

ANNEXES

EVALUATION OF CIVIL SOCIETY ENGAGEMENT IN THE AMERICAS AND CARIBBEAN



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This document was prepared as part of the UN Women Evaluation of Civil Society Engagement in the Americas and Caribbean by the UN Women Independent Evaluation Service. See the full evaluation report and other materials [here](#).



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### **UN WOMEN**

PANAMA, DECEMBER 2023

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This section of the report presents annexed information to complement the main set of findings, conclusions, and recommendations.

## 8.1. Terms of reference

See the full terms of reference, inception report, and other evaluation materials on the UN Women’s Global Accountability and Tracking of Evaluation Use (GATE) System page: <https://gate.unwomen.org/Evaluation/Details?evaluationId=11668>.

## 8.2. Evaluation governance

### Internal Reference Group

The Internal Reference Group consisted of relevant UN Women personnel country, regional and global levels. Members assumed the following responsibilities:

- Act as a source of information and expertise for the evaluation, including as a key informant during data collection.
- Assist in identifying external stakeholders to participate in the evaluation process and any consultation modalities.
- Provide written and/or verbal feedback to the evaluation team on major evaluation deliverables (design, preliminary findings, and/or draft report).
- Attend meetings convened to share the evaluation design and preliminary findings.
- Play a key role in the communication, dissemination, and use of the final evaluation results, including the implementation of the management response.

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### External Reference Group

The Evaluation Reference Group consisted of relevant civil society stakeholders at the country, regional and global levels. Members assumed the following responsibilities:

- Act as a source of information and expertise for the evaluation, including as a key informant during data collection.
- Assist in identifying external stakeholders to participate in the evaluation process and any consultation modalities.
- Provide written and/or verbal feedback to the evaluation team on major evaluation deliverables (design, preliminary findings, and/or draft report).
- Attend meetings convened to share the evaluation design and preliminary findings.
- Play a key role in the communication, dissemination, and use of the final evaluation results.

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4.	Florencia PARTENIO	Women for an Alternative Development for a New Era (DAWN)
5.	Floralma LÓPEZ ATZ	Youth Gender Activists (UN Women Guatemala) and Indigenous Women Platform
6.	Lucy GARRIDO	Marcosur Feminist Articulation (AFM); Board of Directors, Regional Fund for the Support of Women's and Feminist Organizations and Movements; Advisor, Global Fund for Women
7.	Nicolette BRYAN	Executive Director, WE-Change
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9.	Paola YÁÑEZ	Regional Coordinator, Network of Afro-Latin American and Afro-Caribbean Women and the Diaspora (RMAAD)
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12.	Virginia VARGAS VALENTE	Co-Founder, Peruvian Women's Center Flora Tristan
13.	Waldistrudis HURTADO DE MENDOZA	National Social and Political Movement of the Afro-Colombian Black Women <i>Palenquera</i> and <i>Raizales</i> , Colombia

### 8.3. List of documents consulted

#### General List (38 documents + 455 agreements/reports from PGAMS)

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.

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

ECLAC; UN Women, Buenos Aires commitment, 2022.

Front Line Defenders, Global Analysis 2021: [www.frontlinedefenders.org/sites/default/files/2021\\_global\\_analysis](http://www.frontlinedefenders.org/sites/default/files/2021_global_analysis).

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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.

Gisela Zaremborg and Débora Rezende de Almeida, 'Feminisms in Latin America: Pro-choice Nested Networks in Mexico and Brazil', Cambridge University Dec 2022: <https://www.cambridge.org/us/universitypress/subjects/politics-international-relations/latin-american-government-politics-and-policy/feminisms-latin-america-pro-choice-nested-networks-mexico-and-brazil?format=PB>.

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

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

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.

UN Women, 2018-2021 Strategic Plan.

UN Women, 2022-2025 Strategic Plan.

UN Women, 'Corporate Formative Evaluation of UN Women's Support for Capacity Development of Partners to Respond to the Needs of Women and Girls at National Level. Colombia case study summary', 2022.

UN Women, CSAG Strategy, 2015.

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, LGBTIQ+ Equality and Rights: Internal Resource Guidance, 2022.

UN Women Partner Agreements and Small Grants Agreements and Reports 2018-2022 (455 agreements in total).

UN Women, Partner Agreement template, version 24 Sept 2021.

UN Women, PGAMS system, 2018-2022.

UN Women, Procedures for Programme Partners Review and Sanctions, 2020.

UN Women, Risk Appetite Statement, 2022.

UN Women, Annual Risk Assessment Guidance, 2022.

UN Women, Selection of Programme Partners Procedure, 2020.

UN Women, Small Grant Agreement Template – English, 2019.

UN Women, Small Grant Application Review Checklist, 2019.

UN Women, Small Grants Policy, 2019.

UN Women, Small Grants Procedure, 2019.

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>.

UN Women, Supporting Civil Society and Women's Rights Organizations to End Violence against Women and Girls in Protracted, Complex and Overlapping Crises, 2023.

UN Women Brazil. Small Grants Partial Results, 2022.

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, Checklist on Integrating Human Rights, Leave No One Behind, and Gender Equality and Women's Empowerment in UN Sustainable Development Cooperation Frameworks, 2022.

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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.

## List of documents revised at NVivo

### Annual Reports (88 documents)

ACRO Annual Reports 2018, 2019, 2020, 2021 and 2022.  
UN Women Argentina Annual Reports 2019, 2020, 2021 and 2022.  
UN Women Bolivia Annual Reports 2018, 2019, 2020, 2021 and 2022.  
UN Women Brazil Annual Reports 2018, 2019, 2020, 2021 and 2022.  
UN Women Caribbean Annual Reports 2018, 2019, 2020, 2021 and 2022.  
UN Women Chile Annual Reports 2018, 2019, 2020, 2021 and 2022.  
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UN Women Ecuador ACRO Annual Reports 2018, 2019, 2020, 2021 and 2022.  
UN Women El Salvador ACRO Annual Reports 2018, 2019, 2020, 2021 and 2022.  
UN Women Guatemala Annual Reports 2018, 2019, 2020, 2021 and 2022.  
UN Women Haiti ACRO Annual Reports 2018, 2019, 2020, 2021 and 2022.  
UN Women Honduras ACRO Annual Reports 2018, 2019, 2020, 2021 and 2022.  
UN Women Mexico Annual Reports 2018, 2019, 2020, 2021 and 2022.  
UN Women Uruguay Annual Reports 2018, 2019, 2020 and 2021.

### Evaluations

#### Programme or project evaluations (8 documents)

2019 - Social Mobilization Programme to end Gender-Based Violence in the Caribbean (2014-2017 and 2018).  
2021 - 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".  
2021 - Final qualitative evaluation USAID project End GBV ( OVERCOMING GENDER-BASED VIO-LENCE TO ENSURE WOMEN'S FULL EN-JOYMENT OF RIGHTS).  
2021 - Project final evaluation - Realizing the transformational effect of the Sepur Zarco.  
2021 - Regional Programme Win Win - Gender Equality Means Good Business.  
2022 - Evaluación del proyecto Una Victoria Lleva a la Otra.  
2023 - Evaluación externa de la contribución de Suecia a la Nota Estratégica de ONU Mujeres Colombia 2018-2022.  
2023 - Evaluación Final Programa ProDefensoras – Colombia.

#### Strategic Note and Country Portfolio evaluations (9 documents)

2019 - Country Portfolio Evaluation – Guatemala.  
2019 - Evaluación Final de la Nota Estratégica de ONU Mujeres Colombia, 2017-2019.  
2019 - Final evaluation of the Mexico Strategic Note 2014-2019.  
2020 - UN Women Paraguay Country Portfolio Evaluation.  
2021 - Country Portfolio Evaluation - El Salvador.  
2022 - Country Portfolio Evaluation – Brazil.  
2022 - Country Portfolio Evaluation - UN Women Haiti Strategic Note 2018-2021.  
2022 - Evaluación de Portafolio de País – Bolivia.  
2023 - Country Portfolio Evaluation – Ecuador.

#### Thematic evaluations (8 documents)

2019 - Corporate Evaluation of UN Women's Contribution to Governance and National Planning.  
2019 - Corporate Thematic Evaluation - UN Women's Contribution to Humanitarian Action.  
2020 - Corporate Evaluation of UN Women's Support to National Action Plans on Women, Peace and Security – Guatemala.  
2020 - Regional Evaluation on Women Economic Empowerment.  
2021 - Corporate Evaluation of UN Women's UN System Coordination and Broader Convening Role In Ending Violence Against Women.  
2021 - Corporate Evaluation of UN Women's UN System Coordination and Broader Convening Role In Ending Violence Against Women.  
2022 - Corporate Evaluation on UN Women's Policy advocacy work.  
2022 - Evidence and lessons on types of UN Women support - A Meta-Synthesis of UN Women evaluations.

#### Focus groups discussions (16 documents) Interview notes (58 documents)



## 8.4. Evaluation matrix

The following matrix summarizes the key evaluation criteria, questions, indicators, methods, and sources used for the data collection and analysis of the exercise. The evaluation criterion of gender and human rights was integrated throughout the questions in a cross-cutting manner.

Evaluation questions/sub-questions	Indicators	Data Collection Methods	Information Sources
<b>ORGANIZATIONAL EFFECTIVENESS AND EFFICIENCY</b>			
<b>1. To what extent have UN Women's internal systems enabled organizational effectiveness and efficiency for CSO engagement?</b>			
<b>1.1.</b> 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"> <li>• Perception of CSO partners regarding the quality and accessibility of UN Women selective processes and its mandatory documents</li> <li>• Feedback from partners on timeliness and quality of processes</li> <li>• Availability of mandatory documents and information about partner and small grants agreements at PGAMS and OneApp systems</li> <li>• Existence of bottlenecks in the step-by-step procedures and processes based on desk analyses</li> <li>• Evidence of procedures being known and followed by UN Women staff</li> <li>• Evidence of adequate and timely response from the office to external parties</li> <li>• Evidence of timely internal reporting based on corporate process guidelines</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review (process mapping)</li> <li>- Process analysis</li> <li>- Semi-structured interviews</li> </ul>	<ul style="list-style-type: none"> <li>- PGAMS reports</li> <li>- One App system</li> <li>- Corporate guidance</li> <li>- Corporate audits and evaluations</li> <li>- UN Women personnel</li> </ul>
<b>1.2.</b> 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"> <li>• Evidence of constraining factors generated by challenges and setbacks of the political context</li> <li>• Evidence of capacity of external parties to comply with UN Women's procedures</li> <li>• Evidence that UN Women has provided adequate information to CSOs who are potential candidates for signing partner and small grant agreements</li> <li>• Evidence that UN Women has implemented affirmative mechanisms in order to include a diverse range of CSOs as formal partners</li> <li>• Evidence that UN Women has trained CSOs partners to comply with UN Women's procedures</li> <li>• Perception of CSO partners about UN Women procedures in terms of access to financial support</li> <li>• Identification of lessons learned on UN Women's engagement with CSOs and evidence that they have been used to guide decision making</li> <li>• Number of offices reporting on CSO-related indicators</li> <li>• Level of coherence between corporate and office indicators and planning instruments related to CSO engagement</li> </ul>	<ul style="list-style-type: none"> <li>- Desk Review: Corporate/of-office strategic planning</li> <li>- Semi-structured interviews</li> <li>- Focus Groups</li> <li>- Survey</li> </ul>	<ul style="list-style-type: none"> <li>- UN Women personnel</li> <li>- UN Women strategic plans and notes</li> <li>- Civil Society Organizations</li> <li>- Corporate guidance</li> <li>- Corporate audits and evaluations</li> </ul>
<b>EFFECTIVENESS AND COHERENCE</b>			
<b>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?</b>			
<b>2.1.</b> To what extent have engagement modalities	<ul style="list-style-type: none"> <li>• Progress of UN Women's strategic notes for outcome and output indicators related to UN Women's engagement with CSOs</li> </ul>		<ul style="list-style-type: none"> <li>- UN Women strategic</li> </ul>

