

# ISE4GEMs

*A new approach  
for the SDG era*



Inclusive  
Systemic  
Evaluation  
For  
Gender Equality,  
Environments &  
Marginalized Voices



Presenters: Shravanti Reddy, Anne Stephens, Ellen Lewis



# Introductions



**Shravanti Reddy,**  
Evaluation Specialist,  
Independent Evaluation Service,  
UN Women

- Leads complex global and joint evaluations
- Develops evaluation approaches, methodologies and guidance including the UNEG Guides on Integrating Human Rights and Gender Equality in Evaluation



**Ellen Lewis, PhD**  
Ethos of Engagement Consulting &  
Centre for Systems Studies, University of  
Hull, United Kingdom

- Organisation Development Consultant
- Researcher – Systems Thinking developed a tool for gendered systemic analysis
- Focuses on how social systems attend to environmental sustainability, social justice, and community development.



**Anne Stephens, PhD**  
Ethos of Engagement Consulting &  
James Cook University

- Sociologist, critical systems thinking theorist, teacher and research manager, health/education evaluations for Northern Australian communities
- 2016 Endeavour Research Fellow
- Author of the book Ecofeminism and Systems Thinking -catalyst for the GEMs framework.



# Acknowledgments

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- **Centre for Systems Studies**, Faculty of Business, Law and Politics, University of Hull, United Kingdom
- **School of International and Public Affairs, Columbia University**, New York, United States



# International Advisory Group

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- **Gerald Midgley**, University of Hull Business School, Centre for Systems Studies, United Kingdom
- **Alexandra Pittman**, Impact Mapper, United States
- **Martin Reynolds**, School of Engineering and Innovation, Open University, United Kingdom
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- **Juha Uitto**, Independent Evaluation Office, Global Environment Facility, United States
- **Bob Williams**, Independent Evaluation and Systems Thinking Consultant, New Zealand

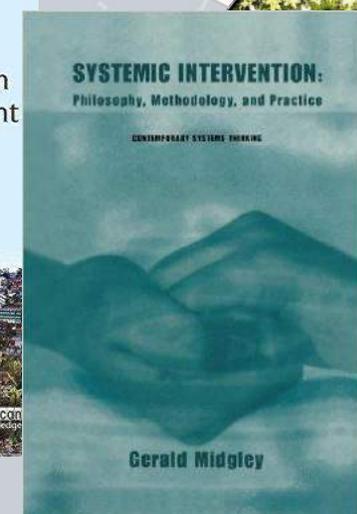
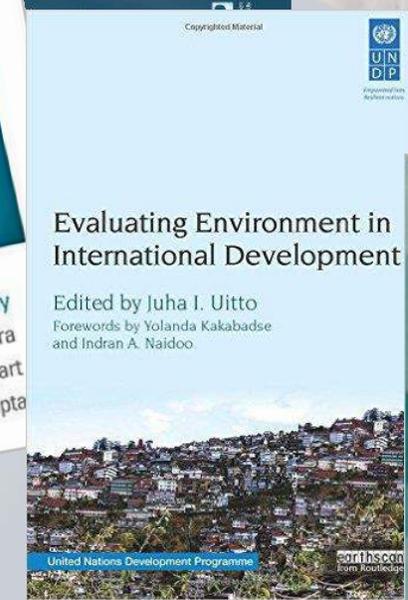
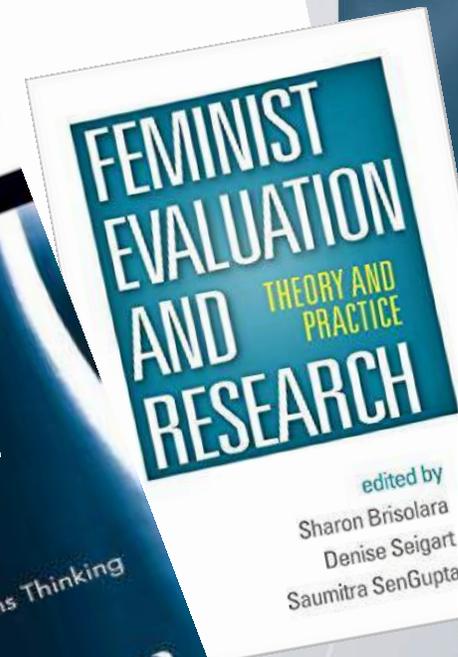
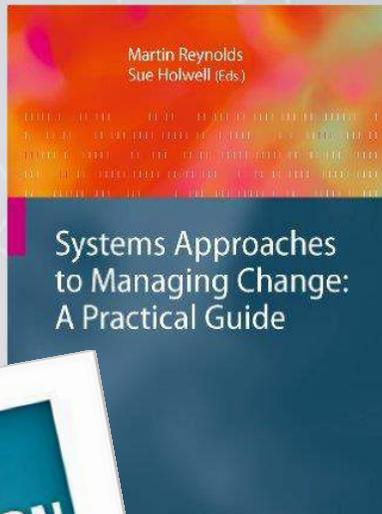
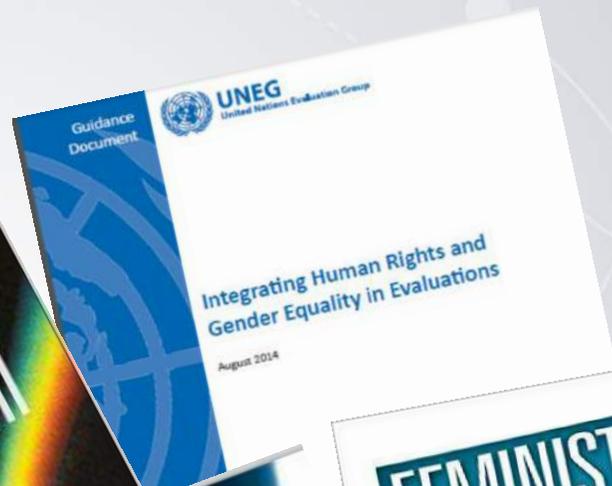


