

INCEPTION REPORT

WOMEN'S LEADERSHIP, EMPOWERMENT,
ACCESS AND PROTECTION IN HUMAN
MOBILITY CRISIS IN CENTRAL AMERICA
CARIBBEAN

Final Version
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1. INTRODUCTION

UN Women recognises that women, girls and LGBTQ+ in human mobility- such as refugees, internally displaced persons (IDPs), and migrants- face unique protection challenges and barriers to accessing essential services and rights throughout all stages of the journey. These include gender-based violence (GBV), discrimination and heightened vulnerability to trafficking, kidnapping and murder. Traditional humanitarian protection planning and service delivery often fail to adequately consider the differentiated needs of women, girls and LGBTQ+ in these circumstances.

In this context, in partnership with the Government of Japan, the **“Women’s Leadership, Empowerment, Access and Protection in Human Mobility Crisis in Central America”** project was designed to respond to the unprecedented displacement and human mobility crisis in Central America, particularly affecting women, girls and LGBTQ+, while enhancing their ability to lead, to equally participate in and benefit from gender-responsive protection services and social cohesion initiatives in the border areas of Costa Rica, Honduras and Panama. Running from March 2024 to March 2025, the project supports UN Women’s commitment to gender equality, safety, and leadership by addressing critical needs within humanitarian, peacebuilding, and development frameworks. It aligns with Sustainable Development Goals (SDG) 5 on Gender Equality and 16 on Peaceful and Inclusive Societies, with the UN

Women Strategic Note Latin America and the Caribbean (2023-2025) and, it contributes to the United Nations Sustainable Development Cooperation Framework (UNSDCF) in each country where it has been implemented. The project is under the UN Women’s globally implement LEAP-Gender Accelerator Model.

The project is currently in its final implementation phase and an evaluation will be carried out by UN Women’s ACRO independent evaluation service. The evaluation will seek to operationalize the following guiding principles aligned with the UN Women Evaluation Policy: responsiveness to UN Women’s strategic priorities in the Americas and Caribbean region; timeliness, relevance, and utility to the most critical programmatic and operational needs of the organization; as well as innovation and flexibility to implement efficient and effective approaches in evaluating UN Women work.

The purpose of this inception report is to set out the context and description of the object of the evaluation, its purpose, objectives and scope, as well as the evaluation matrix, methodology, including data collection instruments, and the work plan. The inception report also provides the organizational and methodological basis for the conduct of this evaluation.

2. CONTEXT AND BACKGROUND

2.1. Human mobility crisis in Central America

The Central America sub-region is one of the most dynamic, complex, and rapidly evolving areas¹ concerning mixed movements² with multi-causal displacement drivers. Outmigration from countries in

the subregion, intraregional, transit, and return migration flows³ characterize the human mobility dynamics. Over the past 15 years, the number of international migrants in Latin America and the Caribbean has more than doubled, from 7 million to 15 million people in 2022; of them, 48.7% are women⁴,

¹ Migration Data Portal. Mixed migration. 2022. Available at: <https://www.migrationdataportal.org/themes/mixed-migration>

² Migration Data Portal. Regional Data Overview. Migration data in Central America. 2023. Available at: <https://www.migrationdataportal.org/regional-data-overview/migration-data-central-america>

³ IOM, World Migration Report, 2022. Available at: <https://publications.iom.int/books/world-migration-report-2022>

⁴ World Bank, Migrant Women and girls in Central America risk their lives for a better future, 2022. Available at: <https://blogs.worldbank.org/latinamerica/migrant-women-girls-search-better-future-central-america>

most in transit to the north of the continent, making Central America a critical point for human mobility. Statistics vary at the country level as countries have different capacities to monitor human mobility flows with a gender approach, compounded by the challenge that mixed movements often use unmonitored routes.

Numerous contextual factors have impacted and intensified human mobility flows through Central America, including the complex humanitarian emergency in Venezuela, which has led to the emigration of 7,710,887 people, 85% in the Americas and the Caribbean. Haitian mobility has also represented one of the most significant flows by nationality due to a deteriorating humanitarian situation marked by spiralling violence, protection and human rights issues, food emergencies, and the cholera epidemic. Socio-economic vulnerabilities further exacerbated by the COVID-19 pandemic, climate change-related extreme weather events, including hurricanes Eta and Iota, and violence stemming from organized crime have also had profound impacts on the Central American population, increasing international displacement flows. Additionally, drivers of migration in other countries and regions, including Afghanistan, Cameroon, Angola, and China, have led to an increase in the arrival and transit of migrants through Central America, further exacerbating the trend.

