers” and “leadership inhibitors” are found within the “G@W Norm Change” and “G@W Resource Access” codes.		Purposive (of Key Informants) and “snow ball”, complemented with random selection of project stakeholders

## Annex VII. Code Book of Nvivo Nodes

Name	
Best practices	Collaboration
Valued By Participants	Funding timing
External challenges	GAL as Catalyst
G@W Framework	Impact on gender and EI in general
G@W Consciousness	Impact on women
G@W Legal Change	Impacts on WRO
G@W Norm Change	Traditional leadership
G@W Resource Access	Project unexpected events
G@W Transformation	Participation of the mines
Impact of COVID	Recommendations
Learning	Self Care
Networks	SNA
Project design	Transformational change
Capacity of the WRO on EI	