# Peer Reviewers

- **Michael Bamberger**, Independent Development Evaluation Consultant, United States
- **Gabriele Bammer**, National Centre for Epidemiology & Population Health, Australian National University, Australia
- **Danny Burns**, Participation Research Cluster, Institute of Development Studies, United Kingdom
- **Julia Espinosa**, Political Science and Administration, Complutense University of Madrid, Spain
- **Jillian Foster**, Global Insight, United States
- **Monica Gagliano**, Centre for Evolutionary Biology, School of Biological Sciences, The University of Western Australia, Australia
- **Matt Keene**, U.S. Environmental Protection Agency, Office of Policy, United States
- **Rituu B. Nanda**, Constellation/Institute of Social Studies Trust, India
- **Elisabetta Micaro**, Association for Women's Rights in Development, Canada
- **Estelle Raimondo**, International Evaluation Group, World Bank Group, United States
- **Patricia Rogers**, Global, Urban and Social Studies, RMIT University, Australia
- **Andy Rowe**, ARCeconomics Ltd., Canada
- **Lex Schroeder**, Feminists at Work, United States
- **Thomas Schwandt**, Professor Emeritus, University of Illinois, Urbana-Champaign, United States
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- **Barbara Torggler**, Internal Oversight Service, UNESCO, France
- **Chris Walsh**, College of Arts, Society and Education, Division of Tropical Environments and Societies, James Cook University, Australia
- **Sophie Yates**, Australia and New Zealand School of Government, Australia
- **Kerry Zaleski**, University of Wisconsin, Madison, School of Medicine and Public Health, Population Health Institute, United States



