



The Spindle

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Efficiency analysis in prevention of gender-based violence projects

Every year millions of women fall victim to gender based violence (GBV) and many don't survive. GBV is rooted in cultural norms, practices, traditions and patriarchal attitudes that contain stereotypes regarding the roles, responsibilities and identities of women and men in all spheres of life. This case explains how to analyse efficiency in a project that aims to prevent gender-based violence. The project combines a number of interventions that focus on the positive transformation of harmful social norms targeting individuals (men as well as women), communities and actors that belong to the policy and legislative environment.

The Partos Efficiency Lab, November 2017

This case is one of a series of ten that was produced in the framework of the Partos Efficiency Lab. See back cover for more information.

Project at-a-glance

- Project type: Prevention of gender-based violence
- Geographic intervention area: Region in the South Asia
- Project budget: EUR ? million
- Budgeted for end-of-project evaluation: EUR ..
- Project Duration: 5 years:

Project objective

Data on the prevalence of different form of violence against women show that GBV in country X is widespread.

- Lifetime Physical and/or Sexual Intimate Partner Violence :41 %
- Physical and/or Sexual Intimate Partner Violence in the last 12 months: 28 %
- Child Marriage :21 %
- Female Genital Mutilation/Cutting :23 %

GBV is rooted in adverse cultural norms, practices, traditions and patriarchal attitudes contain stereotypes regarding the roles, responsibilities and identities of women and men in all spheres of life. These stereotypes reinforce the unequal status of women in many areas, including in public life and decision-making and in marriage and family relations. These stereotypes also contribute to the persistence of violence against women as well as harmful practices, including female genital mutilation (FGM), polygamy, bride price and wife inheritance.

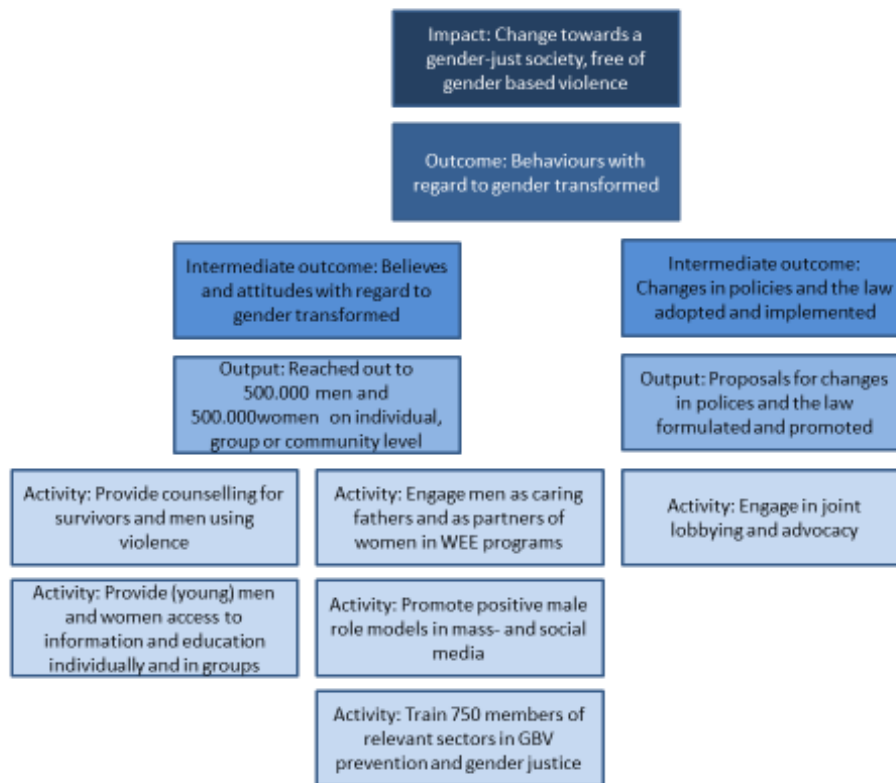
Through addressing these stereotypes, the project aims to contribute to a reduction of gender-based violence in country X. Because the interventions take place in a complex and volatile environment it will be difficult to establish a link between the interventions and changes in data about GBV at impact level. Therefore, an accountability ceiling was established at intermediate outcome level, to clarify for which changes the project can track input in relation to influence.

Project approach

The project consists of initiating and upscaling a combination of interventions that have shown good results in reducing gender-based violence in country X and in other countries.

