DRIVING THE ADOPTION OF GBV M&E APPROACHES

Overcome the barriers faced by humanitarian actors in adopting monitoring and evaluation (M&E) approaches that measure gender-based violence (GBV) programme effectiveness

HIF Humanitarian innovation fund | **elrha**

ABOUT THE CHALLENGE

Elrha's Humanitarian Innovation Fund (HIF) aims to improve outcomes for people affected by humanitarian crises by identifying, nurturing and sharing more effective and scalable solutions. To achieve this, we fund innovations that aim to improve the effectiveness of humanitarian response. In 2015, we started working to address the complex problem of gender-based violence (GBV), with initial funding from the Swedish International Development Cooperation Agency (Sida), EU Humanitarian Aid, and the UK Department for International Development (DFID) and guidance from members of our GBV Advisory Group.

Our first step was to conduct and widely disseminate a GBV Innovation Gap Analysis report which applied a unique innovation lens to the problems facing this sector. The report highlights key challenge areas faced by the GBV in emergencies (GBViE) community where innovation might provide solutions, and informs our targeted innovation challenges and grant funding.

Encouraged by the report findings, our GBV Advisory Group members, and through consultations with key external stakeholders, we began with the first challenge area identified in this report: *Improving the monitoring and evaluation (M&E) of GBV interventions*.

To date, we have funded two Challenges addressing this area. The first supported innovative M&E collection methods and tools, and the second focused on understanding M&E approaches used within specific contexts. We are now launching the third Challenge, *Driving the adoption of effective M&E approaches for GBV programming in humanitarian settings*.

This Handbook provides further information about the GBV Challenge and the types of solutions we are looking for.

To apply for the Challenge, fill out the Expression of Interest (EOI) via our Common Grants Application platform.

— Already have an account? Login to start an application.

— Don't have an account? Sign up to open an account and start an application.

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THE PROBLEM

Outcomes-focused monitoring and evaluation (M&E) approaches are important for designing effective, evidence-based gender-based violence (GBV) programmes in emergency settings. As part of the drive to build evidence around the effectiveness[1] of GBV in emergencies (GBViE) programmes, initiatives such as the GBV Call to Action and the GBV Area of Responsibility have developed a number of guidelines, frameworks and tools to support humanitarian actors in measuring the effectiveness of GBViE programmes.[2] Other tools, such as the inter-agency 'Minimum Standards for Prevention and Response to GBV in Emergencies', are in the final stages of development.

Despite the existence of various M&E approaches developed for and by the sector, this has not resulted in a richer evidence base on the effectiveness of GBViE programmes. Evaluations of such programmes continue to be limited in focus to reporting on programme activities and outputs rather than measuring programme outcomes.

The underfunding of GBViE programming as a whole[3] must be acknowledged when trying to understand this gap. Insufficient resources present a significant barrier to the adoption of improved M&E approaches, however, this is often compounded by additional barriers which are less explicitly identified. In acknowledging the complexity of GBViE programming – how it is resourced, addressed and prioritised – it is clear that humanitarian actors face varied barriers at different levels which can impede or altogether prevent the adoption of improved M&E approaches. These barriers may relate to one or more of the following:

— access to and usability of the available M&E approaches among GBViE actors .

— capacity of humanitarian actors to use the existing M&E approaches to measure GBViE programme performance at the outcome level.

— incentives for implementing outcomes-focused M&E approaches.

— relevant policies and how hard they are to enforce and follow in practice.

— sociocultural attitudes and biases against gendered programming among humanitarian actors. For details on this systemic barrier, see 'gender bias barrier' in Glossary.

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1   See Glossary for the definitions of 'effectiveness' and 'outcomes' used in this Handbook.

2   Examples of existing guidelines, frameworks and tools for monitoring and evaluating the effectiveness of GBV programmes include:

–   the M&E framework and indicators in the IASC *Guidelines for Integrating Gender-Based Violence Interventions in Humanitarian Action*;

–   The Global Women's Institute's manual on Gender-Based Violence Research, Monitoring, and Evaluation with Refugee and Conflict-Affected Populations;

–   USAID's Toolkit for Monitoring and Evaluating Gender-Based Violence Interventions along the Relief to Development Continuum;

–   GBV Outcome Area in The International Rescue Committee's Global Theory of Change and related outcome-level indicators;

–   ALNAP's Guide to Evaluation of Protection in Humanitarian Action, which also covers GBV programmes.

3   Fletch-Wood, E. Mutandwa, R. (2019) 'Funding a localised, women-led approach to protection from Gender Based Violence: What is the data telling us?' Action Aid.