# Literature Review



# Agenda 2030:SDGs

The interconnectedness of the Sustainable Development Goals



# ISE4GEMs Guide

## PART A (PRACTITIONER THEORY)

C  
H  
A  
P  
T  
E  
R  
S



**Introduction**



**Systems  
thinking**



**The GEMs  
framework**



**ISE4GEMs  
approach and  
the SToC**

## PART B (PRACTITIONER APPROACH)

C  
H  
A  
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PHASE



**Evaluation  
preparation  
and design**

PHASE



**Data  
collection**

PHASE



**Data Analysis,  
Interpretation  
and Reporting**

PHASE

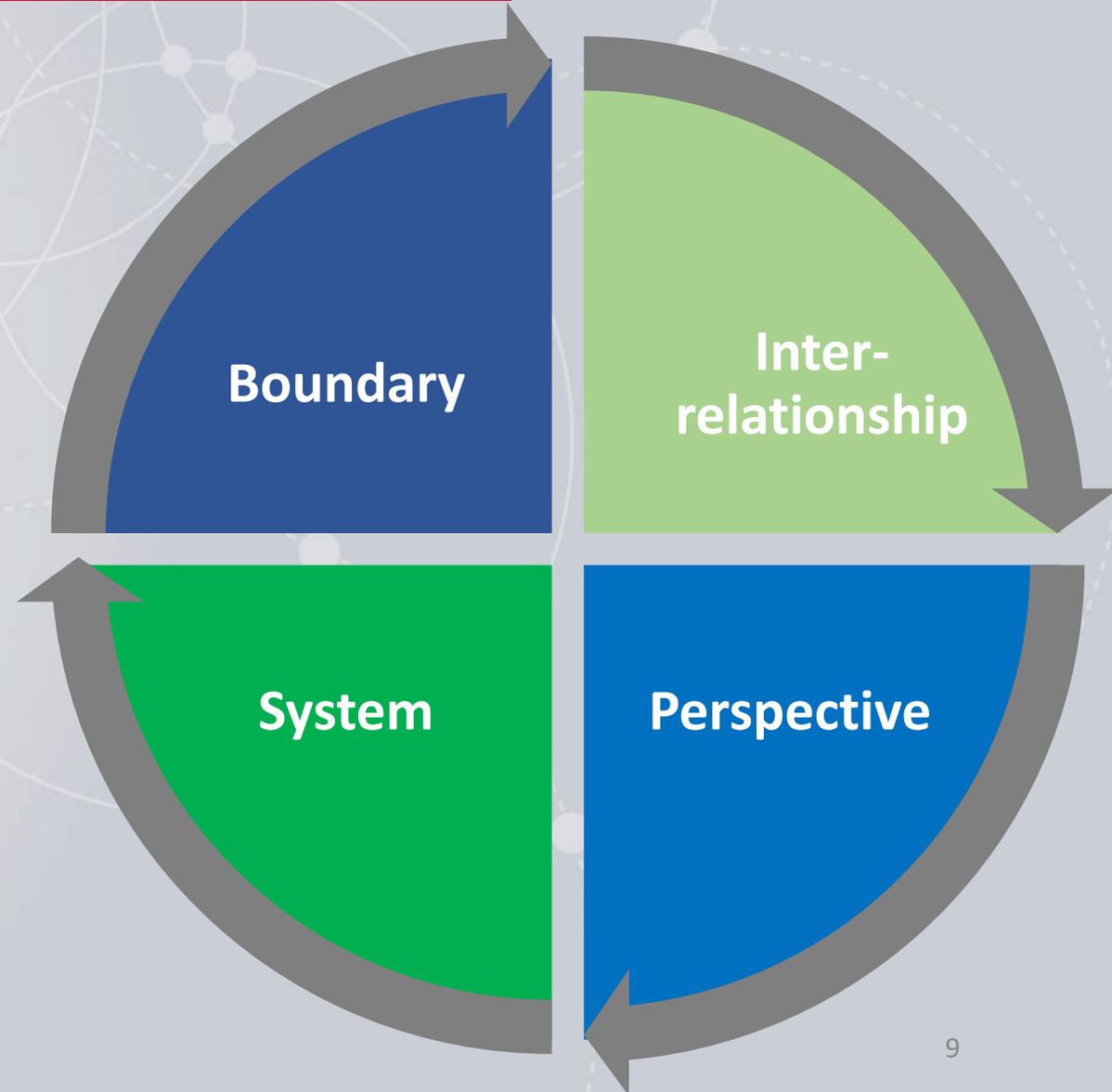


**Capacity  
Development  
for Social  
Change**



# What is Systems Thinking?

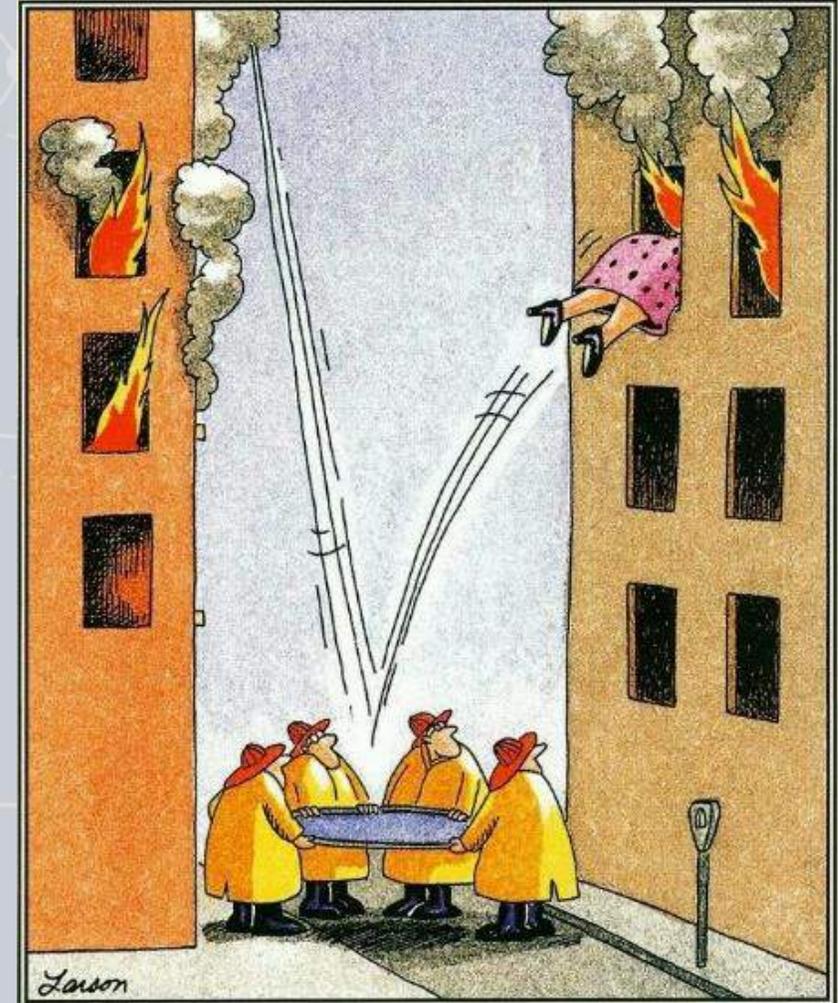
- **Interrelationships:** connections between people, things or ideas.
- **Perspectives:** formed by values, beliefs and what we know about the world.
- **Boundaries:** Defined by our knowledge, resources, ideas, values, biases, priorities or perspectives.





# What is 'Systemic' Thinking?

- **Systematic** analysis implies a thorough, predictable, and controlled process which is essentially reproducible but may not consider all the interactive parts of the system and stakeholders.
- **Systemic** analysis encourages a critical and holistic analysis of the opportunities, constraints, and relationships of parts within a system, analyzing the system as a whole.





