

INCEPTION REPORT

EVALUATION OF CIVIL SOCIETY EN-
GAGEMENT IN THE AMERICAS AND
CARIBBEAN

Final draft, 24 February 2023

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1. INTRODUCTION

As the United Nations entity on gender equality and women’s empowerment, UN Women works to develop and uphold standards and create an environment in which every woman and girl can exercise her human rights and live up to her full potential. The organization regularly evaluates its work to enhance accountability, inform decision making, and contribute to learning. Independent evaluations in UN Women are conducted by the Independent Evaluation Service (IES), which will lead this independent exercise of UN Women’s engagement with civil society in the Americas and Caribbean region. This evaluation is being undertaken as part of the UN Women Corporate Evaluation Plan 2022-2025 with

a view to feed into the implementation of the Americas and Caribbean Regional Office (ACRO) Strategic Note 2022-2025. In this context, this Inception Report outlines the main parameters for the evaluation’s design and conduct. The exercise seeks to operationalize the following guiding principles aligned with the UN Women Evaluation Policy:¹ responsiveness to UN Women’s strategic priorities in the Americas and Caribbean region; timeliness, relevance and utility to the most critical programmatic and operational needs of the organization; as well as innovation and flexibility to implement efficient and effective approaches in evaluating UN Women work.

2. CONTEXT

2.1. Civil society in the Americas and Caribbean region

In the Americas and Caribbean region, civil society organizations (CSOs) and feminist and women’s movements partnering with UN Women precede the creation of the organization. Women’s organizations and other gender and human rights related movements represent a core partner for the promotion of gender equality and the empowerment of women respecting United Nations norms and values. Indeed, the advocacy of CSOs was critical for the establishment of UN Women in 2011, after which the organization’s “partnership with civil society has been strategic and innovative and aimed at strengthening political solidarity and feminist movement building”². This approach is based on the leaving no one behind (LNOB) principle in which the intersectionality of diverse variables – such as gender, race, ethnicity, income, region, and age, among others – should be considered both in terms of identity and inequality dimensions.

For this evaluation, CSOs will be understood through a broad definition as collective actors constituting an organization that is outside the state and market, such as: associations, unions, non-profit organizations, non-government organizations, collectives, community-based organizations, networks, and social movements.³ Such organizations have the primary function of connecting people that share an identity and/or a social condition. In the Americas and Caribbean region, such collective and organized action often is representing groups at risk of being left behind in the equitable social development process, including: feminists, afro-descendent activists, indigenous peoples, the rural and urban poor, LGBTQIA+, environmentalists, human rights defenders, persons with disabilities, persons living with HIV/AIDS, and others. Besides this social bonding dimension, CSOs can assume a mission-driven orientation that monitors public policies, promotes political participation, provides service delivery when the State is absent, as well as advocates for social change.

¹ UN Women, Evaluation Policy (UNW/2020/5/Rev.1).

² <https://www.unwomen.org/en/partnerships/civil-society>

³ See for reference the definition in: UNDP. Lessons from evaluations: civil society engagement in leave no one behind programming.

In the region, the organized civil society has played a relevant role since the rise of workers unions at the beginning of the 20th century. During the 1950s and 1960s, in which many countries in the region witnessed a period of relative democracy, civil society started to be organized around comprehensive urban social movements, such as feminist and afro-descendent activists. This mobilization was however deeply impacted by a violent period from the mid-1960s through to the 1980s of coups d'état and civil-military dictatorships in which social movement leaders were politically persecuted, arrested, exiled, and killed. Despite such challenges, social movements remained on the frontline of resistance to authoritarianism and became a central player in democratization processes that started in the region from the late 1970s onward and became stronger throughout the democratic stabilization and economic liberalization processes that took place in the region during the 1980's and the 1990's⁴.

In this context, movements became intensely diverse and organized around a wide range of social groups. At the same time, these movements have started to participate in governments or, at least, to demand specific public policies and normative frameworks, a context in which civil society represents more than a cluster of organizations (for example unions, social movements or NGOs) but also public and political associations outside the state oriented to public functions such as creating citizenship and raising awareness⁵. Such efforts brought their political vision into the public sector to affect change, for example with the intention to shape policies related to gender equality, agrarian reform, land distribution to indigenous peoples, criminalization of racism, and creation of spaces for popular

political participation. During the 1980s and 1990s, civil society in Americas and Caribbean went through a process of professionalization and institutionalization that has converted diffuse social movements into CSOs with strengthened administrative capacities and expertise on advocacy, fundraising and technical support⁶. This was complemented by more institutionalized relationships between CSOs and the United Nations system, as evidenced over time through increased financial support provided to CSOs and the fostering of CSO participation in the many significant multilateral meetings during the “decade of conferences” in the 1990s.⁷

CSOs in the region arrived to the 2000s bolstered by events such as the Seattle protests for a fairer international trade system (1999) and the World Social Forum (2001), which marked the increasing transnationalization of social movements in the Americas and Caribbean⁸. This decade was also characterized by a wave of progressive governments in the region in which CSO representatives saw greater participation and implemented policies seeking social justice and gender and racial equality. In this sense, it's relevant to notice that feminist and women's movements and CSOs became much more diverse in the last two decades, a process in which the intersectionality of other social identities – such as ethnicity, race and age – is crucial to understand the emergence of multiple forms of feminism in the region⁹. Recently, we have witnessed a growing relevance of these diverse feminist movements in the region, in which women have been acting as protagonists of massive social mobilizations in many Latin American countries¹⁰. Finally, in the context of the series of economic crises post-2008, processes of democratic regression in many countries of the region and the effects of COVID-19 pandemic, CSOs have

⁴ Avritzer, Leonardo. Civil society in Latin America: uncivil, liberal and participatory models. In: Glasius, Marlies *et al.* Exploring civil society: political and cultural contexts. Routledge: New York, 2004, pp.47-53.

⁵ Brysk, Alisson. Democratizing civil society in Latin America. *Journal of Democracy*, Volume 11, Number 3, July 2000, pp. 151-165.

⁶ Alvarez, Sonia. The “NGOization” of Latin American Feminisms. In: Alvarez, Sonia; Dagnino, Evelyn; Escobar, Arturo. *Cultures of Politics Politics of Cultures: Re-Visioning Latin American*

Social Movements. Westview Press: Boulder, 1998, pp.306-308.

⁷ Lindgren-Alves, José Augusto. *A década das conferências (1990-1999)*. FUNAG: Brasília, 2018.

⁸ Tilly, Charles. Los movimientos sociales entran en el siglo veintiuno. *Política y Sociedad*, Volume 42, Number 2, 2005, pp. 11-35.

⁹ Alvarez, Sonia. Para além da sociedade civil: reflexões sobre o campo feminista. *cadernos pagu*, Number 43, 2014, pp.13-56.

¹⁰ Barrancos, Dora; Buquet, Ana. *Mujeres movilizadas en América Latina*. CLASO: Buenos Aires, 2022.

been playing a central role to continue to demand and contribute for more political participation, fair representation, social assistance, technical robustness of policies and programmes for building greater justice and equality. In this sense, it's important to note that the region has faced democratic regression that has resulted in setbacks on hard-earned gains in terms of women's rights and policies for promoting gender equality.

2.2. Role of civil society for women's empowerment and gender equality

In the Americas and Caribbean region, the voice of civil society has historically acted as a critical force in the defense of human rights for greater gender equality and women's empowerment. Women's and feminist movements represented through CSOs have shaped systemic change across the region over the past several decades, organizing into social movements that have sought to more fully actualize human rights, including "better access to education, healthcare, and urban services".¹¹ Feminist movements have influenced awareness and action against key structural problems such as violence against women and girls, questioned traditional political paradigms, and promoted equal participation in democratic institutions.¹²

The role of women's and feminist movements have also provided a key impetus for reaching consensus in the construction of the regional agenda proposed by the governments at regional conferences over the past several decades.¹³ CSOs have had an important role in international conferences at the regional level focused on gender equality, starting

from the first regional conference on women in the region convened in Havana in 1977, which was held following the World Conference of the International Women's Year in Mexico in 1975.¹⁴ Outcomes of these seminal events called for national plans and strategies to be sensitive to the needs and problems of different categories of women and of women of different age groups, recognizing as a key principle the role of non-governmental organizations (NGOs) to "contribute to the advancement of women by assisting women to take advantage of their opportunities, by promoting education and information about women's rights, and by co-operating with their respective Governments."¹⁵

In 2016, the Montevideo Strategy agreed at the XIII Regional Conference on Women proposed a framework for the Regional Gender Agenda that positioned women's autonomy as a condition for change in the situation of women and in the social, political, economic and daily life of the countries in the region. In addition to engaging the entire State structure in the achievement and consolidation of the agenda, the strategy premised its success on the "active engagement by civil society in all its diversity in public policy monitoring and evaluation and follow-up of commitments, especially by women's and feminist movements and organizations, and those representing young, indigenous, Afro-descendent and rural women, migrant women, older women, women with disabilities, and lesbian, gay, bisexual, trans and intersex (LGBTI) persons, as well as academia, trade unions and human rights defenders."¹⁶ A Regional Fund to Support Women's and Feminist Movements was established in 2018 to support the development of projects that contribute to women's empowerment, materialization of their

¹¹ Stephanie Rivera Berruz, "Latin American Feminism", *The Stanford Encyclopedia of Philosophy* (Summer 2021 Edition), Edward N. Zalta (ed.): plato.stanford.edu/entries/feminism-latin-america.

¹² Vargas, Virginia, 'Feminism and Democratic Struggles in Latin America', in Rawwida Baksh and Wendy Harcourt (eds), *The Oxford Handbook of Transnational Feminist Movements*, 5 May 2015.

¹³ ECLAC, 'Palabras de Alicia Bárcena, Secretaria Ejecutiva de la Comisión Económica para América Latina y el Caribe (CEPAL), con ocasión del Foro de las Organizaciones Feministas de América Latina y el Caribe en el marco de la XIV Conferencia Regional

sobre la Mujer de América Latina y el Caribe, Santiago, Chile, 27 January 2020.

¹⁴ The first instance of the regional conference was called the Regional Conference on the Integration of Women in the Economic and Development of Latin America.

¹⁵ Report of the World Conference of the International Women's Year, Mexico City, Mexico, 19 June – 2 July 1976 (E/CONF.66/34).

¹⁶ ECLAC, Montevideo Strategy for Implementation of the Regional Gender Agenda within the Sustainable Development Framework by 2030, March 2017 (LC/CRM.13/5).

rights, and gender equality. The fund is administered by UN Women and operates on the basis of voluntary contributions and facilitated the first grants in 2022 based on contributions from the Government of Mexico and UN Women.

Despite this central historical role played by civil society in the construction and implementation of the regional gender agenda, there has been evidence of a regression in human rights and accordingly a shrinking space for civil society to defend the rights of women and girls, including due to restrictive legislation and discrimination. Such pushback on women's rights has been a cause of concern for civil society representatives, noting the setbacks introduced by regressive policies and vulnerability of human rights defenders. In fact, human rights defenders in Latin America operate in one of the most dangerous regions for activists: 138 were killed in Colombia in 2021 alone, in addition to other targeted killings of land, environmental and indigenous peoples' rights defenders in Argentina, Brazil, Chile, Ecuador, Guatemala, Honduras, Mexico, Nicaragua, and Peru.¹⁷ This situation demonstrates the ongoing challenges faced by CSOs engaging in social change, particularly regarding issues such as the defense of the environment and investigation of corruption, and equally with a gender-based violence (GBV) dimension suffered by many activists in the form of threats, sexual violence and harassment.

¹⁷ Front Line Defenders, Global Analysis 2021: www.frontlinedefenders.org/sites/default/files/2021_global_analysis

3. ANALYSIS OF UN WOMEN REGIONAL PORTFOLIO

This section presents the regional portfolio of UN Women’s civil society engagement, including its main objectives, modalities, and challenges already identified in its implementation.

3.1. Overview of regional portfolio

Civil society represents for the United Nations a core constituent group for building a better, safer and more sustainable world towards the Sustainable Development Goals (SDGs). CSOs are defined as non-state, not-for-profit, voluntary entities formed by people in the social sphere. Broadly, work between the United Nations and CSOs is framed through the participation of civil society in the follow up and review of the 2030 Agenda and inter-governmental processes. This allows for CSOs with consultative status with the Economic and Social Council to share information such as reporting on key issues and human rights concerns and contribute to discussions at the Commission on the Status of Women and major international conferences. The Economic Commission for Latin America and the Caribbean (ECLAC) also supports CSO participation at the regional level through the Mechanism for civil society participation in the Sustainable Development Agenda and in the Forum of Countries of Latin America and the Caribbean on Sustainable Development.

UN Women recognizes civil society as a main partner. During implementation of its Strategic Plan 2018-2021, the organization reinforced its alliance with CSOs in the Americas and Caribbean through meetings, dialogues, and funding. In 2021, the Regional Fund to Support Women's and Feminist Organizations and Movements (Regional Fund) was launched with governments, CSOs and ECLAC under the aegis of the Regional Women’s Conference with grants to eighteen CSOs supporting response to COVID-19. In addition, UN Women has promoted substantive participation of CSOs in regional and global forums through regional dialogues and

events. Work with CSOs in the region spans across the normative, coordination and programmatic triple mandate of UN Women, including collaboration through the following notable modalities:¹⁸

- Knowledge production, including 13 regional products developed with CSOs participation in 2021, for advocacy, research, and joint coordination purposes.
- Funding for CSOs through 170 Small Grants Agreements signed by 8 UN Women offices, which includes small contributions to organizations to finance a limited range of activities for institutional capacity strengthening.
- Strategic consultation in the framework of regional conferences and events, including most recently the Generation Equality Forum held in Mexico along with Paris in 2021 as well as the Regional Women’s Conference to be held in November 2022 in Argentina.
- Partner agreements signed for supporting of 233 initiatives for structuring partnerships that support the full or partial implementation of UN Women projects and programmes.
- Civil Society Advisory Groups (CSAGs) in certain programmes, Country Offices and at the regional level for facilitating effective and structured consultations between CSOs – especially women’s organizations – and UN Women.

In its new Strategic Plan 2022-2025, UN Women has highlighted the need for deepening existing partnerships with civil society, and articulated as one of its systemic outcomes for “more women and girls [to] exercise their voice, agency and leadership, including through an enabling environment that supports women’s and youth organizations”.¹⁹ Modalities to support civil society and women’s

¹⁸ UN Women, Executive Board Regional Briefing: Americas and the Caribbean, 04 May 2022. Data on partner and small grants agreements as of Sept 2022.

¹⁹ UN Women, Strategic Plan 2022-2025 (UNW/2021/6): <https://www.unwomen.org/en/digital-library/publications/2021/09/un-women-strategic-plan-2022-2025>

organizations continue to include: funding; capacity building; technical assistance; strategic dialogue and convening; and implementation. Accordingly, engagement with CSOs is by nature a key

3.2. Theory of change

As civil society constitutes a major stakeholder group with which the organization engages across a range of initiatives and modalities, UN Women implements this work based on a range of implicit assumptions for achieving programmatic and organizational results. Overall, this body of work aims to support the voice, capacity, and contribution of CSOs for achieving gender equality and women's empowerment. This is articulated in the results framework of the organization's Strategic Plan (see [Annex 7.7](#)). In this respect, there is continuity on UN Women's approach to working with civil society between the 2018-2021 and current 2022-2025 corporate Strategic Plans, including the following common strategies:

- *Direct implementation* of services for final beneficiaries through partner agreements
- *Institutional strengthening* of CSOs through grant-making mechanisms, especially small grant agreements, providing resources for increasing their management capacity, better development of communication skills and stronger positioning on public debate
- *Capacity strengthening* of women's organizations and other CSOs to increase their advocacy and policy monitoring capacities, also contributing to expand their expertise on UN Women thematic areas
- Partnerships with CSOs for *knowledge production, analysis, and dissemination* of qualitative and quantitative data about women's empowerment and gender equality, including the promotion of evidence-based dialogue and disaggregated data by gender, race, ethnicity, age and other variables
- Creating and fostering *multistakeholder dialogues and initiatives* in which UN Women acts as a bridge builder and CSOs collaborate between them and other actors such governments and enterprises, including support for

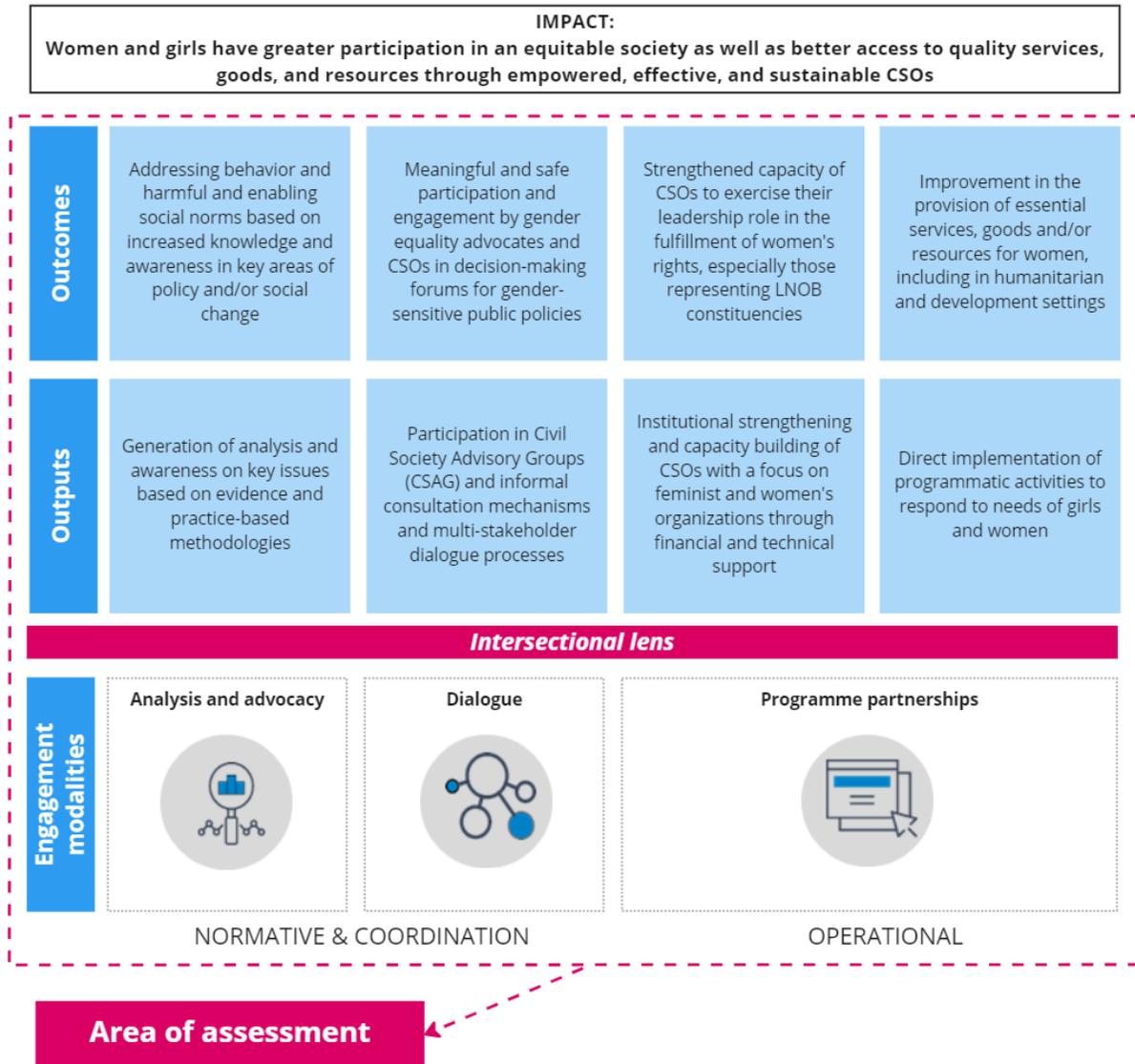
organization-wide priority that cuts across all thematic areas of intervention and represents an important operational modality for implementation at the field level.

participation of women's organizations and other CSOs representatives at national, regional and international dialogue and decision-making spaces

Cascading from the corporate Strategic Plans, these approaches are reflected in the Strategic Notes of ACRO and other offices of UN Women in the region, both through the adoption of global indicators to measure engagement with civil society as well as adaptation of engagement modalities that respond to the local realities and demands. While all office Strategic Notes are required to be linked to the corporate Strategic Plans during the period under analysis of this evaluation (2018-2022), their timeframes vary according to the defined programmatic cycle. For example, certain offices have had only one Strategic Note over this evaluation period (Bolivia and Brazil), two (Caribbean and Guatemala), or even three (Colombia and Honduras).

That said, there is no single unifying theory of change regarding UN Women's work with civil society at the country, regional or global levels. Accordingly, this evaluation exercise includes a potentially wide range of modalities and initiatives related to work with CSOs that requires a common framework for assessment. The following simplified theory of change of UN Women's engagement with civil society is based on a review of corporate Strategic Plan indicators and regional and country Strategic Notes that includes the main "engagement modalities", outputs, outcomes, and impact of this area of work. Note that the below model is cross cutting both in terms of UN Women's thematic areas of work, as well as its normative, programmatic and coordination areas of its mandate. The team will aim to assess, as feasible, to the outcome level of results.