In July 2024, electoral upheaval in Venezuela raised concerns about a significant increase in migration; but this did not materialise during the third quarter of the year, as the number of new arrivals of Venezuelans to Colombia increased by about 7% between July and August 2024. However, a new increase was recorded in the number of Venezuelans crossing from Colombia to Panama via the Darien Province in September⁵. Along the same line, tensions arose between the Dominican Republic and Haiti, after the re-election of Dominican president, Luis Abinader, and the implementation of massive

deportation of Haitians to their country, which may result in the increase of Haitian migrants in the three countries covered by this project⁶. UN Women continually monitors mixed migratory movements in intervention areas to tailor its response to the requirements of the new population in transit, including the translation and adaptation of information materials, when deemed necessary.

The inauguration of the 2025 U.S. Administration has intensified uncertainty within Central America's migration landscape. Policies announcing mass deportations, along with shifts in migration and foreign policy, are directly disrupting asylum and transit processes across the region. These deportations heighten the vulnerabilities of displaced populations, as forcibly returned individuals frequently endure harsh detention conditions, insufficient legal representation, and family separations—serious breaches of their human rights and dignity. Women and LGBTQI+ individuals are particularly at risk, facing heightened exposure to gender-based violence and discrimination in return contexts where protections are often inadequate or entirely absent. This will have strong implications for the implementation of the project over the final months, as well as potential changes in the direct observations in field during the implementation of this evaluation.

2.2. The situation in Panamá, Costa Rica and Honduras

The journey through Central America to the north follows a distinct route that begins in Panama, where migrants typically enter through the dangerous Darien Gap, a rugged jungle region connecting South and Central America characterized by limited infrastructure and high risks of exploitation and violence. In 2024 alone, Panama reported over 302,203 entries from Colombia, with a substantial portion being women and girls⁷, approximately 21% were children, many of whom were unaccompanied or separated from their families, highlighting the

⁵ According to the National Migration Service of Panama, 19 800 Venezuelans enter the Country via the Darien. <https://www.migracion.gob.pa/wp-content/uploads/IRREGULARES-POR-DARIEN-2024-1.pdf>

⁶ BBC. (2024). Dominican Republic 'to deport up to 10,000 migrants a week'. <https://www.bbc.com/news/articles/c20jepjrx74o>

⁷ Gobierno Nacional de Panamá (2024). Migration Report. <https://acrobat.adobe.com/id/urn:aaid:sc:EU:7553b03a-e9a6-4e5d-a221-0f332832fc89>

growing vulnerability of young migrants in the region.

Authorities have relocated reception points in indigenous communities to assist those in transit in nearby spaces⁸. Recent reports indicate that approximately 35% of persons in human mobility through the Darien gap are women⁹, 9% of the women are pregnant or breastfeeding, and girls and boys make up 5% of the transit population¹⁰. Médecins Sans Frontières (MSF) has reported that one case of sexual violence against persons in human mobility occurred every three hours, including rape against children; 95% of sexual violence survivors are women¹¹. MSF has called on the Panamanian government to ensure that survivors of sexual violence can access medical care within 72 hours to avoid unwanted pregnancies, HIV, and other sexually transmitted diseases¹².

From **Panama**, at least 300,000 migrants travelled northward to **Costa Rica**¹³, before crossing into Nicaragua and continuing their journey through **Honduras**. In Costa Rica, the number of arrivals between January and September 2023 (407,229) surpassed the total registered in 2022 by 80% (226,610) according to IOM data¹⁴. The country has become a frequent passage route for Haitians, Cubans, Venezuelans, and persons from other countries¹⁵, and has also experienced a significant increase in the number of people applying for refugee status in the

last five years, mainly from Nicaragua and Venezuela¹⁶. IOM estimates 73,807 persons entered Costa Rica in September 2023 alone, an average of 2,460 persons per day. On September 29, 2023, the Government of Costa Rica declared a National Emergency in response to the migratory situation¹⁷, highlighting the need for an inter-institutional and comprehensive approach to provide a humane and orderly response to this complex situation, and develop joint approaches with the government of Panama to optimize the verification and transfer of migrants who make up the mobility flow through the Americas. Shelters, bus stations, and public space in border cities are over their capacity¹⁸, exposing persons in human mobility to unsanitary conditions, and an increased exposure to GBV, violence and trafficking networks.