# Systemic Theory of Change

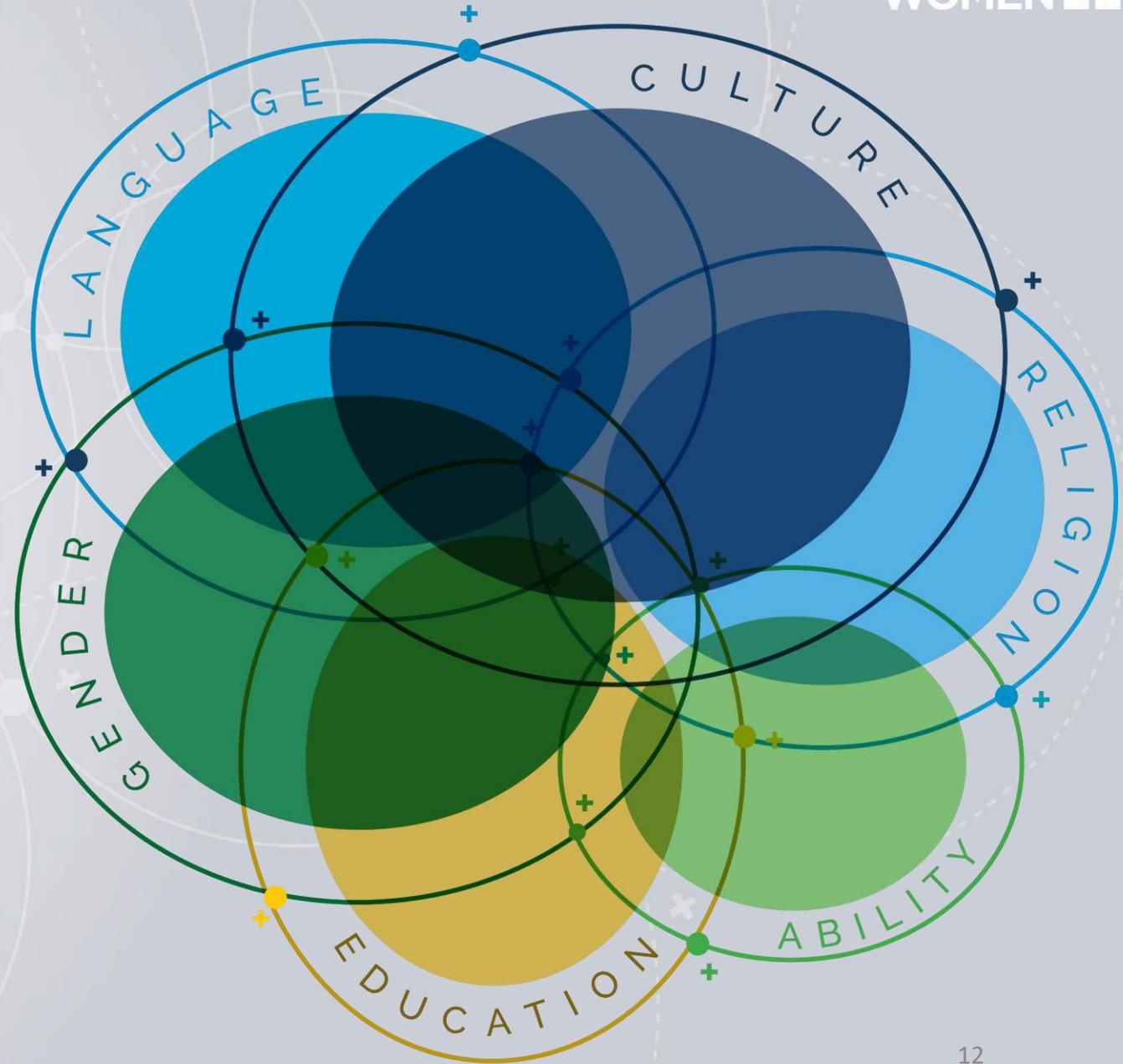


*SToCs are developed using a second-order judgment from a position outside of the intervention looking in.*

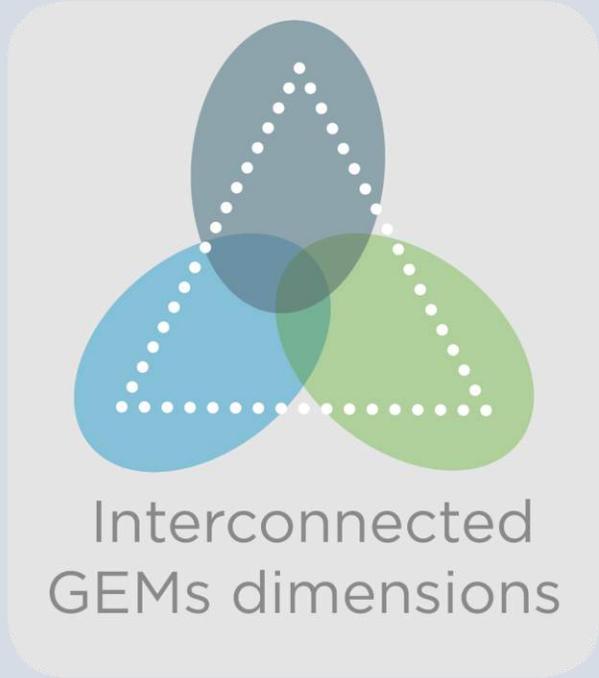
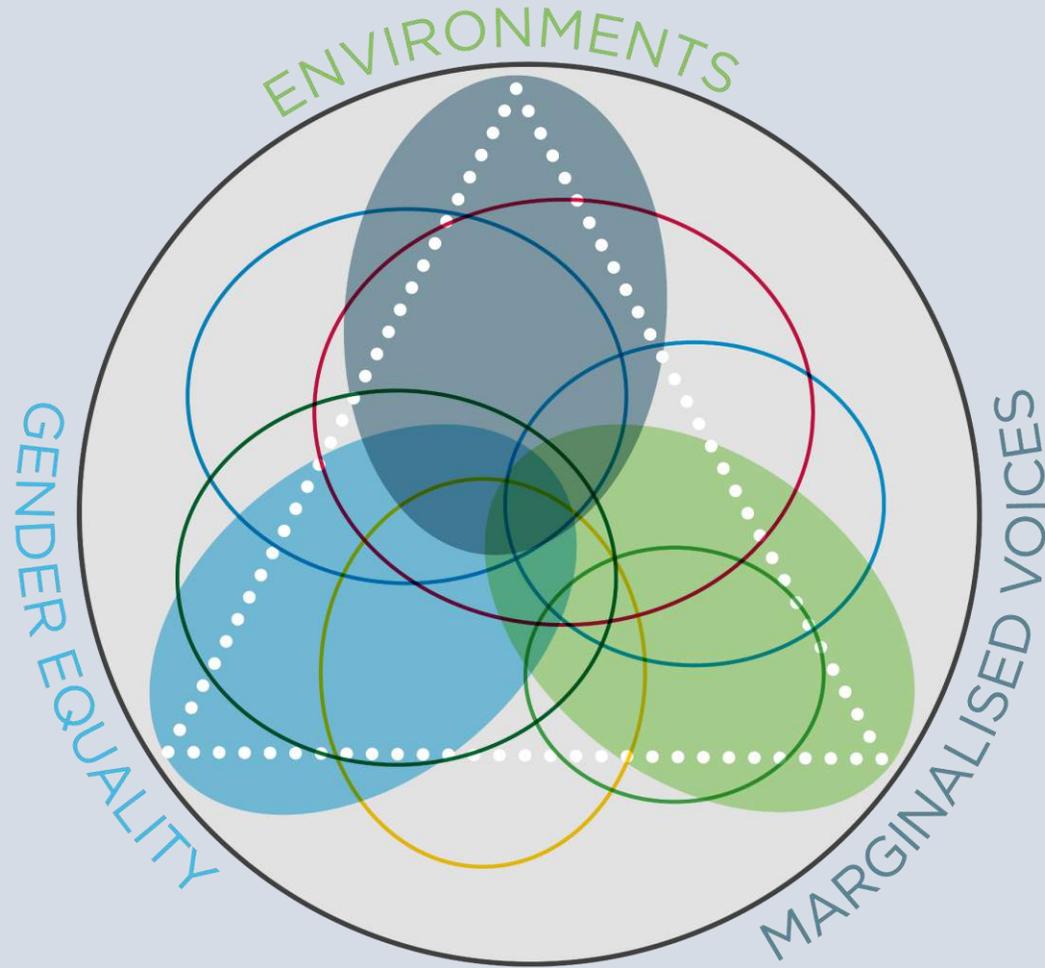
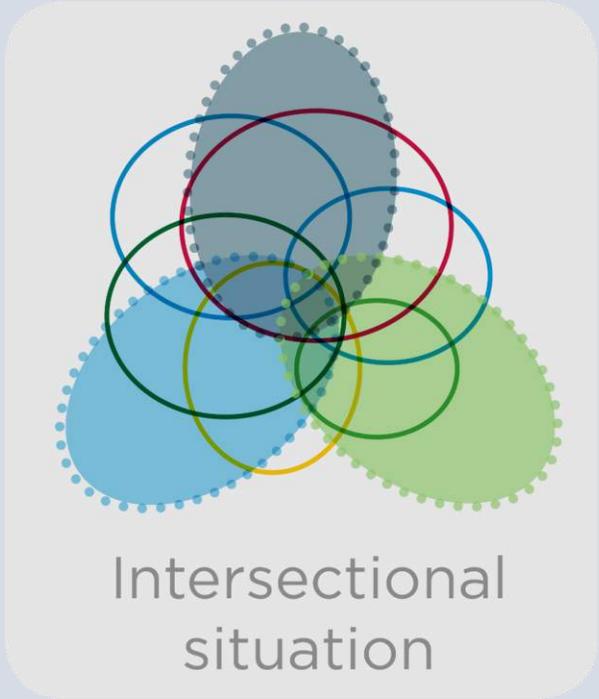
A **systemic ToC or SToC** is established by asking a wider set of questions that more fully describe the change processes through different perspectives. SToCs are developed using a second-order judgment from a position outside of the intervention looking in. By viewing the change processes of the intervention from this position, you open up different possible boundaries