Figure 1. Simplified civil society engagement theory of change



Source: Evaluation team based on desk review and Evaluation Reference Group feedback

The evaluation team presented the rationale of the exercise in an inception meeting with both internal and external stakeholders, including the purpose, methods and timeline and a guided discussion of the theory of change, including questions to:

- Test the logic: Does the theory of change reflect well how the offices area contributes to the realization of the related vision of change? Note the TOC elements that remain valid or may now be outdated.

- What has changed: What has evolved over the implementation of the ongoing and previous UN Women Strategic Plan that may require changes? How have these affected underlying assumptions about change in CSO work?

This was incorporated into the above draft for assessing further as part of the evaluation.

3.3. Programmatic and financial analysis

3.3.1. Programmatic analysis

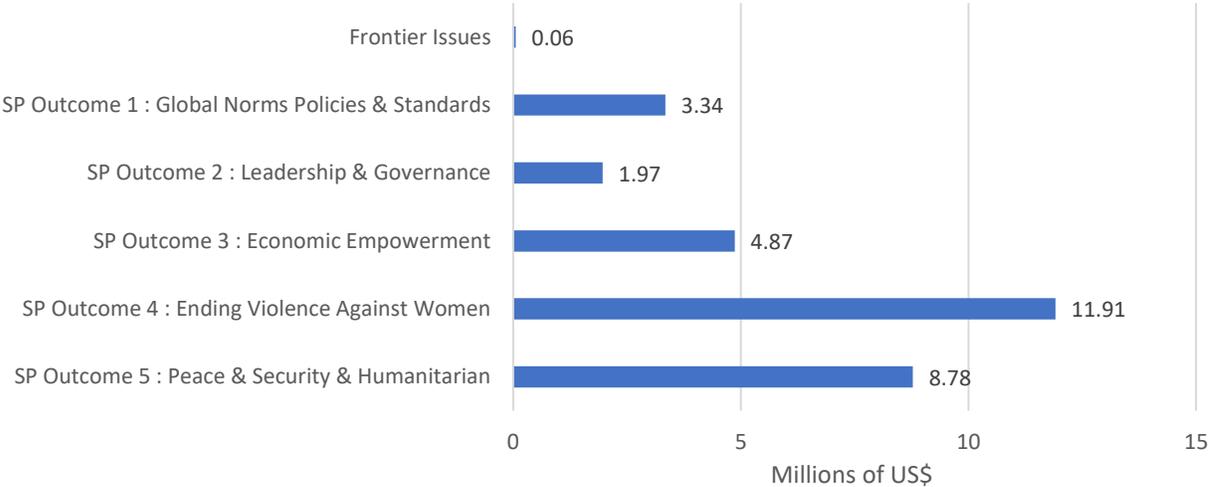
As outlined above, UN Women offices in the Americas and Caribbean region use several modalities to engage with CSOs that are institutionalized in the organization, including: programmatic partnerships with agreements; institutional strengthening and capacity development of CSOs such as through grants; and facilitation of dialogue and participation in intergovernmental spaces at national, regional, and global levels. The first two modes are mainly implemented and monitored through activities of the organization’s Development Results Framework (DRF), while the third combines activities of the DRF with the Organizational Efficiency and Effectiveness Framework (OEEF).

In terms of financial scope, the most notable engagement initiatives with CSOs are implemented through agreements in which UN Women provides resources to organizations for executing activities.

During the period under evaluation, UN Women signed 403 agreements with CSOs comprising USD 30.93m. That said, not all UN Women engagement initiatives with CSOs have a specific budget allocation, since many dialogue, knowledge-sharing and advocacy activities are done on a regular basis as part of the day-to-day work of UN Women offices.

As indicated below in analysing agreements by Strategic Plan outcome, agreements in the Ending Violence against Women (EVAW) thematic area represent the greatest financial commitment to such CSO formal partnerships in the region, given both the contextual need to respond to the high level of gender-based violence in the region and accordingly the implementation of wide umbrella of initiatives in this field, particularly the Spotlight Initiative. This is followed by the second largest budgetary allocation to the Women, Peace, Security and Humanitarian (WPS&H) area.

Figure 2. Distribution of 403 agreements signed with CSOs in the Americas and Caribbean region per UN Women Strategic Plan outcome area



Source: PGAMS reports for the Americas and Caribbean (as of 18 Sept 2022)

When comparing the distribution of relevant agreements across the region by office, the following figure indicates most partner agreements are disproportionately concentrated in several countries,

particularly Haiti and Colombia. ACRO, Argentina, Brazil and Caribbean offices more regularly use small grants agreements.

Table 1. Distribution of 403 agreements signed with CSOs per UN Women office

Office	Partner Agreement (PA)	Small Grants Agreement (SGA)	Total
Argentina	7	27	34
Bolivia	5	3	8
Brazil	6	29	35
Caribbean	14	36	50
Chile		6	6
Colombia	73	27	100
Ecuador	9		9
El Salvador	5		5
Guatemala	7		7
Haiti	60		60
Honduras	19		19
Mexico	15	19	34
RO Americas & Caribbean	8	23	31
Uruguay	5		5
Total	233	170	403

Source: PGAMS reports (as of 18 Sept 2022)

As indicated in the table below, there are considerable differences on the number of agreements with CSOs per office, the total value of these agreements and also the average value. Colombia and Haiti

signed 160 out of 403 agreements (40%) in the region over the period, which sums USD 15.992.493, or 52% of the total amount.

Table 2. Agreement total and average value per office, USD

Row Labels	Count of Managing Office	Sum of Agreement Value USD	Average value per project USD
Argentina	34	1.151.142,68	33.857,14
Bolivia	8	485.177,76	60.647,22
Brazil	35	1.768.361,05	50.524,60
Caribbean	49	1.297.453,01	26.478,63
Chile	6	108.057,68	18.009,61
Colombia	100	10.919.478,52	109.194,79
Ecuador	9	1.548.510,00	172.056,67
El Salvador	5	299.065,00	59.813,00
Guatemala	7	1.613.596,88	230.513,84
Haiti	60	5.073.014,91	84.550,25
Honduras	19	2.007.625,10	105.664,48
Mexico	35	3.397.220,18	97.063,43
RO Americas & Caribbean	31	1.033.474,44	84.550,25
Uruguay	5	226.384,76	109.194,79
Grand Total	403	30.928.561,97	76.745,81

Source: PGAMS reports (as of 18 Sept 2022)

These differences reflect first and foremost the correlation between larger overall portfolio size with a higher number of agreements, as evident with offices such as Colombia, Haiti, and Mexico. They also show the various strategies employed by UN Women offices in engaging with CSOs. For instance, while Argentina signed a medium number of

agreements of low average value focusing on institutional strengthening of CSOs through the provision of small grants agreements, Haiti represents a large number of agreements of medium-high average value with predominance of partner agreements used to outsource service delivery in the field. Brazil has almost the same number of

agreements as Argentina, but a higher average value which shows that although the use of small grants for institutional strengthening of CSOs is the main mode of engagement, partner agreements for outsourcing service delivery were also strategically used, particularly in humanitarian settings. Other important explanatory factors of such differences discrepancies between offices include:

- Institutional robustness or weakness of local CSOs
- Insertion or absence of financial support to CSOs at UN Women projects funded by non-core resources

- Level of significance of CSOs supporting UN Women offices Strategic Notes
- Availability of other potential donors for local CSOs and women’s organizations
- National and local governments capacity on the delivery of basic services for their populations
- Occurrence of humanitarian crises, such as the Venezuelan migrant and refugee emergency.

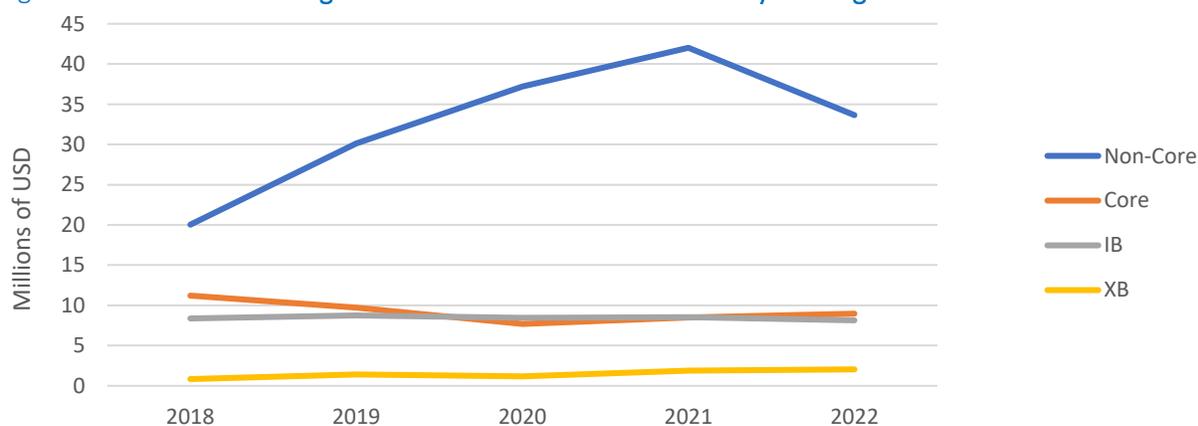
These and other factors will be more closely analyzed during the evaluation’s data collection phase to provide evidence-based conclusions and lessons learned, as well as feasible recommendations

3.3.2. Financial analysis

From 2018 to 2022, UN Women has allocated a total budget of USD \$258.6 million for the Americas and Caribbean region. During this period – with exception of 2022, since this fiscal year is not yet over – UN Women has kept a delivery rate higher than 80%, even during the COVID-19 pandemic. UN Women budget for the region has non-core funds (total for the period of USD \$163 million) as its most

relevant component, achieving a total amount almost four times bigger than core funds (USD \$46 million) and institutional budget (USD \$42.2 million) and close to 25 times more than extra-budgetary funds (USD \$7.3 million)²⁰. The figure below shows a considerable increase in non-core funds from 2018 to 2022, which reaches its peak in 2021.

Figure 3. UN Women budget for Americas and the Caribbean by funding source 2018-2022



Source: UN Women OneApp (as of Sept 2022)

This shows the relevance of donor contributions and thematic funds for UN Women’s operation on the region, which is equally reflected for the

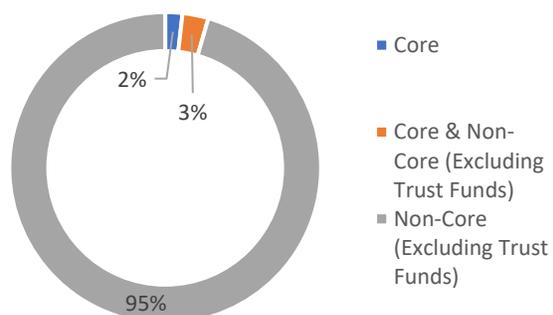
agreements signed by UN Women with CSOs. As shown in the following figure, the non-core budgets constitutes 95% of the funds allocated in the region

²⁰ It is important to note that Core sources are regular. Non-Core Type refers to resources such as cost sharing, trust fund

and most types of donor contributions while IB are Institutional Budgets and XB refer to Extra Budgetary funds.

for partner agreements and small grants agreements, most of which are attached to a specific project funded by UN thematic funds or donors external to the UN System.

Figure 4. UN Women budget for agreements with CSOs by funding source 2018-2022



Source: PGAMS reports (as of Sept 2022)

The aforementioned 403 agreements signed by UN Women with CSOs in the region constitute a budget of USD 30.93 million, which represents around 12% of UN Women total budget for the region. Almost all offices have invested resources in the area of ending violence against women and girls. Some countries – such as Colombia and Mexico – have invested resources for CSO partnerships in all five outcome areas, and others – such as Caribbean, Ecuador and Uruguay – have focused the investment on specific outcomes. A more granular analysis of this data will be performed during the evaluation after triangulating this data with those collected from other sources (see [Annex 7.8](#) for distribution of these resources per office and by Strategic Plan outcome).

3.4. Stakeholder mapping

UN Women’s partnerships with CSOs includes a diverse range of stakeholder types. This evaluation’s initial stakeholder mapping has identified key stakeholders to be consulted through the exercise, as summarized in the following lists of stakeholder groups:

- *Civil society organizations:* CSOs who partner formally and informally with UN Women through the aforementioned modalities, including but not limited to community-based organizations, non-governmental, youth-led organizations, LGBTIA+ organizations, faith-based organizations, and academic institutions.²¹
- *UN Women:* Current and former personnel from the offices in the region who are directly involved in the implementation of work related to civil society engagement, as well as staff from Headquarters units as applicable who manage the policy and programme framework applicable to CSO partnerships.

- *United Nations System:* United Nations agencies who act as key implementing partners in CSO work, including through coordinated activities such as the Spotlight Initiative that which have implemented joint programming with UN Women and CSOs.
- *Government partners:* All policy, programme and implementing partners in local and central government institutions that interface with CSO actors for integrating their voices and perspectives into the policy space.
- *Donors:* Multilateral institutions and other partners funding work with CSOs through project and programme financing.
- *Private sector partners:* Partners which may have engaged with UN Women and CSOs through funding support or in other ways (participation in events, political support, receivers of technical assistance, etc.).
- *Rights holders:* Individuals, both women and men, who benefit from the work of UN Women in partnership with CSOs; they are the direct

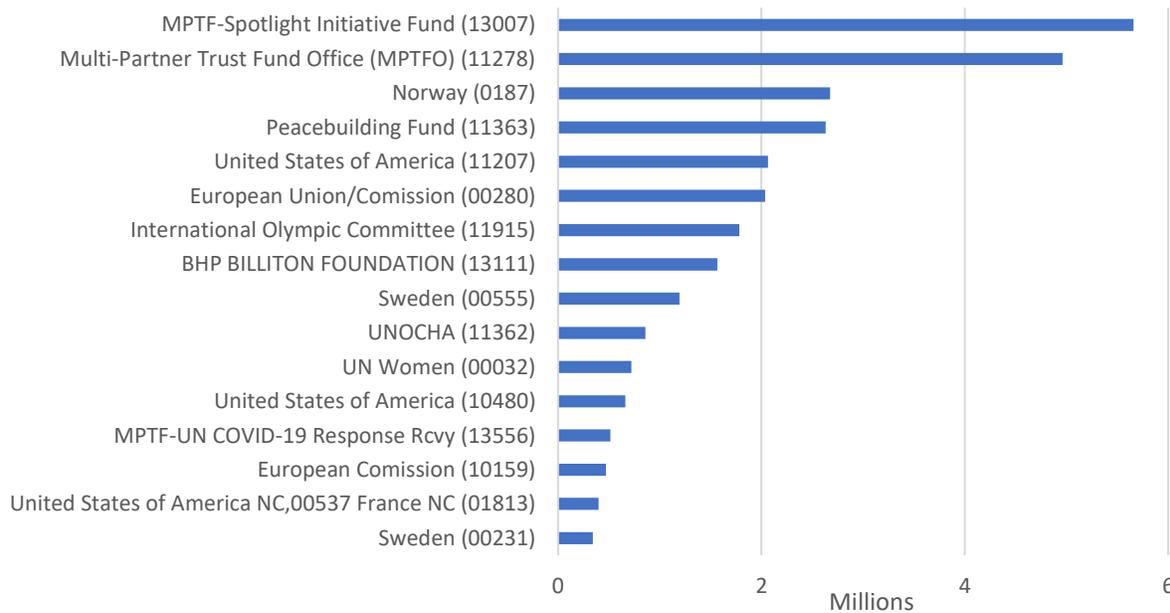
²¹ The definition of CSOs does not include business or for-profit associations. Source: UN Women, Partner Agreement template, version 24 Sept 2021

local actors involved in implementation of the work of offices with CSO partners.

- *Influencer*: Other external stakeholders who may have some degree of influence over such partnerships with CSOs, including through formal and informal relationships with recipient organizations, such as universities, multistakeholder alliances and funds, artistic groups and unformal networks operating on specific territories.

As shown below, the group of donors support supporting CSOs through small grants agreements and partner agreement is diverse, MPTF-Spotlight Initiative Fund, operated with European Union resources, was the main source, followed by Norway, USA, IOC, Sweden, UN Women itself and the MPTF-UN Covid-19 Response Recovery Fund.

Figure 5. Main donors of the resources implemented agreements signed with CSOs



Source: PGAMS reports as of Sept 2022 (filtered for contribution above \$300,000)

3.5. Evaluability assessment

An Evaluability Assessment analysed the overall quality of the results framework related to key areas of civil society engagement in UN Women as well as available data such as reporting and evaluations for use as secondary sources.

3.5.1. Quality of results frameworks

Based on the evolution of the Strategic Plan the from the 2018-2021 period to the ongoing 2022-2025 period, UN Women has continued emphasize institutional engagement with CSOs as reflected in its results and indicators frameworks. Over these two periods, the number of corporate indicators related to CSO work increased at a global level, which indicates a growing recognition of this area’s centrality to the organization’s strategy.²² Given the

²² A review of corporate indicators by IES related to CSO work increased from 5 in 2018-2021 to 16 in 2022-2025 period. (Source: UN Women, Terms of Reference of the Corporate

Evaluation of Engagement with CSOs and contribution to LNOB, Independent Evaluation Service, Draft Sept 2022.)

top-down effect of the corporate Strategic Plan (see Theory of Change section), office Strategic Notes in the region are expected accordingly to align to the changes to the Strategic Plan, effectively responding to related civil society indicators. The table

below presents the quality of the DRF/OEEF indicators of UN Women Global Strategic Plan 2022-2025 (see [Annex 7.7](#) for full list of related indicators).

Table 3. Quality of performance indicators of Strategic Plan results frameworks

Measure	Quality Assessment Highlights	Overall Rating
Indicators	<ul style="list-style-type: none"> ● Most indicators are clearly related to outcomes and outputs ● All indicators are measurable, and most indicators are achievable and specific ● The change language is used in a satisfactory manner ● Indicators are comprehensive in terms of UN Women’s engagement modalities with CSOs ● Although some sentences are not clear, the majority of indicators use plain language ● There is a lack of information in order to define time-boundness of indicators ● The level of impact is not always adequate, being sometimes out of UN Women capacity ● Some concepts and processes need better definitions ● UN Women contribution to change is not always clear ● Some indicators are time and resource intensive 	Between adequate and strong

Source: Evaluation team based on Strategic Plan results frameworks

3.5.2. Quality and availability of documentation

In terms of the level of documentation available, the UN Women Results Management System (RMS) houses most of the relevant documentation for this evaluation. Documents regarding UN Women’s office strategic planning, monitoring, and reporting on results are available through RMS, including office Strategic Notes; Integrated Results and Resources Frameworks; Development Results Frameworks; Organizational Effectiveness and Efficiency Frameworks; quarterly reports; and annual reports.

Agreements signed by UN Women offices with CSOs and supporting documentation are available at Partner and Grants Agreement Management System (PGAMS), which was introduced as the centralized system for such agreements in approximately 2020. For the sampled countries, Bolivia and Brazil present a good availability of project documents (including agreements, amendments, narrative and financial reports and support

documentation), while Haiti has an unsatisfactory availability, since many relevant project documents are missing on PGAMS system (such as agreements, support documentation and, mainly, narrative and financial reports). Even so, this level of documentation availability allowed a comprehensive secondary data collection about agreements signed with CSOs for the scoping phase.

Finally, this exercise will leverage internal evaluations to capture data and thematic areas relevant to the Americas and Caribbean region and issued by UN Women between 2018 and 2022. A preliminary list of evaluations is provided below with relevant information from the *Global Accountability and Tracking of Evaluation Use – GATE System* as well as areas of potential use of each evaluation for this current exercise. While these provide a preliminary mapping of potential reports, others may be added to a structured review during data collection.

Table 4. Related evaluations to be reviewed during data collection phase

Name/ scope	Type	Unit/ Country	Year	Quality rating	Relevance ²³	Potential use ²⁴
Corporate Evaluation on UN Women's Policy advocacy work	Corporate Evaluation-Strategy/Policy Evaluation	Independent Evaluation Office(IEO)	2022	Very good	Medium <i>Limited focus on CSOs and aligned timeframe</i>	Focus on facilitating evidenced-based dialogue with governments and civil society and information about global results and general trends on UN Women's contribution to policy advocacy work regarding CSOs
Evidence and lessons on types of UN Women support - A Meta-Synthesis of UN Women evaluations	Meta-Evaluation-Organizational Performance Evaluation	Independent Evaluation Office(IEO)	2022	n/a	Low <i>Weak focus on CSOs</i>	Relevant information about UN Women global strategies, approaches and results regarding CSOs
Country Portfolio Evaluation: UN Women Haiti Strategic Note 2018-2021	Final Evaluation-Country-level Evaluation	Haiti	2022	Very good	High <i>Strong focus on CSOs and aligned timeframe</i>	Strong focus on CSOs and on UN Women's partnering with them for the outsourcing of service delivery and institutional strengthening
Country Portfolio Evaluation	Final Evaluation-Country-level Evaluation	Brazil	2022	Very good	High <i>Strong focus on CSOs and aligned timeframe</i>	Strong focus on CSOs and CSAG and analysis of UN Women's role on the capacity building of CSOs and the establishment of multistakeholder dialogues + OWLA programme case study
Evaluación de Portafolio de País	Final Evaluation-Country-level Evaluation	Bolivia	2022	Very good	High <i>Strong focus on CSOs and aligned timeframe</i>	Strong focus on CSOs and CSAG and analysis of UN Women's role on promoting alliances with civil society
Evaluación del proyecto "Una Victoria Lleva a la Otra"	Final Evaluation-Programme Evaluation	Argentina	2022	Satisfactory	Medium <i>Limited focus on CSOs</i>	Focus on CSO's capacity building and on non-traditional partners (sports organizations)
Corporate Formative Evaluation of UN Women's Approach to Innovation	Corporate Evaluation-Thematic Evaluation	Independent Evaluation Office(IEO)	2021	Very good	Low <i>Weak focus on CSOs</i>	Analysis of how innovative work can generate new types of partnerships for UN Women, such as multistakeholder alliances involving CSOs
Corporate Evaluation of UN Women's UN System Coordination and Broader Convening Role In Ending Violence Against Women	Corporate Evaluation-Thematic Evaluation	Independent Evaluation Office(IEO)	2021	Very good	Medium <i>Limited focus on CSOs and aligned timeframe</i>	Information about UN Women's partnering with CSOs on EAW area and focus on relevant initiatives for the Americas and Caribbean region (e.g. Spotlight Initiative)

²³ To this current evaluation.

