

Christian Aid Evaluation Management Response to Power Learning Review June 2016

No	Recommendation	Agreed/ rejected/ amended	Action agreed	Person responsible	Date of achievement
1	Research and document case studies to learn about the factors that contribute to success and failure <u>within programmes/projects</u> when seeking to change different types of power relations, power relations at different levels and different characteristics of individuals (gender, age, disability, health status etc).	Agreed	<p>To build into the development of practical tools already available worked examples/case studies drawing on GTF, V2P, Governance Impact assessment and PPA where appropriate.</p> <p>Documents how work to address power dynamics at country level has informed and been informed by Christian Aid's corporate campaigns especially our work on Tax and Essential Services.</p>	<p>CG to lead on tool development and bringing in case studies</p> <p>Health advisors/PPD advisors</p>	<p>Dec 2016</p> <p>March 2017</p>
2	Conduct an analysis of what introducing power analysis means for internal workings of <u>partners</u> and identify drivers, and barriers to change within partners.	Amended	Given the massive diversity of partners this is a really challenging piece of work and it would be hard to find a justifiable 'sample'. The importance of partners tackling power is recognised but it is felt that this is not the most effective way of engaging with this issue (other actions seen as more effective – see below)	No action	
3	Undertake a systematic analysis of partners' capacity to apply power analysis. This should assess project <u>and</u> organisational capacity and help identify an entry point for responding to capacity development needs of individual staff and organisations as a whole.	Agreed	Include key questions in the partner capacity assessment template currently being developed to increase understanding of power capacity within partners. Ensure analysis of findings includes how partners have moved from looking at power within a project, to taking a whole organizational approach to power and what has facilitated this transition.	David with Inge G	August 2016
4	Facilitate country level Christian Aid and partner discussions to create a shared visualisation of what transformative change would look like (the typology of practical and strategic change could be useful) and different roles of Christian Aid and (different) partners (including the Church)	Agreed	Work with country, regional and other teams who are currently or about to look into developing new strategic plans and ensure these deeply analyse power and work to a more transformative agenda which shifts power in favour of poor and marginalised men and women. The same applies to annual review guidance.	David annual review process, Kate B Evaluation policy and MEL guidance.	December 2016

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5	<p>Clearer more practical guidance on how to apply power, gender and inclusion analysis within:</p> <p>a) each thematic area and</p> <p>b) throughout the programme/project cycle (including feedback/complaints during implementation and M&E)</p> <p>This could be via signposting to tools, frameworks and case studies, or the development of new tools and case studies. It is recommended that one tool is a checklist for use in country programmes on asking the right questions in monitoring processes, focusing the discussion on changes in power rather than activities.</p> <p>There is body of experience amongst country staff on how to use power with the framework and they should be involved in a process of review.</p>	Agreed	<p>To task each thematic lead (resilience, IMD, CHH in particular as a starting point) to reflect on the power shifts (and how they could be more explicit) that are implicit in the framework they are promoting through tailored Community of Practice sessions. This could work alongside the 'inclusive programming' checklists being planned.</p> <p>Accountability working group to discuss the report and consider how to draw upon its findings.</p>	<p>David C to assign leads to work closely with CG</p> <p>Accountability working group</p>	<p>December 2016</p> <p>August 2016</p>
6	<p>To complement the signposting and identification/production of practical tools, there is a need to nurture analytical and learning skills for project design, what M&E data means in relation to power and safe spaces to discuss/reflect on 'failures'. These are best built through dialogue: 1:1 conversations and partner meetings which encourage on-going diagnosis and constructive reflection.</p>	Agreed	<p>Identify practical tools which can be used at different stages of the programme cycle, building on the power practice paper. These tools should be complemented by examples of problems being addressed. Tools should be flagged in Programme Management Induction module/s.</p> <p>To ensure that deep reflection on shifts in power is reflected in the evaluation policy as a core part of any reflective exercise and that country teams are supported in putting this into practice in the most meaningful way.</p>	<p>CG to lead on tools</p> <p>Kate B</p>	<p>September 2016</p> <p>September 2016</p>
<u>Actions which relate to more than one recommendation:</u>					
7. Ensure findings inform longitudinal study development				Kate N	December 2016
8. Ensure findings inform Vision 2020 discussions				Kate B, Kate N, RS, DC	October 2016
9. Distribute to all partners, country and teams involved in research. Encourage discussion of findings and involvement in actions agreed.				RP and RS	October 2016