for understanding change processes to determine the most relevant ones for consideration.

# Intersectionality



# ISE4GEMs Approach





# Key elements of ISE4GEMs

- **Ethics** to empower and enable individuals and communities
- **Validity and rigour** through inclusive interpretation
- **Transdisciplinary mixed methods** for socio-environmental analysis
- **Capacity development** on systems thinking and GEMs
- **Attributes and competencies**



# Part B

# Practitioner Approach



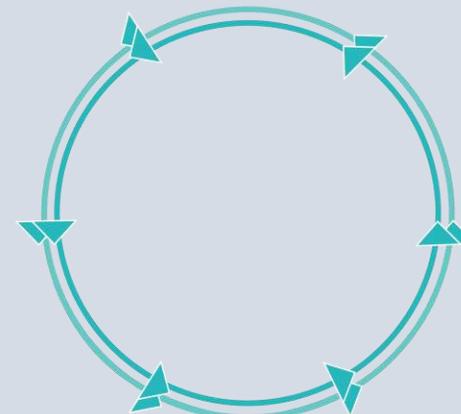
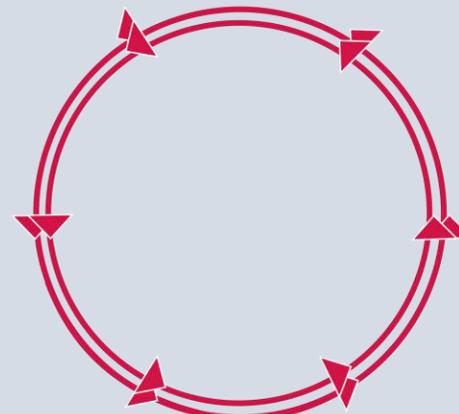
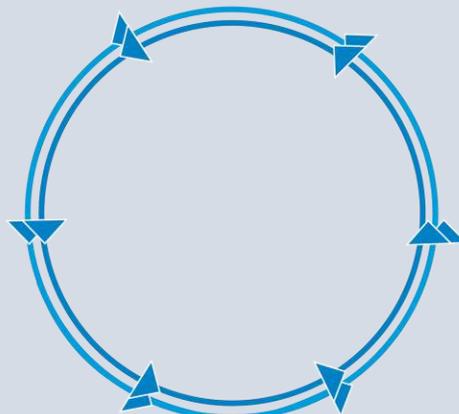
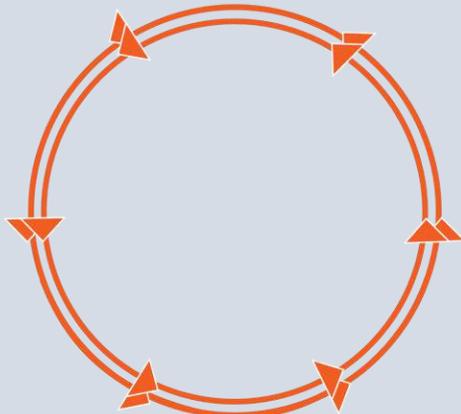
# Stages of the ISE4GEMs