²⁴ Idem.

Final qualitative evaluation USAID project: End GBV (OVERCOMING GENDER-BASED VIOLENCE TO ENSURE WOMEN'S FULL ENJOYMENT OF RIGHTS)	Final Evaluation-Programme Evaluation	Colombia	2021	Good	High <i>Strong focus on CSOs and aligned timeframe</i>	Strong focus on CSO's capacity building and multistakeholder alliances
Regional Programme Win Win: Gender Equality Means Good Business	Final Evaluation-Programme Evaluation	Brazil	2021	Good	Low <i>Weak focus on CSOs</i>	Evaluation of a programme with a regional perspective and analysis of CSOs in the context of partnering with the private sector
Project final evaluation: Realizing the transformational effect of the Sepur Zarco reparation sentence to break the continuum of conflict and post-conflict related sexual and other forms of violence against women	Final Evaluation-Programme Evaluation	Guatemala	2021	Good	Low <i>Weak focus on CSOs</i>	Analysis of a small group of implementing partners from civil society in Guatemala
Evaluation of Joint Program financed by the PBF: "Peacebuilding and protection of girls, boys, adolescents and young people in the Colombia-Ecuador cross-border area, affected by violence and armed conflict"	Final Evaluation-Organizational Performance Evaluation	Ecuador	2021	Good	Low <i>Weak focus on CSOs</i>	Analysis of a small group of implementing partners from civil society in Colombia and Ecuador, including specific recommendations for CSOs
Country Portfolio Evaluation	Final Evaluation-Country-level Evaluation	El Salvador	2021	Very good	High <i>Aligned timeframe and very good rating</i>	Focus on CSAG performance, implementation of multisectoral dialogues and on CSOs capacity building mainly on EAW area
Corporate Evaluation of UN Women's Support to National Action Plans on Women, Peace and Security	Corporate Evaluation-Thematic Evaluation	Guatemala and 7 countries of other regions	2020	Very good	Low <i>Indirect focus on CSOs and data only from Guatemala</i>	Information of CSOs in the context of Women, Peace and Security area
UN Women Paraguay Country Portfolio Evaluation	Final Evaluation-Country-level Evaluation	Paraguay	2020	Good	Low <i>Data only for 2018</i>	Strong focus on CSOs and analysis of UN Women's role on the capacity building of CSOs and also as a bridge builder between civil society and government
Regional Evaluation on Women Economic Empowerment	Regional Evaluation	Regional Office for Americas and the Caribbean (Panama)	2020	Good	Medium <i>Timeframe partially aligned (2018 and 2019) and</i>	Analysis of UN Women's role as a bridge builder at the regional level, especially between CSOs and the private sector, and focus on non-traditional CSOs partners, such

						<i>side focus on CSOs</i>	as domestic workers trade unions
Corporate Evaluation of UN Women's Contribution to Governance and National Planning	Corporate Evaluation-Thematic Evaluation	Independent Evaluation Office(IEO)	2019	Very good	Medium <i>Timeframe partially aligned (2018 and 2019) and side focus on CSOs</i>		Information of UN Women's contribution to build multi-stakeholder alliances and CSO's participation on National Planning processes
Corporate Thematic Evaluation: UN Women's Contribution to Humanitarian Action	Corporate Evaluation-Thematic Evaluation	Independent Evaluation Office(IEO)	2019	Very good	Medium <i>Timeframe partially aligned (2018 and 2019) and data only from Colombia</i>		Analysis of UN Women humanitarian response through partnerships with CSOs in the case of Colombia
Final evaluation of the Mexico Strategic Note 2014-2019	Country-level Evaluation	Mexico	2019	Good	Medium <i>Timeframe partially aligned (2018 and 2019)</i>		Focus on the assessment of UN Women partnership with CSOs and CSAG performance, investigating gaps and limitations of these alliances
Evaluación Final de la Nota Estratégica de ONU Mujeres Colombia, 2015-2019	Final Evaluation-Country-level Evaluation	Colombia	2019	Good	Medium <i>Timeframe partially aligned (2018 and 2019)</i>		Wide consultation of 52 representatives of Colombian CSOs, but cursory analysis of CSAG performance
Country Portfolio Evaluation - Guatemala	Final Evaluation-Country-level Evaluation	Guatemala	2019	Very good	Low <i>Data only for 2018</i>		Positive evaluation of alliances with local CSOs with an institutional strengthening component and superficial analysis of CSAG performance
Social Mobilization Programme to end Gender-Based Violence in the Caribbean (2014-2017 and 2018)	Programme Evaluation	Multi-Country Office for the Caribbean (Barbados)	2019	Good	Low <i>Data only for 2018</i>		Involvement of CSOs in support of community based-social mobilization initiatives in the context of UN Women MCO Caribbean's programme on Social Mobilization to End Gender Based Violence in the Eastern Caribbean

Source: Evaluation team based on Global Accountability and Tracking of Evaluation Use – GATE system.

4. APPROACH AND METHODOLOGY

4.1. Objectives, purpose, and scope

The evaluation seeks to realize an independent and formative assessment of UN Women’s engagement with civil society in the Americas and Caribbean region and has the following primary objectives:

- Assess whether UN Women’s implementation modalities are well-suited to foster effective achievement of programmatic results with CSOs;
- Identify key bottlenecks, challenges, and solutions to engaging efficiently with CSOs through UN Women’s main modalities;
- Map major civil society initiatives in the region and identify lessons for UN Women senior management and programme staff based on what has or has not been achieved; and
- Recommend improvements for driving impact with CSO alliances in the region, including those representing LNOB constituencies, to inform implementation of the ACRO Strategic Note 2022-2025 and UN Women Strategic Plan 2022-2025.

The scope of this exercise will include the regional portfolio over the 2018-2023 period – including related ACRO, programme office, and programme presence work – as well as relevant corporate policy and procedure. This topic was selected, first of all, given the high relevance of CSOs as a primary strategic and implementing partner for UN Women in the region. The evaluation provides an opportunity for learning and enhanced utility through the identification of good practices, lessons and potential operational enhancements. The distinct challenges in the region for CSOs, particularly women’s organizations, can allow to support ongoing repositioning of UN Women for more effectively partnering with this group. Additionally, the exercise can provide an independent and objective assessment with data and analysis for use in its implementation of the regional gender agenda with CSOs and key partners.

A systematic assessment of the impact of the UN Women’s engagement with civil society on Latin America and Caribbean will not be part of the scope of this evaluation as this type of analysis would require resources and methods beyond the design of

this evaluation. The analysis of outcomes will, however, identify to some extent pathways to impact.

4.2. Evaluation criteria

To meet the exercise’s stated objectives, a set of three main questions and seven sub-questions will be evaluated based on the key criteria of efficiency, coherence, effectiveness, and sustainability. The evaluation will use the standard definitions of the Organisation for Economic Co-operation and Development’s Development Assistance Committee with the integration of human rights and gender in a cross-cutting manner²⁵. In these areas of evaluation, the exercise will look to identify lessons across UN Women’s triple mandate of coordination, programmatic, and normative dimensions for potential application to future programming in the region. The key evaluation questions are indicated below.

1. To what extent have UN Women’s internal systems enabled organizational effectiveness and efficiency for CSO engagement?

1.1. To what extent have internal systems, including related to the partner agreements and small grants modalities, facilitated timely and quality collaboration with CSO partners?

1.2. What are the most critical enabling and/or constraining factors for efficient and effective collaboration with CSOs? How can they be further leveraged and/or better addressed?

2. To what extent has UN Women’s programmatic work effectively leveraged CSO alliances for enabling organizations to support women’s empowerment and gender equality?

2.1 To what extent have engagement modalities enabled effective implementation of programmes with UN Women and key stakeholders?

2.2 To what extent has coherence between different thematic/programmatic areas of UN Women

²⁵ OECD, ‘Better Criteria for Better Evaluation: Revised Evaluation Criteria Definitions and Principles for Use’, OECD/DAC Network on Development Evaluation, Dec 2019.

offices in their engagement with CSOs affected results and partnerships?

2.3 To what extent have funding mechanisms such as small grants agreements provided an effective means for building capacity and achieving programmatic results?

3. To what extent has UN Women effectively enabled the inclusion of CSOs in its work to influence

gender priorities and policies, including those representing LNOB constituencies?

3.1 To what extent have civil society advisory groups provided a meaningful and useful participatory mechanism for promoting CSO engagement in UN Women's work?

3.2 To what extent have strategic dialogue and coordination effectively facilitated the integration of CSO perspectives into relevant national and regional platforms, policy spaces, and agendas?

4.3. Methods of data collection and analysis

4.3.1. Overall design and conceptual framework

The evaluation will be conducted to enhance organizational learning and improve performance through employed methods and generated evidence. To foster ownership and ensure quality feedback, the evaluation will adopt a bottom-up approach aligned with stakeholder needs. This will help to build learning and adaptation into UN Women's programming over the 2023-2025 period at the regional level. The evaluation will be transparent and participatory, involving relevant UN Women stakeholders and partners. It will be carried out in accordance with the internal and external guidelines,²⁶ and explicit emphasis will be placed on the integration of gender equality and human rights principles in the evaluation process.

The evaluation will employ a mixed-method approach through a combination of qualitative and quantitative methods. The evaluation team will develop the design for the evaluation including the approach, evaluation criteria, evaluation questions and matrix, and methodology for data collection and analysis. The evaluation data collection methods may include:

- Secondary analysis of programme data including planning, monitoring, reporting, budgetary

data, and other relevant metadata from corporate systems

- Semi-structured interviews with UN Women, United Nations, CSO, government, and other key stakeholders
- Structured desk review of key reference documents and knowledge products for lessons learning identification
- Focus groups with CSO representatives and UN Women personnel
- Social media qualitative and quantitative analysis of communications and advocacy initiatives
- Survey of selected CSO partners and UN Women personnel²⁷

The analysis will consider UN Women's engagement with civil society between 2018 and 2022 through the analysis of initiatives implemented by all country and multi-country offices in the Americas and Caribbean region, namely: Argentina; Bolivia; Brazil; Caribbean; Colombia; Ecuador; El Salvador; Guatemala; Haiti; and Mexico. Besides these offices, initiatives taken under the leadership of ACRO will also be considered, as well as programme presences to the extent possible (Paraguay; Costa Rica; Chile; Honduras; and Uruguay).

The evaluation will adopt a theory-based approach through testing a theory of change framing UN

²⁶ This includes internally the UN Women Evaluation Policy and guidelines, as well as externally the United Nations Evaluation Group Norms and Standards, Ethical Code of Conduct, as well as Guidance on Integrating Human Rights and Gender Equality in Evaluation.

²⁷ Given time constraints of partners and UN Women personnel, surveys will aim to strategically sample the cohort for consultation and minimize survey length.

Women's engagement with CSOs based on the revision of global, regional and (multi)national results, strategies, and indicators. The design of this ToC considered strategic notes implemented by UN Women on the region, as well as results reported on (multi)national and regional annual reports. It's important to note that this regional ToC will focus on most relevant UN Women modes of engagement with CSOs and its representatives at the region. Therefore, the goal is to identify, on the one hand, general trends and strategies, and in the other, possible gaps and programmatic bottlenecks.

Based on the initial desk review and interviews, assumptions will be identified in the reconstructed ToC that will be tested through contribution analysis. The evaluation report will present the updated reconstructed ToC based on evidence showing whether the links between activities, outputs and outcomes proved to be true.

Moreover, the evaluation will use a cluster approach. UN Women offices will be categorized in three tiers, having as a classification criterion the total number of small grants and partner agreements implemented by each office between 2018 and 2022. In this Inception Report ([Annex 7.6.4](#)), we analyze a sample containing one country from each tier: Bolivia (Tier I); Brazil (Tier II); and Haiti (Tier III). For the final report, all countries will have their portfolio regarding engagement with civil society individually analyzed in general lines, as well as each tier will be understood as a specific category, mixing micro and macro approaches in order to identify both national singularities and regional trends.

Nevertheless, analysis of all offices in-depth is not feasible in this exercise. To better use available resources, the Evaluation Team selected a sample of eight offices to be analysed in greater depth based on sampling criteria (see section below). These sampled offices will include a more in-depth analysis through the following methods: a broader desk review, focus group discussions and semi-structured interviews.

The whole evaluation process will use a gender-responsive approach where a careful selection of interviewees will be considered and will explore the factors that may help or pose obstacles to the empowerment of women. At the portfolio level, in-depth analysis will be performed to answer the evaluation questions, and conduct outcome mapping ([Annex 7.6.2](#)).

The Principle of Leaving no one Behind will be considered, including a disability lens. This recognizes the fact women and girls face multiple and intersecting forms of discrimination, including people that identify as: living with disabilities; LGBTQ+; afro-descendent; indigenous; as well as migrants and refugees. As a result, LNOB focus will be one of the criteria used to define the interviewees and focus groups sampling and to guide all data collection and analysis processes. Besides that, all agreements signed between UN Women with CSOs in the region during the evaluation timeframe²⁸ will be categorized based on two classifications: if it has a LNOB focus; what are the main targeted populations and their specific territories.

Regarding the former (e.g., LNOB focus), a project should not only address LNOB issues in its design, but also be oriented to specific LNOB groups, considering their needs, territorialities and intersectionality, while addressing root causes of discrimination and inequality²⁹. In terms of the latter (e.g., targeted populations), such groups are defined as: afro-descendent women; gender-based violence survivors; human rights defenders; indigenous women; LGBTQIA+; migrant and refugee women; rural women; women in politics; women entrepreneurs; women with disabilities; youth; and other populations to be defined.

4.3.2. [Data collection methods](#)

This evaluation will employ a mixed methods approach, using a combination of quantitative and qualitative methods to answer the evaluation questions. The evaluation will be primarily carried out through remote data collection, although in-person

²⁸ According to data available at PGAMS system, between 2018 and 2022 UN Women signed 403 agreements (PAs and SMAs) with CSOs at the Americas and the Caribbean.

²⁹ Leaving no one behind - a UNSDG operational guide.

observation is included for the *XIV Regional Conference on Women in Latin America and the Caribbean* held in Buenos Aires, Argentina, from 07th to 11th November 2022³⁰. The exercise will also employ analytical frameworks to structure and communicate data analysis, including one or more of the following approaches: a measurement dashboard for use by relevant decision-makers across key metrics of CSO engagement; an appreciative inquiry lens to identify and build on best practices; a strengths-weakness-opportunities-threats framework; process mapping to identify potential bottlenecks for streamlining systems related to CSO engagement; and disaggregated analysis of types of CSO groups for understanding representation with a LNOB lens.³¹

The evaluation builds on previous global and regional exercises related to the scope, including a 2020 assessment report commissioned by UN Women on collaboration with civil society.³² Other evaluative exercises being implemented in tandem will be carefully coordinated to increase synergy and mitigate potential burden on UN Women offices. This includes a global thematic evaluation of the Spotlight Initiative.

The main data collection methods are presented below:

- a) *Desk Review*: The desk review will include analysis of key documents related to UN Women's engagement with CSOs, such as: planning documents, mainly UN Women offices strategic notes and annual work plans; reporting on results, with focus on annual, quarterly reports and donor reports; knowledge products; meeting minutes and conference declarations; and regional and national evaluations on correlated issues. Other complementary documents will be added in the course of the evaluation;
- b) *Semi-structured interviews*: An initial list of approximately 20 stakeholders was mapped for

the interviews in the countries that will be sampled for an in-depth analysis on the final report. This list will be further elaborated in collaboration with national and regional offices;

- c) *Focus Groups*: 10 focus groups with 6-8 participants are proposed in the course of this evaluation in the sampled offices for an in-depth analysis. For each office, the evaluation team will organize one or two focus groups with CSOs covering the two main areas of results of that office, considering Strategic Plan outcome areas in which more resources were invested through partner and small grants modalities. Additionally, for the selected countries, focus groups will be held with CSAG and other civil society thematic committee members. Finally, one focus group will gather CSOs representatives from the whole region who have attended to international conferences with UN Women's support.
- d) *Surveys*: one survey is planned with the key UN Women CSO stakeholders. The instrument (see [Annex 7.2](#)) was developed using standard evaluation methodology implemented in other countries. The survey will be available in English, Spanish, Portuguese and French and will be sent to a sample of CSO partners of all offices of Americas and the Caribbean region. The expectation is to outreach with the survey invitation at least 500 representatives of CSO partners, having a response rate equal to or higher than 25%;
- e) *Case study*: A case study will provide an in-depth look into a sample of communication and social media campaigns. A detailed case study report will be published as an appendix to the evaluation report and explore the theme of UN Women's engagement with CSOs through facilitating dialogue and raising awareness, as it has been identified as key strategy at the region. The case study will aim to answer the evaluation

³⁰ <https://conferenciamujer.cepal.org/15/en>

³¹ The corporate evaluation TORs indicates the following non-exhaustive list of groups: women living with disabilities; Sexual Orientation and Gender Identity (SOGI); indigenous women; women who belong to racial or ethnic minorities; women living with HIV/AIDS; girls, young women and adolescents; rural women; migrant women; sex workers; single women headed

households (including widows); conflict affected women; women refugees; women in prison and ex-prisoners; and women with Albinism.

³² Gender at Work, 'The Power of Partnerships: UN Women's Collaboration with Civil Society to Advance Gender Equality', Assessment Commissioned by UN Women, July 2020.

questions through the approach indicated in [Annex 7.6.3](#). The campaigns under analysis will be the *16 days of activism* (2021-2022) and the *XIV Regional Conference on Women in Latin America and the Caribbean*. Data collection for this case study will combine qualitative data collected through document analysis and interviews with quantitative data produced in partnership with Global Pulse New York hub, which will monitor and quantify the use and outreach of the main hashtags used during the aforementioned campaigns. Global Pulse will use the hashtag search tool combine to other sampling strategies, such as monitoring a list of accounts and the identification of wider networks through a non-random (snowball) sampling methodology; and

- f) *Observation*: Structured observation of the *XV Regional Conference on Women in Latin America and the Caribbean* will measure the extent to which UN Women engages with civil society groups through conference dialogue and multi-stakeholder partnerships. An observation protocol provides a structured approach to test key evaluation questions about CSO dialogue and participation in key regional meetings (see [Annex 7.2.4](#)).

4.3.3. [Data analysis](#)

Overall, data analysis will use: a) content analysis for qualitative data collected; and b) descriptive statistics. The content analysis will be based on the extraction of major and recurrent themes during the interviews and draw out key trends based upon the preponderance of available evidence. Interview notes will be kept confidential and shared only among the evaluation team members, as outlined in more detail in the Data Management Plan ([Annex 7.5](#)). Descriptive statistics will be used for the data collected through survey – of which the analysis will be based on the synthesis made based on frequency, proportion and the salience of responses – and other financial and quantitative data sources – mainly UN Women management systems, such as ATLAS, PGAMS and RMS.

In addition, triangulation will be used to identify similarities and/or discrepancies in data obtained in different ways (i.e., interviews, focus groups, observations, etc.) and from different stakeholders (e.g., duty bearers, rights holders, etc.). Data analysis and triangulation of data will be enhanced through the use of Nvivo software, which will allow the qualitative analysis of a large number of textual documents, such as strategic notes narrative sections, annual and quarterly reports and logical matrixes. Through the development of specific codes, Nvivo will allow the evaluation team to identify standards and patterns regarding expected and related results regarding UN Women’s engagement with civil society organizations.

4.4. Sample

In order to adopt a feasible scope that is representative of the diversity of regional contexts, approaches, and challenges, the sampling strategy uses first and foremost a cluster analysis to categorize the engagement with CSOs by UN Women offices through three tiers: Tier I will consider offices that have been implementing less than 10 partner and small grants agreements (Bolivia, Chile, Ecuador, El Salvador, Guatemala, and Uruguay); Tier II comprises offices implementing between 19 and 35 agreements (ACRO; Argentina; Brazil; Honduras; and Mexico); and Tier III with offices implementing between 49 and 100 (Caribbean, Colombia and Haiti).