Honduras, during the first three quarters of 2024, witnessed a sharp rise in irregular migration, with 341,000 entries recorded—highlighting a stark increase in migratory pressure compared to the previous year¹⁹. Nearly 40% of the country's human mobility flows are women and girls²⁰. Women traveling alone with children experience increased vulnerability because gender-based violence, the situation of violence they are fleeing, or the lack of social capital during the transit²¹. Venezuela, Cuba, Ecuador, Mauritania, and Haiti are the main nationalities of persons in human mobility throughout the country²². Furthermore, the northern corridor,

⁸ UNHCR. Mixed Movements Darién and Chiriquí. September 2023. Available at: <https://data.unhcr.org/en/documents/details/104240>

⁹ UNHCR, Mixed Movements Official Data, May 2023. Available at: <https://data.unhcr.org/en/documents/download/100745>

¹⁰ UNHCR. Mixed Movements Darién and Chiquirí. September 2023. Available at: <https://data.unhcr.org/en/documents/details/104240>

¹¹ UNHCR, Mixed Movements Official Data, May 2023. Available at: <https://data.unhcr.org/en/documents/download/100745>

¹² UNICEF. Records highest ever number of migrant children crossing the Darien jungle towards the US. 2021. Available at: <https://www.unicef.org/press-releases/2021-records-highest-ever-number-migrant-children-crossing-darien-jungle-towards-us>

¹³ IBC Human Mobility (April - June 2024). Available in: <https://www.rcplac.org/sites/default/files/2025-01/IBC%20HM%20July-Sept%202024.pdf>

¹⁴ OIM. DTM Monitoreo del flujo migratorio de personas en situación de movilidad por las Américas en sitios específicos de alta movilidad y concentración de personas migrantes en Costa Rica, OIM, San José, Costa Rica. 2023 Available at: https://dtm.iom.int/Costa_Rica

¹⁵ IFRC. Costa Rica Population Movement-DREF Operation N° MDRCR020. 2022. Available at: <https://reliefweb.int/report/Costa>

Rica/Costa Rica-population-movement-dref-operation-ndeg-mdr-cr020-final-report

¹⁶ Ibid

¹⁷ Swissinfo. Costa Rica registra el paso de más de 300,000 migrantes y declara emergencia nacional. 2023. Available at: https://www.swissinfo.ch/spa/crisis-migratoria-Costa_Rica_Costa_Rica-registra-el-paso-de-m%C3%A1s-de-300.000-migrantes-y-declara-emergencia-nacional/48850814

Presidencia de la República. Gobierno de Costa Rica. Comunicados. 2023. Available at: <https://www.presidencia.go.cr/comunicados/2023/09/presidente-firma-decreto-de-emergencia-nacional-para-atencion-oportuna-y-agil-de-crisis-migratoria/>

¹⁸ BBC News. Estamos sobre pasados: la grave crisis migratoria que llevó al presidente de Costa Rica a pedir la declaración de la emergencia nacional. 2023. Available at: <https://www.bbc.com/mundo/temas/crisis-migratoria-en-centroamerica/articulo/c5179k0xdlo#:~:text=Seg%C3%BAn%20datos%20oficiales%20de%20las,la%20atravesaron%20en%20todo%202022.>

¹⁹ Ibid.

²⁰ Consorcio Life Honduras. SITREP No. 11. 2023. Available at: <https://www.unicef.org/honduras/media/3236/file/SITREP%2011.pdf>

²¹ Ibid

²² Ibid

particularly the northern borders of Honduras and Guatemala, represents critical points in the migration route, where migrants face additional vulnerabilities and protection challenges.

The increase in flows exceeded the capacity of shelters at the main transit points. Extreme poverty rates that primarily affect women, alongside recurrent climate shocks, chronic violence, and alarming rates of GBV, drive significant internal and international human displacement²³. Honduras is listed as a high-risk country in the Inform Risk Index, according to Insight-Crime, it is among the most violent countries due to trafficking, gangs, corruption, and transnational criminal organizations. Resulting violence takes on many forms, including homicides, femicides, forced disappearances, restrictions on mobility and freedom, forced recruitment of children by gangs, GBV, extortion, forced eviction, dispossession, and forced displacement²⁴.

With current changes in the context and migration flows, new country-specific challenges arose. Honduras, with nearly 5% of its population on deportation lists²⁵, faces multiples challenges to address poverty, violence, and climate-induced displacement. Guatemala estimates that nearly 2.7 million nationals are in the United States, but only 400,000 have the necessary documents to work²⁶ and may face deportation. In Mexico, after the U.S. CBP One app was disabled, an estimated 270,000 people are stranded on the Mexican side of the border, with no clear indications of when or how they will be able to apply for asylum. At the same time, ongoing U.S. migration dynamics could pose significant pressure for Panama and Costa Rica, particularly regarding the

management of their shared transport corridor for mixed movement flows. Increased migration pressure could force the closure of this vital route, leaving many people stranded in precarious conditions in both countries.

