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# REVIEW & EVALUATE



## Step 6: Review and Evaluate

The OECD definition of evaluation specifies five criteria for evaluation of development interventions such as organization policies:

- **Efficiency** measures the ability to avoid wasting resources in producing a desired result in the policy. Elements to consider: time it takes, how easy/complicated it is, cost to implement and sustain, etc.
- **Effectiveness** measures the extent to which the direct result of the policy contributes to the achievement of the policy objective.
- **Impact** of a policy measures to what extent the outcomes of the policy have contributed to broader objectives.
- **Relevance** of the policy is the extent to which it aligns to the current system and structure, as well as the organization's requirements, needs, and priorities.
- **Sustainability** of the policy measures how brief or lasting its impact has had.

### Phase 1: Identify outcome indicators

Outcome indicators need to be identified for each policy; these must be both, observable and measurable. Knowing what to look for will vary by policy, however, we have included a list of indicators that can be applicable to one or more policies. It is important to calculate indicators before the policy rollout; they will serve as a baseline to track any progress, as well as help you set targets. We also emphasize the importance of having comparative indicators and ratios for women and men, so you can record gender-disaggregated outcomes.

#### Indicators for Recruitment & Selection related policies:

- Ratio of CVs/Applications *submitted* (women v men)
- Ratio of CVs/Applications *reviewed* (women v men)
- Ratio of candidates *interviewed* (women v men)
- Ratio of applicants who were *selected in final phase* (women v men)
- Ratio of applicants *hired* (women vs men; important to account for different departments and levels)

#### Indicators for Retention related policies:

- Number of employees who made flexible working arrangements (women v men)
- Number of complaints of harassment filed (women v men)
- Time it took for harassment or other cases to be dealt with and closed (women v men)
- Employee turnover rates (women v men)
- Most frequently documented reasons why employees left your organization (women v men)

#### Indicators for Promotion and Development-related policies:

- Number of offered promotions (women v men)
- Quota for managerial, senior positions (women v men)
- Number of employees who received formal reward or recognition (e.g., awards, best employee status, etc.) (women v men)

- Number of employees who have participated in professional training (women v men)

**Other indicators:**

- Level of discretion and confidentiality maintained throughout the process (Consider answering on a Likert scale)
- The extent to which employees/stakeholders found the procedure easy to go through
- The extent to which managers encouraged their team to make use of the policies

Through the KIP Index and Lives Experience Survey, CIBL ongoingly surveys employers and interviews women who are working in the formal sector to identify and measure indicators. For more information on how your data can be valuable to your sector, country, and region, [click here](#).

**Phase 2: Identify methods of evaluation**

Interviews with stakeholders, direct measurements, direct observation, surveys, etc.

**Phase 3: Conduct the evaluation**

Prepare an evaluation form which includes the result indicators for each policy.

Conduct all necessary meetings, observations, and other methods of evaluation within the designated time frame - Policy experts usually recommend reviewing a policy once every 2 years.

Gather all the data and analyze accordingly. How do you measure against baselines and set targets?

**Phase 4: Report on the findings**

Identify major themes: what is working, what is not, what needs improvement.

Brief leadership and DEI teams on the findings.

Celebrate successes by sharing acquired targets and progress with employees.

Develop recommendations based on stakeholder meetings, benchmarking and current literature.

**Phase 5: Follow-up on findings**

Based on the number and complexity of the recommendations developed, create a timeline of implementation of changes to the policy.

Follow up on the changes made and measure the new result indicators in the next cycle of evaluation.

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