<p>enabled effective implementation of results with UN Women and key stakeholders?</p>	<ul style="list-style-type: none"> <li>• Comprehensiveness of thematic areas and expected results covered by partner and small grants agreements signed by UN Women</li> <li>• Evidence that engagement modalities were used following corporate guidance</li> <li>• Evidence that diverse modes of engagement were used in a complementary way</li> <li>• Evidence that UN Women considered LNOB focus and promoted diversity by defining the targeted populations of its interventions</li> </ul>	<ul style="list-style-type: none"> <li>- Desk Review: Summary of performance across relevant CSO indicators</li> <li>- Desk review: Coding and synthesis of annual reports</li> <li>- Semi-structured interviews</li> <li>- Focus Groups</li> <li>- Survey</li> </ul>	<ul style="list-style-type: none"> <li>- plans and notes</li> <li>- UN Women office annual reports</li> <li>- PGAMS reports</li> <li>- One App system</li> <li>- Annual, quarterly and other progress reports</li> <li>- Corporate guidance</li> <li>- Corporate audits and evaluations</li> <li>- CSO partners</li> <li>- UN Women personnel</li> </ul>
<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"> <li>• Evidence of mandate and thematic alignment between UN Women and CSO partners</li> <li>• Coherence between partner and small grants agreements results and the strategic planning at UN Women’s global, regional and office levels</li> <li>• Evidence that knowledge products produced by or with UN Women’s support were used for the achievement of results</li> <li>• Evidence that UN Women’s global norms and international best practices were adapted to local contexts in partnership with CSOs</li> <li>• Extent to which research produced was disseminated</li> <li>• Evidence that UN Women partnered with a diverse set of CSOs, considering LNOB focus</li> <li>• Perception of CSOs partners about the added value of UN Women partnership</li> <li>• Degree in which different thematic areas articulate work with CSOs in planning</li> </ul>	<ul style="list-style-type: none"> <li>- Desk Review</li> <li>- Semi-structured interviews</li> <li>- Focus Groups</li> <li>- Survey</li> </ul>	<ul style="list-style-type: none"> <li>- PGAMS reports</li> <li>- One App system</li> <li>- Annual, quarterly and other progress reports</li> <li>- Knowledge products</li> <li>- Corporate audits and evaluations</li> <li>- CSO partners</li> <li>- UN Women personnel</li> </ul>
<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"> <li>• Number of partner agreements signed by country, outcome and type of partner</li> <li>• Number of small grant agreements signed by country, outcome and type of partner</li> <li>• Degree of diversity of small grant agreements partners in terms of LNOB focus</li> <li>• Evidence of use of UN Women’s funded research by stakeholders</li> <li>• Evidence that knowledge products published by or with UN Women’s support were used for capacity building</li> <li>• Evidence of increased knowledge and institutional capacity of CSOs who received small grants</li> <li>• Perception of CSOs partners about the long-term results of UN Women’s financial support</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- Semi-structured interviews</li> <li>- Focus groups</li> <li>- Survey</li> </ul>	<ul style="list-style-type: none"> <li>- PGAMS reports</li> <li>- One App system</li> <li>- Annual, quarterly and other progress reports</li> <li>- Knowledge products</li> <li>- Civil Society Organizations</li> <li>- UN Women personnel</li> </ul>
<b>EFFECTIVENESS</b>			
<b>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?</b>			
<p>3.1. To what extent have civil society advisory groups</p>	<ul style="list-style-type: none"> <li>• Number of UN Women’s offices with operational CSAGs</li> <li>• Frequency of CSAGs meetings</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- Semi-structured</li> </ul>	<ul style="list-style-type: none"> <li>- CSAGs former and current members</li> </ul>

<p>provided a meaningful and useful participatory mechanism for promoting CSO engagement in UN Women's work?</p>	<ul style="list-style-type: none"> <li>• Perception of CSAGs members about the openness of UN Women to hear their voices and take their recommendations into account</li> <li>• Evidence that recommendations provided by CSAGs have been taken into account on UN Women's offices decision-making</li> </ul>	<ul style="list-style-type: none"> <li>- interviews</li> <li>- Focus groups</li> <li>- Survey</li> </ul>	<ul style="list-style-type: none"> <li>- UN Women personnel</li> <li>- CSAGs meeting minutes</li> <li>- Corporate guidance</li> <li>- Corporate audits and evaluations</li> </ul>
<p><b>3.2.</b> 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?</p>	<ul style="list-style-type: none"> <li>• Number, thematic areas and mandates of emergency rooms, committees, multistakeholder alliances and thematic advisory groups created and operated by UN Women offices</li> <li>• 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</li> <li>• Evidence that women's representing CSOs had their voice heard and influenced decision making and official documents at international conferences</li> <li>• Evidence that strategic notes and other relevant planning documents incorporated CSOs perspectives and lessons learned</li> <li>• Perception of CSOs partners about the openness of UN Women to hear their voices and take their recommendations into account</li> <li>• Extent to which global initiatives such as the Generation Equality provided effective space for dialogue</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- Semi-structured interviews</li> <li>- Focus groups</li> <li>- Survey</li> </ul>	<ul style="list-style-type: none"> <li>- Participatory spaces former and current members</li> <li>- UN Women personnel</li> <li>- Documents of conferences, regional meetings and other relevant events</li> <li>- Participatory spaces meeting minutes</li> </ul>

## 8.5. Background

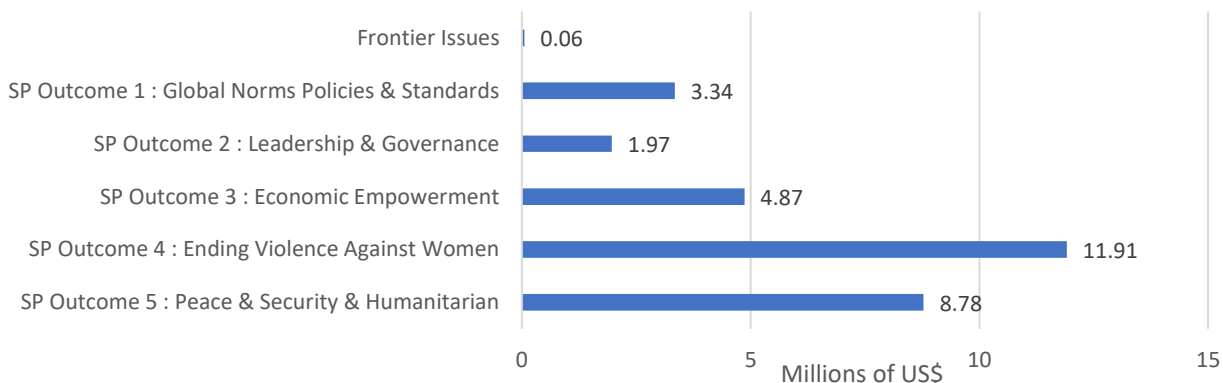
### Programmatic analysis

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.

### 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.

### 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
<b>Total</b>	<b>233</b>	<b>170</b>	<b>403</b>

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.

### 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
<b>Grand Total</b>	<b>403</b>	<b>30.928.561,97</b>	<b>76.745,81</b>

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.

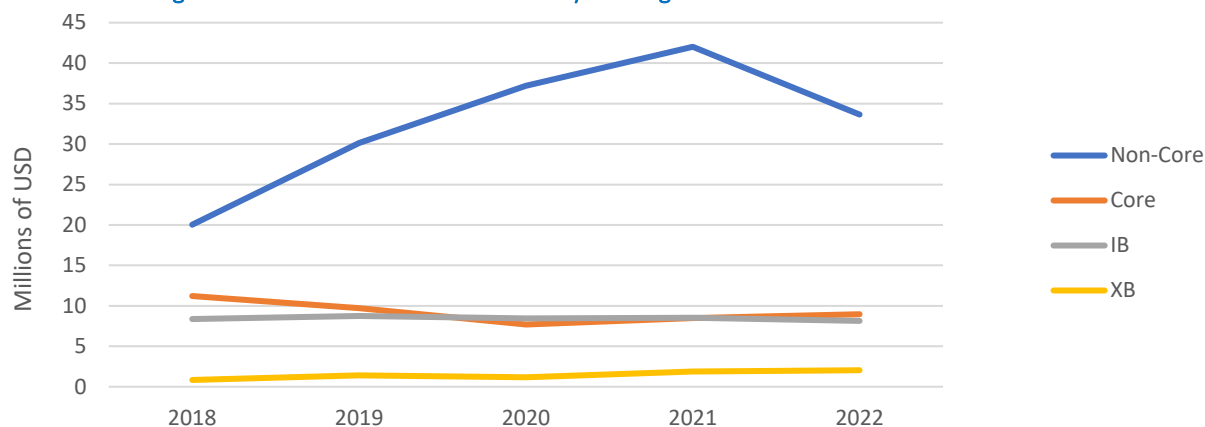
These and other factors will be more closely analyzed during the evaluation's data collection phase to provide evidence-based conclusions and lessons learned, as well as feasible recommendation.

## 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)<sup>1</sup>. The figure below shows a considerable increase in non-core funds from 2018 to 2022, which reaches its peak in 2021.

### UN Women budget for Americas and the Caribbean by funding source 2018-2022

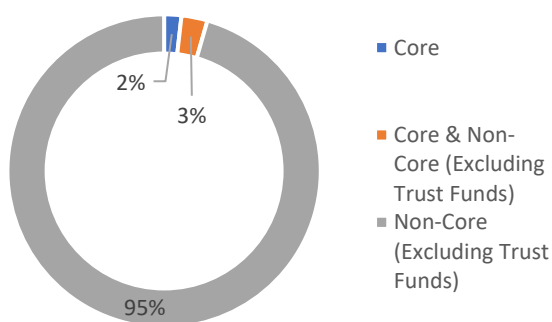


Source: UN Women OneApp (as of Sept 2022)

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 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.

Source: PGAMS reports (as of Sept 2022)

### UN Women budget for agreements with CSOs by funding source 2018-2022



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.

<sup>1</sup> 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.

## 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:

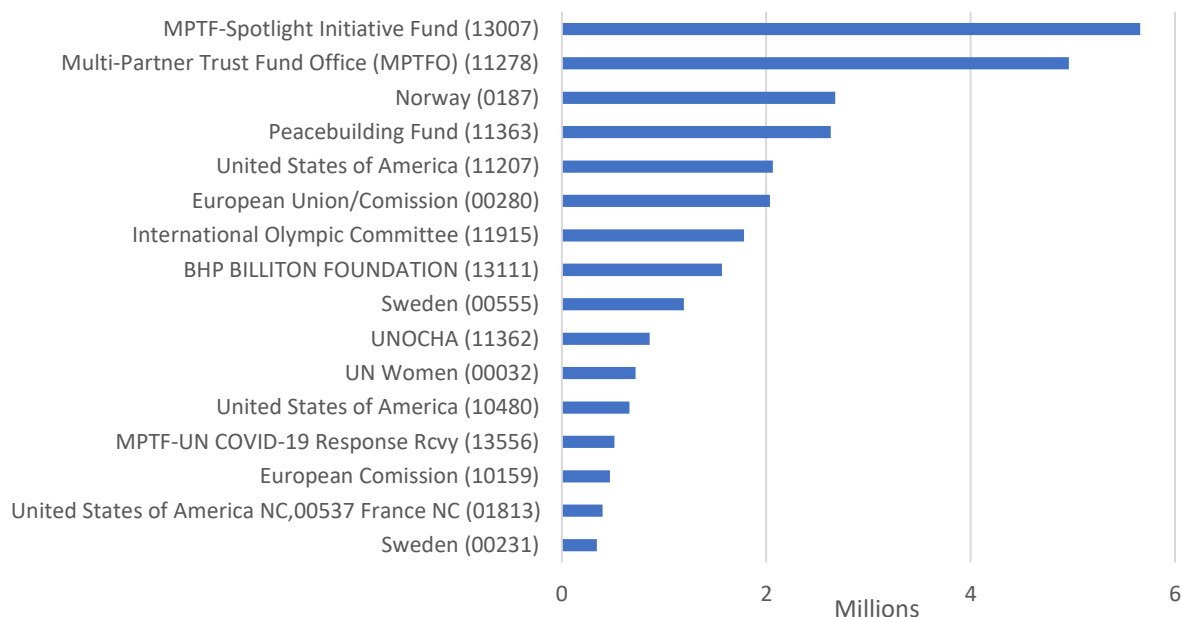
- *Civil society organizations*: CSOs who partner formally and informally with UN Women through the aforementioned modalities, including but not limited to community-based organizations, non-governmental, youth-led organizations, LGBTIA+ organizations, faith-based organizations, and academic institutions.<sup>2</sup>
- *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 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 informal 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.