**PHASE I:**  
**Preparation and Design**

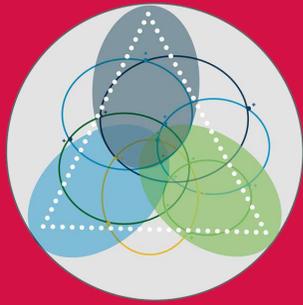
**PHASE II:**  
**Data Collection**

**PHASE III:**  
**Data Analysis, Interpretation and Reporting**

**PHASE IV:**  
**Capacity Development for Social Change**



Timeframe



# Stages of the ISE4GEMs

## PHASE I



### Chapter 5 PLANNING AND DESIGN

#### STEP 1 : The Boundary Story

- Conduct a first-order Boundary Analysis of the intervention
- Complete a stakeholder analysis
- Develop the Boundary Story

-  **TOOL 1:** First Order Boundary Analysis of the Intervention
-  **TOOL 2:** Stakeholder Analysis of the Intervention



#### STEP 2: The evaluation boundary

- Define the ideal evaluation boundary using a second-order analysis and stakeholder analysis
- Define the actual evaluation boundary through a vulnerability and evaluability assessment
- Develop the evaluation design document

-  **TOOL 3:** Second-order boundary analysis
-  **TOOL 4:** Vulnerability Assessment for the Evaluation
-  **TOOL 5:** GEMs Evaluability Assessment



#### STEP 3: ISE4GEMs Planning and Design considerations

- Define and complete the columns on the ISE4GEMs planning tool

-  **TOOL 6:** ISE4GEMs Planning Tool
-  **TOOL 7:** Transdisciplinary methods and tools

## PHASE II



### Chapter 6 DATA COLLECTION

#### Step 1: First Data Collection Cycle

- Check your boundaries
- Conduct remote data collections
- Conduct the first data audit

-  **TOOL 6:** ISE4GEMs Planning Tool



#### Step 2: Second Data Collection Cycle

- Check your boundaries, *again*
- Use of field based data collections, tips on the first field-based team meeting, data collection and data audit



#### Step 3: Debriefing meeting and practitioner reflection

-  **TOOL 7:** Transdisciplinary Methods and Tools
-  **TOOL 8:** Facilitator's Field Guide Meeting Planner

## PHASE III



### Chapter 7 DATA ANALYSIS, INTERPRETATION & REPORTING

#### Step 1: The Systemic Triangulation framework for data analysis

- Develop the facts by identifying findings and evidence of changes
- Determine values and perspectives on the meaning of change
  - Interpret the meaning of change within a specific boundary



#### Step 2: Develop the STOC and final boundary story (Optional)

- Reflections on the ISE4GEMs' validity



#### Step 3: Draft report conclusions and recommendations

- Report Writing, Conclusions and Recommendations

-  **TOOL 9:** GEMs Data Analysis
-  **TOOL 10:** GEMs Integration Tool

## PHASE IV

### Chapter 8 CAPACITY DEVELOPMENT FOR SOCIAL CHANGE



Identify and implement capacity development opportunities



Implement strategies for knowledge sharing and communicating evaluation results



Final reflections



**TOOL 11:** Final reflections



CHAPTER

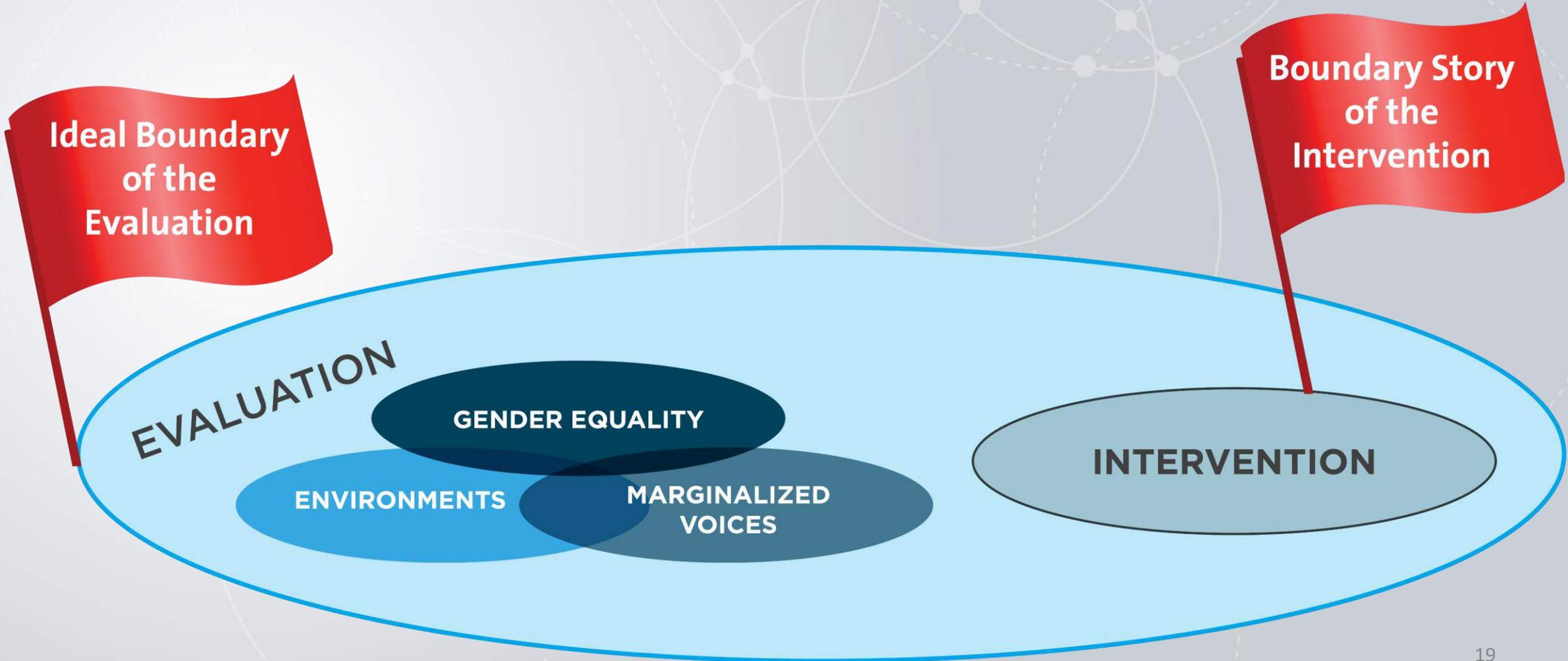
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## PHASE I - PREPARATION AND DESIGN