THE CHALLENGE

We're looking for innovative solutions to overcome the barriers that humanitarian actors face in adopting M&E approaches that measure GBV programme effectiveness.

Possible solutions in response to this challenge are expected to fall under **one or several** of the following operational to systemic categories: (1) Access and usability innovations, (2) Capacity innovations, (3) Incentive innovations, (4) Policy innovations and (5) Gender bias innovations.

1. ACCESS AND USABILITY INNOVATIONS

If an M&E approach is not accessible and easy-to-use in an emergency, it may not be taken up and adopted by humanitarian actors. An innovation in this category could focus on improving the usability and user-friendliness of an effective M&E approach. For example:

— A simplified or field-friendly version of an existing tool or guidance (eg, ALNAP's Evaluation of Humanitarian Action Guide).

— An app to provide concrete information on the adoption of a particular GBViE M&E approach (eg, GBV Pocket Guide app).

2. CAPACITY INNOVATIONS

Humanitarian actors may lack the capacity to implement effective M&E approaches as part of GBViE programming. Capacity can include (1) tools, (2) skills and (3) an enabling environment that supports actors in measuring programme effectiveness at the outcome level. An innovation in this category could focus on identifying and addressing substantial gaps in GBViE actors' M&E capacity. For example:

— A holistic programme of organisational change focused on building staff M&E capacity at different levels (eg, Mercy Corps transformation into an adaptive management organisation).

— The Stumbling Stone Method is a classic case study in building a learning organisation and is demonstrative of an innovative approach to capacity building of staff.

3. INCENTIVE INNOVATIONS

Personal, operational, organisational or systemic incentives may influence whether effective M&E approaches are used to measure GBViE programmes' effectiveness in the field. These are not limited to financial incentive[4] mechanisms. An innovation in this category could focus on (1) understanding incentives that

4   See Glossary for definitions of 'incentives', 'formal incentives' and 'informal incentives.'

lead to or limit the uptake and use of effective M&E approaches and (2) creating and/or testing an approach to incentivise GBViE actors to implement an effective M&E approach in a humanitarian context. For example:

— An initiative to explore and test how formal and informal incentives can be used by organisations and/or managers to drive uptake of outcome-based M&E approaches among field teams.

4. POLICY INNOVATIONS

Humanitarian actors may be constrained by existing organisational, operational, donor or other policies to effectively monitor and evaluate GBViE programmes. An innovation in this category would focus on designing and/or piloting an innovative approach to enforce an existing policy or create and/or test a novel policy/enforcement mechanism to monitor and evaluate GBViE programmes. For example:

— The Global Learning for Adaptive Management is a consortium-based initiative that aims to identify, operationalise and promote rigorous evidence-based approaches to adaptive management.

— An approach to using innovative financing mechanisms to support the uptake of outcomes-focused M&E approaches is one example of a policy innovation.

5. GENDER BIAS INNOVATIONS[5]

EXPLORING SYSTEMIC CHANGE Systemic challenges will require systemic innovations. We are increasingly interested in supporting innovations able to enact change at a system level. We hope that by making this barrier explicit at this stage, future challenges could more fully explore how social innovations can have a positive impact at the systemic level for GBViE prevention and response.

Sociocultural perceptions, biases and attitudes towards gendered programming held by humanitarian actors may affect the extent to which the effectiveness of GBViE programmes are monitored and evaluated. An innovation in this category would seek to affect system-level change on this issue.[6] For example:

— Recently, some humanitarian actors, including governmental donors (eg, Canada, Sweden) have adopted an explicitly feminist approach in their work. A solution in this category could test how such a broad cultural shift within a given organisation affects GBViE programming, but this is just one example. **We are open to creative and ambitious ideas in this category.**

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5   It is worthwhile to note that innovative solutions in this category will likely be more difficult to directly link to the improved adoption of effective M&E approaches for GBViE programming – especially given the nature of entrenched sociocultural values and the time required to change them. Innovations that seek to address this category should clearly present how it addresses the gender bias barrier, and what impact can be expected given time and funding limitations of this Challenge.

6   See Glossary for further details on the 'gender bias barrier'.

WHAT WE'RE LOOKING FOR

We're looking for innovative solutions that:

— are at the Adaptation/Invention stage or further along in the innovation process.[7]

— build on the existing wealth of knowledge on effective M&E approaches. Whether your solution is new or an adaptation/new application of an existing solution, we expect it to be relevant to tackle the barriers to adoption of M&E approaches faced by GBViE actors.

— utilise technology if and as appropriate. We recognise that technology may only play a small part, or even no part at all, in an innovative solution.

— have a vision of potential avenues to scale, regardless of the current stage of innovation.

