



Canadian International
Development Agency

Agence canadienne de
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How to Perform Evaluations -

Gender Equality

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Canada 

HOW TO PERFORM EVALUATIONS

GENDER EQUALITY

PERFORMANCE REVIEW BRANCH

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About this Series...

These guides are prepared by Performance Review Branch to help improve performance measurement and reporting.

Key evaluation elements are described to set standards and identify CIDA's expectations for delivery.

Bringing a Focus to...

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USING THIS GUIDE

Equality between women and men
to ensure sustainable development

Gender equality is internationally recognized as both a basic goal of development and fundamental to sustainable growth. The World Bank's recent report "Engendering Development" showed that societies discriminating by gender pay a high price in terms of their ability to develop progressively and reduce poverty. Moreover, CIDA's strategy "Our Commitment to Sustainable Development" identifies the full participation of women as essential to sustainable development and poverty reduction.

To this end, the Agency is strongly committed to the full and equal involvement of all people, regardless of sex, in the sustainable development of their communities and societies. Gender equality (GE) is one of six key programming priorities and a crosscutting theme for all development activities. The Agency's "Policy on Gender Equality (1999)" requires that GE "... must be considered as an integral part of all CIDA policies, programs and projects".

This Guide is designed to help CIDA's managers, evaluators and partners integrate the assessment of GE results throughout the evaluation process. It describes what the Agency has learned about structuring to identify GE achievements and assessing results.

Note: This guide was developed as a companion piece to the "CIDA Evaluation Guide".

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INTEGRATING GENDER EQUALITY

What does this really mean?

Integrating *GE* into evaluations means assessing how an investment has contributed to the achievement of results in improving the lives of women and men.

This involves:

Creating the right conditions to assess gender equality, such as:

- Targeting evaluation questions
- Allocating sufficient resources
- Finding appropriate evaluators
- Defining relevant methodologies

Measuring and reporting on results relative to *CIDA's* Framework of Results and Key Success Factors and the *GE* policy objectives, and

Identifying what was learned from the investment about improving *GE* so that interventions in the future can benefit from *CIDA's* development experiences.

CIDA Policy

- ☑ To advance women's equal participation with men as decision-makers in shaping the sustainable development of their societies
- ☑ To support women and girls in the realization of their full human rights
- ☑ To reduce gender inequalities in access to and control over the resources and benefits of development

FOUNDATIONS FOR SUCCESS

How to plan, design and manage evaluations to assess GE results

1 – Preparing Terms of Reference



Learning from Experience

GE is often treated superficially or not addressed at all in evaluation reports if Terms of Reference (TORs):

- ◆ Set out too many 'competing' issues to assess, and
- ◆ Provide limited direction to evaluators on specific gender-related questions.



GE Checklist

- ☑ GE is integrated throughout the TORs (i.e. rationale, scope and focus, stakeholder involvement, accountabilities, responsibilities, deliverables).
- ☑ TORs clarify what CIDA wants to learn about GE through this evaluation.
- ☑ Stakeholders are clearly described by sex, age, race, ethnicity and socio-economic group.
- ☑ Evaluation issues are clearly focused and prioritized, based on the input of female and male stakeholders.
- ☑ TORs should include specific questions for assessing gender equality results and these are linked to the achievement of CIDA's Policy on Gender Equality objectives.
- ☑ Responsibility for the assessment of GE results is clearly designated.
- ☑ Expectations are clear with regard to GE in evaluation deliverables.

2 – Resourcing and Expertise



Learning from Experience

The assessment of GE results brings an extra dimension to traditional methods and requires more time and resources.

Where evaluation teams include a gender specialist, evaluation reports are more likely to include sex-disaggregated data and a performance assessment on GE results.

Involving gender expertise can enhance gender-equitable, participatory processes.



GE Checklist

- Appropriate time and resources have been allocated to assess GE results.
- The planned level of effort is realistic, given participatory methods and the need for in-depth contact with stakeholders.
- The evaluation team leader has the capacity to integrate gender equality concerns into evaluation findings, conclusions and recommendations.
- Evaluation team members have sufficient gender expertise and/or a gender specialist is included on the team.

3 – Methodology



Learning from Experience

The more participatory the evaluation process, the greater the potential for evaluation findings to include sex-disaggregated data and address GE results.

