DEVELOPING A MONITORING AND EVALUATION FRAMEWORK[1] FOR GENDER GOALS

Here we describe how to develop a monitoring and evaluation framework at the PAD stage. M&E requires base line data and gender sensitive indicators in order to monitor and evaluate progress.

Monitoring is a steering process to allow an assessment of progress towards achieving gender goals and objectives. Monitoring should also include the implementation process itself: are women and men given equal opportunities to participate in decision making and execution? Are implementation staff working in gender sensitive ways and understand and support the need for gender mainstreaming. It allows for timely interventions to make adjustments were progress is off-target and, if necessary, create a more gender sensitive approach.

Evaluation is an assessment of the progress in a project towards achieving gender goals and objectives. The project to be evaluated should have been designed with this in mind. However, the lack of base-line gender disaggregated data does not preclude an evaluation from a gender perspective. The evaluation should be more comprehensive than solely measuring the participation of women.

Key questions to consider when preparing for an evaluation, since these can significantly affect the outcome, include:

- Evaluation criteria
  - (i) What level of importance or priority is afforded to gender equality considerations?
- Evaluation Actors
  - (i) Do evaluators' Terms of Reference specify the need for gender expertise?
  - (ii) Are all stakeholders involved in the evaluation process?
  - (iii) Who will provide inputs for evaluation data?
  - (iv) Will the opinions of both men and women be considered?
  - (v) Who will be responsible for consolidating inputs and determining the validity and priority of differing opinions or observations?
- Evaluation Process
  - (i) Will participatory methods be used?
  - (ii) How and to whom will results of the evaluation be disseminated?
  - (iii) Will both men and women stakeholders be given the opportunity to formally comment on or state their reservations about the evaluation results?

The monitoring and evaluation plan should show what kinds of sex-disaggregated data and information are going to be collected as well as giving clear guidance about monitoring and evaluation intervals, methods and resources needed as well as the allocation of responsibilities. It is important to ensure that there is sufficient budget for the monitoring process which should include a contingency budget to allow for any corrective action. There should also be mechanisms developed

[1] UNDP (2007), Gender Mainstreaming in Practice: A Toolkit;
World Bank (2009), Gender Issues in Monitoring and Evaluation, Module 16 in 'Gender in Agriculture Sourcebook'.;
Energia/Norad (2012), Policy Implementation, Monitoring and Evaluation, Training Course ´Mainstreaming Gender in the Energy Sector';
(GVEP) Global Village Energy Partnership (2006), A Guide to Monitoring and Evaluation for Energy Projects, Monitoring and Evaluation in Energy for Development (M&EED) International working group.

through which lessons learned from monitoring and also evaluation can result in changes to practice.

Table 1 gives a framework in terms of who, what, when, where, and how for presenting the results for the monitoring process. Table 2 gives a template for developing a monitoring and evaluation plan. This is a six step process.

Table 1 Monitoring Formats (Source: Adapted from World Bank, 2009-2)

Type of result	What is measured?	Indicators	Who is measuring?	How is the information used?
Impact of (or lack of!) gender-aware energy policy	Effectiveness or results in terms of the effect of a combination of outcome activities that improve development through gender-aware energy sector interventions	Use of outcomes and sustained positive development change, such as the change in economic status of women in a district over a five-year period or influence on reaching MDGs.	Senior management. Usually information comes from an internal impact evaluation, midterm review, final or ex post evaluation, as well as joint reviews by donor and government/energy agency/utility staff.	Blocks to positive change can be identified and appropriate strategies developed and implemented.
Outcome	Effectiveness, or results disaggregated by sex in terms of access, usage, and stakeholder satisfaction from goods and services generated by energy projects and programs.	Use of outputs and sustained production of benefits — for example, the change in attitudes to women's involvement in the energy sector; women beneficiaries becoming energy entrepreneurs.	Project and program management and staff and local authorities; civil society; information from quarterly and annual reports, discussions at the steering committee level/gender team level.	Outcomes are fed back into policy project or program design.
Output	Energy services generated by projects and programs, disaggregated by sex.	Implementation of activities—for example, how many (what percentage) of beneficiaries, participants, or staff are women and their satisfaction levels with policy or programme.	Project management and staff, by means of day-to-day monitoring and use of management information system to verify progress, as well as field visits and reports and information received by GFP from project management.	If there is an imbalance in the way that the means are being used, then the project or program activities can be redesigned to achieve more gender balance

[2] World Bank (2009), Gender Issues in Monitoring and Evaluation, Module 16 in 'Gender in Agriculture Sourcebook'.

Constructing the Monitoring and Evaluation Plan

Step 1

Determine who requires the information and why (how will it be used?). These requirements will differ for monitoring and evaluation (although there may be some overlap eg client). The basic requirement is to monitor progress towards reaching gender objectives and to make recommendations for timely interventions if the project is not on track for achieving these objectives. Evaluation can look at outcomes and impacts, as well as processes.

Step 2

Construct a causal chain.

Inputs	Activities	Outputs	Outcomes	Impacts
Materials, services and staff brought to the field by the project, or by project stakeholders. (what role did women and men play at this stage?)	What the project does.	Goods and services whose production is directly under the control of the project team.	A first level of consequences, which flow from the energy services which are outputs of the project (eg time saved by women).	Consequences of project activities which are directly related to national development goals (eg gender equality).

Step 3

Construct the table (see below) and complete column 2

Step 4

Define the indicators) and identify the data collection methods. Add these to the table (columns 3 and 4).

Remember it costs money to verify indicators, therefore try not to develop too many indicators. Criteria to help select indicators could be:

1. Relevance to your project
2. Ease and cost of measurement or data collection
3. Interest for project stakeholders

Each indicator can be measured using one or more data sources and collection methods. These can include:

1. Physical measurement (eg equipment efficiency)
2. Data extraction from public statistics (school attendance, electricity connections, ...)
3. Interviews
4. Focus groups and other participative methods (Tool A1.7).

Data should be, where appropriate, sex-disaggregated. Data collection should include qualitative data to complement quantitative data.

Once the indictors and data collection methods have been identified complete columns 3 and 4 in the table.

Step 4 Complete the table

Completing the table requires:

1. Deciding who will carry out the tasks (collect the data) as defined in the table. Are there tasks that need the specific skills of a gender expert? The "*Check-list of Generic Questions for Monitoring Protocols*' tool gives tips on establishing an evaluation team.)
2. Determining if, how and when the baseline will be measured, and at what frequency further measurements will be made;
3. Estimating the duration and cost of each task.

Step 5 Validate the M&E scheme with stakeholders
The scheme should be discussed with the client and any other appropriate stakeholders identified in Step 1. The plan should be adjusted for any agreed necessary alterations.

Step 6 Implement
Collect and collate the data. Analyse the data to see what has changed and what has not. Discuss the results with others involved in the implementation and the client. Decide what the results in order to make recommendations for adjustments.

It is advisable to keep extensive archives of raw data, intermediary reports, meeting minutes, etc. because they can be very useful in report writing and to assist in the final evaluation.

Table 2: Constructing a monitoring and evaluation framework

	Elements in causal chain diagram	Indicators	Data collection methods	Calendar		Who will carry out data collection and processing	Estimated cost
				Baseline	Frequency		
Inputs							
Activities							
Outputs							
Impacts							
Synthesis and Reporting							