In general, women and girls in human mobility in Central America require humanitarian assistance, and the current humanitarian response is insufficient. In 2022, the CEDAW Committee raised concerns about GBV, including the disappearances and rape suffered by migrant women crossing the Darien Gap, and urged Panama to take measures to address the high risk of GBV against women²⁷. According to a 2022 UNHCR and HIAS²⁸ regional study on GBV and women in human mobility across Latin America, 62% of women surveyed felt unsafe and at risk of gender-based violence during transit. The study also revealed that 30% of women continued to be at risk of suffering GBV in their destination country, and 35% reporting feeling unsafe in the host community, reaffirming GBV is a reality for women²⁹. A UNHCR³⁰ survey taken in 2015 further revealed that 40% of Central American women asylum seekers who had experienced sexual assault, rape, attacks, or threats never reported them to the police, and 10% said the police were the perpetrators. Such symbolic violence creates the conditions for the normalization and promotion of violence against women in human mobility³¹.

This is why Panama, Costa Rica³² and Honduras called on the international community for support. In October 2023, all three countries signed the Palenque Declaration, to obtain the support of international organizations to provide attention to

²³ OCHA. Honduras Humanitarian Needs Overview 2023. Available at: <https://reliefweb.int/report/honduras/honduras-humanitarian-needs-overview-2023-september-2022>

²⁴ OCHA. Honduras Humanitarian Needs Overview 2023. Available at: <https://reliefweb.int/report/honduras/honduras-humanitarian-needs-overview-2023-september-2022>

²⁵ Isacson, Adam (2025). Weekly U.S. – Mexico Border Update: Trump's First Days. WOLA

²⁶ Swissinfo (2024). EEUU deportó un récord de más de 61,000 guatemaltecos en 2024.

²⁷ CEDAW 2022 Report. Available at: <https://panama.un.org/es/173502-el-comit%C3%A9-de-derechos-de-las-mujeres-de-la-onu-publica-hallazgos-sobre-rep%C3%BAblica-dominicana>

²⁸ UNHCR; HIAS (2022) Our right to safety: Placing forcibly displaced women at the center of searching solutions to address gender-based

violence. Available at: <https://segurasenmovilidad.org/2022/12/08/our-right-to-safety-executive-summary/>

²⁹ Ibid

³⁰ UNHCR. Women on the run. First-hand accounts of refugees fleeing El Salvador, Guatemala, Honduras, and Mexico. 2015. Available at: <https://www.unhcr.org/publications/operations/5630f24c6/women-run.html>

³¹ Hourani, Jeanine, et.al. Structural and Symbolic Violence Exacerbates the Risks and Consequences of Sexual and Gender-Based Violence for Forced Migrant Women. Frontiers. (2021). Available at: <https://www.frontiersin.org/articles/10.3389/fhumd.2021.769611/full>

³² UN. Costa Rica require el apoyo de la comunidad internacional ante el desafío migratorio. 2022. Available at: <https://news.un.org/es/story/2022/09/1515031>

people in human mobility with special protection needs, with a priority focus on women and children³³, reflecting the immediate support and regional articulation required to address the uptick in migration flows and complexities they pose at national level. The situation requires complementary gendered approaches to relief and protection concerns on the migration route through Central America, including leveraging humanitarian diplomacy to put the needs of women, girls, and LGBTIQ+ persons in human mobility at the centre of response, further improving humanitarian access and protection, and making available gender-based violence prevention information in relevant languages.

In addition to protection needs related to GBV, women, adolescents and girls in international mixed displacement have limited conditions and resources to access minimum hygiene items, as well as essential elements that contribute to their psychological and physical well-being, including critical information on rights and services from first response institutions and humanitarian actors. Protection kits must consider cultural specificities and the particularities of the geographical context, in which they are provided, based on previous needs assessment centred on women, adolescents, LGBTIQ+ and girls' voices, and that include age and disability concerns³⁴.

³³ Los Angeles Press. Resultados de la Cumbre Migratoria de Palenque. 2023. Available at: <https://www.losangelespress.org/noticias/resultados-de-la-cumbre-migratoria-de-palenque-20231023-6812.html>

³⁴ Global Protection Cluster. Dignity Kits. Guidance Note. Available at: https://www.humanitarianresponse.info/sites/www.humanitarianresponse.info/files/documents/files/dignity_kits_guidance_note_en.pdf

3. UN WOMEN RESPONSE TO THE HUMAN MOBILITY DYNAMICS IN THE REGION

3.1. The project (evaluation object)

This project seeks to address the gaps in women's leadership, their equal access and protection in the situation of unprecedented displacement and human mobility crisis in Central America. It aims to enhance the gender responsiveness of the protection and social cohesion efforts in response to the intensification and increase of protection risks to GBV and human trafficking, thus, preventing and responding to the differentiated and incremented risks for women and girls in human mobility.

The project responds to the human mobility crisis in Central America particularly affecting women and girls, who face challenges at all stages of the journey, including GBV, discrimination, and vulnerability to trafficking, kidnapping, and murder. According to the recent evidence, at least one in every four migrant women, refugees, and asylum seekers experienced harassment or abuse on their journey³⁵, 25% of family groups travel with a woman or girl, with transit being the riskiest stage. Among the key reasons why women feel reluctant to file complaints are fear of being deported to their countries of origin in uncertain conditions, risk of abuse or harassment by authorities, fear of being re-victimized by the perpetrator, lack of information about available services, and long distances that make it difficult to access such services during their transit journey³⁶.