Enhanced GE results are realized when evaluation methodologies integrate stakeholder participation throughout the evaluation process (i.e. planning, implementation, reporting).



GE Checklist

- The evaluation process is participatory and provides for the equitable participation of female and male stakeholders.
- Gender-sensitive indicators have been developed to measure both qualitative and quantitative GE results at all levels of the results chain.
- Data sources support the collection of sex-disaggregated data.
- The consultation sample is representative of investment reach (e.g. sex, age, ethnicity, race and socioeconomic groups).
- Appropriate data collection and analysis methods are used to measure investment results for women and men.

4 – Reporting and Sharing Results


Learning from Experience

Effective evaluations enable CIDA to assess its performance in achieving GE while providing partners with lessons on gender equality to improve future performance.

Evaluation learning is more readily taken up when information is action-oriented and geared to specific audiences.


GE Checklist

- ☑ A strategy exists defining who will use the information on GE results and how best to present, package and disseminate it for each audience.
- ☑ Sufficient resources are committed to implementing this strategy.
- ☑ Analysis of evaluation findings and conclusions uses *sex-disaggregated* data and demonstrates how investments have contributed to progress on GE.
- ☑ Factors contributing to the achievement of GE results are identified.
- ☑ Recommendations related to GE are geared for decision-making.
- ☑ Lessons related to GE are strategic and applicable to other development initiatives.

FOCUS ON SUCCESS

Selecting from the evaluation questions provided below will ensure a focus on gender equality and conformity with CIDA's "Framework of Results and Key Success Factors" when reporting on findings and results.

Achievement of Results

- To what extent has the investment: 1) advanced women's equal participation with men as decision-makers, 2) promoted the rights of women and girls, and 3) increased women's access to and control over development resources and benefits?
- How do the results achieved for women and girls compare to those achieved for men and boys?
- What are the unanticipated effects of the investment on women, men, girls and boys?
- How have GE results contributed to the overall results of the investment?
- To what extent has the investment improved the capacity of stakeholders to promote GE?

Cost-Effectiveness of Results

- Is the relationship between costs and GE results reasonable?
- Do more cost-effective models exist to achieve the same results?

Relevance of Results

- To what extent do the GE results contribute to poverty reduction?
- To what extent are female and male stakeholders satisfied with the GE results?
- To what extent are the GE results consistent with the positions/commitments on GE of key partners/stakeholders in recipient countries (e.g. governments, regional/local organizations)?
- To what extent does the investment support the efforts of partners and other bodies promoting GE in this country?

Sustainability of Results

- To what extent are the GE results likely to endure after CIDA involvement in the investment ends?
- What factors in the investment's context present the greatest risks to sustainability? What can be done to minimize risk?

Partnership

- To what extent did the investment promote the equitable participation of female and male stakeholders in decision-making?
- To what extent did the investment contribute to the building of capacities to support GE in recipient countries?
- Did women and girls face any particular constraints or obstacles in their participation? If so, how successful was the investment in addressing these constraints?
- To what extent did the investment involve women's organizations and organizations advocating for gender equality in its strategy to achieve GE results?

Appropriateness of Design

- Was a detailed gender analysis conducted during investment design?
- Was investment reach clearly identified and disaggregated by sex, age, race, ethnicity and socioeconomic group?
- To what extent were women, girls, men and boys consulted with regard to their needs, priorities and the investment's development problem?
- To what extent were the needs and priorities of women, girls, boys and men reflected in the investment solution and overall design?
- Did the investment planning include a realistic strategy for promoting GE results?

Appropriateness of Resource Utilization

- ☑ Were efforts made to ensure equal representation by men and women at all levels of investment management and technical assistance delivery?
- ☑ How did the participation of women in investment management affect GE results?
- ☑ How did the absence/inclusion of gender expertise in investment management affect GE results?

Informed and Timely Action

- ☑ Did monitoring adequately measure progress in achieving GE results?
- ☑ Were risks associated with GE and gender-based constraints adequately monitored?
- ☑ Was there adequate understanding and acceptance of the need to promote GE among stakeholders? What more could the project have done to increase stakeholder commitment to CIDA's GE objectives?

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These guides are prepared
for internal application.

They should, in no way, be viewed as
defining or modifying CIDA Policy.

We welcome any suggestions to improve our work.

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