

RETHINKING THE EVALUATION OF THE SDG TARGET 5.5

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SDG TARGET 5.5



Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life

Indicator 5.5.1: Proportion of seats held by women in (a) national parliaments and (b) local governments

Indicator 5.5.2: Proportion of women in managerial positions



SDG 5: Achieve gender equality and empower all women and girls





Why to reflect on the evaluation of the SDG Target 5.5?

- It is a historical challenge and a very complex issue.
- It has deeply rooted social patterns.
- Political, economic and public spaces are designed according to male needs and perspectives.
- There are no simple solutions.



○ Social Innovation Method: Theory U



Why to use Theory U in this research?

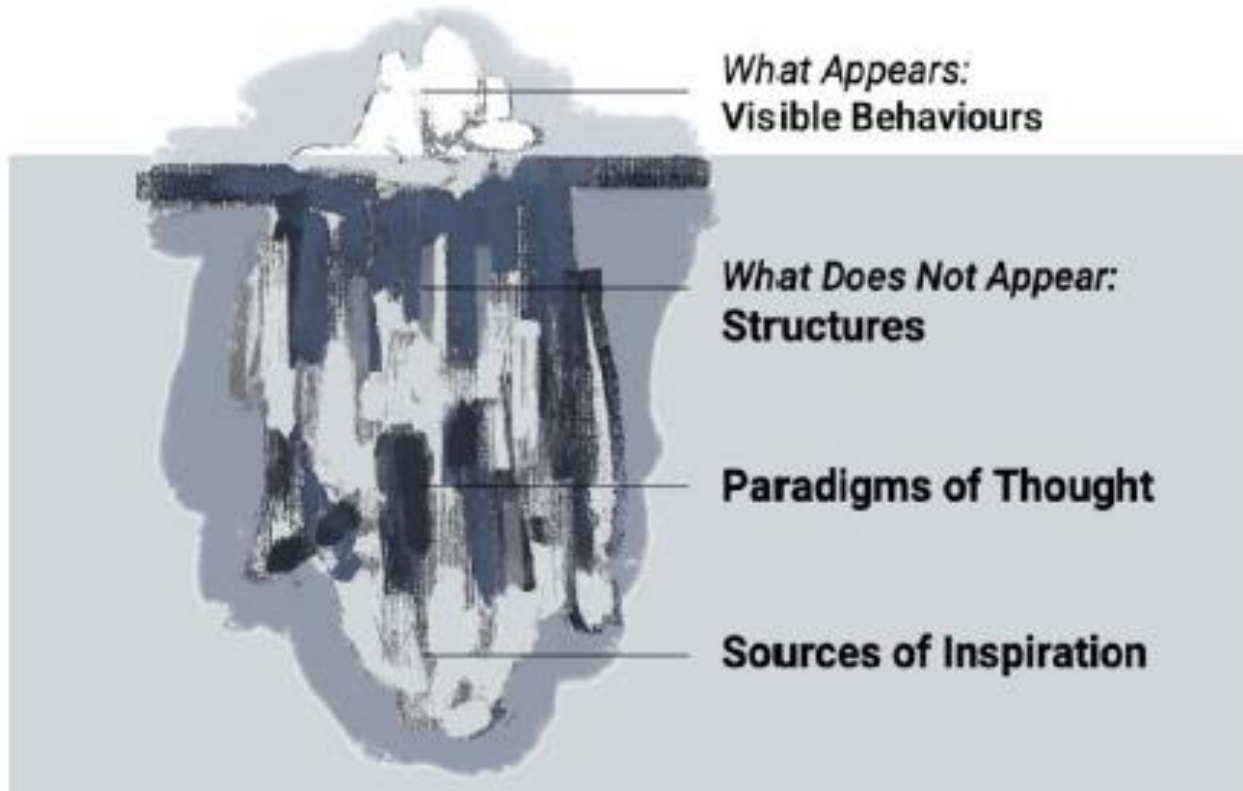


- Participatory and collaborative methodology
- Developed through two decades of action research led by Otto Scharmer at MIT
- Applied by hubs and people around the world and the UN SDG Integration Initiative
- Focus on changing systems by observing and dealing with deeper invisible structures