3.2. Project Results Framework

At the **Outcome** level, the proposed project aims to ensure that women affected by the human mobility crisis lead, equally participate in and benefit from gender-responsive protection services and social cohesion initiatives in Panama, Costa Rica and Honduras.

Two indicators measure the achievement's degree of the outcome:

- *Indicator 1:* # of women in human mobility and women in host communities who have increased perceived safety in Panama, Costa Rica and Honduras (Baseline: 0, Target: 70%)
- *Indicator 2:* # of women affected by human mobility crisis demonstrating leadership in social cohesion initiatives in Panama, Costa Rica and Honduras (Baseline: 0, Target: 50%)

To achieve this result, the project includes two outputs:

- **Output 1:** Humanitarian actors have enhanced capacities to plan and deliver protection services, including GBV care, that are responsive to the needs of women in human mobility in Panama, Costa Rica and Honduras.
- **Output 2:** Women in human mobility and in host communities have increased capacity to access and influence protection service delivery and social cohesion initiatives in Panama, Costa Rica and Honduras.

3.3. Project Theory of Change

If Humanitarian actors have enhanced capacities to plan and deliver protection services, including GBV care, responsive to the needs of women in human mobility.

If Women in human mobility and in host communities have increased capacity to access and influence protection service delivery and social cohesion initiatives.

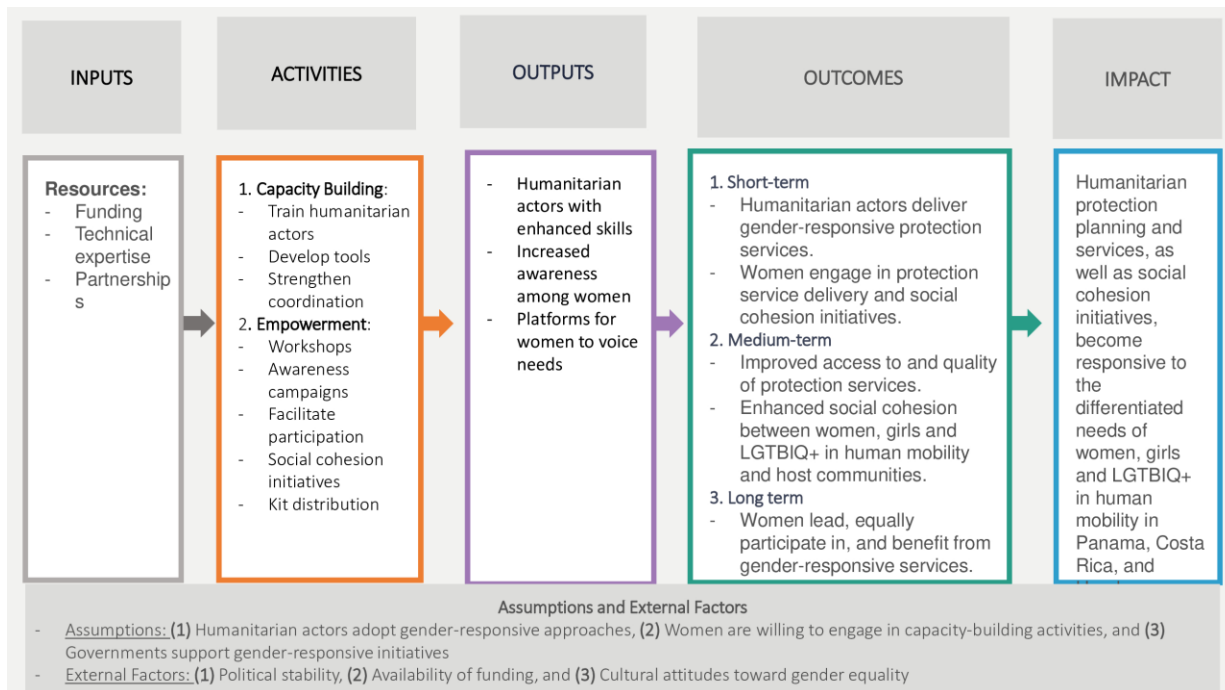
Then Women in human mobility will lead, equally participate in and benefit from gender-responsive protection services and social cohesion initiatives.