For this report, one office from each tier was analyzed in-depth (see [Annex 7.6.4](#)): Bolivia (Tier I); Brazil (Tier II); and Haiti (Tier III). The rationale for this choice was based on perceived similarities and differences between these three offices and the contexts in which they operate. As similarities, they show a robust LNOB focus and strong presence of CSOs and women’s organizations. As differences, while Bolivia presents a modest UN Women’s engagement with CSOs, Brazil shows a medium engagement with focus on institutional strengthening through the provision of small grants, and finally Haiti shows a strong engagement with focus on the

outsourcing of service delivery for CSOs through partner agreements.³³

In addition to these three tiers representing the extent to which offices in the region employ the agreement modalities in various contexts, the below rationale provides a mapping of other key data points that provide an oversight of other CSO modalities,

notably: the CSAGs to indicate the use of formal channels for dialogue with civil society groups in each country; Human Development Index level to indicate the diversity of political, social and economic development in each country context; and finally the sub-region. For the final evaluation report, the following sample of managing offices will be considered for a deeper analysis.

Table 5. Rationale for choice of offices for in-depth analysis

Office	Tier	Overall rationale	# of PAs	# of SGAs	CSAG	Sub-region	HDI
Guatemala	1	Small programme with a CSAG	7	0	Yes	Central America	Medium
Bolivia	1	Small portfolio and balance between partner agreements and small grants	5	3	No	South America	Medium
Brazil	2	Combination of small grants for LNOB CSOs and partner agreements for the implementation of relevant programmes (OWLA and CWDR)	6	29	Yes	South America	High
Argentina	2	Wide use of small grants lower than USD 10,000 for capacity strengthening	7	27	Yes	South America	Very High
Regional Office	2	Office working both on the regional level and in the coordination and assistance of other managing offices	8	23	Yes	Regional	N/A
Caribbean	3	Focus on Spotlight Initiative	14	35	Yes	Caribbean	High ³⁴
Colombia	3	High number of agreements mostly related to humanitarian settings	73	27	Yes	South America	High
Haiti	3	High number of agreements mostly related to humanitarian response and state-building	60	0	No	Caribbean	Low

Source: Evaluation team based on PGAMS (as of Sept 2022); UNDP Human Development Report 2022; and desk review

³³ Sampling may be adjusted based on feedback to this Inception Report and/or considering the trends identified in the data collection phase.

³⁴ Approximate HDI level across sample of Caribbean countries.

4.5. Ethics and data management

The evaluation will follow UNEG Ethical Guiding Principles, and both members of the evaluation team are contractually committed to the UN Women Evaluation Consultants Agreement and/or the UNEG Ethical Guidelines and Code of Conduct. The following UNEG Principles will be specially considered the following manner:

- 1) *Respect for dignity and diversity*: The evaluation team will be very mindful about respect during inception phase, data collection and analysis and reporting. The language of the report shall treat all stakeholders with the utmost respect for their life choices and perspectives;
- 2) *Right to self-determination*: The team will consult stakeholders and listen to them respectfully about their choices in programme design and implementation;
- 3) *Fair representation*: This inception report considers all the stakeholders which were found to be relevant, but the evaluation will be open to include any other stakeholders which are identified in the course of the evaluation which may have a say or an important perspective to the direction of UN Women’s engagement with CSOs in Latin America and Caribbean;
- 4) *Ethical protocols for vulnerable groups*: Participants will be briefed about the purpose of the evaluation and the data treatment, and the evaluators will be very respectful for not getting into issues that interviewees might not be comfortable in addressing;

- 5) *Redress*: The evaluation report shall be shared with a wide list of stakeholders and the evaluation team will be in dialogue with them as to make the report as comprehensive and fair as possible to represent what happened in the UN Women’s engagement with civil society in the region;
- 6) *Confidentiality*: Interviewees will be informed that all the data collected will be used in the report in an confidential manner without attribution to their person; and
- 7) *Avoidance of harm*: The evaluation team will carry out the process to make the exercise as useful and possible for everyone involved, helping stakeholders think about their work in a way which is constructive and avoids any type of harm for them.

To operationalize these principles and relevant UN Women policies, the Data Management Plan ([Annex 7.5](#)) provides more details on how data will be managed and stored, ethical protocols will be adopted, and other relevant areas.

4.6. Methodological limits and risks

The methodological limits envisioned for this evaluation is the lack of field visits due to a focused scope and limited budget. Accordingly, most data collection will be carried out remotely. In terms of additional risks identified they are presented in the next table with measures which will be taken to minimize them.

Table 6. Evaluation risks and mitigation measures

Risk	Level	Possible impact	Mitigation measures
Limited analysis on advocacy/campaigns due to lack of reporting on some key activities	Low	Gaps in the evaluation report due to the lack of data	Request information from current <i>and</i> past communications teams; Utilize proxy social media indicators
Limited analysis on results of capacity building activities due to lack of quality monitoring data	Medium	Limited evidence to analyse the contribution of the office to capacity building for CSOs	Interview/conduct focus groups with attendees of past trainings promoted by UN Women and other capacity building activities

Lack of response from former UN Women staff members	Medium	Lack of data on key initiatives of the office	Interview of other stakeholders who may be aware of project's trajectory
Barriers for addressing some specific issues with stakeholders involved in sensitive political environments	Medium	Bias on data collected and potential risks for interviewees	Reinforcement of confidentiality protocols and other ethical guiding principles ; Interview of additional stakeholders with any identified bias
Lack of response from stakeholders in projects which are phasing out or closed	Medium	Lack of data on key initiatives	Increase the number of other types of interviewees and desk review effort, establishing clear criteria for promoting a diverse and intersectional stakeholders participation on data collection
Lack of project and agreement documentation for one or more (multi) country offices	High	Limited evidence to analyse office's engagement with CSOs	Define focal points for this evaluation at UN Women offices on Americas and the Caribbean and request missing documents and information directly to them

4.7. Evaluation matrix

The following evaluation matrix provides an operationalization of how the evaluation design will be implemented to respond to each evaluation criteria and answer each evaluation question through corresponding indicators, methods, and data sources. The evaluation matrix may be adjusted further as the exercise progresses.

Table 7. Evaluation design matrix

Evaluation questions/sub-questions	Indicators	Data Collection Methods	Information Sources
1. To what extent have UN Women’s internal systems enabled organizational effectiveness and efficiency for CSO engagement?			
1.1. To what extent have internal systems, including related to the partner agreements and small grants modalities, facilitated timely and quality collaboration with CSO partners?	<ul style="list-style-type: none"> • Perception of CSO partners regarding the quality and accessibility of UN Women selective processes and its mandatory documents • Feedback from partners on timeliness and quality of processes • Availability of mandatory documents and information about partner and small grants agreements at PGAMS and OneApp systems • Existence of bottlenecks in the step-by-step procedures and processes based on desk analyses • Evidence of procedures being known and followed by UN Women staff • Evidence of adequate and timely response from the office to external parties • Evidence of timely internal reporting based on corporate process guidelines 	<ul style="list-style-type: none"> - Desk review (process mapping) - Process analysis - Semi-structured interviews 	<ul style="list-style-type: none"> - PGAMS reports - One App system - Corporate guidance - Corporate audits and evaluations - UN Women personnel
1.2. What are the most critical enabling and/or constraining factors for efficient and effective collaboration with CSOs? How can they be further leveraged and/or better addressed?	<ul style="list-style-type: none"> • Evidence of constraining factors generated by challenges and setbacks of the political context • Evidence of capacity of external parties to comply with UN Women’s procedures • Evidence that UN Women has provided adequate information to CSOs who are potential candidates for signing partner and small grant agreements • Evidence that UN Women has implemented affirmative mechanisms in order to include a diverse range of CSOs as 	<ul style="list-style-type: none"> - Desk Review: Corporate/of-office strategic planning - Semi-structured interviews - Focus Groups - Survey 	<ul style="list-style-type: none"> - UN Women personnel - UN Women strategic plans and notes - Civil Society Organizations - Corporate guidance - Corporate audits and evaluations

	<p>formal partners</p> <ul style="list-style-type: none"> • Evidence that UN Women has trained CSOs partners to comply with UN Women’s procedures • Perception of CSO partners about UN Women procedures in terms of access to financial support • Identification of lessons learned on UN Women’s engagement with CSOs and evidence that they have been used to guide decision making • Number of offices reporting on CSO-related indicators • Level of coherence between corporate and office indicators and planning instruments related to CSO engagement 		
<p>2. To what extent has UN Women’s programmatic work effectively leveraged CSO alliances for enabling organizations to support women’s empowerment and gender equality?</p>			
<p>2.1. To what extent have engagement modalities enabled effective implementation of results with UN Women and key stakeholders?</p>	<ul style="list-style-type: none"> • Progress of UN Women’s strategic notes for outcome and output indicators related to UN Women’s engagement with CSOs • Comprehensiveness of thematic areas and expected results covered by partner and small grants agreements signed by UN Women • Evidence that engagement modalities were used following corporate guidance • Evidence that diverse modes of engagement were used in a complementary way • Evidence that UN Women considered LNOB focus and promoted diversity by defining the targeted populations of its interventions 	<ul style="list-style-type: none"> - Desk Review: Summary of performance across relevant CSO indicators - Desk review: Coding and synthesis of annual reports - Semi-structured interviews - Focus Groups - Survey 	<ul style="list-style-type: none"> - UN Women strategic plans and notes - UN Women office annual reports - PGAMS reports - One App system - Annual, quarterly and other progress reports - Corporate guidance - Corporate audits and evaluations - CSO partners - UN Women personnel
<p>2.2. To what extent has coherence between different thematic/programmatic areas of UN Women offices in their engagement with CSOs affected results and partnerships?</p>	<ul style="list-style-type: none"> • Evidence of mandate and thematic alignment between UN Women and CSO partners • Coherence between partner and small grants agreements results and the strategic planning at UN Women’s global, regional and office levels • Evidence that knowledge products produced by or with UN Women’s support were used for the achievement of results • Evidence that UN Women’s global norms and 	<ul style="list-style-type: none"> - Desk Review - Semi-structured interviews - Focus Groups - Survey 	<ul style="list-style-type: none"> - PGAMS reports - One App system - Annual, quarterly and other progress reports - Knowledge products - Corporate audits and evaluations - CSO partners - UN Women personnel

	<p>international best practices were adapted to local contexts in partnership with CSOs</p> <ul style="list-style-type: none"> • Extent to which research produced was disseminated • Evidence that UN Women partnered with a diverse set of CSOs, considering LNOB focus • Perception of CSOs partners about the added value of UN Women partnership • Degree in which different thematic areas articulate work with CSOs in planning 		
<p>2.3. To what extent have funding mechanisms such as small grants agreements provided an effective means for building capacity and achieving programmatic results?</p>	<ul style="list-style-type: none"> • Number of partner agreements signed by country, outcome and type of partner • Number of small grant agreements signed by country, outcome and type of partner • Degree of diversity of small grant agreements partners in terms of LNOB focus • Evidence of use of UN Women’s funded research by stakeholders • Evidence that knowledge products published by or with UN Women’s support were used for capacity building • Evidence of increased knowledge and institutional capacity of CSOs who received small grants • Perception of CSOs partners about the long-term results of UN Women’s financial support 	<ul style="list-style-type: none"> - Desk review - Semi-structured interviews - Focus groups - Survey 	<ul style="list-style-type: none"> - PGAMS reports - One App system - Annual, quarterly and other progress reports - Knowledge products - Civil Society Organizations - UN Women personnel
<p>3. To what extent has UN Women effectively enabled the inclusion of CSOs in its work to influence gender priorities and policies, including those representing LNOB constituencies?</p>			
<p>3.1. To what extent have civil society advisory groups provided a meaningful and useful participatory mechanism for promoting CSO engagement in UN Women’s work?</p>	<ul style="list-style-type: none"> • Number of UN Women’s offices with operational CSAGs • Frequency of CSAGs meetings • Perception of CSAGs members about the openness of UN Women to hear their voices and take their recommendations into account • Evidence that recommendations provided by CSAGs have been taken into account on UN Women’s offices decision-making 	<ul style="list-style-type: none"> - Desk review - Semi-structured interviews - Focus groups - Survey 	<ul style="list-style-type: none"> - CSAGs former and current members - UN Women personnel - CSAGs meeting minutes - Corporate guidance - Corporate audits and evaluations
<p>3.2. To what extent have strategic dialogue and coordination effectively facilitated the</p>	<ul style="list-style-type: none"> • Number, thematic areas and mandates of emergency rooms, committees, multistakeholder alliances and thematic advisory groups created and operated by UN Women 	<ul style="list-style-type: none"> - Desk review - Semi-structured interviews 	<ul style="list-style-type: none"> - Participatory spaces former and current members

<p>integration of CSO perspectives into relevant national and regional platforms, policy spaces, and agendas?</p>	<p>offices</p> <ul style="list-style-type: none"> • Number of women who participated at conferences, regional meetings and other relevant events with UN Women support disaggregated by race, ethnicity and age, where available • Evidence that women’s representing CSOs had their voice heard and influenced decision making and official documents at international conferences • Evidence that strategic notes and other relevant planning documents incorporated CSOs perspectives and lessons learned • Perception of CSOs partners about the openness of UN Women to hear their voices and take their recommendations into account • Extent to which global initiatives such as the Generation Equality provided effective space for dialogue 	<ul style="list-style-type: none"> - Focus groups - Survey 	<ul style="list-style-type: none"> - UN Women personnel - Documents of conferences, regional meetings and other relevant events - Participatory spaces meeting minutes
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5. TIMELINE

Following the publication of the terms of reference of the exercise, the evaluation will be conducted from November 2022 and is expected to finish by Apr 2023. The timeline below shows the main action points and deliverables.

Table 8. Evaluation timeline

Phase/activity	Nov				Dec				Jan				Feb				Mar				Apr					
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4		
1. Inception phase	[Blue shaded cells]																									
1.1 Preliminary desk review	[Grey shaded cells]																									
1.2 Exploratory interviews	[Grey shaded cells]																									
1.3 Inception report			[Grey shaded cells]																							
1.4 Inception workshop												[Grey shaded cells]														
1.3 Inception report (final version)													[Grey shaded cells]													
2. Data collection phase									[Blue shaded cells]																	
2.1 In-depth analysis									[Grey shaded cells]																	
2.2 Primary data collection																										
2.3 Presentation of preliminary results																										
3. Analysis, reporting and follow-up phase																[Blue shaded cells]										
3.1 Data processing and analysis																										
3.2 Preparation of the evaluation report																										
3.3 Evaluation report (preliminary version)																										
3.4 Evaluation report (final version)																										
3.5 Final edited report																										

6. MANAGEMENT

6.1. Roles, responsibilities and quality assurance

UN Women evaluation exercises establish mechanisms to ensure high quality evaluation processes and products as outlined in the UN Women Evaluation Policy and Handbook. This exercise will be led by IES and an independent evaluation consultant. The evaluation will follow the United Nations Editorial Manual and quality criteria of the UN Women Global Evaluation Reports Assessment and Analysis System (GERAAS). This evaluation will assume the following overall management structure:

1. The **Regional Evaluation Specialist** of IES will act as the Team Leader providing overall management and conduct of the exercise, including leading the methodological approach, overseeing the work of the evaluation team, and managing contracts and assuring the high quality of the work.
2. The **Evaluation Reference Groups** will provide substantive technical support. The External Reference Group will be composed of representatives of civil society in the region with a focus on inclusion of relevant priority groups. The Internal Reference Group will be composed of representatives from UN Women offices in the region and relevant units at the global level.
3. The **Peer Reviewer** from IES will be engaged for the quality review of key outputs of the evaluation process, notably the Inception Report and Draft Evaluation Report.

4. **IEAS management** will review and approve the TOR, Inception report and Draft Evaluation Report. The Director of IEAS will issue the Final Evaluation Report.

5. The **evaluation team** will be led by the Regional Evaluation Specialist and composed of a regional evaluation consultant, independently managed by IES. The evaluator will assume responsibility for key aspects of scoping, data collection and analysis throughout the exercise.

6.2. Use and communication

The primary intended users of this evaluation are UN Women management and Country Office personnel, the UN Women Executive Board, national government and civil society organizations. Secondary intended users are rights-holders' representatives, development partners, implementing partners, UN Women regional offices and head-quarter divisions, and other United Nations entities working on gender equality. Within six weeks after final approval of the evaluation report, under the leadership of the UN Women Country Representative, the Country Office will be responsible for the preparation and approval of an evaluation Management Response to evaluation recommendations which together with the final report will be made publicly available in the UN Women Global Accountability and Tracking of Evaluation Use (GATE) platform. The following table provides a summary of these different users and areas of expected use.

Table 9. Intended evaluation users and use*

User group	Dimension of use			
	Learning and generation of knowledge	Strategic decision-making	Accountability	Capacity development and mobilization
UN Women Office personnel				
UN Women Executive Board, Regional Office, HQ, and other units				
Rights holders				
National and local governments				
Civil society representatives				

Donor community and other development partners				
United Nations partners				

*Shaded areas indicative of dimensions of use

7. ANNEXES

7.1. List of documents consulted

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Lindgren-Alves, José Augusto. A década das conferências (1990-1999). FUNAG: Brasília, 2018.

OECD, 'Better Criteria for Better Evaluation: Revised Evaluation Criteria Definitions and Principles for Use', OECD/DAC Network on Development Evaluation, Dec 2019.

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UN Women, 2022-2025 Strategic Plan

UN Women, Annual reports 2018-2021

UN Women, Evaluation Policy (UNW/2020/5/Rev.1).

UN Women, Executive Board Regional Briefing: Americas and the Caribbean, 04 May 2022. Data on partner and small grants agreements as of Sept 2022.

UN Women, Partner Agreement template, version 24 Sept 2021

UN Women, PGAMS reports 2018-2021

UN Women, PGAMS system, 2018-2022

UN Women, Quarterly reports 2018-2021

UN Women, Strategic Plan 2022-2025 (UNW/2021/6): <https://www.unwomen.org/en/digital-library/publications/2021/09/un-women-strategic-plan-2022-2025>

UNDP. Lessons from evaluations: civil society engagement in leave no one behind programming.

United Nations Evaluation Group Norms and Standards, Ethical Code of Conduct, as well as Guidance on Integrating Human Rights and Gender Equality in Evaluation.

United Nations, Civil Society, website access Sept 2022: <https://www.unwomen.org/en/partnerships/civil-society>

United Nations, Evaluation of United Nations Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States, conducted by the Office of Internal Oversight Services Inspection and Evaluation Division in 2020.

United Nations, Leaving no one behind - a UNSDG operational guide, 2019

Vargas, Virginia, 'Feminism and Democratic Struggles in Latin America', in Rawwida Baksh and Wendy Harcourt (eds), The Oxford Handbook of Transnational Feminist Movements, 5 May 2015.

UN Women, 2018-2021 Strategic Plan

7.2. Data collection instruments

7.2.1 [Interview protocol and guide](#)

Standard information for all interviews:

- Date:
- Name of Interviewee:
- Position held in organization:
- Organization:
- Interviewers:

Opening Statement

- This interview will inform the evaluation of UN Women's engagement with civil society organizations in the Americas and Caribbean region. In other words, we are assessing the performance of all UN Women's offices of this region in their partnership with the organized civil society over the past 4 years.
- This evaluation, while of course it looks backwards over the past 4+ years, is critical to shaping the strategic direction of UN Women for the future. It is important to us to get your perspective on the successes and strengths of the organization, as well as the challenges and potential opportunities for the future regarding its engagement with civil society organizations. We appreciate your time and your information to support this process.
- A number of program and project evaluations have already occurred during the past 4 years, and we have studied these. We are hoping to avoid asking you the same questions that you have already answered but if we do, please forgive us. We are using the information you provide us to create a picture of the overall regional work and impact of UN Women in its engagement with civil society organizations.
- We are an internal team of evaluators – including the Regional Evaluation Specialist and the Regional Evaluation Consultant of the Independent Evaluation Service [introduce members present].
- Although part of UN Women's structure, it's important to note that the Independent Evaluation Service is an independent office and respects all ethic guidelines and institutional procedures, including the confidentiality of the information provided. Therefore, any information that you provide to us will be held confidential - including our notes of this interview. We will not attribute any specific comments or information to you or your organization. We are taking notes for our own use, but we are not otherwise recording this conversation.

- For rights holders: You do not need to tell us any personal information or answer any of our questions if you do not wish to. If, at any time, you are uncomfortable or upset by a question, we can take a break or simply stop the interview. Any questions before we begin?