Iceberg Model

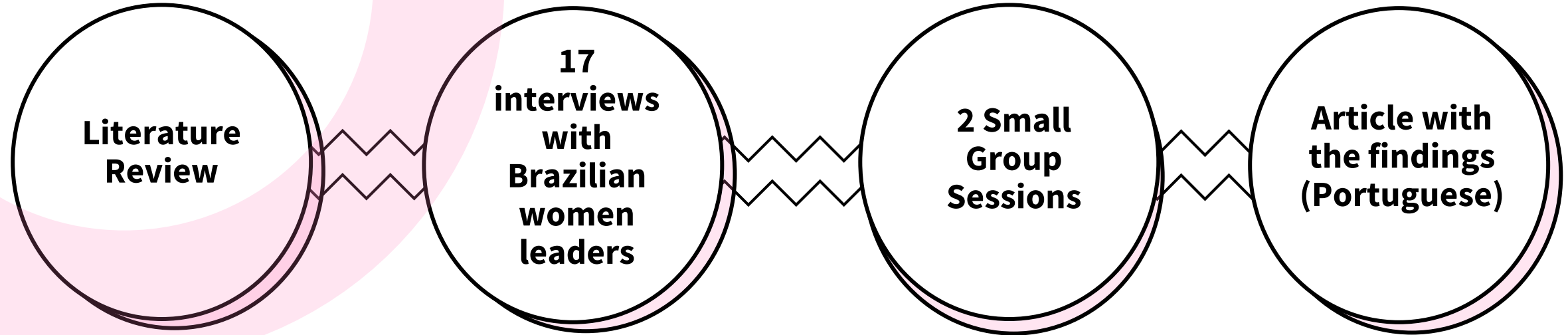


Source: Presencing Institute





Research Stages



- Civil society, educational sector, public administration, politics, private sector
- 6 women were up to 35 years old
- 10 were from the Federal District and 7 from other Brazilian States
- Racial identification
 - 5 *Parda* (Mixed-race) women
 - 7 Black women
 - 2 Afro indigenous women
 - 3 White women



○ Women Leaders say about leadership



Source of inspiration for being a leader

- ***Familiarity with women leaders***

“The first thing that inspired me was a female leader. I felt encouraged to expose my vulnerabilities, not to use jargons”

“I had several women around me who already had this profile”

- ***Acting for the collective***

“I want to be the change I want to see in the world. If you see what you want to change, why not to be the person [to do that]?”



○ Women Leaders say about leadership



Perceptions and feelings in relation to leadership

- **Not feeling heard or seen**

“They don't listen when the woman speaks. You have to raise your voice and ask to finish talking.”

- **Resistance and confrontation**

“It is a constant delegitimization of women. A woman must constantly reassert herself”

- **Anger at the oppression**

“[It is necessary] to empathize with the angry woman, so as not to be in a place of oppression”

- **Burden of the leadership**

“I feel honored [to be in a leadership position], but always regretting being there”

- **Difficulties for seeing themselves as leaders**

“I didn't feel like a leader, despite always being ahead”





Women Leaders say about leadership



Structural inequities

“Machismo, racism are internalized. The starting point is to admit to being sexist and racist”

“How do I, as a peripheral, dyke, black woman, am going to talk to this [high-class political white] man? This distance causes invisibility”

“The number of women in Congress is also important, because there is no time for violence. But just focusing on these quick fixes won't get us anywhere”

Diversity

[We have to] value the diversity of the women. [...] What women do arrive in the leadership role at the executive level?



○ Women Leaders say about leadership

Motherhood



“Society wants us to work as if we don't have children, and to take care of our children as if we don't work.”

“The single mother is not recognized as a woman who moves the economy. There has no public policies”

“The company is still looking at the costs of hiring a woman, which is closely linked to the maternity issue”