- At individual level interventions consist of:
 - Counselling for survivors and men using violence
 - Providing (young) men and women access to information and education concerning relationships, gender (including positive forms of masculinities), sexuality, parenting and gender justice
- At group level and community level interventions consist of;
 - Engaging men as caring fathers and as partners of women in existing Women Economic Empowerment programmes
 - Conducting group education sessions with youth, couples, and fathers on issues concerning sexual and reproductive health and rights; maternal, newborns and child health; gender equality and caregiving
 - Promoting positive male role models in mass- and social media
- At the level of policy making and legislation interventions consist of building and participating in strong national and international coalitions that engage in joint advocacy focused on eliminating of sex-discrimination and achieving gender equality in polices and the law.

Theory of Change



Project organisation

The project is part of an international programme covering various countries. The intervention are carried out by local NGOs and CBOs that are already working in the field of gender equality including in:

- Counselling
- Organising Women Economic Empowerment programmes
- Lobbying and advocacy

These local partners will be provided with funding and capacity development support.



Recommended approaches for assessing efficiency

Notes on applicable tools and methods, Antonie de Kemp

This note summarizes tools and methods that can be applied to assess efficiency in the Prevention of gender-based violence project (case #9).

We discern two levels of analysis: level 1, focusing on the operational level of an intervention and level 2, an analysis of the main benefits and costs, in order to be able to compare the project with alternatives. After several remarks on the case (Section 1), the note discusses applicable tools and methods first for level 2 (Section 2), and then for level 1 (Section 3).

1. Remarks on the case

The project description does not include much background information. As the mentioned country X does not seem to exist in South Asia, we need to make several additional assumptions:

- We assume that the main victims are women between 15-49;
- We assume that the population consists of 2.5 million women in this age group (50% woman; 50% in the age group);
- In addition, we see that partner violence is concentrated in a specific group: 59% of the women have not experienced IPV. This probability decreases with age, but we ignore this for sake of simplicity.
- So annually 700,000 women 700,00 are victim of IPV (and most of them structurally).

These data show that targeting is important for a successful implementation of the project.

Next, the project includes an "accountability ceiling", the maximum level, the maximum level for which the project holds itself accountable. It is important not to confuse this accountability with the need to evaluate the effectiveness of the project. The more complex the project, the higher the need to evaluate it. This also requires a good baseline, though a DHS survey may serve as a baseline (and the next as an endline).

The project budget is not included in the proposal. Given the proposed target group (500,000 men and 500,000 women) and costs of comparable projects we may estimate the costs at EUR 10-20 million.

2. Level 2 tools and methods

Level 2 tools and methods compare the efficiency of entire aid interventions with alternatives or benchmarks with the purpose of selecting those interventions producing the largest net benefit with available resources. Methods in this group can be applied ex-post for accountability and learning purposes.

There is some literature on the costs of gender-based violence and this may be used to estimate the benefits of reducing gender-based violence. Research shows that the social and economic costs are quite significant. An economic analysis may provide a strong rationale for addressing and preventing GBV, in addition to the arguments based on the violation of human rights.

A growing body of research has focused on the effects on human development outcomes for women, especially in health, education and employment opportunities. Costs of GBV include three types of costs:

- Direct (tangible) costs of health and legal services
- Indirect (intangible) costs without a monetary value, such as social and psychological costs of violence.
- Opportunity costs (indirect costs), such as the impact on employment opportunities

Health studies usually estimate the Disability-Adjusted Life Years (DALYs). The DALY methodology estimates years lost due to premature mortality as well as due to disability or illness. DALYs for a disease or health condition are calculated as the sum of the Years of Life Lost (YLL) due to premature mortality in the population and the Years Lost due to Disability (YLD) for people living with the health condition or its consequences:

- $DALY = \text{years of life lost (YLL)} + \text{Years Lost due to Disability (YLD)}$,
- where YLD is calculated as: the incidence x disability weight x average duration.

The main challenge for an efficiency analysis of the present project is that it has not set clear targets, making it impossible to compare it with alternatives. Impact is defined as "change towards a gender-just society, free of gender-based violence".

It appears that the project aims at reducing:

- physical and/or sexual intimate partner violence
- child marriage
- female genital mutilation/cutting

We may see the reduction of these types of violence as the main objectives or success indicators. Moreover, it was stated that the project consists of initiating and upscaling a combination of interventions that have shown good results in reducing gender-based violence in the country (as well as in other countries). Therefore, it should be possible to define clear targets, as well as to provide realistic cost estimates (see section 3), for each of the six interventions. In addition, several studies provide estimates of these costs of GBV:

- Several studies estimate the costs of intimate partner violence (see f.i. KPMG, ODI, Day, McKenna and Bowlus, UKAid, UNFPA/ICRW), ranging between 1-2% of GDP;
- The World Bank has recently published a detailed synthesis report on the economic impacts of child marriage;
- Female genital mutilation/cutting (WHO 2012; Mpinga et al, 2016).