Consolidated Interview Guide for stakeholders

		UNW	UNCT	GOVT	CSO	Other
Presentation						
1)	Could you please indicate your engagement with UN Women’s activities in the period 2018-2022, if any?	X	X	X	X	X
Internal systems enabled organizational effectiveness and efficiency for CSO engagement						
2)	Does your organization have a formal agreement with UN Women? If yes, could you please tell us how the negotiation process with UN Women was?			X	X	X
3)	Do you feel that your organization was prepared for partnering with UN Women in terms of administrative processes and needs? <i>For both yes and no, please explain your answer.</i>			X	X	X
4)	Did UN Women provide adequate administrative support for your organization (e.g., answering of doubts, revising documents, or providing other needed information)?			X	X	X
5)	Did UN Women answer timely to the demands and needs of your organization? <i>Please provide a concrete example.</i>		X	X	X	X
6)	How would you evaluate the quality and timeliness of UN Women rules and administrative procedures? <i>Please explain any specific challenges or strengths.</i>	X	X	X	X	X
7)	How could UN Women improve its systems to promote a better engagement with CSOs?	X	X	X	X	X
Programmatic work effectively leveraged CSO alliances for enabling organizations						
8)	What have been the most important 2-3 results of the partnership between UN Women and civil society organizations in your country/region?	X	X	X	X	X
9)	What is your main thematic area of work? How do you evaluate UN Women approach to this area?	X	X	X	X	X
10)	How do you evaluate UN Women openness for hearing and considering the voices of its partners? <i>Please give us an example.</i>	X	X	X	X	X
11)	How do you evaluate UN Women’s approach to social groups who face greater discrimination or vulnerability? <i>Please give us an example.</i>	X	X	X	X	X
12)	How useful and relevant would you consider any relevant UN Women’s publications, including to achieving [<i>insert relevant policy issue</i>]? <i>If yes, please provide an example of use.</i>		X	X	X	X
13)	Have you been involved on the production of a publication with UN Women’s support? If yes, could you please describe us the thematic area and the expected uses of this publication?	X	X	X	X	X
14)	In your opinion, what is the added value of being an UN Women partner?	X	X	X	X	X
15)	Did UN Women give programmatic training for you or someone from your organization? <i>Please explain.</i>		X	X	X	X

16)	If your organization received a small grant from UN Women, could you please describe if this has resulted in the increase of your organization's capacity? <i>Please explain.</i>				X	
17)	What is your perspective on the long-term nature of the partnership with UN Women?		X	X	X	X
Enabled the inclusion of CSOs in its work to influence gender priorities and policies, including						
18)	Were you involved in any Civil Society Advisory Group, committee, alliance, or other forum of collaboration? <i>Please describe.</i>	X	X	X	X	X
19)	Have you participated at any national or international conference or meeting with UN Women's support? <i>Please describe.</i>			X	X	X
20)	To what extent does UN Women provide space for dialogue around your CSO priorities? Are these amenable to be converted to action? <i>Please explain.</i>		X	X	X	X
Conclusion						
21)	What are your recommendations for UN Women regarding its engagement with CSOs? <i>Please share any other comment or question.</i>	X	X	X	X	X

Thank you for your valued feedback! As part of the Independent Evaluation Service's commitment to a transparent and participatory consultation process, please confirm if you would like to receive updates in the future about the results of this thematic evaluation?

- Yes [ensure contact details are noted]
 No

7.2.2. [CSO survey template](#)

Dear Madam/Sir:

First, thank you on behalf of the UN Women Independent Evaluation Service for participating in this survey as part of the **Evaluation of Civil Society Engagement** in the Americas and Caribbean.

This survey seeks to better understand **your important perspective** on UN Women's engagement with civil society. It should take 10-15 minutes to complete. No question is mandatory in case you are unable to respond.

Your responses will be **treated confidentially** without any attribution to your identity. Please contact the independent evaluation team for any question: caio.csermak@unwomen.org; michael.craft@unwomen.org.

*Randomly order of questions**

1. How long have you been collaborating with UN Women?

- I have not worked with UN Women previously
 Less than one year
 1-3 years
 3-5 years

- More than 5 years
- Don't know / Prefer not to respond

2. Gender identity

- Woman
- Man
- Transgender
- Non-binary / nonconforming
- Prefer not to respond

3. Your position in your organization

- Senior Manager (Director, Representative, or Deputy Representative)
- Program Manager
- Program Specialist
- Project staff
- Volunteer
- Other (____)
- Prefer not to respond

4. Your organization type *

Select all that apply.

- Women's and/or feminist organization
- Afro-descendant women's organization
- Indigenous organization
- Faith-based organization
- Humanitarian assistance organization
- Workers union or association
- Peace and security organization
- Academic, think tank or research organization
- Other (____)
- Don't know / prefer not to respond

5. Does your organization address any of the following groups of women who are often at greater risk of being leave behind? *

Select all that apply.

- Indigenous
- Afro-descendant
- Other minority
- Human rights defenders
- Gender-based violence victims
- Migrant, refugee and/or displaced
- Persons living with disabilities
- Urban or rural poor
- Youth
- LGBTQI+
- Elderly
- Female-headed households

- Persons living with HIV/AIDS
- Other (____)
- Don't know / prefer not to respond

6. UN Women offices with which your organization primarily works

[Branching logic: Only if Q1 is selected positively.]

Select all that apply.

- Argentina
- Bolivia
- Brazil
- Caribbean
- Chile
- Colombia
- Ecuador
- El Salvador
- Guatemala
- Haiti
- Honduras
- Mexico
- Regional Office for the Americas and the Caribbean
- Uruguay
- Other (____)
- Don't know / prefer not to respond

7. Please indicate the extent to which you agree with the following statements regarding UN Women's engagement with civil society organizations. *

	Fully disagree	Disagree	Neither disagree nor agree	Agree	Fully agree
UN Women chooses its partnerships through fair and open competitions					
UN Women contributes to the institutional strengthening of civil society organizations					
UN Women builds technical capacities on its partners of civil society organizations					
UN Women adapts its global norms and international best practices to its local partners of civil society organizations					
UN Women operates as a bridge builder between civil society organizations and governments					
UN Women operates as a bridge builder between civil society organizations and the academia					

UN Women operates as a bridge builder between civil society organizations and the private sector					
UN Women foster multistakeholder alliances and participatory spaces in which civil society organizations are inserted					
UN Women supports the participation of representatives of civil society organizations in national and international meetings, conferences and other relevant participatory spaces					

8. In your opinion, to what extent does the UN Women integrate the INSTITUTIONAL NEEDS of civil society organizations?

Not at all  Fully

9. Indicate

the extent to which you agree with the following statements regarding UN Women's engagement with civil society organizations. *

	Fully dis-agree	Disa-gree	Neither disa-gree nor agree	Agree	Fully agree
UN Women role in terms of promoting gender equality and empowerment of women is clear to me					
UN Women has the role of providing normative support for the formulation of policies, global standards and norms					
When necessary, UN Women needs to implement operational activities to promote gender equality and empowerment of women					
UN Women should ensure accountability for UN work on gender equality and promote the incorporation of gender perspectives into all UN policies and programmes					
UN Women role in terms of engagement with civil society is clear to me					
UN Women gives technical support to governments at the national and local levels, but doesn't interfere on governmental programmes and policies					
UN Women should adopt public positions only when they are aligned with global norms and don't affect national sovereignty					

10. Please indicate your LEVEL OF SATISFACTION with UN Women's work regarding the following assertions*

	Very unsatisfied	Some-what unsatisfied	Neither unsatisfied nor satisfied	Some-what satisfied	Very satisfied
ALIGNMENT to the most pressing needs of women and girls in your country or region					
Targeting the CAUSES of gender inequality					
IDENTIFICATION of the most marginalised and vulnerable populations in line with the principle of "leave no one behind"					
ENGAGE with the most marginalised and vulnerable populations in line with the principle of "leave no one behind"					

11. How effectively has UN Women contributed to RAISE AWARENESS AND FOSTER EVIDENCE-BASED ADVOCACY in the following areas? *

	Very ineffective	Some-what ineffective	Neither ineffective, nor effective	Some-what effective	Very effective
Governance and participation in public life					
Women's economic empowerment					
Elimination of violence against women					
Humanitarian action, risk and disaster management					
Women, peace and security					

12. UN Women works to strengthen the capacity of its partners to develop and implement gender-responsive policies, strategies, frameworks and programmes. Please assess UN Women's effectiveness in its CAPACITY BUILDING efforts in the following areas. *

	Very ineffective	Some-what ineffective	Neither ineffective, nor effective	Some-what effective	Very effective
Governance and participation in public life					
Women's economic empowerment					
Elimination of violence against women					
Humanitarian action, risk and disaster management					
Women, peace and security					

13. What areas, if any, require more attention by UN Women to improve civil society organizations capacities?

Enter your answer

14. If you took part in any training provided by UN Women, explain whether the knowledge and tools delivered were useful or not for you or your organization’s mission.

Enter your answer

14. To what extent do you agree with the following statements based on UN Women’s existing partnership with your organization? *

	Fully disagree	Disagree	I neither agree nor disagree	Agree	Fully agree
UN Women has provided adequate information on HOW TO APPLY for its calls and grants					
UN Women rules and procedures are CLEAR to me					
UN Women provided my organization with ADEQUATE TRAINING regarding its rules and procedures					
UN Women procedures are INCLUSIVE for grassroots and small organizations					
UN Women administrative demands for partners are ADEQUATE					
I and/or my organization have an OPEN DIALOGUE CHANNEL with UN Women regarding issues and/or requests					
I and/or my organization intend to MAINTAIN A LONG-TERM PARTNERSHIP with UN Women					
UN Women’s partnership ADDS VALUE to my organization					

15. In your opinion, to what extent does UN Women’s engagement with civil society organizations contribute to gender equality and empowerment of women?

Not at all  Fully

16. Indicate to what extent you agree with the following statements about UN Women's engagement with civil society organizations. *

	Fully disagree	Disagree	I neither agree nor disagree	Agree	Fully agree
UN Women gives proper attention to the demands and issues of my daily work or of my organization					
I consider UN Women a legitimate voice on gender issues in my country or region					
I consider UN Women a center of expertise in gender					
Through its publications, UN Women was able to provide new knowledge or tools for me and/or my organization					
Through its trainings, UN Women was able to provide new knowledge or tools for me and/or my organization					
UN Women respects and promotes women's diversity through its partnerships with civil society organizations					
UN Women partnerships adequately includes populations in situation of vulnerability or left behind					

22. If you or someone from your organization took part of any UN Women CIVIL SOCIETY ADVISORY GROUP, assess the extent to which this participation was satisfactory including whether UN Women took in consideration members' recommendations.

Enter your answer

23. If you or someone from your organization received UN Women's support to take part of any consultations, conference, or other SPACES FOR DIALOGUE, explain whether your experience was helpful or not for you and your organization to achieve your mission.

Enter your answer

24. In closing, suggest 1-3 PRIORITY ACTIONS for UN Women to ENHANCE IMPACT in its engagement with civil society in the Americas and Caribbean region.

Enter your answer

Thank you for your valued feedback! As part of the Independent Evaluation Service's commitment to a transparent and participatory consultation process, please confirm if you would like to receive updates in the future about the results of this thematic evaluation?

- Yes
- No

7.2.3. Focus group protocol

Opening Statement

You have been selected to participate in this focus group discussion. By participating in this discussion, you will not receive any direct benefits; however, the views expressed will be beneficial in informing the work of UN Women in the future.

This tool is designed to capture your thoughts and opinions. There is no correct or incorrect response. The opinions you provide will be anonymous, and no one will be identified individually. Only collective information will be used to identify common perceptions towards reconciliation, peacebuilding, sexual bribery and the project delivery. Once completed, the results will be tabulated and presented in a report to UN Women.

You may choose not to engage in this activity, and there will be no adverse consequences. Additionally, if you do participate, but at any point, if you feel that you would rather not give your views on the matters, you have the freedom to stop answering the questions.

Focus Group Guide 1 – Programmatic partners

Part I

Round of introductions.

Please tell us your name and how you have been engaged with UN Women.

Part II

Question 1: Please, tell us to which extent the engagement with UN Women was useful to your organization or group and why? Why was it relevant and why not?

Question 2: In your opinion, was the partnership with UN Women well managed? What were the difficulties you found and also what worked well from an operational point of view?

Question 3: What have you/your organization taken from partnering with UN Women? What were the main benefits?

Question 4: What were the main challenges involved in the partnership and what would be your suggestions for future projects of this nature?

Part III

Question 5: What are your recommendations for a better UN Women’s engagement with civil society organizations?

Closure with thanks to all the participants and additional collection of data if needed for late comers.

Focus Group Guide 2 – CSO’s representatives at participatory spaces

Part I

Round of introductions.

Please tell us your name and how you have been engaged with UN Women.

Part II

Question 1: Please, tell us to which extent the engagement with UN Women was useful to your organization or group and why? Why was it relevant and why not?

Question 2: What are the groups, committees, conferences or strategic meetings you took or take part? What are the main positive results of its participation?

Question 3: What are the main challenges and limitations of the participatory spaces you took or take part?

Question 4: Do you think UN Women hears your voice and takes seriously your recommendations converting them into action? If yes, could you please give us an example? If no, how could this be improved?

Part III

Question 5: What are your recommendations for a better UN Women’s engagement with civil society organizations?

Thank you for your valued feedback! As part of the Independent Evaluation Service’s commitment to a transparent and participatory consultation process, please confirm if you would like to receive updates in the future about the results of this thematic evaluation?

- Yes [ensure contact details are noted]
 No

Closure with thanks to all the participants and additional collection of data if needed for late comers.

7.2.4. Observation protocol

The following protocol is designed to provide a structured approach to data collection during meetings of the Regional Women’s Conference. The protocol instrument should be used for each relevant meeting of the conference.

Summary

Provide overview of key takeaways in terms of CSO engagement in line with the evaluation questions of interest.

Notes

Include detailed notes of the meeting based on the following guiding questions³⁵ for observation:

1. Orientation

³⁵ Guiding questions of this protocol were adapted from data collection instruments used in the Evaluation of United Nations Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States, conducted by the Office of Internal Oversight Services Inspection and Evaluation Division in 2020.

- Pre-meeting items: Is the agenda provided before meeting, and clear about purpose and objective.
 - During conduct of meeting:
 - Do attendees seem to understand and agree to the agenda?
 - What are the topics of discussion?
 - Is the agenda followed and items covered?
 - What is the expectation of the UN Women's role?
 - What is within UN Women's sphere of influence/control?
 - Are there clear action items with deadlines and focal points decided for each item where applicable?
 - Does the overall objective appear to have been met?
2. UN Women facilitation of CSO participation and dialogue
 - Is there a clear facilitator of the meeting?
 - Do participants look to UN Women for substantive/procedural input?
 - Are the expectations of participants seem to be met?
 - How effectively does the facilitator/chair tackle the agenda?
 - How effectively does the facilitator/chair arbitrate conflict?
 - How effectively does the facilitator/chair lead participants to concrete action items and deadlines?
 3. Discussion of UN Women
 - Mention (yes/polite thanks/no)
 - Opinion (positive/neutral/negative)
 - Outputs (e.g., analysis on programme of action follow-up):
 - What is the nature of the discussion and key issues raised about the UN Women's outputs?
 - What is the general sentiment about how the process went/is going/will go?
 - What factors (structural, managerial, resource-based, mandate-based, etc.) are mentioned as affecting UN Women's timeliness/accuracy/quality in delivering the relevant outputs?
 4. Relational tone
 - Interaction between UN Women personnel themselves
 - Interaction between UN Women personnel and CSO representatives
 - Interaction between UN Women personnel and key other partners
 - Relevant sub-questions include:
 - Is the relationship between staff and meeting facilitator/manager acrimonious/collegial?
 - Are UN Women personnel cooperating well toward getting the job done?
 - Is there a clear sense of the division of labour?
 - Do UN Women personnel arrive at this easily or through some deliberation?
 - Are issues/challenges raised in this respect?
 5. Other observations relevant to an assessment of UN Women efficiency or effectiveness in assisting CSOs, and/or the timeliness, accuracy or quality of the products it produces.

Annexes

Include relevant photos, speeches, list of participants, presentations, and other useful reference material.

7.3. Profile of evaluation team

Mr. Michael Francis CRAFT (Team Leader) serves as the Regional Evaluation Specialist for the Americas and the Caribbean of the UN Women Independent Evaluation Service, where he manages evaluations in the region in coordination with country offices and the regional office. Prior to his current position, he evaluated United Nations advocacy work on children and armed conflict and conflict-related sexual violence. He has also conducted programmatic and thematic evaluations at the United Nations Development Programme Independent Evaluation Office. He has extensive experience in designing research systems for evaluation functions in the United Nations system. Mr. Craft has also worked as a consultant for the Multilateral Diplomacy Program of the United Nations Institute for Training and Research and has supported local conflict transformation initiatives in the Democratic Republic of Congo. Mr. Craft holds a dual master’s degree in international affairs from Columbia University and Sciences Po (Paris).

Mr. Caio CSERMAK (Research Evaluation Consultant), is an associate professor in the international relations course at Paraíba State University (Brazil). Between 2009 and 2013, Mr. Csermak worked in Brazil as a programme assistant on intermittent occasions for UNIFEM, UN Women and the Inter-agency Programme for the Promotion of Gender and Ethnic-Racial Equality. Starting in 2015, Mr. Csermak has been conducting programmatic and thematic evaluations for UN System organisms such as UN Women, UNESCO, UNHCR and UNFPA. In addition, Mr. Csermak has worked on the production of social and cultural projects, as well as curating and designing artistic realizations in the areas of music, literature, visual arts, and cinema. Mr. Csermak holds a master’s degree in social anthropology from University of Brasília and a dual PhD in social anthropology from University of São Paulo (Brazil) and University of Music Franz Liszt Weimar (Germany).

7.4. Detailed evaluability assessment

7.4.1. [Conduciveness of the context to conduct the thematic evaluation](#)

Table 10. [Evaluability assessment: overall analysis](#)

What is the level of UN Women key stakeholders’ involvement and perspective towards thematic evaluation?	[High] Observation: UN Women CSO key stakeholders are significantly involved with (multi)national and regional offices through the implementation of 403 agreements (partner and small grant agreements), the operation of 8 Civil Society Advisory Groups, the participation of CSOs partners on international fora - such as CSW or ECLAC Regional Conference on Women in Latin America and the Caribbean - and the execution of several initiatives with relevant participation of civil society – like the Spotlight Initiative and the Gender Equality Forum.
What is the overall socio-political context and conduciveness to conduct the thematic evaluation?	[Medium] Observation: Civil society organizations are a core part of Latin America and Caribbean democracies and public arenas and represent a solid and historical UN Women partner. In this sense, it’s possible to affirm that there is a very good overall socio-political context and conduciveness to conduct the thematic evaluation. Nevertheless, it’s important to notice that during the last decade several countries of the region have been facing a political context of growing conservatism, which have been resulting in setbacks for women activists and organizations, which can pose challenges for the implementation of this evaluation exercise.

Table 11. [Evaluability assessment: accountability](#)

Do UN Women’s offices in the region have a clear	[Yes] Observation: Although the UN Women’s offices have faced common challenges such as human resources limitations, sensitive political contexts and the response to Covid-19
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management structure to engage with civil society organizations?	pandemic, the management structure for the engagement with civil society organizations are clear in the corporate guidance and partner and small grant agreements generally followed administrative mandatory processes.
Are there any significant leadership issues that have influenced implementation?	[No] Observation: n/a
Does the programme have a transparent performance assessment and reporting system?	[Yes] Observation: All (multi)country and regional offices have been timely reporting results through annual and quarterly reports, which were adequately updated to the RMS system. Nevertheless, when it comes to the project level, there is a considerable discrepancy: while some UN Women offices have been updating project documents – including narrative and financial reports – on a regular basis, other offices are not updating satisfactorily the PGAMS system.

7.4.1. Quality and completeness assessment rating scale of DRF/OEEF

This section analyses the results and indicators of two UN Women Global Strategic Plans: 2018-2021 and 2022-2025. The results and indicators selected were the ones directly related to UN Women’s engagement with civil society organizations. This indicators selection was done at the Terms of Reference of the UN Women’s corporate evaluation *Does UN Women’s engagement with civil society contribute to LNOB? A formative corporate evaluation*. The quality analysis of the results, outputs and indicators of selected results frameworks was conducted using the SMART criteria – specific, measurable, achievable, realistic and time-bound – and the Results Based Management principles. The following tables provide the methodological basis for the evaluation and scoring of results, products and indicators.

Table 12. Evaluability assessment: UN Women Global Strategic Plan 2018-2021

Outcome or output statement	Indicator N°	Indicator statement	Source of data	Quality score
DRF Output: Evidence-based dialogue is facilitated amongst governments and with civil society and other relevant actors in the context of intergovernmental processes	1.1.2	<i>Number of dialogues convened and platforms created by UN-Women for non-governmental organizations to contribute to global policy discussions</i>	UN-Women’s Results Management System (A)	Rating: Indicator: Adequate Pros: Achievable; measurable; and singular focus. Cons: Weak definition of what constitutes a dialogue and how these dialogues could led to the contribution to global policy discussions
DRF Output: More women of all ages fully participate, lead and engage in political institutions and processes	4.11.7	<i>Number of women’s organizations with increased capacities to respond to and mitigate the pandemic, fight against COVID-19 related gender-based violence, racism, xenophobia, stigma, and other forms of discrimination, prevent and</i>	n/a	Rating: Indicator: Adequate Pros: Achievable; measurable; and well described. Cons: Non-specific: what should be UN Women contribution in order to

		<i>remedy human rights abuses, and ensure longer-term recovery</i>		increase women's organizations capacities?
OEEF Output: Increased engagement of partners in support of UN-Women's mandate	O_2.1	<i>Global annual growth rate of direct, flexible, core and long-term funding from all sectors committed to civil society organizations working on gender equality and women's empowerment, including women's organizations</i>	UN-Women's Results Management System (A)	Rating: Indicator: Strong Pros: Achievable; measurable; and reliable source data. Cons: None.
	O_2.2	<i>Number of reported acts of intimidation and reprisals experienced by gender equality advocates and civil society organizations working on gender equality and women's empowerment, including women's organizations, for cooperation with the UN</i>	UN-Women's Results Management System (A)	Rating: Indicator: Adequate Pros: Measurable; and specific. Cons: The data source is not adequate for the indicator; and lack of plain language.
	O_2.4	<i>Level of influence of civil society organizations working on gender equality and women's empowerment, including women's organizations, in key normative, policy and peace processes</i>	UN-Women's Results Management System (A)	Rating: Indicator: Weak Pros: Clearly related to the output. Cons: Level of influence is not measurable; it's necessary to define what is a key normative, policy or peace process; and result is above UN Women's delivery capacity at the output level.