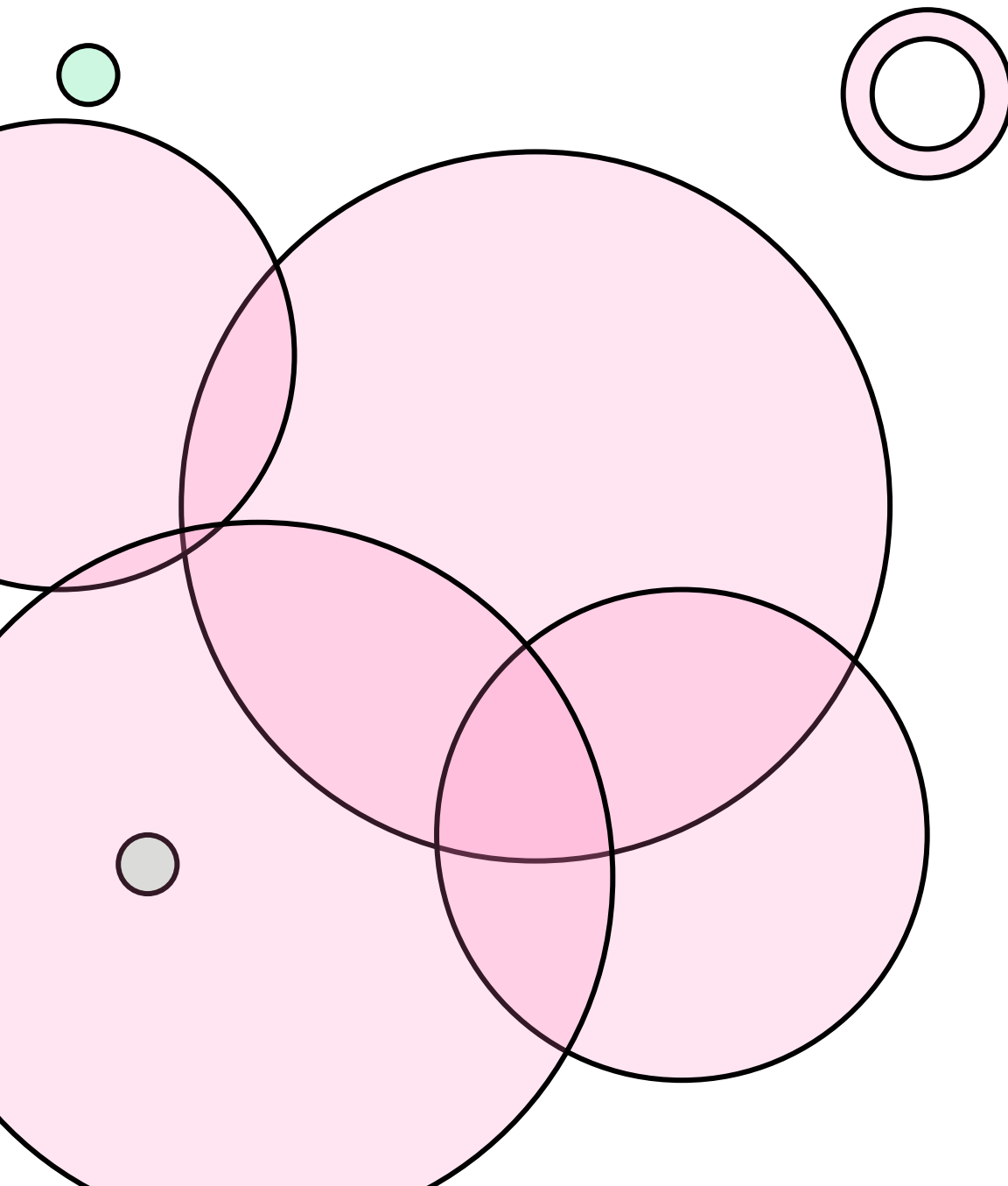
○ Women Leaders say about leadership



Strategies for supporting women

- **self-care and mental health** - *“Mental health in women in leadership is key”*
- **supporting group and safe environments** - *“From the perspective of supporting women now, it is to ensure that these women have a support group”*
- **valuing women in leadership** - *“Valuing community and political leadership, appreciation in all institutions”*
- **sharing stories and experiences** - *“Talking about my story is motivating other women. It is possible to be where I want.”*
- **education and training for new leaders** - *“School is the laboratory of leadership experiences”*
- **racial policies, education and coexistence** - *“Public policy needs to foster coexistence”*
- **economic conditions** - *“In my life today, I've been doing things even with inappropriate situations. [...] This issue of material is intrinsic to the human being”*
- **appreciation of feminine qualities** - *“Recognize the power of the feminine, the value of care, sustainability, respect for nature”*





Are we looking at these
issues?

Are we evaluating them?





Thematic Demands for Indicators



- **Expansion of criteria for evaluating leadership** - including: empathy, care, creativity, honesty, active listening, capacity to connect with people, collective consciousness, learning about people's life stories.
- **Dissemination of women leaders' stories**
- **Level of self recognition as a leader** – “Do you see yourself as a leader?”
- **Organization of structures according to women's needs**
- **Investment in women leadership**
- **Length of time that women remain in leadership**
- **Occupation of speaking spaces**
- **Existence of supporting networks for women**
- **Changes in structural and cultural patterns**
- **Not separating public and private spheres** – Maternity; recognition of women leadership in social organisations; men and women behaviours at public and private spheres





THANK YOU!

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