The results of these studies may be used for estimating the costs of GBV in the present case.

Activity:	Project costs	Reduction IPV prevalence	Reduction Child marriage	Reduction FGM
1				
2				
3				
4				
5				
6				
Overhead				
Total				

While in theory it is possible to calculate the social and economic costs of the three types of violence against women, there is no obvious or logic method for blending the three impact indicators into a single impact indicator. Technically, a way to deal with this problem is weighting the importance of the different indicators (see for instance the MADM example for the value chain development project).

3. Applicable level 1 tools and methods

Level 1 analysis focuses on the operational efficiency of a single intervention. Level 1 tools and methods are often conducted ex-post.

Level 1 methods that may be applicable to this project include:

Benchmarking of unit costs

Ideally, it would be possible to compare the costs of the intervention with alternative interventions. As stated before, in this case, the project consists of initiating and upscaling a combination of interventions that have shown good results in reducing gender-based violence in the country as well as in other countries. Therefore, in theory it should be possible to make a reliable ex ante assessment of the expected costs (for instance for counselling or training) and relate these costs to the direct target group, providing for instance estimates of cost per training or per participant. A problem is however, that evaluations of comparable interventions hardly ever provide much financial information. Project progress reports and financial reports may be helpful, but are seldom publicly available.

If alternative projects provide some information, such as total projects costs and total number of beneficiaries (or per community), in theory one could try to make a more qualitative analysis of why these costs diverge (different price levels, different geographic circumstances, differences in approach, etc.). This benchmark only makes sense if intervention and context are comparable. However, large differences may indicate inefficiencies and therefore may be an argument for further (qualitative) analysis.

An alternative would be comparing the costs of the implementing partners.

Activity:	Training costs	Participants	Unit training costs	Counseling	Beneficiaries	Unit counselling costs
Partner 1						
Partner 2						
Partner 3						
Partner 4						
Partner 5						
Partner 6						
Overhead						
Total						

As mentioned by Markus Palenberg, a principal caveat with unit costs benchmarking is that it does not allow straightforward conclusions about outcome/impact-level effectiveness and efficiency. A higher-than-average cost per community (or trainer) may indicate operational inefficiencies, but it can also point to differences in context. In addition, effectiveness could be higher. Moreover, the operational efficiency of the whole project could be low. As Palenberg concludes, unit cost benchmarking is a useful tool for identifying potential operational (in)efficiencies but needs to be complemented by further (qualitative) analysis before conclusions can be drawn.

Benchmarking of unit costs can usually be done in a couple of days (provided required information is available) and does only require basic analytical and quantitative skills.

Follow the money

This approach systematically screens all project expenses (including costs of inputs (staff, consultants, material costs) with the objective of identifying potential cost savings. When applying it, the evaluator systematically disaggregates total project expenditures and, for each budget or expense category, conducts additional analysis to determine whether there is cost-saving (or yield increase) potential. The analysis focuses on inputs (economy) as well as the conversion of inputs into outputs.

It will be helpful to complement the financial analysis with a more qualitative analysis of the operational processes. Process descriptions, interviews and a time tracking system may be helpful in this respect. In this specific example, the analysis may include a comparison of costs (for instance of the 4 NGOs), interviews. The project team may also consider using a time tracking system. Specific elements of interest for this analysis could be:

- costs of main inputs as well expensive inputs (cars, rents)
- management costs
- coordination costs

The approach requires one to several weeks. Evaluators require basic analytical, financial, and problem-solving skills.

4. Conclusions

The project as proposed consists of different interventions as well as blended objectives. This complicates an efficiency analysis. Nevertheless, the results of studies of the costs of GBV may be used to assess the anticipated benefits of the proposed project. The analysis also shows that targeting is important for an efficient implementation of the project. Assessing the efficiency of a project forces to make more explicit what the expected results will be. Moreover, making assumptions about the impacts (i.e. defining clear targets) helps an ex post evaluation.

Even though the project seems to consist of interventions that have shown good results in reducing gender-based violence in the country, it may be important to conduct a rigorous evaluation ex post. Potentially, this evaluation may use results of DHS surveys. It may be noted that a World Bank project on reducing GBV in Uganda allocates about 25% of the budget to monitoring and evaluation, precisely because of the importance to evaluate the project in a rigorous way.