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<sup>2</sup> The definition of CSOs does not include business or for-profit associations.  
Source: UN Women, Partner Agreement template, version 24 Sept 2021

## Main donors of the resources implemented agreements signed with CSOs



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

## Indicator analysis

ACRO also showed a marked increase in reflecting work with civil society in its strategic frameworks, while also broadening the scope of CSO engagement over time. The ACRO Strategic Note 2014-2018 had four outputs delivering results on civil society engagement regarding legal and policy frameworks, capacity building, strategic partnerships, and rural and indigenous women’s participation in CSW.<sup>3</sup> The following Strategic Note 2019-2022, presented ten outputs directly related with UN Women engagement with civil society, covering a comprehensive set of thematic areas.<sup>4</sup> Moreover, these outputs had a clear focus on groups facing greater vulnerabilities and discrimination such as women identifying as political and community leaders, youth, indigenous, afro-descendant, LGBTIQ+, human rights and environmental defenders, journalists, and displaced. Modes of engagement included evidence-based advocacy, formal agreements, institutional strengthening, participatory spaces, service delivery and capacity building of individuals and organizations. Finally, the current ACRO Strategic Note 2022-2025 followed a similar approach and strengthened engagement with CSOs within the output structure, including one output exclusively focused on advocacy results with CSOs<sup>5</sup> and three others addressing CSOs as relevant partners or right-holders.

In terms of the results framework of the sampled country offices in the region, strategic notes designed through 2018 (e.g., Bolivia, Brazil, and Haiti) showed a narrower scope of results regarding CSOs. Strategic notes designed from 2019 onward, and especially those planned from 2022, had a clearer results framework of UN Women engagement with civil society, demonstrating a strong alignment with regional and global expected results (e.g., Caribbean, Colombia, and Guatemala). The Spotlight Initiative’s results and indicators related to CSOs were also evident in three of eight sampled offices, particularly regarding normative frameworks and gender and social norms.<sup>6</sup> Finally, the definition of priority groups facing greater discrimination and vulnerability in output statements of strategic notes also demonstrated a clear link in expected results. Strategic notes from 2019 onward showed a more consistent articulation of CSO-related results based on the eight sampled offices, although variation across indicator definition was high

<sup>3</sup> See Annex 8.6.

<sup>4</sup> Areas included: GBV; VAWP; women’s income security; decent work; economic autonomy; peace building; conflict prevention and mediation; humanitarian action; COVID response; and political participation

<sup>5</sup> Output 3.3.3. Civil society organizations in the region, especially feminist and women's organizations and those representing women from traditionally marginalized groups, improve their knowledge of international and regional instruments on gender equality and women's empowerment and have their coordination and advocacy capacities strengthened.

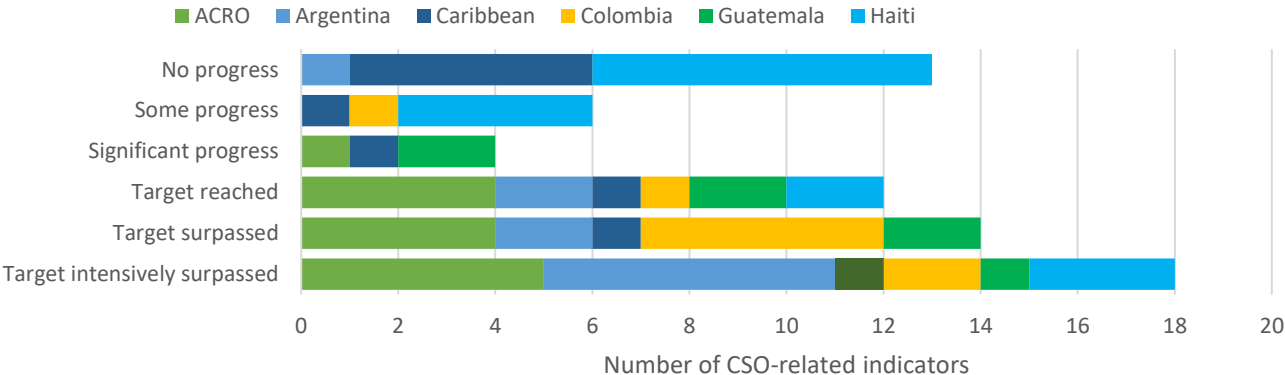
<sup>6</sup> Among offices in the region, the following integrated Spotlight Initiative results and indicators: ACRO (1 output; 1 indicator), Argentina (3 outputs; 4 indicators), and the Caribbean Multi-Country Office (1 outcome; 3 outputs; 5 indicators).



Strategic notes from 2019 onward showed a more consistent articulation of CSO-related results based on the eight sampled offices, although variation across indicator definition was high. Haiti, ACRO and Argentina presented a higher number of CSO-related indicators (16, 14, and 11 respectively) and an increase in their most recent strategic frameworks. The Caribbean, Colombia, and Guatemala offices also had a medium number of national CSO-related indicators (9, 9 and 7 respectively).<sup>7</sup> There was however a considerable variation of national CSO-related indicators, including: indicators covering various thematic areas and modes of engagement of UN Women with CSOs (Argentina and ACRO); indicators directly related to the Spotlight Initiative (Caribbean and Haiti); and indicators focused on capacity-building and the promotion of multistakeholder dialogues (Colombia and Guatemala). While important for adaptability to national contexts, this arguably increase reporting burden in some cases and lowers organizational coherence.

Performance varied significantly across the 67 CSO-related indicators identified in the strategic notes of the eight sampled offices for this evaluation, as shown in the figure below). In general, most targets were considered as being surpassed and intensively surpassed (32 percent), often in the latter category to a degree that indicated design issues. The Caribbean and Haiti offices presented a considerable number of indicators with no or some progress (67 and 69 per cent respectively), while other offices showed many reached and surpassed targets (92, 80, and 71 per cent for ACRO, Colombia, and Guatemala respectively).

**Performance of sampled UN Women office Strategic Note indicators**



Source: Evaluation Team based on the analysis of Annual Reports  
 Definition of categories: No progress (0%); Some Progress (0-50%); Significant progress (51%-99%); Target reached (100%); Target surpassed (101-200%); Target intensively surpassed (higher than 200%).

<sup>7</sup> Brazil presented one indicator and Bolivia none, being both strategic notes developed in 2017, before a stronger approach to results related to CSO partnerships.

### Indicators regarding CSO engagement - UN Women Global Strategic Plan 2018-2021

Outcome or output statement	Indicator Nº	Indicator statement	Offices reporting
<b>DRF Output: Evidence based dialogue is facilitated amongst governments and with civil society and other relevant actors in the context of intergovernmental processes</b>	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>	ACRO
<b>DRF Output: More women of all ages fully participate, lead and engage in political institutions and processes</b>	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 remedy human rights abuses, and ensure longer-term recovery</i>	None
<b>EF Output: Increased engagement of partners in support of UN-Women's mandate</b>	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>	Colombia
	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>	Honduras Mexico
	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>	ACRO Bolivia Caribbean Colombia Ecuador El Salvador Guatemala Mexico

### Indicators regarding CSO engagement - UN Women Global Strategic Plan 2022-2025

Outcome or output statement	Indicator Nº	Indicator statement	Offices reporting
<b>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</b>	0.1.d	<i>Number of partners that have increased capacities to promote/influence gender responsive legislation (UNAIDS, UNDP)</i>	Caribbean
	0.1.e	<i>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)</i>	Caribbean
	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>	ACRO Chile Ecuador Guatemala Mexico
<b>Outcome 2 Financing for gender equality Public and private financing advance gender equality through gender responsive financing policies, strategies and instruments</b>	0.2.c	<i>Number of national partners with capacities to apply Gender Responsive Budgeting tools in the budget cycle</i>	El Salvador
	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>	Honduras
	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>	None
	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>	Brazil Caribbean Chile Colombia Ecuador El Salvador Guatemala

			Haiti Honduras Mexico
	0.4.e	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	None
<b>Outcome 5</b> <b>Women's voice, leadership &amp; agency</b> 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	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	Colombia
	0.5.2	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	Honduras Mexico
	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	ACRO Bolivia Caribbean Colombia Ecuador El Salvador Guatemala Mexico
<b>Output: Changes</b> 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	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	Caribbean Mexico
	0.5.b	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	Chile Mexico
	0.5.c	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	ACRO Brazil Colombia Ecuador El Salvador Guatemala Mexico
	0.5.d	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	ACRO Brazil Caribbean Chile Colombia Ecuador El Salvador Guatemala Mexico
	0.5.e	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	None
	0.5.f	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)	ACRO Brazil Ecuador Guatemala Honduras Mexico
<b>Output: Changes</b> 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, UNFPA)	None
	0.6.d	Number of platforms/web-based databases for dissemination of multi-level disaggregated gender statistics, sex-disaggregated data and knowledge developed	None
<b>OEE Output 2</b> <b>Advancing partnerships &amp; resourcing;</b> <b>Effectively influencing for impact &amp; scale:</b>	OEE 0.2.6	Rating of UN-Women Youth 2030 performance on meaningful youth engagement, as set out in the Youth 2030 Scorecard (i) Policies and processes for meaningful youth engagement (ii) Diversity of youth (groups) engaged	None

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.		(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)	
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### Outcomes and outputs regarding CSO engagement – sampled managing offices

Managing office	Strategic Note	Focus	Outputs
ACRO	2014-2018	<b>Thematic areas:</b> Economic Empowerment and Political Participation;  <b>Capacity building:</b> normative frameworks; and  <b>LNOB:</b> indigenous women.	<b>DRF Output 2.5.2</b> - Strengthened legal and policy frameworks and institutional arrangements to promote gender responsive plans, financing and economic policies (including social protection and care policies) <b>DRF Output 6.1.1</b> - Increased capacities of national governments, regional bodies and civil society advocates to assess progress and/or support implementation of recommendations/outcomes on CEDAW, the Beijing Platform of Action and the SDGs, with a special focus on SDG5 and the principle of "leaving no one behind" <b>DRF Output 6.1.2</b> - The perspectives and recommendations from rural and indigenous women organizations from LAC are promoted and integrated in the preparation and follow up to the 62nd CSW and other commitments regarding the empowerment of rural and indigenous women in LAC <b>OEEF Output 4.4</b> - Effective partnerships between UN Women's ACRO and major stakeholders, including civil society, private sector, sub-regional and/or regional and international organizations
	2019-2022	<b>Thematic areas:</b> Economic Empowerment, EVAW, WPS, and Humanitarian;  <b>Capacity building:</b> WPS, humanitarian action, normative frameworks, and COVID-19 response; and  <b>LNOB:</b> young women, indigenous women, afro descendant women, LGBTIQ+, human rights and environmental defenders, and migrant and refugees.	<b>DRF Output 3.1.6 Project Spotlight Outcome 1</b> - Legislative frameworks in the region follow and deepen the understanding of international human rights standards leading to effective sanctioning <b>DRF Output 4.1.1</b> - 200 women and young leaders are trained to enhance their capacities to participate in political dialogues with tools in peace building, conflict prevention and mediation <b>DRF Output 4.1.2</b> - Design and implementation of a (1) women-led initiative for conflict prevention and peace building, including women political leaders, women community leaders, young women, indigenous women, afro descendant women, LGBTIQ+, human rights and environmental defenders, and journalists, coordinated and implemented by Venezuelan women with the horizon of a multi-stakeholder women's coalition <b>DRF Output 4.1.3</b> - Women-led early response pilots on conflict prevention, negotiation and mediation, risk management, and prevention of violence against women in politics and public life <b>DRF Output 4.2.1</b> - 20 women organizations are trained to strengthen their capacity to engage in gender-responsive humanitarian actions within a coordinated COVID-19 response plan <b>DRF Output 4.2.2</b> - Two (2) small grants projects to respond and prevent effects and risks associated to GBV, women's human trafficking and sexual exploitation are implemented in partnership with youth and community based organizations <b>DRF Output 6.1.1</b> Governments and key stakeholders, including women's organizations representing women in their diversity, have improved their reporting on the progress in the implementation of global and regional normative frameworks regarding women's empowerment and gender equality <b>OEEF Output 2.6</b> - More effective programmes to enhance women's income security, decent work and economic autonomy are implemented by field offices <b>OEEF Output 2.8</b> - More effective programmes increase women's influence in sustaining peace and preventing conflicts by field offices <b>OEEF Output 4.4</b> - Increased knowledge and capacity of the corporate sector, civil society, regional integration bodies, donors, as well as non-traditional partners to transform social norms in favor of GEEW
Argentina	2019-2020	<b>Thematic areas:</b> EVAW. <b>Capacity building:</b> sports and life skills. <b>LNOB:</b> youth.	<b>DRF Output 3.1.1</b> - Spotlight: Legislative and policy frameworks, based on evidence and in line with international human rights standards, on all forms of violence against women and girls and harmful practices are in place and translated into plans and projects <b>DRF Output 3.1.5</b> - Spotlight: Women's rights groups and civil society organizations, including those representing youth and groups facing intersecting forms of discrimination, more effectively influence and advance progress on GEWE and EVAWG in alignment with CEDAW recommendations <b>DRF Output 3.2.2</b> - Improved the abilities of organizations / stakeholders to implement high-quality sports programs for girls combined with life skills curriculum <b>OEEF Output 4.3</b> - Increased engagement of partners in support of Un Women's mandate
	2021-2022	<b>Thematic areas:</b> EVAW, WPS and humanitarian; <b>Capacity building:</b> sports and life skills, and WPS. <b>LNOB:</b> youth.	<b>DRF Output 3.1.5</b> - Spotlight: Women's rights groups and civil society organizations, including those representing youth and groups facing intersecting forms of discrimination, more effectively influence and advance progress on GEWE and EVAWG in alignment with CEDAW recommendations <b>DRF Output 3.2.2</b> - Improved the abilities of organizations / stakeholders to implement high-quality sports programs for girls combined with life skills curriculum <b>DRF Output 6.1.1</b> - Argentina's policy frameworks and institutional and civil society capacities are strengthened on issues related to sustainable peace and resilience and humanitarian action <b>DRF Output 6.1.2</b> - Strengthened government and civil society organizations' capacities for the promotion of gender equality in public life <b>OEEF Output 4.3</b> - Increased engagement of partners in support of Un Women's mandate