- ▶ Step 1: The Boundary Story
- ▶ Step 2: The evaluation boundary
- ▶ Step 3: ISE4GEMs Planning and Design considerations



# Evaluation Boundary





# Planning and Design

## Tool 6: ISE4GEMs planning tool

### Implementation plan

Column #	Field
1	Evaluation purpose, objectives and use
2	Evaluation criteria
3	Evaluation key questions
4	Evaluation indicators
5	Data collection methods and alternative methods (including data storage and management plan)
6	Data sources and stakeholders
7	Ethical risks and safeguards
8	Data analysis and interpretation for systemic triangulation
9	Capacity development and knowledge sharing plan
10	Timeline and resources



# PHASE 2— DATA COLLECTION



- ▶ Step 1: First Data Collection Cycle
- ▶ Step 2: Second Data Collection Cycle
- ▶ Step 3: Debriefing meeting and practitioner reflection



# Data Collection



- Continuous reflection
- Adaptation
- Cycles of data collection and emergence
- Transdisciplinary methods
- Capacity Development

# PHASE 3—DATA ANALYSIS, INTERPRETATION AND REPORTING



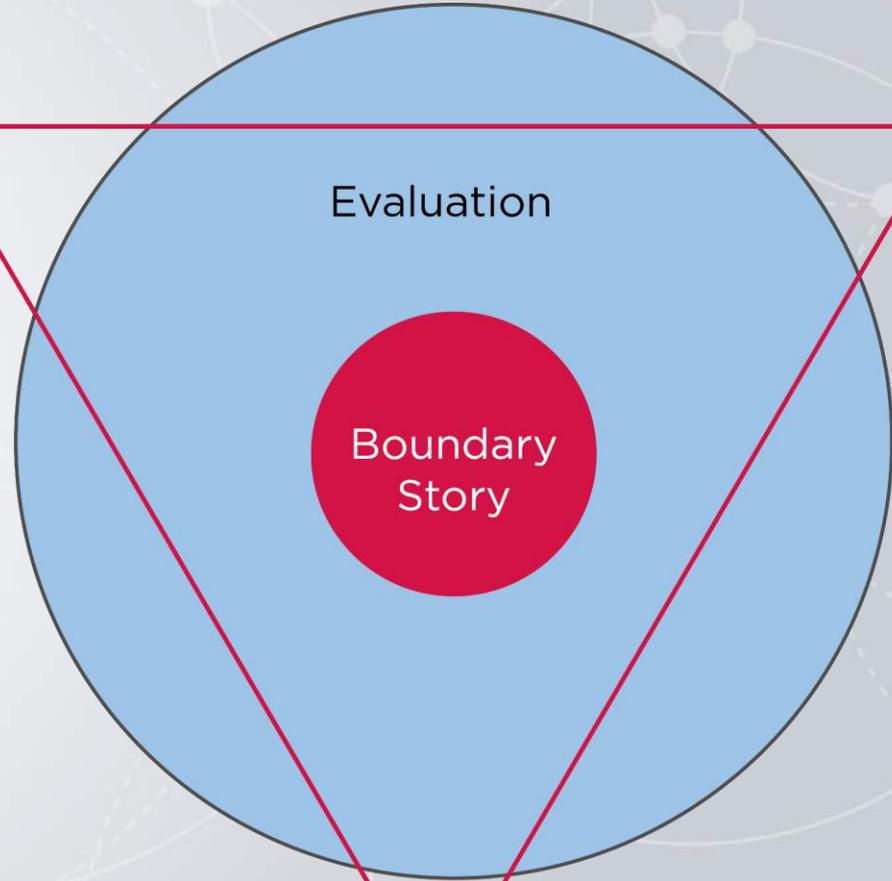
- ▶ Step 1: The Systemic Triangulation framework for data analysis
- ▶ Step 2: Develop the STOC and final boundary story (Optional)
- ▶ Step 3: Draft report conclusions and recommendations



# Systemic Triangulation

**VALUES:**  
Perspectives on  
the meaning of  
changes

**FACTS:**  
Findings and  
evidence of  
change



**BOUNDARY ANALYSIS:**  
Interpretation of changes  
within a specific boundary



# PHASE 4-CAPACITY DEVELOPMENT FOR SOCIAL CHANGE

- ▶ Opportunities for Capacity Development
- ▶ Dissemination and Communications Methods
- ▶ Final practitioners' reflections