We welcome applications from any legally registered entity (eg, INGO, NGO, UN, academic, private company). **Successful projects must include at least one humanitarian actor as a partner.** Partnerships can be indicative at the EOI stage but must be formalised when your full application is submitted if your proposal is shortlisted.

7   Read more about the different stages of the innovation process in our Humanitarian Innovation Guide.

FUNDING AVAILABLE

We are looking to fund diverse solutions that address a range of barriers to adoption of outcome-level M&E approaches.

We have a **total budget of £500,000** available for this Challenge.

— From this, we envisage funding a selection of solutions with varying budgets, generally **between £50,000 and £250,000 per solution**, with projects lasting **between 12 and 33 months**.

— The total duration of projects should cover implementation and evaluation, as well as a dissemination phase.

The proposed budgets and timelines should align with the level of ambition of each individual solution. Each solution will be assessed on its own merit, value for money and potential for impact.

Please note that the grant amount requested at EOI stage can be indicative. Detailed budget plans will be requested at the full proposal stage.

SUCCESS CRITERIA

Successful projects will take into consideration the following points:

FOCUS ON THE ADOPTION/UPTAKE[8] OF AN EFFECTIVE M&E APPROACH

Outcomes-focused: The solution enables the adoption of an M&E approach that measures outcome-level effectiveness of GBViE programmes.

Ethical and survivor-focused: The solution enables the adoption of an M&E approach that is ethical, survivor-focused and is grounded in the 'Do No Harm principle'.[9]

EFFECTIVENESS

The solution effectively addresses a barrier outlined in the problem statement and enables humanitarian actors to overcome existing barriers to monitoring and evaluating the outcomes and effectiveness of GBViE programmes in humanitarian contexts. The solution should demonstrate that:

— one or several barriers targeted by the solution have been overcome.

— an effective M&E approach has been taken up by the targeted humanitarian actors.[10]

SCALABILITY

The solution has the potential to be used at scale and to be adapted and/or replicated across multiple organisations and contexts.

INNOVATIVE FOR THE SYSTEM

The solution presents a new or improved approach to enabling the use and adoption of M&E approaches which measure outcome-level results of GBViE programmes.

SUSTAINABILITY

The solution leads to a sustained adoption of M&E approaches for GBViE programmes rather than a one-off evaluation.

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8   'Adopt' and 'uptake' are used interchangeably for the purposes of this Challenge. Please see Glossary for clarifications.

9   For details on ethical guidelines for humanitarian innovation, please see the 'Principles and Ethics' section in the Humanitarian Innovation Guide.

10 Should you be applying with an innovative solution that involves social or behaviour change, you should clearly outline what you aim to feasibly prove within the grant period and how this connects to the overall objective of this Challenge. Conversations to refine will follow for applicants that otherwise meet the Challenge criteria.

DELIVERABLES

In response to the Challenge, applicants will be expected to carry out the following tasks:

PROBLEM RECOGNITION

Review the key barriers humanitarian actors face when measuring the outcomes of GBViE programmes, with a detailed analysis of a chosen barrier (or barriers) that is preventing adoption. The research should include an overview of existing academic and grey literature from within and outside the humanitarian sector, as well as stakeholder interviews.

DEVELOP SOLUTION

Further develop, adapt or tailor your solution to address one or several of the operational to systemic barriers identified in the problem recognition stage.

IMPLEMENTATION IN A HUMANITARIAN CONTEXT

Test the solution in one or more humanitarian contexts or with a humanitarian organisation. This can include several rounds of testing. Learnings from the pilots will be expected to inform the iteration and improvement of the solution with the goal of achieving proof of concept[11] or above.

MONITORING AND EVALUATION OF THE INNOVATIVE SOLUTION

The solution should be supported by a clear, evidence-based theory of change and include a strong monitoring and evaluation component designed to measure its progress against the outcomes outlined.
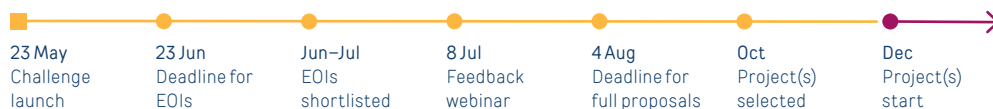
DISSEMINATION AND SCALE

Create a plan of how to share your solution development process, results and learnings with the wider humanitarian community. Outline your ambitions/ plans to bring your solution to scale (eg, obtain an expression of interest from a humanitarian organisation to adapt and implement your solution).