Bolivia	2018-2022	<p><b>Thematic areas:</b> Political participation;</p> <p><b>Capacity building:</b> None; and</p> <p><b>LNOB:</b> Not defined at the output level.</p>	<p><b>DRF Output 2.1</b> - Increased engagement of partners (allies) in support of UN-Women’s mandate</p>
Brazil	2017-2022	<p><b>Thematic areas:</b> Political Participation, Economic Empowerment, and EVAW;</p> <p><b>Capacity building:</b> policies, leadership, entrepreneurship, decent work, social protection; and GBV prevention and response.</p> <p><b>LNOB:</b> Not defined at the output level.</p>	<p><b>DRF Output 1.1.2</b> - Women and gender equality advocates, particularly those facing multiple forms of discrimination, have enhanced capacity to participate in decision-making processes; and to influence formulation, implementation and monitoring of national and subnational laws, policies, plans and budgets to promote women’s rights, leadership and political participation</p> <p><b>DRF Output 2.1.2</b> - Women's business enterprises and women entrepreneurs have enhanced capacity to participate in dialogues and to influence strategies of public and private companies and institutions, with special focus on gender-sensitive procurement policies</p> <p><b>DRF Output 2.1.3</b> - Women and gender equality advocates, particularly those facing multiple forms of discrimination, have enhanced capacity and opportunities to participate in decision-making processes, and to promote decent work and gender-responsive social protection and macroeconomic policies</p> <p><b>DRF Output 3.1.1</b> - Women, girls, men and boys, particularly those facing multiple forms of discrimination, have increased knowledge on violence against women and girls</p> <p><b>DRF Output 3.1.2</b> - National and subnational authorities and partners have enhanced capacity to implement and monitor laws, policies, strategies and budgets to respond to violence against women and girls (Maria da Penha Law, Femicide Law, Network of Services, Ligue 180, Justice Reform)</p>
Caribbean	2018-2021	<p><b>Thematic areas:</b> EVAW and Political Participation;</p> <p><b>Capacity building:</b> GBV prevention and normative frameworks; and</p> <p><b>LNOB:</b> Not defined at the output level.</p>	<p><b>DRF Output 3.2.3 Spotlight OUTCOME 3</b> - Gender inequitable social norms, attitudes and behaviours change at community and individual levels to prevent violence against women and girls and harmful practices (Merged with MCO Caribbean</p> <p><b>DRF Output 3.1.1</b> - More communities, civil society organisations and state institutions use tools and community education and psycho-social support methodologies to prevent all forms of violence against women and girls)</p> <p><b>DRF Output 3.2.8</b> - Number of schools and other civil society organizations and state institutions adopting and implementing MCO foundations GBV prevention programme</p> <p><b>DRF Output 6.1.1</b> - The Capacity of CARICOM Governments and civil society representatives to engage actively in reporting and monitoring on the effective implementation of the SDGs, Beijing Platform for Action, and other global normative and policy frameworks</p>
	2022-2025	<p><b>Thematic areas:</b> Economic Empowerment, EVAW, Political Participation, and Humanitarian;</p> <p><b>Capacity building:</b> normative frameworks, policy development, evidence-based methodologies, case management on GBV, climate resilience, recover of natural hazards, and business practices; and</p> <p><b>LNOB:</b> GBV victims, youth and women affected by natural disasters.</p>	<p><b>DRF Output 6.1.2</b> - Strengthened capacity of and collaboration between Regional Institutions, NGMs and CSOs (including FBOs) to mainstream gender throughout regional and national policies and programmes</p> <p><b>DRF Output 6.1.3</b> - Enhanced capacities among the media, sports and members of the creative and cultural industries and the women’s movement in CARICOM to report and promote positive social norms that promote gender equality and women’s empowerment</p> <p><b>DRF Output 2.2.1</b> - Improved and integrated government and CSO programmes to address unpaid care work including subsidized child and elder-care systems among CARICOM countries</p> <p><b>DRF Output 3.2.3</b> - Spotlight OUTCOME 3: Gender inequitable social norms, attitudes and behaviours change at community and individual levels to prevent violence against women and girls and harmful practices (Merged with MCO Caribbean</p> <p><b>DRF Output 3.1.1</b> - More communities, civil society organisations and state institutions use tools and community education and psycho-social support methodologies to prevent all forms of violence against women and girls)</p> <p><b>DRF Output 3.2.6 Spotlight OUTCOME 6</b> - Women's rights groups, autonomous social movements and relevant CSOs, including those representing youth and groups facing multiple and intersecting forms of discrimination/marginalization, more effectively influence and advance progress on GEWE and ending VAWG</p> <p><b>DRF Output 3.2.9 4.1</b> - Increased capacity among duty bearers (justice, CSOs) to manage GBV (sexual abuse, IPV and Trafficking) cases [including cybercrimes] and promote women’s empowerment</p> <p><b>DRF Output 4.1.1</b> - Strengthened capacities among women owned MSMEs in climate resilient and DRR better business practices</p> <p><b>DRF Output 4.1.2</b> - Enhanced capacities among NGMs, key sector agencies and CSOs to prepare, respond to and recover from natural hazards</p>
Colombia	2017-2020	<p><b>Thematic areas:</b> EVAW, Political Participation, Humanitarian, and WPS;</p> <p><b>Capacity building:</b> advocacy, community oversight, peacebuilding, prevention and response to</p>	<p><b>DRF Output 2.1.3</b> - Capacities strengthened of private sector, State and CSOs for women's economic empowerment through initiatives and innovative partnerships among key stakeholders</p> <p><b>DRF Output 3.1.3</b> - Strengthened Civil Society capacities for participation, advocacy and community oversight to better orient and accompany women victims of GBV</p> <p><b>DRF Output 4.2.3</b> - Government, state agencies and CSOs have improved their capacities and opportunities for the inclusion of the gender focus and the guarantee of women’s rights in peace negotiation, the implementation of peace agreements and the peacebuilding processes</p> <p><b>DRF Output 4.3.1.</b> Civil society organizations, state institutions at national and local level, as well as humanitarian bodies of the United Nations have improved their capacities to prevent and respond to humanitarian emergencies and to develop gender-sensitive and gender-responsive initiatives that promote the transition from humanitarian to development context</p>

		humanitarian emergencies; and <b>LNOB:</b> GBV victims, and women affected by armed conflicts .	<b>OEEF Output 4.3 - MRF 4.3</b> - UN-Women Communications capacity and engagement with Civil Society provided a foundation for effective advocacy of gender equality and women's empowerment
	2021	<b>Thematic areas:</b> EVAW, Political Participation, Humanitarian, and WPS; <b>Capacity building:</b> advocacy, community oversight, peacebuilding, prevention and response to humanitarian emergencies; and <b>LNOB:</b> GBV victims, and women affected by armed conflicts .	<b>DRF Output 2.1.3</b> - Capacities strengthened of private sector, State and CSOs for women's economic empowerment through initiatives and innovative partnerships among key stakeholders. <b>DRF Output 3.1.3</b> - Strengthened Civil Society capacities for participation, advocacy and community oversight to better orient and accompany women victims of GBV <b>DRF Output 4.2.3</b> - Government, state agencies and CSOs have improved their capacities and opportunities for the inclusion of the gender focus and the guarantee of women's rights in peace negotiation, the implementation of peace agreements and the peacebuilding processes <b>DRF Output 4.3.1</b> - Civil society organizations, state institutions at national and local level, as well as humanitarian bodies of the United Nations have improved their capacities to prevent and respond to humanitarian emergencies and to develop gender-sensitive and gender-responsive initiatives that promote the transition from humanitarian to development context <b>OEEF Output 4.3</b> - UN-Women Communications capacity and engagement with Civil Society provided a foundation for effective advocacy of gender equality and women's empowerment
	2022-2024	<b>Thematic areas:</b> Economic Empowerment, EVAW, Political Participation, Humanitarian, and WPS; <b>Capacity building:</b> advocacy, community oversight, care economy, prevention and response to humanitarian emergencies, social reintegration; and <b>LNOB:</b> youth, migrants and refugees, GBV victims, and women affected by armed conflicts.	<b>DRF Output 1.1.1</b> - Support for the set-up and implementation of strategies and initiatives for the economic and social reincorporation of women, with an emphasis on productive projects, employment opportunities, solidarity economies, care economy, prevention of gender-based violence; and comprehensive care in sexual and reproductive health, as well as care for children, adolescents, and youth (UNSDCF Output 1.1.4) <b>DRF Output 1.3.2</b> - Technical assistance on issues related to migration; humanitarian response; shelter; participation and representation of victims and the defence of those concerned; transparency and environmental crimes (UNSDCF OUTPUT 3.5.5) <b>DRF Output 2.1.1</b> - Relevant institutions and non-governmental actors implement timely and quality referral pathways and strategies for prioritized populations (UNSDCF Output 2.1.1) <b>DRF Output 2.1.3</b> - Relevant institutions and non-governmental actors have anti-xenophobia and social integration pedagogical and communication strategies for migrant populations and host communities to be developed and implemented in the areas prioritized by the national government (UNSDCF Output 2.4.3) <b>DRF Output 3.2.3</b> - Technical support for the economic empowerment of women and girls and the design and implementation of a public policy (and local systems) for care that contributes to improving the well-being of people who receive and provide care (UNSDCF Output 3.2.3) <b>OEEF Output 4.1</b> - Strengthened capacity and accountability of UN-Women staff for delivering results in Gender Equality and Women's empowerment
Guatemala	2015-2021	<b>Thematic areas:</b> Political Participation, and WPS; <b>Capacity building:</b> leadership, intercultural approach, and reparative justice ; and <b>LNOB:</b> GBV victims, and women affected by armed conflicts.	<b>DRF Output 1.1.1</b> - Enhanced capacities of governments and stakeholders to follow-up the women's rights agenda in a systematic manner, and enable women's participation, leadership, including a gender and intercultural approach <b>DRF Output 4.1.2</b> - Strengthened capacities of non-governmental actors to sustain peace and fully participate in the eradication of impunity and transformative reparation for conflict and post-conflict related women's human rights violations <b>OEEF Output 2.1</b> - Effective partnerships are built between Un Women and major stakeholders, including civil society, private sector, regional and international organizations
	2022-2025	<b>Thematic areas:</b> Political Participation, Humanitarian and WPS; <b>Capacity building:</b> leadership, policy development, prevention and response to VAWP, gender and ethnic sensitive budgets, intercultural approach, natural disasters recovering, reparative	<b>DRF Output 1.1.1</b> - Women, Indigenous, Afro-descendant Garifuna and young women, and their organizations, increase their political participation as well as their capacities to influence relevant local and national decision-making processes <b>DRF Output 1.1.2</b> - Gender equality mechanisms are strengthened and public institutions access knowledge products and technical assistance to prevent violence against women in spaces for political and electoral participation, to improve planning with a gender perspective, as well as to monitor investments that are gender-sensitive and with an ethnic marker <b>DRF Output 2.1.1</b> - Public and private institutions have improved the knowledge to design, implement and monitor policies, strategies, budgets for the generation of economic opportunities in business, entrepreneurship, and employment for women, and for the design and implementation of a comprehensive care system <b>DRF Output 3.1.2</b> - Civil society women's organizations and survivors of violence against women enhance their capacities to demand their rights to essential services, comprehensive protection, justice and transformative reparation, and to promote processes of prevention of violence against women, girls, and adolescents through cultural changes and social norms