Table 13. Evaluability assessment: UN Women Global Strategic Plan 2022-2025

Outcome or output statement	Indicator N°	Indicator statement	Source of data	Quality score
Output: Changes attributed to UN-Women in skills or abilities and capacities of individuals or institutions and/or the availability of new products and services contributing to Global normative frameworks and gender-responsive laws, policies and institutions	0.1.d	<i>Number of partners that have increased capacities to promote/influence gender responsive legislation (UNAIDS, UNDP)</i>	Field Offices of UN-Women	Rating: Indicator: Adequate Pros: Achievable; and measurable. Cons: Non-specific: what should be UN Women contribution in order to increase partners capacities?
	0.1.e	<i>Number of partners that have increased capacities to advance gender equality and women's empowerment through national</i>	Field Offices of UN-Women	Rating: Indicator: Adequate

		<i>and/or local (multi)sectoral strategies, policies and/or action plans (UNAIDS, UNDP, UNFPA)</i>		<p>Pros: Achievable; measurable; and specific.</p> <p>Cons: UN Women contribution to change could be more clear.</p>
	0.1.h	<i>Number of multi-stakeholder dialogue processes to promote engagement of governments with civil society and other partners to advance gender equality and women's empowerment</i>	Field Offices of UN-Women	<p>Rating:</p> <p>Indicator: Adequate</p> <p>Pros: Achievable; measurable; and specific.</p> <p>Cons: UN Women contribution to change could be more clear.</p>
Outcome 2 Financing for gender equality Public and private financing advance gender equality through gender responsive financing policies, strategies and instruments	0.2.c	<i>Number of national partners with capacities to apply Gender Responsive Budgeting tools in the budget cycle</i>	Field Offices of UN-Women	<p>Rating:</p> <p>Indicator: Adequate</p> <p>Pros: Achievable; measurable; and specific.</p> <p>Cons: Civil society engagement and UN Women contribution to change could be more clear.</p>
	0.4.a	<i>Number of institutions with strengthened capacities to improve the provision of essential services, goods and/or resources for women (UNAIDS, UNDP, UNFPA, UNICEF, WHO)</i>		<p>Rating:</p> <p>Indicator: Adequate</p> <p>Pros: Achievable; and measurable.</p> <p>Cons: UN Women contribution to change could be more clear.</p>
	0.4.b	<i>Number of countries supported to develop and/or implement guidelines, protocols and standard operating procedures to strengthen EVAWG services in line with the Essential Services Package</i>		<p>Rating:</p> <p>Indicator: Strong</p> <p>Pros: Achievable; measurable; relevant; and specific.</p> <p>Cons: None.</p>
	0.4.c	<i>Number of women's organizations with increased capacities to deliver and/or monitor the quality of services, resources and goods for women in humanitarian and development settings (UNAIDS, UNFPA)</i>		<p>Rating:</p> <p>Indicator: Adequate</p> <p>Pros: Achievable; measurable; relevant; and specific.</p> <p>Cons: UN Women contribution to change could be more clear.</p>
	0.4.e	<i>Number of countries with multi-stakeholder initiatives in place to prevent</i>		<p>Rating:</p> <p>Indicator: Weak</p>

		<i>and respond to sexual violence, including sexual harassment in public and/or private spaces</i>		<p>Pros: Measurable.</p> <p>Cons: Non-specific: initiatives in place needs a better definition; and UN Women contribution to change could be more clear.</p>
<p>Outcome 5 Women’s voice, leadership & agency More women and girls exercise their voice, agency and leadership, including through an enabling environment that supports women’s and youth organizations</p>	0.5.1	<i>Global annual growth rate of direct, flexible, core and long-term funding from all sectors committed to civil society organizations working on gender equality and women’s empowerment, including women’s organizations</i>		<p>Rating:</p> <p>Indicator: Strong</p> <p>Pros: Achievable; measurable; and reliable source data.</p> <p>Cons: None.</p>
	0.5.2	<i>Number of reported acts of intimidation and reprisals experienced by gender equality advocates and civil society organizations working on gender equality and women’s empowerment, including women’s organizations, for cooperation with the UN</i>		<p>Rating:</p> <p>Indicator: Adequate</p> <p>Pros: Measurable; and specific.</p> <p>Cons: Lack of plain language.</p>
	0.5.4	<i>Level of influence of civil society organizations working on gender equality and women’s empowerment, including women’s organizations, in key normative, policy and peace processes</i>		<p>Rating:</p> <p>Indicator: Weak</p> <p>Pros: Clearly related to the output.</p> <p>Cons: Level of influence is not measurable; it’s necessary to define what is a key normative, policy or peace process; and result is above UN Women’s delivery capacity.</p>
<p>Output: Changes attributed to UN-Women in skills or abilities and capacities of individuals or institutions and/or the availability of new products and services contributing to Women’s voice, leadership & agency</p>	0.5.a	<i>Amount of funding disbursed annually in support of civil society organizations, especially women’s organizations, working towards the achievement of gender equality and women’s empowerment, through UN-Women programmes and grant-giving</i>		<p>Rating:</p> <p>Indicator: Strong</p> <p>Pros: Achievable; measurable; specific; and UN Women’s contribution to change is clear.</p> <p>Cons: None.</p>
	0.5.b	<i>Number of advocacy initiatives with partners to increase quality, flexible,</i>		<p>Rating:</p> <p>Indicator: Adequate</p>

		<i>core funding for civil society organizations working on gender equality and women's empowerment, especially women's organizations</i>		<p>Pros: Achievable; and measurable.</p> <p>Cons: UN Women contribution to change could be more clear.</p>
	0.5.c	<i>Number of dialogues, mechanisms, platforms and/or coalitions created and sustained that enable meaningful and safe participation and engagement by gender equality advocates and civil society organizations working on gender equality and women's empowerment, especially women's organizations, in decision-making</i>		<p>Rating:</p> <p>Indicator: Strong</p> <p>Pros: Achievable; measurable; specific; and casual chain is well defined.</p> <p>Cons: UN Women contribution to change could be more clear.</p>
	0.5.d	<i>Number of civil society organizations working on gender equality and women's empowerment, especially women's organizations, that have strengthened capacities to exercise their leadership role towards the achievement of gender equality and women's empowerment</i>		<p>Rating:</p> <p>Indicator: Strong</p> <p>Pros: Achievable; measurable; specific; and singular focus.</p> <p>Cons: UN Women contribution to change could be more clear.</p>
	0.5.e	<i>Number of women and girls, including women and girls living with and/or affected by HIV, with increased capacities to participate in public life and exercise leadership</i>		<p>Rating:</p> <p>Indicator: Adequate</p> <p>Pros: Achievable; and measurable.</p> <p>Cons: Participation in public life could be better defined; and UN Women contribution to change could be more clear.</p>
	0.5.f	<i>Number of initiatives developed and implemented to prevent, monitor and mitigate violence against women in politics (VAWP) and in public life (including gender equality advocates in civil society organizations working on gender equality and women's</i>		<p>Rating:</p> <p>Indicator: Strong</p> <p>Pros: Achievable; measurable; specific; and casual chain is well defined.</p> <p>Cons: UN Women contribution to change could be more clear.</p>

		<i>empowerment, especially women’s organizations)</i>		
Output: Changes attributed to UN-Women in skills or abilities and capacities of individuals or institutions and/or the availability of new products and services contributing to Production, analysis and use of gender statistics and sex-disaggregated data and knowledge	0.6.c	<i>Number of gender statistics and sex-disaggregated data collection initiatives, including in emerging areas, conducted or analyzed (UNDP, UNFPA)</i>	Field Offices of UN-Women	Rating: Indicator: Strong Pros: Achievable; measurable; specific; and adequate data source. Cons: None.
	0.6.d	<i>Number of platforms/web-based databases for dissemination of multi-level disaggregated gender statistics, sex-disaggregated data and knowledge developed</i>	Field Offices of UN-Women; Women Count	Rating: Indicator: Adequate Pros: Achievable; measurable; and clear aligned to the output. Cons: UN Women contribution to change could be more clear
OEE Output 2 Advancing partnerships & resourcing; Effectively influencing for impact & scale: UN-Women effectively leverages and expands its partnerships, communications and advocacy capabilities to increase support for and financing of the gender equality agenda, while securing sustainable resourcing for the delivery of its own mandate.	OEE 0.2.6	<i>Rating of UN-Women Youth 2030 performance on meaningful youth engagement, as set out in the Youth 2030 Scorecard</i> (i) Policies and processes for meaningful youth engagement (ii) Diversity of youth (groups) engaged (iii) Meaningful youth engagement in the year in: (a) design, development, monitoring and evaluation of Strategic Plans ; (b) support to Governments/ inter-governmental processes; (c) UN-led programmes, projects and campaigns (QCPR)		Rating: Indicator: Strong Pros: Achievable; measurable; and specific. Cons: None.

Table 14. Evaluability assessment: Rating guidance for Results Framework

Rating Guidance ³⁶		
Weak = few attributes (~1-3)	Adequate = some attributes (~4-6)	Strong = many attributes (~6+)
Where limited feedback is written, assess based on provided feedback.		
Key successful attributes		

³⁶ This rating table is credited to the Cambodia CPE evaluation team.

Outcomes	Outputs	Indicators
<ul style="list-style-type: none"> ● UN Women can influence or contribute to change ● Intermediate-level scope of change ● Change in behavior, institutional performance, attitude, beliefs ● Singular Focus ● Specific ● Measurable ● Achievable ● Time-bound 	<ul style="list-style-type: none"> ● Within control of UN Women or partners (responsible party) ● Immediate-level change (during programme) ● Change in any of the following, among others: skills, abilities, knowledge, awareness, capacity, accountability; availability of products, data, or services; something created, built or repaired; Institutional arrangements, leadership, efficiency; advocacy or dialogue mechanisms. ● Singular focus ● Specific (Sets precise criteria for success) ● Uses change language (not action language) 	<ul style="list-style-type: none"> ● Clearly measures change (output) or potential for change (outcome) ● Logical direct (preferred) or proxy (acceptable) indication of change ● Clearly aligned to output(s) ● Singular Focus ● Specific (Sets precise criteria for success) ● Plain language ● Valid / Reliable ● Measurable ● Available & Timely

7.5. Data management plan

Introduction

Data collected through this evaluation is subject to the UN Women Information Security Policy that sets out the basis for UN Women in protecting the confidentiality, integrity and availability of its data to protect these assets against unauthorized usage, access, modification, destruction, disclosure, loss or transfer of data, whether accidental or intentional.

All UN Women staff and other authorized individuals or entities are responsible for maintaining appropriate control over information in their care and for bringing any potential threats to the confidentiality, integrity, or availability of that information to the attention of the appropriate management. Compliance with this Policy is a condition of employment for all UN Women staff and a condition of contract for all other authorized individuals or entities, unless a prior (temporary) waiver is obtained. Failure to comply with this Policy without obtaining a prior waiver shall be dealt with in accordance with Staff Regulations and Rules, or as appropriate, the contractual terms of UN Women’s engagement of the authorized individual or entity.

This Data Management Plan outlines key aspects of data protection during this evaluation, namely collection of data and study materials; treatment of consulted populations and observed topics; storage, security and backups; archiving, preservation and curation; discovery, access and sharing and responsibilities of the key IES staff involved.

Collection of data and study materials

Type of data: The Independent Evaluation Service (IES) evaluates UN Women’s work to assess the achievements and challenges and to support learning and decision-making for the UN Women’s work engaging civil society in the region. The evaluation team is comprised by the Regional Evaluation Specialist at the IES and one independent evaluation consultant. The data collection process is organized via semi-structured

interviews, on-line surveys and desk reviews. Therefore, digital statistical (surveys) and textual data (interview notes, documents) will be collected and stored using UN Women SharePoint/OneDrive accessible by evaluation team members only. The only personal data collected and used in this evaluation will be: names and last names of the interviewees, their function in the organization/institution and the affiliated institution. Personal names and last names will not be published in any of the reports and will be known only to the evaluation team members. Desk review is focused on existing data collection and review (plans, programme and project reports, publications, video materials), most of them already publicly available. New sets of data include data collected from key informant interviews and survey.

Methods of data / materials collection: Interviews will be organized remotely using online communication tools (MS teams, zoom) or telephone lines. Meeting minutes will be taken (MS Word) and stored. No audio recordings will be made. Survey will be designed using MS forms and distributed to UN Women staff and targeted civil society organizations via email link. Survey will ask for identification of UN Women Country Office / Presence or an organization but will not ask for the personal data of those filling the questionnaire.

Quality assurance and data validation: The evaluation will adhere to UN Women Evaluation Policy, UNEG Norms and Standards for Evaluation, Ethical Guidelines and Code of Conduct, UNEG guidance on integrating Human Rights and Gender Equality in evaluations with gender responsive and human rights approaches integrated into the approach. To ensure quality and that all required information is included, the evaluation team will self-assess the draft evaluation report using the UN Women Global Evaluation Reports Assessment and Analysis System (GERAAS) tool. No automatic processes of data validation will be introduced. Raw data will be quality assured by the evaluation team members (which will be the only persons having access to them) using cross reference and triangulation of data from different sources. Processed data in a form of findings and reports will be subject to quality review / validation by the peer reviewer, the evaluation reference group, and the evaluation management group. Due to the dual role of the regional evaluation specialist in this evaluation, as both team leader and manager of the evaluation, Peer Reviewers from IEAS were engaged to add an extra set of objective eyes and ensure that the GERAAS criteria and UN Ethical Guidelines are adhered to.

Treatment of consulted populations

Consulted population may include UN Women personnel, partner UN and other development agencies, donor/development partners' representatives, government representatives, academia, civil society organizations, grass root and informal groups. Most of the targeted key informants are not characterized as vulnerable.

Evaluation also aims to capture the perspective of the right holders belonging to vulnerable groups in the communities at risk of radicalization and / or affected by trafficking, including women peacebuilders, members of vulnerable communities themselves, children and youth, war widows and military widows, victims of human trafficking, victims of sexual and gender-based violence in conflict. It is expected they will be voiced through their associations or grassroots and other civil society organizations' representatives that are providing services to them.

In general, evaluation is focused on topics of UN Women programmes implementation and results which are not categorized as sensitive. Still, descriptions of the context (conflict, social norms, pressure of different interest groups) or sharing the stories from the past can be sensitive for some key informants. In case any topic turns to be sensitive for the key informant, evaluators will not insist on it in order not to make any additional stress to the interviewee. In case any of the participants reports violence along the interview, they will be referred to local services.

In all cases, the evaluation will be conducted with integrity and respect for the beliefs, manners and customs of the social and cultural environment; for human rights and gender equality; and for the ‘do no harm’ principle. Interviews will be led with a tone of respect, openness and rapport. Evaluators will respect the rights of institutions, organizations and individuals to provide information in confidence. Before collecting any data, an explanation of the purpose and the intention of the evaluation will be provided in the language of the interview and explicit oral consent will be sought. Presentation of findings in the report will ensure anonymity of the key informants. Sensitive data will be protected and ensure they cannot be traced to its source. Actual names of participants are not to be included in the final evaluation report.

Storage, security, and backup

Software and platforms used for data processing: Microsoft word, excel and PowerPoint will be used to store and present data. Microsoft Forms will be used for quantitative data analysis of the survey. Collected data will be shared and stored via secure file sharing service – UN Women MS One Drive SharePoint folder and will be protected under overall data protection mechanisms by UN Women IT service. The folder will be accessible to evaluation team members only.

Temporarily during data collection phase, interview notes and reviewed documentation may be stored in business computers of the UN Women Evaluation Specialist and private/business computers of independent evaluation consultants or in a form of written notes (depending on the conditions during the interviews, availability of the internet, access to SharePoint etc.). As soon as the data collection is completed and notes are transferred to SharePoint drive, data will be deleted from personal computers. Once evaluation is over, access to share point folders will be revoked to all external evaluation team members.

Archiving, preservation, and curation

Upon completion of the evaluation, IES evaluation team leader will create a clean dataset containing files that might be relevant for further use in evaluations and research by UN Women. UN Women recommends preserving data for four years, covering the four-year Strategic note period. Personal data (names and last names) of interviewees will be removed/deleted from the interview notes/summaries. All data not assigned to the archive will be deleted upon completion of the evaluation.

Informed consent checklist

The following checklist aims to assist in elaborating the informed consent using criteria applicable to all IES projects (required), and additional criteria for certain projects (where applicable). The informed consent introduction can be found under the data collection tools.

Checklist area	Yes	No
<i>All IES evaluation projects (required)</i>		
Evaluator introduces him/herself including affiliation	<input type="checkbox"/>	<input type="checkbox"/>
Describes the purpose of the evaluation and data collection	<input type="checkbox"/>	<input type="checkbox"/>
Consent is administered in a language that the participant understands, and that excludes jargon or confusing language, ensuring that phrasing is clear, comprehensible and concise	<input type="checkbox"/>	<input type="checkbox"/>
Statement of voluntary nature of participation and duration	<input type="checkbox"/>	<input type="checkbox"/>
Statement on confidential nature of participation to the extent possible	<input type="checkbox"/>	<input type="checkbox"/>

Contact information is provided for further questions about their rights as participants	<input type="checkbox"/>	<input type="checkbox"/>
Space for questions and verbal/written consent (yes/no)	<input type="checkbox"/>	<input type="checkbox"/>
<i>IES evaluation projects involving vulnerable populations and/or covering sensitive topics (where applicable)</i>		
Description of overall procedures to be followed, including selection of persons for voluntary participation	<input type="checkbox"/>	<input type="checkbox"/>
The individual and global benefits of the evaluation are described, as well as the contents of the survey/interview/focus group (i.e. demographics, education, savings behaviors, etc.)	<input type="checkbox"/>	<input type="checkbox"/>
A statement that the consultation or procedures may involve risks to the subjects (that are currently unforeseeable), and adequate description of such risks or discomforts (i.e. if some questions make respondents feel uncomfortable)	<input type="checkbox"/>	<input type="checkbox"/>
Clearly state if there are any costs associated with participation, and if so, specify what they are	<input type="checkbox"/>	<input type="checkbox"/>
Procedures for any recording including: <ul style="list-style-type: none"> • If recordings will be taken and what type (audio/video) • When and why the recordings will be taken • How the recordings will be kept confidential and when they will be destroyed • Whether being recorded in this manner is a requirement of participation, and if not, how participants can express that they would not like to participate 	<input type="checkbox"/>	<input type="checkbox"/>
A statement about whether participants' information might be stripped of identifiers and used for future evaluation/research	<input type="checkbox"/>	<input type="checkbox"/>
Any compensation for participation, such as a payment or gift	<input type="checkbox"/>	<input type="checkbox"/>
Statement that refusal to participate or withdrawal at any time will not lead to penalty or loss of benefits	<input type="checkbox"/>	<input type="checkbox"/>

7.6. Data analysis approaches

7.6.1. [Contribution analysis](#)

Contribution analysis is an approach for inferring causality in real-life evaluations. It offers a four-step approach designed to help managers, researchers, and policymakers arrive at conclusions about the contribution the portfolio has made. It offers an approach designed to reduce uncertainty about the contribution the portfolio is making to the observed results through an increased understanding of why the observed results have occurred (or not), and the roles played by the intervention and other internal and external factors. The four steps to contribution analysis are based on the theory of change:

1. Gather existing evidence on the theory of change (that supports or challenges it);
2. Use the portfolio analysis to assemble and assess the contribution story, or performance story, of the overall portfolio – and any challenges to it;
3. Seek out additional evidence to fill gaps in the performance story;
4. Revise and, where the additional evidence permits, strengthen the performance story to determine the probable contribution of UN Women.

The below table is one manner in which the evaluation will collect this information systematically.

Contribution analysis table

Changes analysed by the evaluation	Links to UN Women	Other contributory factors	Plausible contribution by UN Women	Evidence of change	GE and HR implication

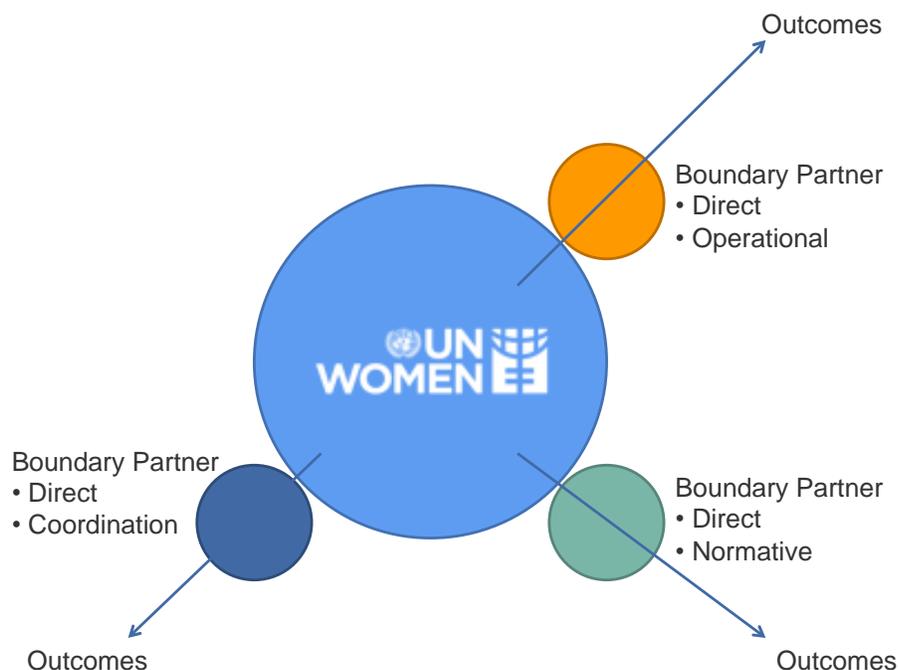
7.6.2. Outcome mapping and harvesting

The standard design for a IES evaluation is based on a forward-looking purposive design to develop a view on how well UN Women is strategically positioned to create results for gender equality and women’s empowerment in the future.