# Capacity Development & 2030 Agenda



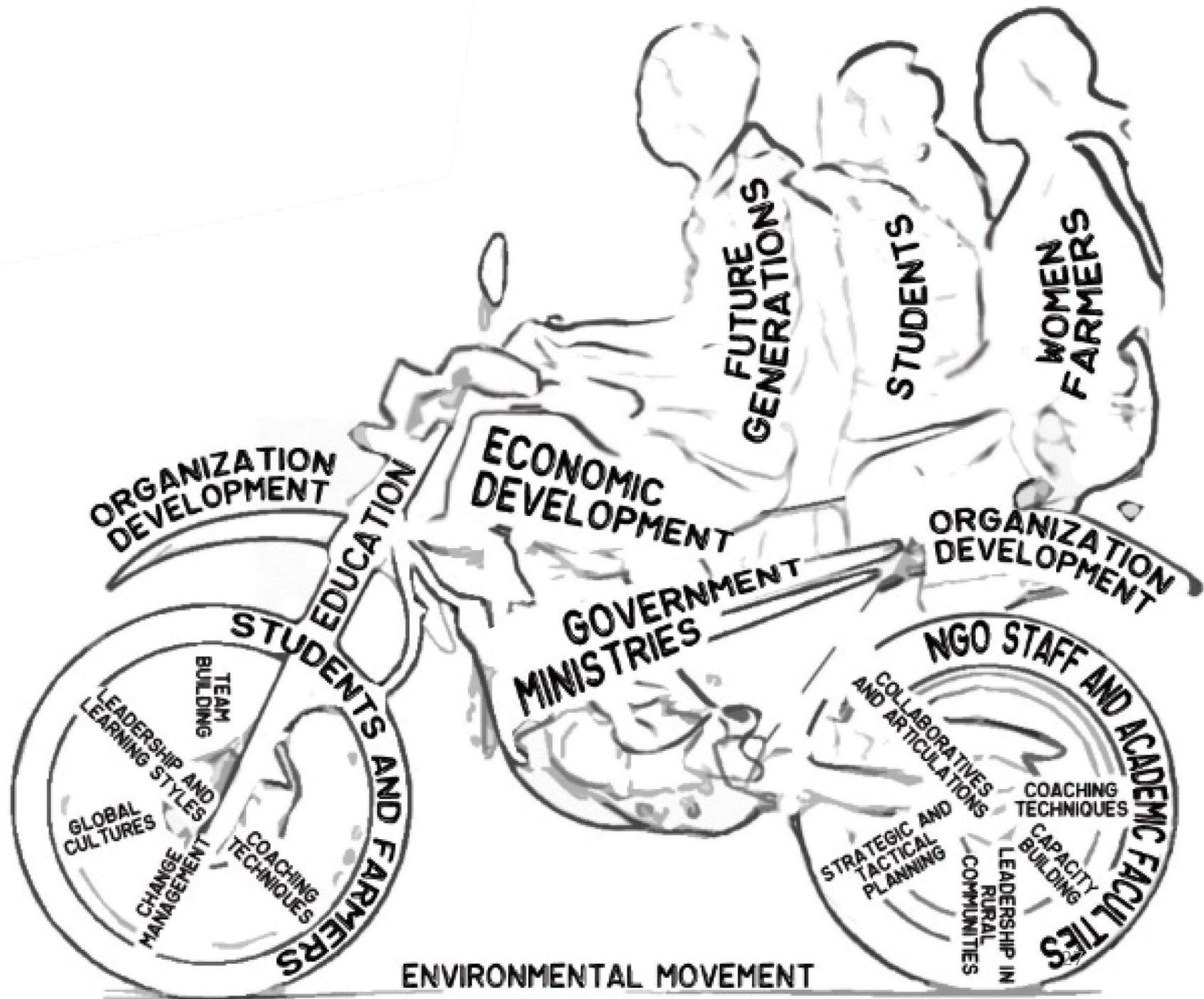
- Underscores the 2030 Agenda
- At the core of policy failure in some sectors, especially in developing countries.



- Work in partnership to build mutual capacity.
- SDGs have specific targets related to capacities included under Goal 17 on partnerships



# Communicating results





# ISE4GEMs Tools

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**Tool 1: First-order boundary analysis**

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**Tool 2: Stakeholder analysis**

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**Tool 3: Second-order boundary analysis**

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**Tool 4: Vulnerability assessment**

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**Tool 5: GEMs evaluability assessment**

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**Tool 6: ISE4GEMs planning tool**

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**Tool 7: Transdisciplinary methods and tools**

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**Tool 8: Facilitators' field guide meeting planner**

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**Tool 9: GEMs data analysis**

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**Tool 10: GEMs integration tool**

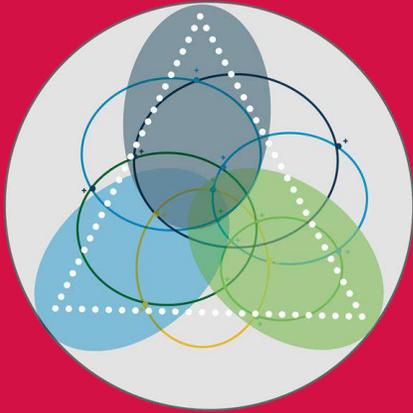
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**Tool 11: Final reflections**



# Next Steps

- Piloting
- Capacity development
- ISE4GEMs Community of Practice
  - Contributions for ***Inclusive Systemic Thinking*** book  
(Routledge 2020 - 2021)



**THANK YOU**

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