		and transformative justice, and peacebuilding; and <b>LNOB</b> : indigenous, Afro-descendant, Garifunas and young women, GBV victims, women affected by natural disasters, and women affected by armed conflicts.	<p><b>DRF Output 4.1.1</b> - State institutions consolidate their capacities and coordinate to develop initiatives for women's access to security, justice, transformative reparation; conflict transformation, sustaining peace and the rule of law</p> <p><b>Output 4.1.2</b> - Women, indigenous women, and defenders lead initiatives for improved protection, access to justice, transformative reparation, sustaining peace and the rule of law</p> <p><b>Output 4.1.3</b> - More women participate and lead humanitarian response and post-disaster recovery interventions, applying the humanitarian - peace - development triple nexus</p>
Haiti	2018-2022	<p><b>Thematic areas:</b> Economic Empowerment, EVAW, and Humanitarian; <b>Capacity building:</b> court proceedings, legal assistance, social reintegration, policy development, recover of natural hazards, and business practices; and <b>LNOB</b>: youth, women affect by natural disasters, women in prison.</p>	<p><b>DRF Output 1.4.1</b> - All actors in the penal chain are better equipped and trained to use alternative measures to court proceedings and detention to reduce prolonged pretrial detention</p> <p><b>DRF Output 1.4.4</b> - The Legal Assistance Offices (BAL) are strengthened, structured, and staffed with competent staff and benefit technical support from the National Legal Assistance Council (CNAL) to provide legal and judicial assistance services</p> <p><b>DRF Output 1.5.2</b> - The Directorate of Prison Administration (DAP) has increased technical and operational capacities facilitating better implementation of the social reintegration program for released prisoners</p> <p><b>DRF Output 1.6.1</b> - Women's rights groups and relevant CSOs representing groups facing multiple and intersecting forms of discrimination/marginalisation have strengthened capacities and support to design, implement and monitor their own programmes on VAWG, including family violence</p> <p><b>DRF Output 1.6.2</b> - Women's rights groups and relevant CSOs, have increased opportunities and support to share knowledge, network, partner and jointly advocate for GEWE and ending VAWG, including family violence, with relevant stakeholders at sub-national, national, regional and global levels - WPHF Grant to CSOs under the Spotlight Initiative (MOFEDGA-AFM-HAGN-FEFA-ALERTOP-JPHRO-ZL-RAPHA-MIEFH-YWCA-RSDDH-A4C-CASDA-SOFNE)</p> <p><b>DRF Output 1.7.2</b> - Community-based and women-led electoral violence prevention and early warning mechanisms are strengthened and linked to the Haitian National Police (HNP)</p> <p><b>DRF Output 2.2.1</b> - Rural women affected by natural disasters such as hurricanes, floods and earthquakes actively participate in the development of economic activities, benefit from equal access to productive means and have increased their resilience to natural disasters</p> <p><b>DRF Output 2.2.3</b> - Women's social capital facilitating women's access to information and resources as a peace agent is strengthened</p> <p><b>DRF Output 3.1.7</b> - Spotlight Outcome 6 - Women's rights groups, autonomous social movements and relevant CSOs, including those representing youth and groups facing multiple and intersecting forms of discrimination/marginalization, more effectively influence and advance progress on GEWE and ending VAWG</p>

## Processes and bottlenecks

### Processes and common bottlenecks in formal agreement implementation with CSOs

Phase	Role and responsibility	Estimated # process steps for UN Women		Observation	Impact
		Partner Agreements	Small Grants Agreements		
<b>Partnership initiation and approval</b>	UN Women internal approval processes at initiation	<ol style="list-style-type: none"> <li>1. Decide about the need of CSO as an implementing partner;</li> <li>2. Decide on competitive or non-competitive justifying the choice for a sole-sourcing procedure;</li> <li>3. Use an Expression of interest call or a Call for proposals, if competitive;</li> <li>4. Review proposals and shortlist if a competitive process;</li> <li>5. Risk-based capacity assessment and capacity building plan;</li> <li>6. Appraisal and approval by the Delegated Authority;</li> <li>7. Prepare agreement and sign.</li> </ol>	<ol style="list-style-type: none"> <li>1. Insertion of the possibility of awarding small grants in an approved UN Women programme or project document;</li> <li>2. Head of Office determines that the Office will award small grants;</li> <li>3. The Programme Manager starts the initiation process through advertisement or by single source initiation, the latter requiring a justification;</li> <li>4. Receiving of proposals and establishment of a Small Grants Review Team;</li> <li>5. Review of proposals and award recommendations;</li> <li>6. Decision of the Delegated Authority on approving or rejecting awards;</li> <li>7. Prepare agreement and sign.</li> </ol>	Internal delays in approval processes of partnership	Timely implementation; selection of proper, trustful and diverse partners

<p><b>Initiation of the agreement</b></p>	<p>UN Women internal approval processes and partner's response to requests</p>	<p>8. Development and attachment of a ProDoc to the partner agreement;  9. Constitution of the Project Steering Committee for the Project, if needed;  10. Review of ProDoc and reconfirmation of feasibility;  11. Review of the ProDoc, if needed;  12. Development of Monitoring Plan;  13. Development of a Programme Partner Results Monitoring Framework;  14. Development of a Programme Partner Project Risk Register;  15. Development of a Lessons Learnt Log;  16. Training of programme partner team, if needed;  17. Delivery of the project Inception Report;  18. Meeting of the Project Steering Committee;  19. Review and approval of the Inception Report by the Project Steering Committee;  20. Amendment of the Programme Partner Agreements if changes are required.</p>	<p>8. Send the award letter;  9. Enter the information at the PGAMS system and generate the agreement;  10. Prepare the small grant utilization plan;  11. Sign the agreement.</p>	<p>Internal delays in approval processes of partnership</p>	<p>Timely implementation; formalization of partners</p>
<p><b>1<sup>st</sup> Payment</b></p>	<p>UN Women validation of procedures and pre-requisitions</p>	<p>21. After concluded the steps for the initiation of the agreement, proceed to the cash advances to the selected Programme Partner in line with the risk rating assigned to the Programme Partner.</p>	<p>12. After the agreement is signed by both parties, the programme manager requests disbursement (one installment for USD 10,000.00 or less and two if higher);</p>	<p>Delays reported on first payments, even they being not dependent on report delivery and approval</p>	<p>Risks to timely implementation and payment of partners</p>
<p><b>Reporting and monitoring</b></p>	<p>Partner submits mid-term or quarters reports  UN Women review and approval of reports</p>	<p>22. Implementation of a monitoring plan defining the type of monitoring tools and the periodicity that they will be used;  23. Delivery of quarterly financial and progress reports;  23. Review and approval of quarterly financial and progress reports;  24. Project progress review meetings on a quarterly basis;  25. Adjustments to indicators, targets, theory of change and programming design, if needed;  26. Updates to the Monitoring Plan where relevant;  27. Actions to mitigate risks or respond to realized risks, as required;  28. Coordination of Project Steering Committee reviews on a semi-annual basis;  29. At least one annual field visit to the project;  30. Third-party and/or joint monitoring, if needed;  31. Direct beneficiary outreach, if needed.</p>	<p>13. Establishment of a grant monitoring plan;  14. Delivery of mid-term financial and progress reports if the agreement is higher than USD 10,000.00;  15. If reports were not sent on time, an additional deadline can be agreed;  16. Supporting documents could be requested to the grantee;  17. If the final reports were not delivered or not fully approved, a partial or total refund should be requested to the grantee;  18. Review and approval by programme manager;  19. Delivery of final financial and progress reports for all grantees;  20. Review and approval by programme manager.</p>	<p>Quarterly reporting requirement resulted in cascading delays of partner agreement management  Delays on the revision and approval of small grants and partner agreements reports</p>	<p>Limited monitoring of implementation and risk mitigation in the case of agreements with mid-term reporting  Implementation hindered by the amount of time invested on reporting tasks (development by partners and revision by UN Women personnel)</p>



<p><b>Other payments, if applicable</b></p>	<p>Partner submits financial and progress reports and a receipt</p> <p>UN Women validation of products and financials</p>	<p>32. Second and other payments could be done after the delivery and approval of regular reports;</p> <p>33. Payment should be initiated under partner request;</p> <p>34. If according to the ProDoc and the monitoring plan, the Programme Manager request the payment to the financial personnel.</p>	<p>21. If the grant is higher than USD 10,000,00, the second payment could be done after the approval of mid-term reports;</p> <p>22. Payment should be initiated under partner request;</p> <p>23. If according to the Small Grant Utilization Plan, the Programme Manager request the payment to the financial personnel.</p>	<p>Delays for paying second and other tranches forced some CSOs to advance their own resources to not sacrifice activity implementation</p>	<p>Implementation phases delayed 1-3 months; need for revising / amending contracts</p>
<p><b>Closure</b></p>	<p>UN Women internal approval processes and partner's response to requests</p>	<p>35. Closure begins after the processes included in Monitoring of Programme Partners Procedure have been completed or identified a need to close the project;</p> <p>36. Determination of closure after completion of work before or at expiry or termination of programme partner agreement;</p> <p>37. Review and acceptance of Final Progress Report, Final Lessons Learnt Report with accompanying Lessons Learnt Log, final financial report (FACE Form) and Inventory Report of the Property;</p> <p>38. Submission of all the knowledge products produced as part of the implementation of the project to UN Women;</p> <p>39. Projects need to be closed later than sixty calendar days after the work has been completed or the programme partner agreement has expired or is terminated;</p> <p>40. Final liquidation of the funding;</p> <p>41. Treatment of the property based on the Inventory Report of the Property;</p> <p>42. Programme Partner final performance evaluation process;</p> <p>43. Post project review to document lessons learnt.</p>	<p>24. Closure could be initiated after the approval of final reports and if they were sent within the time set forth the agreement;</p> <p>25. If reports were not sent on time, an additional deadline can be agreed;</p> <p>26. Supporting documents could be requested to the grantee;</p> <p>27. If the final reports were not delivered or not fully approved, a partial or total refund should be requested to the grantee;</p> <p>28. Closure of the project;</p> <p>29. Within 60 days, the project manager needs to delivery an evaluation note assessing the implementation of the agreement by the grantee.</p>	<p>Delays also reported on project closure and reputational risks in the case of inadequate implementation of activities or reporting</p>	<p>Limited monitoring and evaluation of implementation, hindering UN Women reporting on results and risk mitigation</p>

Source: Evaluation team based on review of UN Women policy, procedure, and guidance<sup>8</sup>

## Civil society in the Americas and Caribbean

In the region, 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

<sup>8</sup> Documents reviewed include: Selection of Programme Partners Procedure 2023; Initiate Programme Partner Project Procedure; Monitoring of Programme Partners Procedure; and Close and Learn from Programme Partner Project Procedure; Small Grant Procedure; Small Grant Policy; Small Grant Work Flow.

from the late 1970s onward and became stronger throughout the democratic stabilization and economic liberalization processes that took place in the region during the 1980s and the 1990s.<sup>9</sup>

In this context, movements became increasingly organized around a wide range of social groups. These movements also started to participate in governments and demand specific public policies and normative frameworks. This shift underlined a diversification of civil society beyond unions, social movements, and NGOs to also form associations outside the state oriented to public functions such as creating citizenship and raising awareness.<sup>10</sup> 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.<sup>11</sup> 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 significant multilateral meetings during the “decade of conferences” in the 1990s.<sup>12</sup>

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 trans-nationalization of social movements in the Americas and Caribbean.<sup>13</sup> 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, feminist and women’s movements 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 – has been central to the emergence of multiple forms of feminism in the region.<sup>14</sup> Diverse feminist movements in the region have acted as protagonists of massive social mobilizations in many countries.<sup>15</sup> As the region has faced compounding crises over the past decade, CSOs have played a fundamental role to demand political participation, social assistance, and robust policies and programmes for building greater justice and equality. Despite these important advances, the region continues to face democratic regression and setbacks in terms of women’s rights and policies for promoting gender equality.