In this respect, the evaluation is influenced by its ability to infer higher level results at the outcome and where feasible impact level. This emphasizes that UN Women does not create results directly but does through its boundary partners. These boundary partners can include responsible parties from civil society, including implementing partners for programmatic work as part of the operational mandate.

Unlike most outcomes-based evaluations, however, UN Women also must consider its influence through the normative and coordination mandates. In these areas, boundary partners are likely to include a wide range of UN entities, governmental and parastatal bodies, civil society, development partners, and private sector organisations.

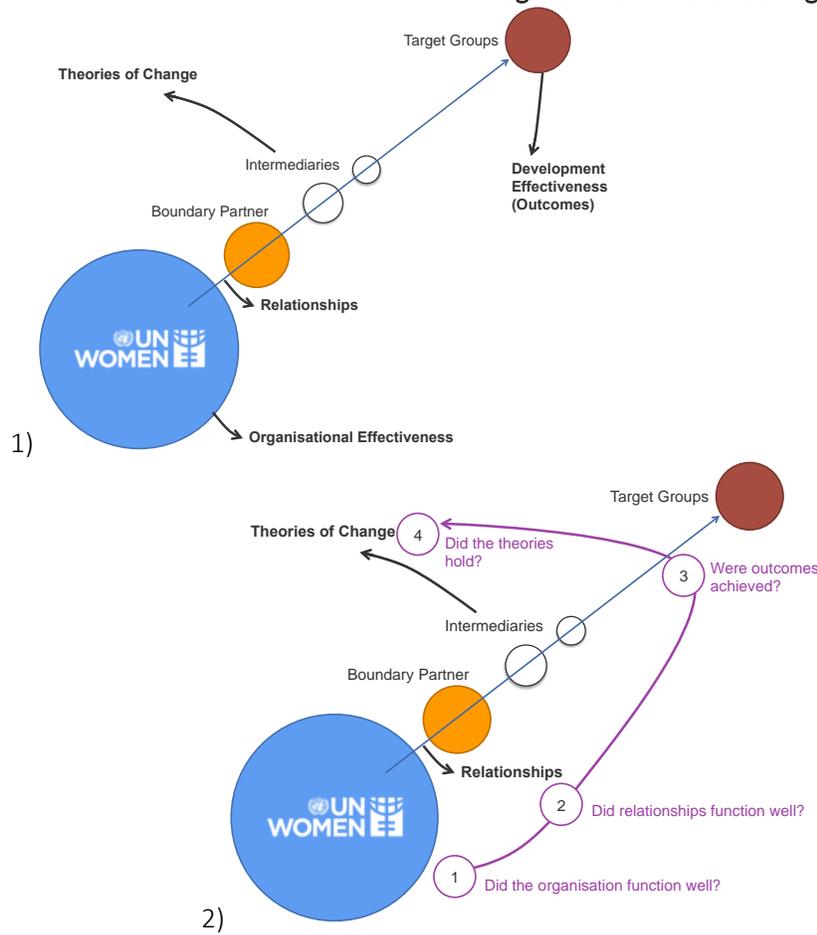
Underlying assumptions about how

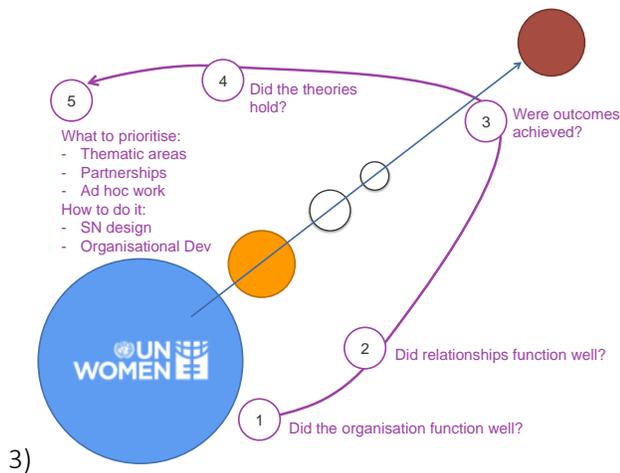


These assumptions – about how change happens through partners – forms the basis for the evaluation of UN Women strategic positioning:

1. How well UN Women is functioning in terms of organizational effectiveness and efficiency;
2. How well this organizational performance enables UN Women to develop and maintain effective relationships with boundary partners;
3. To what extent these boundary partners were able to influence outcomes for gender equality and women’s empowerment; and
4. Thus, whether the assumptions about how change happens made in the strategic note are relevant, effective, efficient and sustainable.

The logic of the forward-looking





This evaluation exercise will therefore generate both primary and secondary evidence to assess each of the first three steps in this process (organizational effectiveness, relationships with boundary partners, and development effectiveness).

7.6.3. Social media case study structure

As part of the approach to analyse UN Women campaigns in partnership with United Nations Global Pulse, the following tool is designed to articulate the type of data and analysis a given social media project will involve. The structure helps outline the key decisions needed to design a new social media case study.

Project summary <i>The project will aim to understand UN Women’s social media engagement with its main partners in the Americas and Caribbean region through campaigns and communications with the public and civil society more broadly.</i>	
Related work <i>Please link to any related or past monitoring efforts that should inform this one.</i>	Case study analysis of OHRLLS social media engagement (not public)
Scope	
Time horizon of interest <i>For what dates will data be collected?</i>	2021-2022
Geographies of interest <i>What country(ies)/region(s)/location(s) will the project focus on?</i>	Latin America & Caribbean
Languages of interest <i>In what languages does the content appear?</i>	<ul style="list-style-type: none"> ● <u>English</u> ● <u>French</u> ● <u>Spanish</u> ● Other (list): <u>Portuguese</u>
Platforms of interest <i>From which platforms do you plan to collect data?</i>	<ul style="list-style-type: none"> ● <u>Twitter</u> ● <u>Facebook</u>

	<ul style="list-style-type: none"> ● <u>YouTube</u> ● Other (list): <u>Online news, LinkedIn, and Instagram</u> if feasible
Substance	
<p>General topic(s) of interest <i>Please list the general application area(s) of interest.</i></p>	<ul style="list-style-type: none"> ● Health ● <u>Gender</u> ● Peace and security ● Migration / displacement ● Environment ● <u>Economics / development</u> ● <u>Hate speech</u> ● Governance ● Misinformation ● Other (explain): <u>Care</u> (cuidados)
<p>List of keywords <i>Please provide a link to the Boolean keyword search query that you will use to identify content of interest.</i></p>	To develop two separate lists for CRM and 16 Days
<p>List of hashtags <i>Please list the hashtags that are relevant to your project.</i></p>	<p><u>CRM</u> #HablemosDeCuidados #SociedadDelCuidado #FinanciamientoDeCuidados #RecuperaciónSostenible</p> <p><u>16 Days of Activism</u> #16días #YaEsYa #DíaNaranja #pintaelmundodenaranja</p>
<p>List of accounts <i>Please list the users or pages you are interested in analyzing.</i></p>	See annex 1
<p>List of key topics or events <i>Please list any specific topics or events (e.g. elections, natural disasters, etc.) that you think might be associated with a spike in relevant conversations.</i></p>	See related annexes
Data collection	

<p>Sampling strategy</p> <p><i>How will data be collected? For example, it is possible to search for a specific keyword, hashtag, or list of accounts. It is also possible to conduct “snowball” sampling where you might begin with an initial message / account and then search for anyone who has followed / shared that “seed” message / account.</i></p>	<ul style="list-style-type: none"> ● <u>Keyword search</u> ● <u>Hashtag search</u> ● <u>List of accounts</u> ● <u>Snowball</u>
<p>Actions of interest</p> <p><i>What type of behaviors are you interested in?</i></p> <p><i>Patterns of posting content</i></p> <p><i>Forwarding or sharing behavior, e.g. retweets</i></p> <p><i>Commenting on posts</i></p> <p><i>Reactions to posts, e.g. likes or emojis</i></p> <p><i>Reach, e.g. how many people have potentially seen the content</i></p>	<ul style="list-style-type: none"> ● <u>Posting</u> ● <u>Forwarding / sharing</u> ● Commenting ● <u>Reacting</u> ● <u>Reach</u>
<p>Taxonomy enrichment</p> <p><i>Do you need to extend an existing taxonomy with new terms?</i></p>	<ul style="list-style-type: none"> ● No, the current taxonomy (lexicon-based model) is enough ● Yes, with word embeddings
<p>Data source(s)</p> <p><i>Please list how the data from these platforms will actually be collected. This could come directly from the platform (e.g. CrowdTangle), through a third party (e.g. DataMinr), or through another means (e.g. an API or Python package).</i></p>	<ul style="list-style-type: none"> ● <u>Twitter firehose</u> ● <u>CrowdTangle</u> ● <u>DataMinr FirstAlert</u> ● Other/custom (explain): <u>Brandwatch?</u>
<p>Comprehensiveness of the data</p> <p><i>Please specify if you can accept a sample of content (e.g. 10% of relevant Tweets) or whether you’d like to collect the whole universe of related content.</i></p>	<ul style="list-style-type: none"> ● Sample ● <u>Universe</u>
<p>Analytical approach</p>	
<p>Characteristics of interest</p> <p><i>What types of characteristics are you interested in?</i></p> <ul style="list-style-type: none"> - <i>How often and when activity occurs</i> - <i>Which content is most viral/popular</i> - <i>What types of sentiments or emotions are expressed</i> - <i>The characteristics of the audience that posts/engages with the content</i> - <i>The relationships between actors that post/engage with the content – or between individual pieces of content</i> - <i>Locations of the content posting / posters</i> 	<ul style="list-style-type: none"> ● <u>Frequency and timing of activity</u> ● <u>Popularity of content</u> ● <u>Sentiment / emotions</u> ● <u>Audience demographics</u> ● <u>Relationships</u> ● <u>Geography</u>
<p>Automated processing needed</p>	<ul style="list-style-type: none"> ● Translation ● Part of speech tagging

<p><i>Please specify any out-of-the-box processing that will be done, e.g.</i></p> <ul style="list-style-type: none"> - <i>Translation of content into another language, e.g. with Google Translate</i> - <i>Part of speech tagging, e.g. nouns, verbs, adjectives</i> - <i>Named entity recognition, e.g. locations, people</i> - <i>Sentiment analysis, e.g. tagging content as positive/negative/neutral</i> - <i>Emotion analysis, e.g. tagging content with excitement, disgust, etc.</i> - <i>Hate speech detection</i> - <i>Language detection, i.e. if the language for the content is not known in advance</i> 	<ul style="list-style-type: none"> ● Named entity recognition ● Sentiment analysis ● Emotion analysis ● Hate speech detection ● Language detection
<p><i>Analysis needed</i> <i>Please specify any more sophisticated analysis that will be done, e.g.</i></p> <ul style="list-style-type: none"> - <i>Time series analysis of trends over time</i> - <i>Creation of word clouds or lists of key words</i> - <i>Word embeddings, for the purpose of finding similar words or assessing how words relate to each other; this might be static (over the full dataset) or dynamic (looking at how the relationships between words evolve over time)</i> - <i>Text classification, e.g. labeling text with a tag or category</i> - <i>Topic modeling, e.g. extracting key themes in the dataset</i> <ul style="list-style-type: none"> - <i>Structural topic modeling allows for more sophisticated relationships between topics and words, e.g. if the appearance of topics within documents might be correlated, or the choice of words for a given topic might vary across documents</i> - <i>Dynamic topic modeling allows for the topics to change over time</i> - <i>Summarization, e.g. shortening the text in an informative way</i> <ul style="list-style-type: none"> - <i>Extraction-based summarization identifies key words and removes unnecessary words</i> - <i>Abstraction-based summarization generates new sentences that describe the original more succinctly</i> - <i>Network analysis, e.g. identifying ties between accounts and/or content, where ties could consist of: follows, reactions, retweets, sharing of identical content, etc.</i> 	<ul style="list-style-type: none"> ● Time series ● Word clouds / keyword extraction ● Word embeddings <ul style="list-style-type: none"> ● Static ● Dynamic ● Text classification ● Topic modeling <ul style="list-style-type: none"> ● Default LDA ● Structural ● Dynamic ● Summarization <ul style="list-style-type: none"> ● Extraction-based ● Abstraction-based ● Network analysis ● Manual
<p><i>Means of text classification (if applicable)</i> <i>What techniques to use to extract information from raw text data and use it to train a classification model?</i></p>	<ul style="list-style-type: none"> ● Bag-of-Words (TF-IDF) ● Word embedding (with Word2Vec, Glove, etc.)

	<ul style="list-style-type: none"> ● Language Models (with BERT, etc)
Integration into operational use	
<p>Supplementary data sources</p> <p><i>If the pilot will involve listening to other media/social media sources, or you are conducting other complementary monitoring efforts, please specify here. Can also specify if UNGP support will be provided for this.</i></p>	
<p>Analyst</p> <p><i>Please provide details about the analyst who will be reviewing the social media data: their role and how they will use social media data.</i></p>	
<p>Frequency of data access</p> <p><i>Please provide details about the frequency with which an analyst will check for new content.</i></p>	<ul style="list-style-type: none"> ● Daily ● Weekly ● Monthly ● Ad hoc
<p>Output</p> <p><i>Please provide details about how the output of the social media mining endeavor will be used. Specifically: what deliverables will the data feed (reports, dashboards, presentations)? How will findings from the social media data influence operations/ decision making?</i></p>	<p>Analytical piece understanding reach to targeted segmentation of CSOs across communications portfolio – see example of OHRLLS above</p>

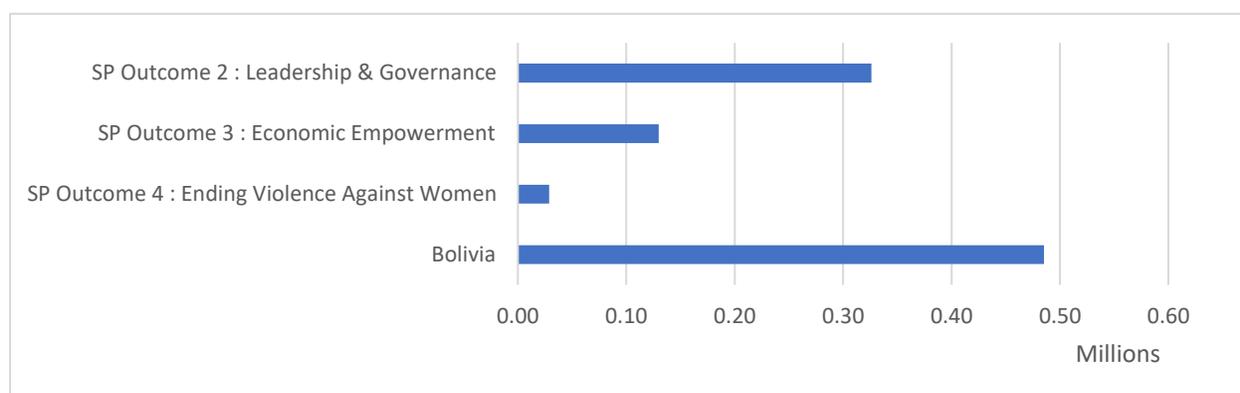
7.6.4. In-depth analysis of sampled countries

Bolivia – Tier I

Brazil Strategic Note 2018-2022 has one indicator for monitoring engagement with civil society at the outcome level³⁷, but has four UN Women Global Strategic Plan³⁸ and one national indicator at the output level³⁹. The outcome level indicator aims to measure the level of influence of CSOs and the output level indicator is focused on the CSAG performance. None of them are adequate to measure the Bolivia Office’s engagement with the organized civil society or the results achieved by PAs and SGAs signed with CSOs.

Between 2018 and 2022, Bolivia Country Office has signed 8 agreements with civil society organizations, 5 of them being Partner Agreements and 3 being Small Grants Agreements. The total amount of these agreements was USD 485.177,76, divided into three outcomes and with a predominance of resources invested on SP Outcome 2, as showed by the graph below:

Figure 6. Bolivia PAs and SGAs value per SP outcome



Partner agreements were signed under the umbrella of the projects listed in the table below, with a concentration of agreements and resources in the *SPF2 O1.1 Legislation project*. In general, agreements signed by Bolivia Office with CSOs are focused on building capacity both of civil society organizations and women leaderships, with focus on indigenous, rural women, women entrepreneurs and women in politics.

Table 15. PAs and SMAs of Bolivia CO by project

Bolivia	# of agreements	Agreement Value (USD)
Partner Agreement (PA)	5	446.377,21
IMPACT 1 Outcome 1.1 Women pol	1	43.659,00
IMPACT 2 OUTCOME 2	1	130.000,00
SPF2 O1.1 Legislation	3	272.718,21
Small Grants Agreement (SGA)	3	38.800,55
IMPACT 3 OUTCOME 1	2	28.954,85
Bolivia Peace Building	1	9.845,70
Grand Total	35	485.177,76

Regarding LNOB focus, from a total of 8 agreements, 4 of them were designed with a clear strategy to address at least one or more relevant LNOB populations. The graph below shows the main targeted populations on Bolivia PAs and SGAs, which are formed by: GBV victims (2); indigenous women (3); rural women (3); women in politics (1); women entrepreneurs (1); and youth (3). It’s relevant to notice LNOB focus and

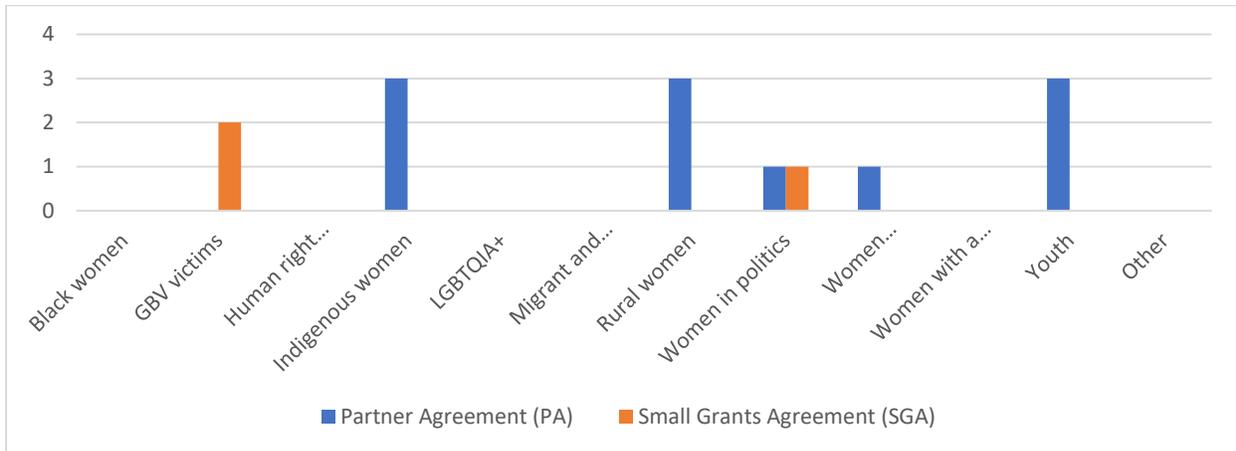
³⁷ Indicator (SP Outcome) 0.5.4: Level of influence of civil society organizations working on gender equality and women's empowerment, including women’s organizations, in key normative, policy and peace processes (CO, RO, HQ).

³⁸ SP indicators 0.4.c, 0.5.c, 0.5.d and 0.5.f.

³⁹ Indicator 2.1A: Number of initiatives led by the Advising Group of the Civil Society to contribute to the UN Women achievements.

targeted populations are under the umbrella of women political participation initiatives, focused on promoting the participation of LNOB groups in decision making spaces.