³⁵ Darien Panama: Mixed Movements Protection Monitoring February 2023, UNHCR. Available from: <https://data.unhcr.org/es/documents/details/98861>

³⁶ "Migrant women and girls in Central America risk their lives in search of a better future", 2023, World Bank. Available from: <https://blogs.worldbank.org/latinamerica/migrant-women-girls-search-better-future-central-america>

Because Humanitarian protection planning and services, as well as social cohesion initiatives become responsive to the differentiated needs of women in

human mobility in Panama, Costa Rica and Honduras.



The evaluation will integrate Gender at Work (G@W) while assessing this Theory of Change of the project to measure whether the intervention led to real improvements in migrant women's, girls and LGBTBIQ+ rights, protection, and opportunities.

3.4. Expenditure

An overview of the project budget is presented below. Information on the amount and percentage executed will be assessed during the data collection phase.

Women affected by the human mobility crisis lead, equally participate in and benefit from gender-responsive protection services and social cohesion initiatives in Panama, Costa Rica and Honduras.		
Output	Budget USD	Budget JPY
Output 1	220,936.13	30,268,249.81
Output 2	1,158,770.14	158,751,509.18
Subtotal	USD 1,739,706.27	JPY 189,019,758.18
Personnel costs	243,152.06	33,310,462.22
Logistical support	66,707.40	9,138,913.80
Communications and Visibility	134,717.14	18,456,248.05
Audit	14,010.58	1,919,449.46
M&E	53,927.82	7,388,111.34
Indirect costs	69,258.12	9,488,362.44
General Management Cost (GMS) 8%	163,640.10	22,418,693.70
TOTAL	USD 2,125,109.49	JPY 291,140,000

3.5. Stakeholder mapping

The project has been designed for effective and efficient delivery. It has included a diverse range of stakeholder categories as summarized below:

REVISED TABLE			
Stakeholder Categories	Names and Contact Details	Role and specific observations	Importance
Main Duty Bearers (those mainly responsible for provision of services to targeted population)	Honduras: <ul style="list-style-type: none"> - Mayor of the El Paraiso Municipality (Border point with Nicaragua). Ligia Isabel Zelaya - Women's Office El Paraiso Municipality, Yesica Valladares - Permanent Commission of Contingencies, Secretaría de Estado en los Despachos de Gestión de Riesgos y Contingencias Nacionales (CO-PECO) - Universidad de Defensa de Honduras (UDH) - 911 emergency system 	Training local actors and build local capacities in gender-responsive care and services in the southern border, pursuit the project's aim to enhance the capacities of humanitarian actors to plan and deliver protection services, including gender-based violence care. Support institutionalized protocols for gender-inclusive crisis response, enhance the capacities of humanitarian structures as part of UN Women's intervention	High (at least one representative)
	Panama: <ul style="list-style-type: none"> - Ministry of Women, CAI Darien Administrator-Dioselina Pino and CAI Darien Coordinator-Emma Klatz - Ministry of Security- Minister Frank Abrego - SENAFRONT, Commissioner, Director general -Jorge Gobeia and Head of the Western brigade in Darien- Alexis De Gracia. - Noko of Bajo Chiquito and the other 4 transit communities. - Embera Authorities - Mayor of Pinogana (Metetl) and Mayor of Chepigana (La Palma) - Yenia Julio. - Darien Regional Ministry of Health - Dr. Arnulfo Diaz. - National Migration System Head of the Office of Equal Opportunities - Katherine Severino. 	Increase women's capacities, empowerment and leadership, to access and influence protection service and cohesion in Panama.	High (at least one representative)
	Costa Rica: <ul style="list-style-type: none"> - Directorate of Migration (DGME), Roger Bolaños - National Women's Institute (INAMU) In Brunca, Tatiana Morales - National Women's Institute (INAMU) Huetar Norte, Tania Barrantes - Vice-major Los Chiles Municipality, Yamileth Palacios Taleno - Coordinator of the southern border protection roundtable, Stiven Herrera. 	Deliver training and capacity-building activities to ensure the delivery of protection services toward women in human mobility and host communities.	High (at least one representative)
	Regional: <ul style="list-style-type: none"> - Binational Mechanism between Costa Rica and Panama for the protection of vulnerable migrants (COPPAMI) 		Medium