## 8.6. Methodology

### 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. Based on the evolution of the Strategic Plan 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.<sup>16</sup> Given the 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.

### Quality of performance indicators of Strategic Plan results frameworks

Measure	Quality Assessment Highlights	Overall Rating
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9 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.

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

11 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.

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

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

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

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

16 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.)

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

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.

#### Related evaluations to be reviewed during data collection phase

Name/ scope	Type	Unit/ Country	Year	Quality rating	Relevance <sup>17</sup>	Potential use <sup>18</sup>
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

<sup>17</sup> To this current evaluation.

<sup>18</sup> Idem.

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)
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 EVAW 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 side focus on CSOs</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 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 multistakeholder 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 Data only for 2018	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 Data only for 2018	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.

## Overall design and conceptual framework

To foster ownership and ensure quality feedback, the evaluation adopted a bottom-up approach aligned with stakeholder needs. This aimed to build learning and adaptation into UN Women's programming over the 2023-2025 period at the country, regional and global levels. The evaluation was conducted in a transparent and participatory manner by involving relevant UN Women stakeholders and partners (see annexed section on Reference Groups above). It was carried out in accordance with the internal and external guidelines<sup>19</sup> with explicit emphasis placed on the integration of gender equality and human rights principles throughout the evaluation process.

The evaluation adopted a theory-based approach through testing a theory of change framing UN 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 in the region, as well as results reported on (multi)national and regional annual reports. It's important to note that this regional ToC focused on the most relevant UN Women modalities 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.

The evaluation process used a gender-responsive approach where a careful selection of interviewees were considered to explore the factors that may help or pose obstacles to the empowerment of girls and women through CSO partnerships. At the portfolio level, in-depth analysis was performed to answer the evaluation

questions with the consideration of the Leaving no one Behind (LNOB) principle, including a disability lens. This recognized the fact women and girls face multiple and intersecting forms of discrimination, including people that identify as: living with disabilities; LGBTIQ+; Afro-descendant; indigenous; as well as migrants and refugees. As a result, LNOB focus was 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 timeframe were categorized based on two classifications: if it has a LNOB focus; what are the main targeted populations and their specific territories.

Projects analysed for a LNOB focus looked at orientation to specific LNOB groups and consideration of their needs, territorialities and intersectionality, as well as whether the project addressed root causes of discrimination and inequality<sup>20</sup>. In terms of the latter (e.g., targeted populations), such groups are defined as: Afro-descendant women; gender-based violence survivors; human-rights defenders; indigenous women; LGBTIQ+; migrant and refugee women; rural women; women in politics; women entrepreneurs; women with disabilities; youth; and other populations.

The evaluation employed a mixed-method approach through a combination of qualitative and quantitative methods (see Data collection and analysis below for detailed description). The analysis considered UN Women's engagement with civil society between 2018 and 2023 through including 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. Initiatives taken under the leadership of the Regional

<sup>19</sup> 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.

<sup>20</sup> Leaving no one behind - a UNSDG operational guide.

Office were also considered, as well as programme presences to the extent possible (Paraguay; Costa Rica; Chile; Honduras; and Uruguay).

## Data collection and analysis

This evaluation employed a mixed methods approach, using a combination of quantitative and qualitative methods to answer the evaluation questions. The evaluation was primarily carried out through remote data collection, although in-person observation was included for the *XIV Regional Conference on Women in Latin America and the Caribbean* held in Buenos Aires, Argentina in November 2022.<sup>21</sup> The exercise employed analytical frameworks to structure and communicate data analysis, including the following approaches: a measurement dashboard using Power BI for use by relevant internal UN Women managers across key metrics of CSO engagement visualizing results of the CSO partner survey able to be disaggregated by geographic location; 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.<sup>22</sup>

The evaluation built on previous global and regional exercises related to the scope, including a 2020 assessment report commissioned by UN Women on collaboration with civil society.<sup>23</sup> Other evaluative exercises being implemented in tandem were considered to increase synergy and mitigate potential burden on UN Women offices, including a global thematic evaluation of the Spotlight Initiative.<sup>24</sup>

Main methods included:

- **Desk Review:** The desk review included the analysis of more than 500 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 reports; regional and national project, thematic, country portfolio and meta-synthesis evaluations; knowledge products; meeting minutes; and conference declarations;

- **Semi-structured interviews:** As stated in the Inception Report, an initial list of approximately 20 stakeholders was mapped for the interviews in the countries that were sampled for an in-depth analysis on the final report. Due to the needs identified throughout the data collection phase, the Evaluation Team decided to increase the number of interviewees both for mitigating risks and to collect additional information on emerging issues. For this reason, the Evaluation Team conducted 60 interviews with 66 stakeholders;
- **Focus Groups:** 10 focus groups with 6-8 participants were proposed in the Inception Paper. For the same reasons stated above, the Evaluation Team conducted 16 focus group discussions with 76 stakeholders, comprehending UN Women personnel, CSO representatives and CSAG members;
- **Surveys:** one survey was designed and sent to a list of 1,883 stakeholders comprehending partners and non-partners. This list was carefully designed in contact with focal points of all managing offices in the regions. From the total universe of invitees, 376 stakeholders responded to the survey, a 20% response rate. Out of 376 respondents, 175 were representatives of UN Women implementing partners, which means a 39% response rate for this group. The instrument was developed using standard evaluation methodology implemented in other countries. The survey was available in English, Spanish, Portuguese and French;
- **Case studies:** Two case study provided an in-depth look into: a sample of communication and social media campaigns; and the operation of national and regional Civil Society Advisory Groups (CSAGs). Both case studies are annexed to this report.
  - *Online campaign case study:* it explores 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 campaigns under analysis are 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 combines qualitative data collected through document analysis and interviews with quantitative data

<sup>21</sup> <https://conferenciamujer.cepal.org/15/en>

<sup>22</sup> 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.

<sup>23</sup> 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.

<sup>24</sup> This evaluation was not yet completed at the time of finalization of this report in December 2023.



produced in partnership with Global Pulse New York hub, which monitored and quantified the use and outreach of the main hashtags used during the aforementioned campaigns. Global Pulse used the hashtag search tool combined 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

- *CSAG case study*: it analyses data collected through a comprehensive desk review of CSAG related documents, such as TORs, selective processes documents, meeting minutes, CVs of CSAG members and others; and through interviews and three FGDs with CSAGs former and current members. The scope of this exercise included national and regional CSAGs over the 2018-2022 period as well as relevant corporate policy and procedure. The case study is focused on UN Women engagement with civil society using CSAGs as participatory spaces both to achieve advisory and advocacy results. In this sense, the case study assesses UN Women's national and regional CSAGs characteristics, roles and operation in the Americas and Caribbean region.
- **Observation**: Structured observation done by the evaluation team leader of the *XV Regional Conference on Women in Latin America and the Caribbean* measured the extent to which UN Women engages with civil society groups through conference dialogue and multi-stakeholder partnerships. An observation protocol provided a structured approach to test key evaluation questions about CSO dialogue and participation in key regional meetings

## Data analysis

Overall, data analysis used: a) content analysis for qualitative data collected; and b) descriptive statistics. The content analysis was 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 were kept confidential and shared only among the evaluation team members, as outlined in more detail in the Data Management Plan (Annex 8.9).

Descriptive statistics were used for the data collected through survey – of which the analysis was based on the synthesis made based on frequency, proportion and the salience of responses. Data analysis was equally performed on other financial and quantitative data sources,

mainly the UN Women enterprise resource management systems (Atlas for 2018-2022 data and Quantum for 2023 data), partner management system (PGAMS), and finally results reporting platform (RMS).

In addition, triangulation was 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 were enhanced through the use of NVivo software, which allowed the qualitative analysis of a large number of textual documents, such as strategic notes narrative sections, annual reports, evaluations and notes from interview notes and focus groups. Through the development a structure of interconnected cases, codes and file classifications, Nvivo allowed the evaluation team to identify standards and patterns regarding expected and related results regarding UN Women's engagement with civil society organizations.

## Sample

In order to adopt a feasible scope that was representative of the diversity of regional contexts, approaches, and challenges, the sampling strategy used 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).

In addition to these three tiers representing the extent to which offices in the region employed the agreement modalities in various contexts, the below rationale provided a mapping of other key data points for an overview of other CSO modalities, notably: 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 1. 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 <sup>25</sup>
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

## 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

<sup>25</sup> Approximate HDI level across sample of Caribbean countries.

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
<b>Presentation</b>						
1)	Could you please indicate your engagement with UN Women’s activities in the period 2018-2022, if any?	X	X	X	X	X
<b>Internal systems enabled organizational effectiveness and efficiency for CSO engagement</b>						
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
<b>Programmatic work effectively leveraged CSO alliances for enabling organizations</b>						
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

## [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.

## **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 questions<sup>26</sup> for observation:

1. Orientation

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<sup>26</sup> 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.

### NVivo coding structure

Through the development of specific cases and codes, NVivo allowed the evaluation team to identify standards and patterns regarding expected and related results regarding UN Women's CSO engagement. Besides the qualitative analysis, NVivo also allowed some limited, but relevant quantitative data visualization and analysis.

### NVivo coding structure with description and number of files and references

Name	Description	Files	References
Evaluation criteria & questions		1	1
Coherence	Related Evaluation Matrix indicators Subquestion 2.2- 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 UN Women's global norms and international best practices were adapted to local contexts in partnership with CSOs.	96	354
Efficiency		0	0
Internal systems and UNW staff	Related Evaluation Matrix indicators Subquestion 1.1- 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. Subquestion 1.2- Identification of lessons learned on UN Women's engagement with CSOs and evidence that they have been used to guide decision making.	57	109
Procedures & selection of partners	Related Evaluation Matrix indicators Subquestion 1.2- 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 trained CSOs partners to comply with UN Women's procedures.	101	412
Mechanisms & modalities		1	1
Capacity building	Related Evaluation Matrix indicators Subquestion 2.2- Evidence that knowledge products produced by or with UN Women's support were used for the achievement of results; Subquestion 2.3- 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.	118	375
Evidence-based advocacy	Related Evaluation Matrix indicators Subquestion 2.2- Evidence that UN Women's global norms and international best practices were adapted to local contexts in partnership with CSOs;- Extent to which research produced was disseminated. Subquestion 2.3- Evidence of use of UN Women's funded research by stakeholders.	63	114
Institutional strengthening	Related Evaluation Matrix indicators Subquestion 2.1- 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. Subquestion 2.3-Evidence of increased knowledge and institutional capacity of CSOs who received small grants.	81	216
Outsourcing of service delivery	Related Evaluation Matrix indicators Subquestion 2.1- 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. Subquestion 2.2- Coherence between partner and small grants agreements results and the strategic planning at UN Women's global, regional and office levels;-Evidence that UN Women's global norms and international best practices were adapted to local...	53	100
Participatory spaces		0	0
Alliances, emergency rooms & committees	Related Evaluation Matrix indicators Subquestion 3.2- Number, thematic areas and mandates of emergency rooms, committees, multistakeholder alliances and thematic advisory groups created and operated by UN Women offices.	95	221
Bridge builder	Related Evaluation Matrix indicators Subquestion 2.2- 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. Subquestion 3.2- Perception of CSOs partners about the openness of UN Women to hear	100	220