The projects selected for funding will be required to **report on their progress** via written reports, verbal conversations or possible monitoring visits. Details on the reporting requirements and timings will be shared at the contracting stage, as well as details of our safeguarding and whistle-blowing policy, procedures and feedback mechanisms.

11 See Glossary for a definition of 'concept'.

CHALLENGE TIMELINE

APPLICATION (2019)

| 23 May Challenge launch | 23 Jun Deadline for EOIs | Jun–Jul EOIs shortlisted | 8 Jul Feedback webinar | 4 Aug Deadline for full proposals | Oct Project(s) selected | Dec Project(s) start |

23 May 2019
Challenge launch

The Challenge launches on 23 May 2019. The deadline for Expressions of Interest (EOIs) is 23 June 2019 at 23:59 BST. Apply via the Common Grants Application platform.

Jun–Jul 2019
EOIs shortlisted

EOIs will be reviewed against the criteria outlined in this Handbook. Shortlisted projects will be notified in the week commencing 1 July 2019.

8 Jul 2019
Feedback webinar

Shortlisted projects will receive top line feedback via a group webinar on 8 July 2019. There will be two webinars (AM/PM UK time) to suit different time zones. **Attending the webinar is mandatory for qualifying for the full proposal stage.**

4 Aug 2019
Full proposals

All shortlisted projects will be invited to submit full proposals. The deadline for full proposals is 4 August 2019 at 23:59 BST. Full proposals are reviewed by independent technical reviewers and their feedback is given to the HIF's independent Funding Committee. For further details on funding decisions and processes please see our governance information. The final project selection is made by our Funding Committee.

Oct 2019
Project(s) selected

Successful projects will be announced in early October 2019. Contracting is expected to last six to eight weeks.

PROJECT PHASE (12–33 MONTHS)

| Dec 2019 Project(s) start | Dec 2019 – Jun 2021 Project(s) ongoing | Oct 2022 Grants close |
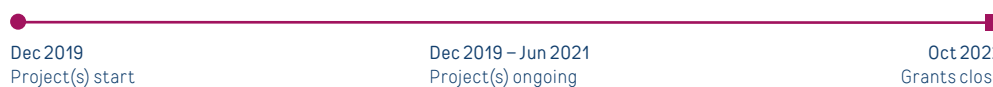
Dec 2019
Project(s) start

The projects are expected to start in early December 2019, with a kick-off workshop organised by us in the week commencing 20 January 2020.

Dec 2019–Oct 2022
Project(s) ongoing

Grantees will have between 12 and 33 months to carry out their projects. **The total duration of projects should cover implementation and evaluation, as well as a dissemination phase.** All projects need to be completed by October 2022 – including dissemination activities.

YOUR APPLICATION

To apply for this Challenge, register via our Common Grants Application platform accessible from the GBV Challenge webpage.

In filling out the EOI online, you will be expected to provide the following:

— Indicative funding requested from the HIF. At the EOI stage, we only require an estimate of the total amount. Successful applicants will be able to update this amount at the full proposal stage, and will be expected to provide a detailed budget and project plan.

— Brief details on your team and anticipated partners who will work on this project.

— Brief details about your innovative solution including:

  ☐ the M&E approach that you would like to drive the uptake of

  ☐ the problem your project is trying to solve

  ☐ the barrier(s) you plan to address

  ☐ any work to date on your proposed solution; your suggested approach to assessing the effectiveness of your solution

  ☐ a rough outline of intended activities and deliverables

  ☐ details about possible contexts for implementation.

If invited to develop your EOI into a full proposal, you will be expected to adapt and expand on the EOI and answer a few additional questions about your plans for implementation, evaluation, dissemination and scale.

For the full list of requirements and details about the application process, please register via the Common Grants Application platform.

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GLOSSARY

Where a reference is given, these definitions are taken in whole from the source document.

ADOPT

For the purposes of this Challenge, adopting an effective M&E approach refers to its sustained use within the organisation or context for which it was developed and, ideally, its integration into overall programme processes and procedures.

CONCEPT

An idea that has been further developed and recorded in some form and can be used to test feasibility. The idea of developing a final 'proof of concept' comes from research and development, when a theory is tested to see whether it can be delivered in practice. Please see the 'Minimum Viable Solution' section in the Humanitarian Innovation Guide for further details.

EFFECTIVENESS

The extent to which an activity achieves its purpose, or whether this can be expected to happen on the basis of the outputs.[12]

GENDER BIAS BARRIER

The barriers outlined in this Handbook affect humanitarian actors at various levels, from specific interventions to entire organisations, or even the global humanitarian community of practice. When these barriers are looked at in combination with the issue of GBV being chronically underfunded, however, another complex systemic barrier is then brought into question. Are there gender biases held by the humanitarian community which impede our ability to address GBV and effectively measure programme effectiveness? Looking beyond measuring the effectiveness of GBViE programming, there is indicative evidence that sociocultural perceptions, bias and attitudes towards gender[13] may be affecting the quality of humanitarian programming and, at times, resulting

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12 ALNAP (2016). Evaluation of Humanitarian Action Guide.