Secondary Duty Bearers (supporting government and non-organizations, but not directly responsible for drafting or implementing)	Honduras: <ul style="list-style-type: none"> - Embassy of Japan in Honduras, Sr. Yoshida Yasuo - CEMH: Centro de Estudios de la Mujer de Honduras - ALMYHS: Asociación Hondureña de Lesionados Medulares y Similares - SEMUJER: Secretaría de Estado en los Despachos de la Mujer - Plataforma 25 de Noviembre - Foro LGTBIQ del Valle de Sula, Red de Mujeres Solidarias 	Further supports these efforts, helping to bolster visibility and commitment to gender equality in emergency settings.	Medium
	Panama: <ul style="list-style-type: none"> - Grupo de Movilidad Humana Panamá - Espacio de Encuentro de Mujeres - CIMUF - Asociación de Municipios de Panamá. 	Supporting activities at the national level	Medium
	Costa Rica: <ul style="list-style-type: none"> - Grupo interagencial de Costa Rica. - Asociación de Desarrollo de Paso Canoas - Municipalidad de Los Chiles - INAMU – Area de Trabajo Comunitario y Migraciones 	Supporting activities at the national level	Medium
Supporting Partners (UN Women, implementing partners, other UN agencies)	Honduras: <ul style="list-style-type: none"> - Fundación Alivio del Sufrimiento (FAS). Stiven Amador (Director), Dulce Ferrufino (Programme Coordinator) - Agua Pura para el Mundo (APM). María Regina Inestroza (Director) 	Implementing Partner, specialized support	High
	HIAS Panama: <ul style="list-style-type: none"> - Oliver Bush, Country Director (Panamá) - Andrehina Diaz (Panama) - Daniel Pineda (Panama M&E) - Reyna Rodriguez (Panama Finance) 	Implementing Partner, specialized support	High
	HIAS Costa Rica: <ul style="list-style-type: none"> - Roberto Mera, Director (Costa Rica) - Edgar Herrera, Gerente de Programas (Costa Rica) - Sofía Álvarez (Costa Rica) - Antonio Alfaro (Costa Rica Finance) - Isabel Guiterrez, M&E - Marilyn Tapia (Protection Assistant) - Mariam Camrena (psychosocial and gender Counselor) 		High
	HIAS Regional: <ul style="list-style-type: none"> - Eden Suskin (Regional Office) - Ximena Gómez (Regional Office) - Ever Mazariego (Regional Office) 		Medium High Medium

	UN Women Programme Coordinators (Regional Office) <ul style="list-style-type: none"> - Alma Pérez (Advisor Regional de WPSHA) - Delfina Garcia Hamilton (Consultant WPS) - Gina Bernal (Humanitarian Response Programme Management Specialist) - Maritza de Pérez (Programme Associate) - Flavio Carrera (M&E Analyst) 		High
	UN Women Programme Coordinators (Costa Rica) <ul style="list-style-type: none"> - Karina Hernández (Country Project Manager) – Costa Rica - Gabriela Mata - Hellen Chinchilla (Coordinadora del programa conjunto de trata de personas y tráfico ilícito de migrantes) - Claudia Bermúdez (Administration Assistant) - Peggy Carreño (Consultant – Social Cohesion) 	Country Offices involved in the project	High High High High
	UN Women Programme Coordinators (Panamá) <ul style="list-style-type: none"> - Mónica Garcia (Country Project Manager) - Sandra Vargas (Assistant) - Dayanara Salazar (Country Representative) 		High
	UN Women Programme Coordinators (Honduras) <ul style="list-style-type: none"> - Sergio Bahr (Country Project Manager) - Jennifer Matamoros (Technical Advisor) - Tatiana Torres (Programs Associate) 		High
	UN Women Others <ul style="list-style-type: none"> - Itzel Jimenez (Analyst gender in human mobility) - Mar Companys (Specialist gender in humanitarian action) - Miguel Trancozo (Communication – in Afghanistan) - Rodrigo Herrera (Communication) - Mariel Gonzalez (Programme and Operation Analyst) - Angelica Robles (Admin/Fin Associate) 		High High Medium Low Medium Low High Low
	Regional: <ul style="list-style-type: none"> - Gender Standby Capacity Project (GenCap) - Gender-Based Violence Subcluster, led by UNFPA, and members such as UNHCR, UNICEF, RED, UNODC. - FLACSO: provider of capacity building for the partners. 	Common work within subclusters Virtual course, “Gender Equality and Women’s Participation in Humanitarian Action” Strengthened the Humanitarian Network in applying gender-responsive approaches to enhance the capacities of these actors and their responsiveness to the needs of women in human mobility	Medium
	Honduras, Panama and Costa Rica <ul style="list-style-type: none"> - IOM Panama, Nick Villareal - ACNUR Darien, Carlos Quiroz 	Strengthened the Humanitarian Network	Medium