Figure 7. Targeted populations on Bolivia PAs and SGAs

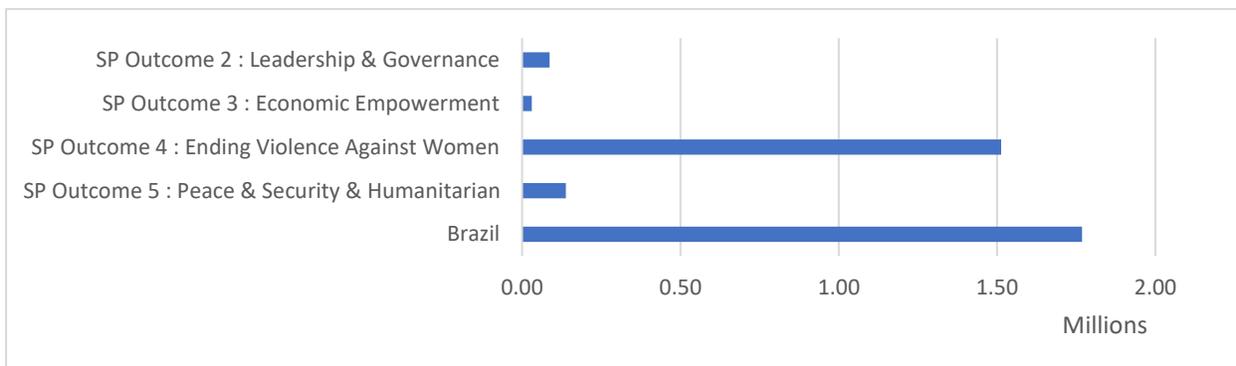


Brazil – Tier II

Brazil Strategic Note 2017-2022 has no indicators for monitoring engagement with civil society at the outcome level, but has four indicators of the UN Women Global Strategic Plan⁴⁰ and one national indicator⁴¹ at the output level. Mostly, these indicators are related to the institutional strengthening and increasing capacities of CSOs or to the implementation of initiatives by the CSOs with UN Women’s support at the output level.

Between 2018 and 2022, Brazil Country Office has signed 35 agreements with civil society organizations, 6 of them being Partner Agreements and 29 being Small Grants Agreements. The total amount of these agreements was USD 1.768.361,05, divided into four outcomes and with a strong predominance of resources invested on SP Outcome 4, which concentrates more than 85% of the resources invested in agreements with CSOs. The distribution of Brazil PAs and SGAs value per SP outcome is displayed in the figure below:

Figure 8. Brazil PAs and SGAs value per SP outcome



⁴⁰ SP indicators 0.4.c, 0.5.c, 0.5.d and 0.5.f.

⁴¹ Indicator 2.1.3A: Number of advocacy initiatives to promote decent work and social protection led by women's organizations with UN Women’s support (each year).

Partner agreements were signed under the umbrella of the following projects: *One win leads to another* and *Leadership, empowerment, access and protection (LEAP) for migrant, asylum seeker and refugee women and girls in Brazil*. Small Grants Agreements were also signed for these two projects, to which we add projects signed under the *Connecting women, defending rights* project and funded with core funds. The distribution of type of agreements by project can be seen at the table below:

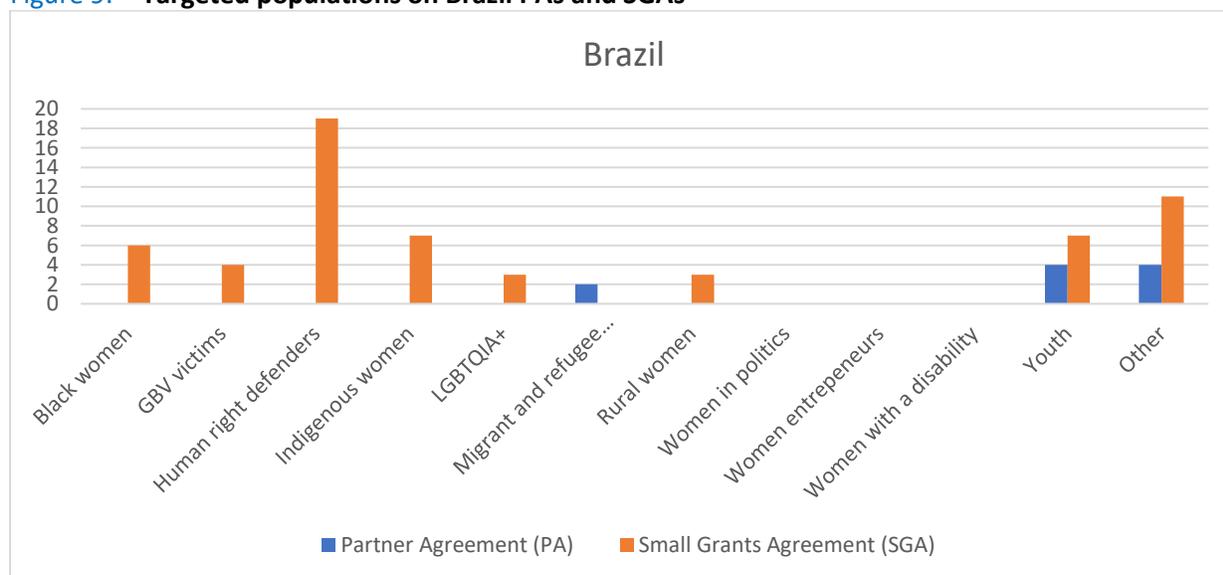
Table 16. PAs and SMAs of Brazil CO by project

Brazil	# of agreements	Agreement Value (USD)
Partner Agreement (PA)	6	1.276.554,87
Leadership, empowerment, access and protection (LEAP) for migrant, asylum seeker and refugee women and girls in Brazil	2	138.049,33
One Win Leads to Another	4	1.138.505,54
Small Grants Agreement (SGA)	29	491.806,18
Connecting Women, Defending Rights	20	347.824,14
Core funds	2	28.473,56
MPTF-UN COVID-19 Response Rcvy(MPTF-COV00)	2	51.969,96
One Win Leads to Another	5	63.538,52
Grand Total	35	1.768.361,05

As we can see in the table above, OWLA and LEAP projects had a clear focus on service delivery, with primary focus on providing services for beneficiaries via partner implementation, while other projects, mainly CWDR, have focused on institutional strengthening of CSOs, having the organized civil society as their primary focus.

Regarding LNOB focus, from a total of 35 agreements, 29 of them were designed with a clear strategy to address at least one or more relevant LNOB populations. The graph below shows the main targeted populations on Brazil PAs and SGAs. The main targeted group is formed by human right defenders (19 projects), followed by youth (9), indigenous women (7) and afro-descendent women (6), which is aligned with the CO's Strategic Note, that focus on non-white populations and respond to setbacks on women rights through a robust project targeting human right defenders (*Connecting women, defending rights*, funded by European Union). Besides that, migrant and refugees correspond only to two projects, although they are PAs, showing UN Women's direct implementation on the humanitarian response to the mixed influx of Venezuelan migrant and refugees in Brazil.

Figure 9. Targeted populations on Brazil PAs and SGAs

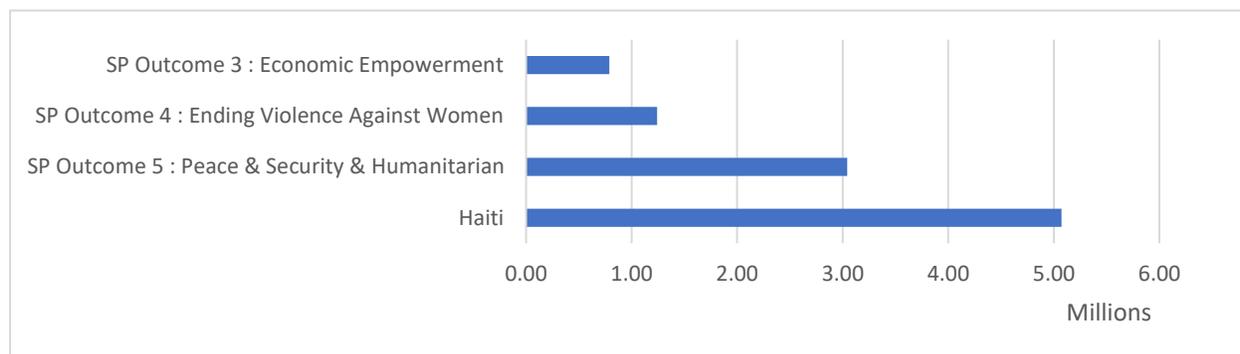


Haiti – Tier III

Haiti Strategic Note 2018-2022 has five indicators at the outcome level⁴², mainly related to the EAW Outcome area. In terms of output indicators, the Strategic Note uses one indicator of the UN Women Global Strategic Plan⁴³ and fourteen national indicators. Mostly, output level indicators are related to capacity strengthening of CSOs, participation of civil society representatives on debates and decision making spaces and to the provision of service delivery on EAW, agricultural production and access to the legal system.

Between 2018 and 2022, Haiti Country Office has signed 60 agreements with civil society organizations, all of them being Partner Agreements. The projects implemented through these PAs are, in majority, focused on service delivery and outsourcing of direct implementation of UN Women results to its partners – this is the case of 46 out of 60 agreements. Nevertheless, although Haiti office didn't implement any Small Grant Agreement, by reviewing the results expected and reported for all the agreements signed by the Haiti Office, the Evaluation Team has identified 14 PAs focused on institutional strengthening of CSOs, 8 of them with a clear LNOB focus targeting GBV victims, domestic workers, youth women and women with disabilities. The total amount of these agreements was USD 5.073.014,91, divided into three outcomes and with a predominance of resources invested on SP Outcome 5, as showed by the graph below:

Figure 10. Haiti PAs and SGAs value per SP outcome



Partner Agreements were signed under the umbrella of the projects listed in the table below, in which it's possible to identify a concentration of PAs and resources under the following projects: *Haiti Spotlight/Spotlight Initiative Haiti*; *Haiti Earthquake ERF*; and *Empowerment Women Rural South*.

⁴² **Indicator 1.5.2A:** # of coordination meetings held within the framework of partnership with civil society organizations;
Indicator 1.6A: Proportion of women's rights organizations, autonomous social movements and CSOs, including those representing youth and groups facing multiple and intersecting forms of discrimination/marginalization, report having greater influence and agency to work on ending VAWG, including family violence;
Indicator 3.1C: Percentage of women's rights organizations, autonomous social movements, and relevant CSOs that increase their efforts to jointly advocate for the elimination of VAWG;
Indicator 3.1D: Extent to which there is increased use of social accountability mechanisms by civil society to monitor and engage in efforts to eliminate VAW, including domestic violence (e.g., citizen report cards, community scorecards, UPR reports, citizen audits, citizen participation in policy making/decision making); and
Indicator 3.1E: Proportion of women's rights organizations, autonomous social movements, and CSOs including those representing youth and groups exposed to multiple forms of cross-discrimination that report having greater influence in taking action against VAW, including domestic violence.

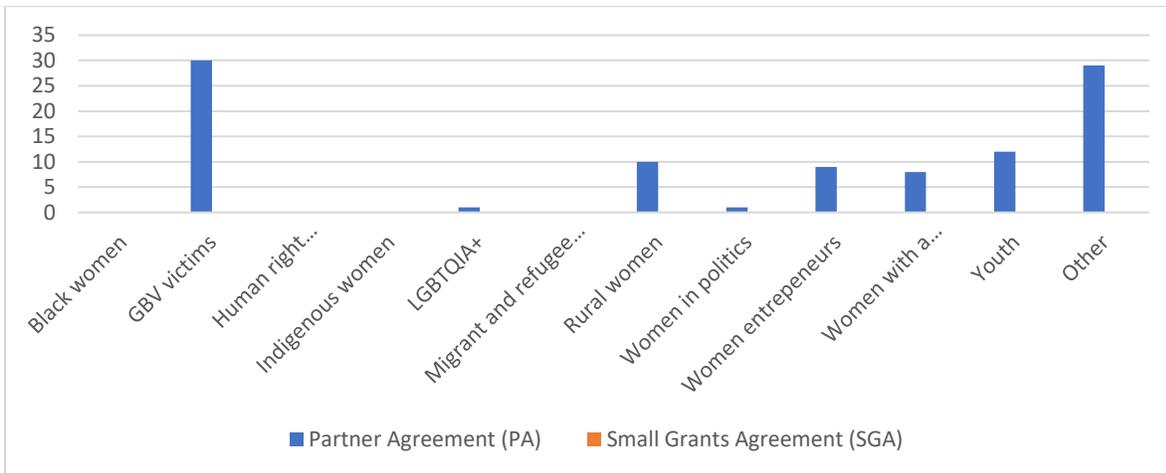
⁴³ Indicator (SP) 0.4.c.

Table 17. PAs and SMAs of Haiti CO by project

Haiti	# of agreements	Agreement Value (USD)
Partner Agreement (PA)	60	5.073.014,91
Empowerment women rural south	11	800.896,45
GYPJ - Santé mentale	1	162.000,00
Haiti earthquake ERF	13	778.517,00
Haiti Spotlight	14	1.736.059,29
Renforcer l'accès à la justice	2	121.832,39
Spotlight Initiative Haiti	13	1.056.060,33
Strengthened capacity to integ	1	112.089,00
UNWOMEN 'S PEACE AND HUMANITAR	2	151.270,45
Women are promoted as leaders	2	77.600,00
WPHF Spotlight	1	76.690,00
Grand Total	60	5.073.014,91

Regarding LNOB focus, from a total of 60 agreements, 46 of them were designed with a clear strategy to address at least one or more relevant LNOB populations. The graph below shows the main targeted populations on Haiti PAs, which are formed by: GBV victims (30); LGBTQIA+ (1); rural women (10); women in politics (1); women entrepreneurs (9); women with disabilities (8); youth (12); and other (29). Targeted populations are aligned with the focus on outcomes 4 and 5, since they seek to contribute to ERAW and to provide assistance and empowerment tools to women facing humanitarian crises, such is the case of the 2021 earthquake.

Figure 11. Targeted populations on Haiti PAs



7.7. Results framework indicators⁴⁴

7.7.1. Strategic Plan 2018-2021

Table 18. Related results matrices at corporate level⁴⁵

Strategic Plan 2021-2022		2018	2019	2020	2021
1.2.2	Number of dialogues convened and platforms created by UN-Women for non-governmental organizations to contribute to global policy discussions	286	306	316	306
4.11.7	Number of women's organizations with increased capacities to respond to and mitigate the pandemic, fight against COVID-19 related gender-based violence, racism, xenophobia, stigma, and other forms of discrimination, prevent and remedy human rights abuses, and ensure longer-term recovery				800
O_2.1	Number of initiatives led by UN-Women-supported civil society mechanisms (including the civil society advisory groups) towards achieving gender equality and women's rights			57	100
O_2.2	Percentage of UN-Women's field offices and relevant HQ Units that implemented dedicated initiatives to engage with the following non-traditional partners: a) organizations working with men and boys and/or b) faith-based organizations and actors			0.3	0.32
O_2.4	Number of UN-Women initiatives that are dedicated to engage youth for gender equality			40	45

7.7.2. Strategic Plan 2022-2025

Short description and full outcome statement	Indicator N ^o	Indicator	Source of data	Possible disaggregation	# of
Output: Changes attributed to UN-Women in skills or abilities and capacities of individuals or institutions and/or the availability of new products and services contributing to Global normative frameworks and gender-responsive laws, policies and institutions	0.1.d	Number of partners that have increased capacities to promote/influence gender responsive legislation (UNAIDS, UNDP)	Field Offices of UN- Women	Thematic (details TBC)	
	0.1.e	Number of partners that have increased capacities to advance gender equality and women's empowerment through national and/or local (multi)sectoral strategies, policies and/or action plans (UNAIDS, UNDP, UNFPA)	Field Offices of UN- Women	Thematic (details TBC)	
	0.1.h	Number of multi-stakeholder dialogue processes to promote engagement of governments with civil society and other partners to advance	Field Offices of UN- Women	Thematic (details TBC)	

⁴⁴ Mapping of indicators based on: UN Women, Terms of Reference of the Corporate Evaluation of Engagement with CSOs and contribution to LNOB, Independent Evaluation Service, Draft Sept 2022.

⁴⁵ UN Women CSO division and UN Women 2022-2025 Strategic Plan

		<i>gender equality and women's empowerment</i>			
Outcome 2 Financing for gender equality Public and private financing advance gender equality through gender responsive financing policies, strategies and instruments	0.2.c	<i>Number of national partners with capacities to apply Gender Responsive Budgeting tools in the budget cycle</i>	Field Offices of UN- Women	Thematic (details TBC)	
	0.4. a	<i>Number of institutions with strengthened capacities to improve the provision of essential services, goods and/or resources for women (UNAIDS, UNDP, UNFPA, UNICEF, WHO)</i>			
	0.4.b	<i>Number of countries supported to develop and/or implement guidelines, protocols and standard operating procedures to strengthen EAWG services in line with the Essential Services Package</i>			
	0.4.c	<i>Number of women's organizations with increased capacities to deliver and/or monitor the quality of services, resources and goods for women in humanitarian and development settings (UNAIDS, UNFPA)</i>			
	0.4.e	<i>Number of countries with multi-stakeholder initiatives in place to prevent and respond to sexual violence, including sexual harassment in public and/or private spaces</i>			
Outcome 5 Women's voice, leadership & agency More women and girls exercise their voice, agency and leadership, including through an enabling environment that supports women's and youth organizations	0.5.1	<i>Global annual growth rate of direct, flexible, core and long-term funding* from all sectors committed to civil society organizations working on gender equality and women's empowerment, including women's organizations</i>			
	0.5.2	<i>Number of reported acts of intimidation and reprisals experienced by gender equality advocates and civil society organizations working on gender equality and women's empowerment, including women's organizations, for cooperation with the UN</i>			

	0.5.4	<i>Level of influence of civil society organizations working on gender equality and women’s empowerment, including women’s organizations, in key normative, policy and peace processes</i>			
Output: Changes attributed to UN-Women in skills or abilities and capacities of individuals or institutions and/or the availability of new products and services contributing to Women’s voice, leadership & agency	0.5.a	<i>Amount of funding disbursed annually in support of civil society organizations, especially women’s organizations, working towards the achievement of gender equality and women’s empowerment, through UN-Women programmes and grant-giving</i>			
	0.5.b	<i>Number of advocacy initiatives with partners to increase quality, flexible, core funding for civil society organizations working on gender equality and women’s empowerment, especially women’s organizations</i>			
	0.5.c	<i>Number of dialogues, mechanisms, platforms and/or coalitions created and sustained that enable meaningful and safe participation and engagement by gender equality advocates and civil society organizations working on gender equality and women’s empowerment, especially women’s organizations, in decision-making</i>			
	0.5.d	<i>Number of civil society organizations working on gender equality and women’s empowerment, especially women’s organizations, that have strengthened capacities to exercise their leadership role towards the achievement of gender equality and women’s empowerment</i>			
	0.5.e	<i>Number of women and girls, including women and girls living with and/or affected by HIV, with increased capacities to participate in public life and exercise leadership</i>			
	0.5.f	<i>Number of initiatives developed and implemented to prevent, monitor and mitigate violence against women in politics (VAWP) and in public life (including gender equality advocates in civil society organizations working on gender equality and women’s empowerment, especially women’s organizations)</i>			

Output: Changes attributed to UN-Women in skills or abilities and capacities of individuals or institutions and/or the availability of new products and services contributing to Production, analysis and use of gender statistics and sex-disaggregated data and knowledge	0.6.c	Number of gender statistics and sex-disaggregated data collection initiatives, including in emerging areas, conducted or analyzed (UNDP, UN-FPA)	Field Offices of UN- Women	Thematic (details TBC)	
	0.6.d	Number of platforms/web-based databases for dissemination of multi-level disaggregated gender statistics, sex-disaggregated data and knowledge developed	Field Offices of UN- Women; Women Count		
OEE Output 2 Advancing partnerships & resourcing; Effectively influencing for impact & scale: UN-Women effectively leverages and expands its partnerships, communications and advocacy capabilities to increase support for and financing of the gender equality agenda, while securing sustainable resourcing for the delivery of its own mandate.	OEE 0.2.6	Rating of UN-Women Youth 2030 performance on meaningful youth engagement, as set out in the Youth 2030 Scorecard (iii) Policies and processes for meaningful youth engagement (ii) Diversity of youth (groups) engaged (iii) Meaningful youth engagement in the year in: (a) design, development, monitoring and evaluation of Strategic Plans ; (b) support to Governments/ inter-governmental processes; (c) UN-led programmes, projects and campaigns (QCPR)			

Source: 2022-2025 SP

7.8. Supplemental financial and programmatic data

Row Labels	Sum of Agreement Value USD
Argentina	1.151.142,68
SP Outcome 1 : Global Norms Policies & Standards based on PGAMS	120.000,00
SP Outcome 3 : Economic Empowerment	308.858,23
SP Outcome 4 : Ending Violence Against Women	722.284,45
Bolivia	485.177,76
SP Outcome 2 : Leadership & Governance	326.222,91
SP Outcome 3 : Economic Empowerment	130.000,00
SP Outcome 4 : Ending Violence Against Women	28.954,85
Brazil	1.768.361,05
SP Outcome 2 : Leadership & Governance	87.224,25
SP Outcome 3 : Economic Empowerment	30.330,28
SP Outcome 4 : Ending Violence Against Women	1.512.757,19
SP Outcome 5 : Peace & Security & Humanitarian	138.049,33
Caribbean	1.297.453,01
SP Outcome 4 : Ending Violence Against Women	1.237.453,01
SP Outcome 5 : Peace & Security & Humanitarian	60.000,00
Chile	108.057,68
SP Outcome 2 : Leadership & Governance	108.057,68
Colombia	10.919.478,52
SP Outcome 1 : Global Norms Policies & Standards	2.443.153,09
SP Outcome 2 : Leadership & Governance	1.030.310,62
SP Outcome 3 : Economic Empowerment	156.572,94
SP Outcome 4 : Ending Violence Against Women	3.412.629,92
SP Outcome 5 : Peace & Security & Humanitarian	3.876.811,95
Ecuador	1.548.510,00
SP Outcome 3 : Economic Empowerment	670.346,00