Name	Description	Files	References
	their voices and take their recommendations into account.		
CSAGs	Check for alternative entries: Civil Society Advisory Groups; Grupo Asesor de la Sociedad Civil; GASC Related Evaluation Matrix indicators Subquestion 3.1- 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.	82	230
CSW	Check for alternative entries: Convention on the Status of Women. Related Evaluation Matrix indicators Subquestion 3.2- 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.	32	66
Regional-Global conferences	Related Evaluation Matrix indicators Subquestion 3.2- 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.	63	194
Results-Effectiveness		0	0
Challenge		101	284
KII-FGD-Eval recommendations	Recommendations identified on KIIs, FGDs and Evaluations	89	350
Lesson learned & opportunity		90	268
Positive result	Related Evaluation Matrix indicators Subquestion 2.1- Progress of UN Women's strategic notes for outcome and output indicators related to UN Women's engagement with CSOs;- Evidence that diverse modes of engagement were used in a complementary way.	102	274
Strength		83	258
Weakness		88	320
Sustainability		0	0
Exit strategies	Related Evaluation Matrix indicators Subquestion 2.3- 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.	69	204
Knowledge sharing & dissemination	Related Evaluation Matrix indicators Subquestion 2.2- Evidence that knowledge products produced by or with UN Women's support were used for the achievement of results;- Extent to which research produced was disseminated. Subquestion 2.3- 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.	81	122
Lens for analysis		0	0
Gender Results Effectiveness Scale		0	0
1. Gender Negative	<ul style="list-style-type: none"> <li>Negative result that deepens or maintains gender inequalities and discriminations</li> <li>Attention to gender equality purposefully left out due to resistance, too many things on the plate, etc.</li> <li>Reversal of immediate gains seen (could also speak to lack of result sustainability)</li> </ul>	0	0
2. Gender Blind	<ul style="list-style-type: none"> <li>No attention or weak/ineffective attention to gender equality concerns</li> <li>Data not gender disaggregated</li> </ul>	0	0

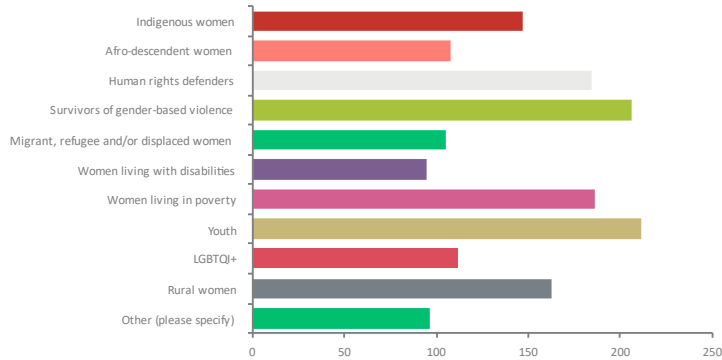
Name	Description	Files	References
3. Gender Targeted	<ul style="list-style-type: none"> <li>• Results counts number of men and women that were involved in the intervention, or just targets women for greater involvement</li> <li>• No deeper change is made to address barriers to women's participation, access, status, power, safety, etc.</li> <li>• No attention to differences in men's and women's experiences or equitable analysis of intervention's results</li> <li>• Does not address roots of gender inequalities or discriminations</li> </ul>	2	2
4. Gender Responsive	<ul style="list-style-type: none"> <li>• Results respond to men's and women's differential needs and outcomes</li> <li>• Addressed barriers to women's participation, access, status, power, safety by setting up supporting mechanisms</li> <li>• If results targeted increased number of women, but were also responsive to men's and women's different needs, then you can classify as gender responsive</li> <li>• Does not address roots of gender inequalities or discriminations</li> </ul>	65	109
5. Gender Transformative	<ul style="list-style-type: none"> <li>• Results address the roots of inequalities and discriminations and limiting gender norms (e.g., son preference, acceptability of VAW and harassment, acceptability of man's dominance and power, acceptability of gender stereotypes, lack of acceptance of divorce, impunity, etc.)</li> <li>• If results targeted women, were responsive and touched on elements of transformation of unequal gender norms /roots of inequalities then it can be labeled transformative.</li> </ul>	39	48
Gender@Work Framework		0	0
Access to resources and opportunities	Changes that occur in terms of access to resources, services and opportunities	53	84
Conscious and awareness	Changes must occur in women's and men's consciousness, capacities and behaviour	32	43
Formal policies, laws, and institutional arrangements	Formal rules, adequate and gender equitable policies and laws that must be in place to protect against gender discriminations	52	75
Informal cultural norms and deep structure	Changes in deep structure and the implicit norms and social values, which undergrid the way institutions operate, often in invisible ways	20	34
LNOB-targeted population	Related Evaluation Matrix indicators Subquestion 2.2- Evidence that UN Women partnered with a diverse set of CSOs, considering LNOB focus; Subquestion 2.3- Degree of diversity of small grant agreements partners in terms of LNOB focus.	32	55
Black women		27	56
GBV victims		34	58
Human right defenders		26	46
Indigenous women		72	152
LGBTQIA+		29	39
Migrant and refugee women		29	45
Other populations		35	43
Rural women		37	50
Women entrepreneurs		15	18
Women in politics		13	14
Women with disabilities		29	50
Youth		49	82



## 8.7. Survey results

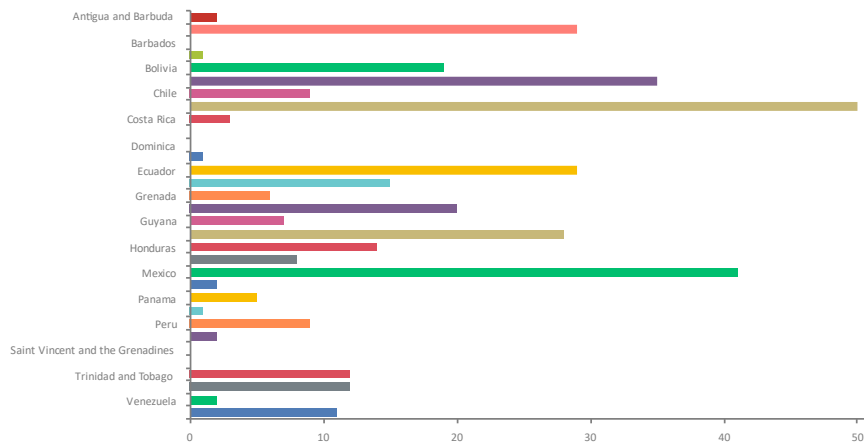
**Q1: Does the work of your organization target any of the following groups that tend to face greater discrimination and/or be in situations of greater vulnerability? Select all that apply.**

Answered: 373 Skipped: 3



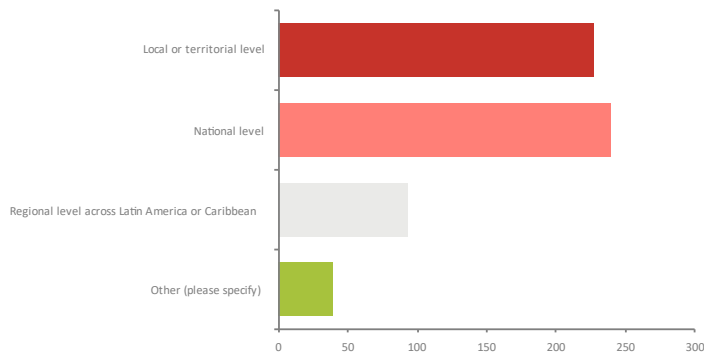
**Q2: In which country is your organization based?**

Answered: 373 Skipped: 3



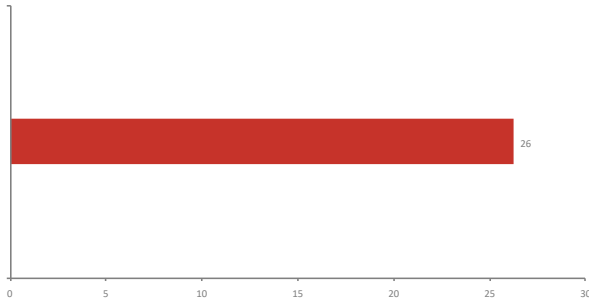
**Q3: At which level does your organization's work focus? Select all that apply.**

Answered: 375 Skipped: 1



**Q4: About how many people work in your organization?**

Answered: 366 Skipped: 10



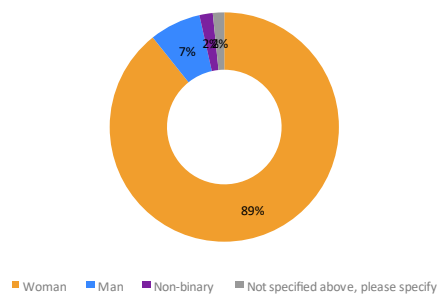
**Q5: Has your organization collaborated with UN Women through any of the following modalities? Select all that apply.**

Answered: 376 Skipped: 0

ANSWER CHOICES	RESPONSES	
None of the above	5.59%	21
Execution of projects/activities through Small Grant or Partner Agreements	56.12%	211
Organization of advocacy work such as campaigns	25.27%	95
Participation in events with UN Women support	50.80%	191
Collaboration regarding research, reports, or other documents	21.81%	82
Participation in a Civil Society Advisory Group	30.05%	113
Participation in open meetings with organizations in the region	46.54%	175
Other (please specify)	6.39%	24

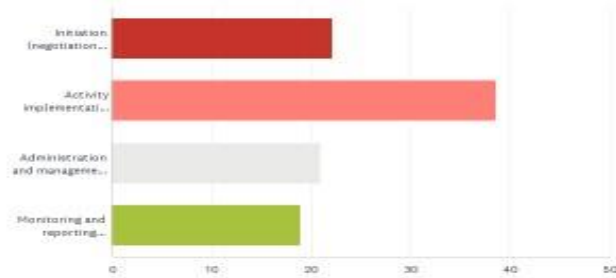
**Q6: What is your gender identity?**

Answered: 373 Skipped: 3



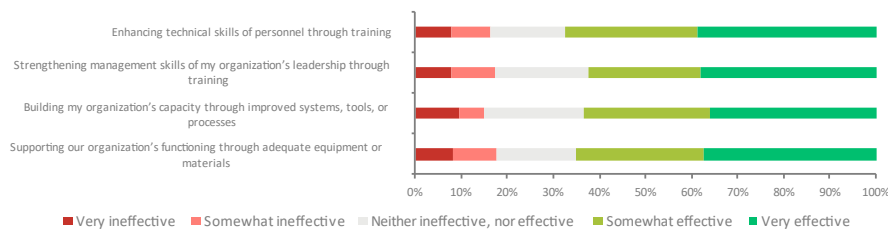
**Q9: Please estimate the approximate percentage of your work time spent doing the following activities within your partnership with UN Women. Insert a number from 0 to 100 for the below categories of activities, representing a proportion of overall time of this partnership. The total must equal 100.**

Answered: 164 Skipped: 212



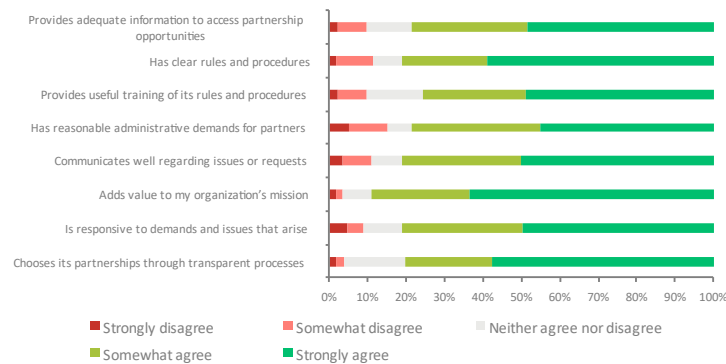
**Q7: Please assess UN Women's effectiveness in supporting capacity building of your organization in the following areas where relevant.**

Answered: 172 Skipped: 204



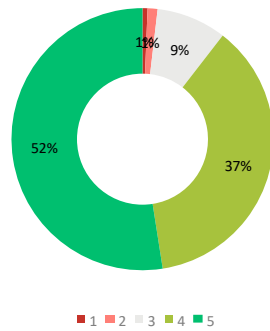
**Q10: To what extent do you agree with the following statements about UN Women's partnership management?**

Answered: 173 Skipped: 203



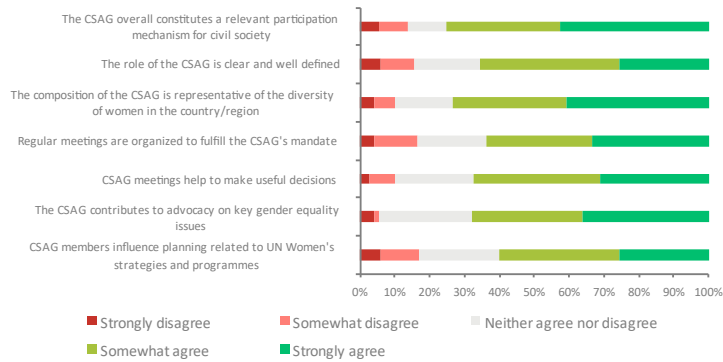
**Q11: How would you rate the the overall experience in partnering with UN Women ?**