13 For examples of how sociocultural perceptions, bias and attitudes towards gender can impact humanitarian action, please see the following:

– Columbia University & International Rescue Committee. (2017) A Toolkit for Integrating Menstrual Hygiene Management (MHM) into Humanitarian Response.

– Oxfam et al. (2018) 'Shining a Light: How lighting in or around sanitation facilities affects the risk of gender-based violence in camps'.

– Thorpe, JR (2017). 'What Is Feminist Foreign Aid? The Concept Could Literally Change The World'. *Bustle*.

– Pilay, Anusanthee. (2018) 'Harnessing Gender Transformative Opportunities within Humanitarian Crises: A Field Note from North-east Nigeria'. African Centre for the Constructive Resolution of Disputes.

– Lehmann, Heidi. (2016) 'Patriarchy, Power and Keeping Women and Girls Centered in Addressing VAWG in Humanitarian and Development Settings: A Critical Conversation Between Feminist Academics, Activists, and Practitioners'. The Coalition of Feminists for Social Change.

in the overall de-prioritisation of gender inequality and GBV programmes in humanitarian settings. As such, gender bias may also constitute another barrier which affects humanitarians' capacity to adopt effective M&E approaches for GBViE programmes. This is a highly complex issue which is deeply rooted in sociocultural perceptions, bias and attitudes. More research and detailed analysis of this topic is needed and we would be interested in seeing proposals for this category that include a strong exploratory research component.

INCENTIVES

Personal, operational, organisational or systemic factors that motivate or encourage effective M&E approaches to be adopted and used to measure GBViE programmes' effectiveness in the field. Incentives may include financial mechanisms, but, for the purposes of this Challenge, they are understood to go beyond this type of motivators.[14]

FORMAL INCENTIVES

Financial or non-financial incentives intended by management as part of company policy to influence the behaviour of employees and key third parties, such as sales agents or distributors. These can include bonuses, commissions, promotion, training and development opportunities or flexible working.[15]

INFORMAL INCENTIVES

Attributes inherent in a company's circumstances or culture that influence employee behaviour and, consequently, the extent to which formal incentives work as intended.[16]

INNOVATION

Humanitarian innovation can be defined as an iterative process that identifies, adjusts and diffuses ideas for improving humanitarian action. See more in our Humanitarian Innovation Guide.

M&E APPROACHES

An umbrella definition that includes monitoring and evaluation frameworks, tools, toolkits, guidance, processes, methodologies and other resources used by GBViE actors to measure programme effectiveness.

14 For more examples of possible incentives, please see Mackay, Keith. (2007) 'Incentives for M&E — How to Create Demand' in *How to Build M&E Systems to Support Better Government*, 61–64. Washington, D.C.: The World Bank.

15 Transparency International. (2016) 'Incentivising Ethics: Managing incentives to encourage good and deter bad behaviour'.

16 Ibid.

OUTCOMES

Intended or unintended changes or shifts in conditions due directly or indirectly to an intervention. They can be desired (positive) or unwanted (negative). They can encompass behaviour change (actions, relations, policies, practices) of individuals, groups, communities, organisations, institutions or other social actors.[17] This Challenge is looking for solutions that support humanitarian actors measure the outcomes of GBViE programmes.

OUTPUTS

The products, goods and services which result from an intervention.[18] Applications that propose ways of supporting humanitarian actors measure the outputs of GBViE programmes will not be considered.

SCALE

Building on demonstrated successes to ensure that solutions reach their maximum potential, have the greatest possible impact and lead to widespread change.[19]

UPTAKE

See 'Adopt'. This term is used interchangeably with 'adopt' for the purposes of this Challenge.

17 ALNAP (2016). Evaluation of Humanitarian Action Guide.

18 ALNAP (2016). Evaluation of Humanitarian Action Guide.

19 Elrha. (2018) 'Too Tough to Scale? Challenges to Scaling Innovation in the Humanitarian Sector.' Elrha: London.

WE LOOK FORWARD TO RECEIVING YOUR EOIs!

Apply for the Challenge via our Common Grants Application platform by 23 June 2019 at 23:59 BST.

For any questions that are not covered by this Challenge Handbook, please email us at hif@elrha.org, referencing 'GBV Challenge' in the subject line.