Answered: 162 Skipped: 214



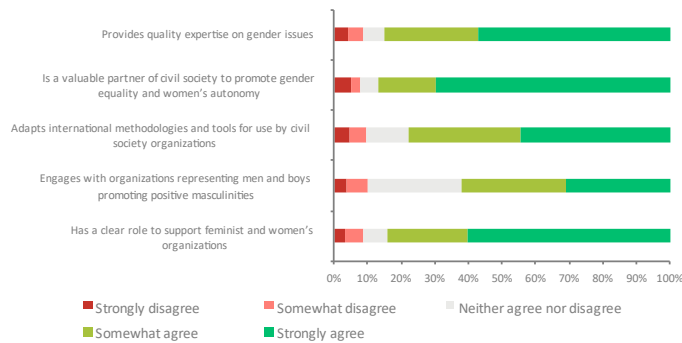
**Q12: To what extent do you agree with the following statements about the Civil Society Advisory Group(CSAG) in which you have participated?**

Answered: 73 Skipped: 303



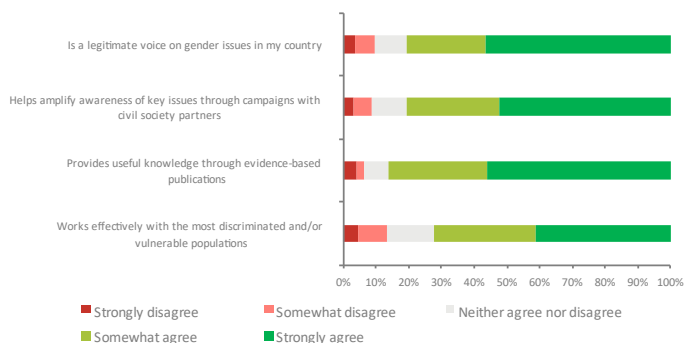
**Q13: Indicate the extent to which you agree with the following statements regarding UN Women's overall role.**

Answered: 319 Skipped: 57



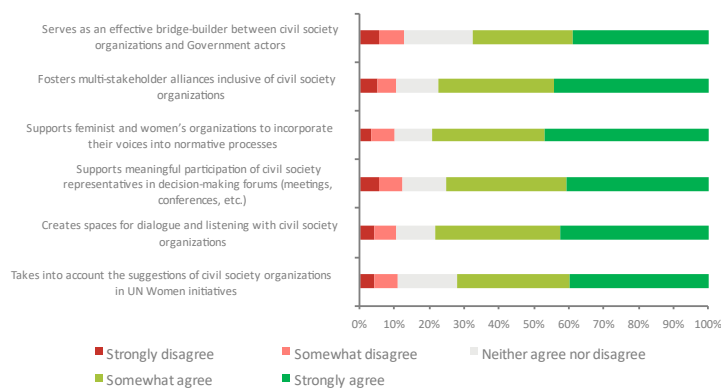
**Q14: Indicate the extent to which you agree with the following statements regarding UN Women's advocacy role.**

Answered: 320 Skipped: 56



**Q15: Indicate the extent to which you agree with the following statements regarding UN Women's convening role. "Convening role" is defined as the ability to bring together a diverse group of actors or institutions.**

Answered: 320 Skipped: 56



## 8.8. List of interviews and focus group respondents

### Key Informant Interviews (KII)

- KII-01 - UN Women - Brazil
- KII-02 - UN Women - Headquarters
- KII-03 - UN Women - Caribbean
- KII-04 - UN Women - Bolivia
- KII-05 - UN Women - Argentina
- KII-06 - UN Women - Argentina
- KII-07 - UN Women - ACRO
- KII-08 - CSO Gestos - Brazil
- KII-09 - CSO - Cotidiano Mujer - Uruguay
- KII-10 - CSO - Plataforma de Mujeres Indígenas - Guatemala
- KII-11 - UN Women - Headquarters
- KII-12 - UN Women - Caribbean
- KII-13 - CSO - Coalition Against Domestic Violence - Caribbean
- KII-14 - CSO - Red de Mujeres Afrodescendientes de la Diáspora - Bolivia
- KII-15 - CSO - National Social and Political Movement of the Afro-Colombian Black Women Palenquera and Raizales - Colombia

**KII-16** - CSO - CLACSO - Argentina  
**KII-17** - UN Women - ACRO  
**KII-18** - CSO - Network for the Rights of Persons with Disability (REDI) and Network of Journalists with a Gender - Argentina  
**KII-19** - CSO - WE-Change - Caribbean  
**KII-20** - CSO - Centro Flora Tristán and Articulación Feminista Mercosur - Peru  
**KII-21** - CSO - Marcosur Feminist Articulation (AFM) - Mexico  
**KII-22** - CSO - Young People for Action on Climate Change & GirlsCare - Caribbean  
**KII-23** - UN Women - ACRO  
**KII-24** - CSO - Spotlight Consultative Group and Head of HAGN - Haiti  
**KII-25** - CSO - Mujeres por un Desarrollo Alternativo para una Nueva Era (DAWN) - Argentina  
**KII-26** - CSO - Rede de Mulheres Negras do Paraná - Brazil (2 people)  
**KII-27** - UN Women - ACRO (2 people)  
**KII-28** - UN Women - ACRO  
**KII-29** - CSO - IMDH – Instituto Migração e Direitos Humanos - Brazil  
**KII-30** - CSO - Fundación Femicidios - Colombia  
**KII-31** - CSO - Foro Nacional de la Mujer - Guatemala  
**KII-32** - CSO - Fundación Construir - Bolivia  
**KII-33** - CSO - GUYANA COUNCIL OF ORGANISATIONS - Caribbean  
**KII-34** - CSO - Plataforma de Mujeres Indígenas - Guatemala  
**KII-35** - CSO - Colectivo de Mujeres al Derecho - Colombia  
**KII-36** - CSO - Asociación de Mujeres Ideales de Ituango - Colombia  
**KII-37** - CSO - Femmes en Democracie - Haiti  
**KII-38** - CSO - Nina Young Women's Leadership Program - Caribbean  
**KII-39** - CSO - ACOBOL - Bolivia  
**KII-40** - CSO - FGER - Guatemala  
**KII-41** - CSO - CCJ -The CAJO - Caribbean  
**KII-42** - CSO - CICAM - Guatemala  
**KII-43** - CSO - Create Future Good -Caribbean  
**KII-44** - CSO - Fundación ANDHES - Argentina  
**KII-45** - CSO - Organisation Féministe MARIJÂN - Haiti  
**KII-46** - CSO - Asociación Lola Mora - Argentina  
**KII-47** - CSO - Corpdesarrollo - Colombia  
**KII-48** - UN Women - Caribbean  
**KII-49** - CSO - Mujeres Yo Puedo - Colombia (6 people)  
**KII-50** - UN Women - Bolivia  
**KII-51** - UN Women - Headquarters - Civil Society Division (3 people)  
**KII-52** - UN Women - Headquarters  
**KII-53** - UN Women - ACRO/Headquarters  
**KII-54** - Global Network of Women Peacebuilders (GNWP) - United States  
**KII-55** - UN Women - Headquarters (2 people)  
**KII-56** - UNDP - Headquarters  
**KII-57** - UN Women - Headquarters  
**KII-58** - UN Women - Headquarters  
**KII-59** - UN Women - Headquarters  
**KII-60** - UN Women - ACRO

### **Focus groups discussion (FGD)**

#### **FGD-01** - CSO - Bolivia (6 people)

Fundación FAUTAPO

FMK

Ciudadanía, Comunidad de Estudios Sociales y Acción Pública

Red de Promotoras Comunitarias de la prevención de VBG

Instituto Politécnico Tomás Katari

Coordinadora de la Mujer

#### **FGD-02** - CSO - Haiti (7 people)

ANATRAF

AFNHA

Réseau Associatif National Pour l'Intégration des Personnes handicapées - RANIPH

FOSREF

Mouvement des Jeunes pour le Développement de Derouze - MOJDDE

VIJPAS

MFDH

**FGD-03 - CSO - Brazil (6 people)**

IMUNE MT

MMTA-CC

CONAQ

COIAB/Conselho Indígena Tapajós Arapiuns -Pará

COIAB/ Federação dos Povos Indígenas do Mato Grosso – FEPOIMT

Centro Amazônico de Formação Indígena – CAFI y Makarapy

**FGD-04 - CSO - Caribbean (6 people)**

EVE FOR LIFE (E4L)

JCC SAMEER YOUNIS FOUNDATION LIMITED

RAPE CRISIS SOCIETY OF TRINIDAD & TOBAGO

Together We Must - TWM

Red Threat Guyana

THE CARIBBEAN ASSOCIATION OF JUDICIAL OFFICERS

**FGD-05 - CSO - Guatemala (4 people)**

Asociación Alterna

Asociación para el desarrollo rural integral (ADRIGHT)

Coordinación de ONG y Cooperativas CONGCOO

Mujeres transformando el mundo

**FGD-06 - CSO - Colombia (6 people)**

Movimiento De Mujeres Lideresas Venezolanas – MMMLV

Humanas

Fundación Mambrú

ASMURES

FUNDEAS

LIMPAL

**FGD-07 - UN Women - Governance area (4 people)**

**FGD-08 - UN Women - Peace and Security area (5 people)**

**FGD-09 - UN Women - EAW area (3 people)**

**FGD-10 - UN Women - Economic Empowerment area (5 people)**

**FGD-11 - CSO - Argentina (7 people)**

Centro Especial em Atención y Prevención para Niños y Niñas

Fundación Tiempo de Actuar para Mejorar

Fundación León

Foro de Mujeres por la Igualdad de Oportunidades

Fundación Gema

Markani

Aynis por el Desarrollo

**FGD-12 - UN Women - Colombia (4 people)**

**FGD-13 - CSO - ACRO (5 people)**

Solidaria - Mexico

Unión Nacional de Mujeres - Ecuador

Alianza Empresarial para el Desarrollo - Costa Rica

Centro de Apoyo y Protección de los Derechos - Ecuador

Fundación Arcoíris – Colombia

**FGD-14 - CSO - CSAGs 1 (4 people)**

Fundación Andhes – Argentina

CLADEM – El Salvador

Red de Educación Popular de las Mujeres de América Latina y Caribe – REPEM – Colombia

Instituto para las Mujeres y la Migración – Mexico

**FGD-15 - CSO - CSAGs 2 (2 people)**

Universidad de San Andrés – Bolivia

Universidad Central del Ecuador – Ecuador

**FGD-16 - CSO - CSAGs 3 (2 people)**

Universidade de Brasília – Brazil

Think Olga - Brazil

## 8.9. Data management plan

The following United Nations Evaluation Group Ethical Guiding Principles were considered in conducting the evaluation:

- 1) *Respect for dignity and diversity*: The evaluation team was very mindful about respect during inception phase, data collection and analysis and reporting. The language of the report treats all stakeholders with the utmost respect for their life choices and perspectives;
- 2) *Right to self-determination*: The team consulted stakeholders and listened to them respectfully about their choices in programme design and implementation;
- 3) *Fair representation*: This evaluation report considers all the stakeholders that were found to be relevant, but the evaluation was open to include any other stakeholders which were identified in the course of the evaluation which had a say or an important perspective to the direction of UN Women's engagement with CSOs in Latin America and Caribbean. Stakeholders were added to the primary data collection list mainly by suggestion of UN Women personnel and CSO partners;
- 4) *Ethical protocols for vulnerable groups*: Participants were briefed about the purpose of the evaluation and the data treatment, and the evaluators were 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 were informed that all the data collected will be used in the report in a confidential manner without attribution to their person. Just a few interviews were recorded, always in the cases which only one evaluation team member was present. All recordings files are already deleted; and
- 7) *Avoidance of harm*: The evaluation team carried 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.

### 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"> <li>• If recordings will be taken and what type (audio/video)</li> <li>• When and why the recordings will be taken</li> <li>• How the recordings will be kept confidential and when they will be destroyed</li> <li>• 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</li> </ul>	<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"/>

## 8.10. Case studies

### Online campaigns

See the full case study report of online campaigns on the UN Women's Global Accountability and Tracking of Evaluation Use (GATE) System page: <https://gate.unwomen.org/Evaluation/Details?evaluationId=11668>.

### Civil society advisory groups

See the full case study report of Civil Society Advisory Groups on the UN Women's Global Accountability and Tracking of Evaluation Use (GATE) System page: <https://gate.unwomen.org/Evaluation/Details?evaluationId=11668>.