	<ul style="list-style-type: none"> - IOM Costa Rica, Rebeca Castro - Gencap Honduras, Eyleen Sohany Gutierrez Zapata - OCHA Honduras, Erlin Palam Garcia, 		
Right holders -CSOs, WROs, leaders and supporting partners	Honduras: <ul style="list-style-type: none"> - Gladys Ramos (Universidad Nacional Autónoma de Honduras), - Cinthia Martínez (Universidad Cristiana Evangélica Nuevo Milenio) - Carmen María Isaula (Universidad Politécnica de Honduras) - Marilyn Ferrufino (Universidad Pedagógica Nacional) 	Member of the research and strengthening network	Medium
	Panama: <ul style="list-style-type: none"> - National Coordination of Indigenous Women of Panama (CONAMUIP) - Sonia Henriquez - Noko de Bajo Chiquito Comarca Embera Wounaan (Esmeralda Dumaza) - Aid for Aids Darien (Luz Santos) 	UN Women also supported training for migrant women in the Emberá Wounaan Comarca's native language.	Medium
	Costa Rica: <ul style="list-style-type: none"> - Rebeca Sanchez (Humanitarian Network) - Maylin Barrantes (Espacio Entre Nos -UNHCR) - Yaritza Aguirre (Leader and direct beneficiary of the project) - Joana Vargas (direct project beneficiary) - Brenda Diez (direct beneficiary of the project) - Yuleni Varela (Direct beneficiary of the project) - Jaqueline Martinez (Leader and direct project beneficiary) - Yamilet Serrano (Leader and direct project beneficiary) - Elisabeth Rocha (Leader and direct beneficiary of the project) - Jenny (Direct beneficiary of the project) - Maria Luara Zamora (Direct beneficiary of the project) 		Medium

3.6. Evaluability assessment

As this evaluation aims to assess the relevance/coherence, organizational efficiency, effectiveness, sustainability and human rights and gender approaches of this project, and the evaluation findings will be used for strategic decision-making, organizational learning and accountability as well as for the generation of knowledge, the evaluability assessment seeks to determine whether this project is in a condition to be evaluated, justified, feasible and likely to provide useful information.

3.6.1. Applicability of the project Theory of Change

The Theory of Change (ToC) and results framework of the project provide a structured approach for addressing the protection needs of women affected by human mobility in Panama, Costa Rica, and Honduras. The problem and target population are clearly identified, focusing on women, girls and LGBTQ+ in human mobility and host communities who face protection challenges, particularly related to GBV and social cohesion. While the ToC emphasizes to enhance the capacities of humanitarian key stakeholders and services accessibility, it could be strengthened by explicitly detailing the causal pathways and assumptions to improve the evaluation framework.

The project result framework effectively outlines clear goals and objectives, aiming for women's leadership, participation, and benefits in protection services and social cohesion initiatives. The results framework is logically structured, with well-defined outcome and two outputs, including indicators measuring perceived safety and leadership among women, ensuring accountability.

However, since there is not a quantifiable baseline to determine the perceptions from the target population, there is no clear reference point to determine if observed changes during this

evaluation exercise result from the implementation. This limits the ability of the assessment to measure the actual progress achieved by the project in relation to the programme goal. The mitigations for this limitation are described in **section 4.6**.

3.6.2. Quality and availability of documentation

In terms of the level of documentation available for this project, the UN Women Results Management System (RMS) houses most of the relevant documentation for monitoring and evaluation. An initial review of information within the RMS provides insights into:

1. Information on intervention and the context: it includes an extensive situation analysis detailing the migration crisis in Central America, providing statistics on displacement, gender-based violence risks, and institutional challenges. During the implementation, the project also produced Gender Alerts reports in the three countries involved and one progress report to the donor (October 2024).
2. The project employs SMART indicators, mainly at the outcome level. These indicators are measurable, time-bound, and relevant to the intended objective.
3. The baseline for key indicators is set at zero, suggesting that this project is starting from scratch in measuring its impact. While this ensures clarity in impact measurement, it might indicate limited pre-existing baseline data, which could make progress assessment challenging without complementary qualitative insights³⁷.

Complementary to the availability of project documentation, this evaluation will gather key insights through interviews, focus groups, and direct inputs from UN Women and other UN agencies, implementing partners, and duty bearers. As a result, a detailed Stakeholder Analysis has been consolidated to ensure proper planning and address any gaps in documentation. This will ensure

³⁷ For example, in order to measure the effectiveness of the gender mainstreaming activities, an initial baseline of the services offered, and/or the opinions from beneficiaries at the beginning of the

project would have been ideal. Without it, effectiveness can only be evaluated ex-post and through qualitative insights.

an accurate data collection phase, a comprehensive consolidation of data and guide the collection of primary data to fill any remaining information gaps.

3.6.3. Conduciveness of the project context

The project reflects a high degree of stakeholder engagement, involving governments in the three countries, such as local governments and Permanent commission of risks management (Honduras), Ministry of Security and Ministry of Women (Panama), and Directorate of Migration and National Women's institute (Costa Rica's), UN agencies, and civil society organizations as implementing partners in the three countries. However, while the stakeholder framework planned is strong, the coordination among multiple actors throughout the implementation might have faced some challenges, requiring effective governance and accurate coordination mechanisms at country and regional level.

The project operates in a complex and evolving socio-political environment, where migration policies, humanitarian needs, and political vary across poses new challenges for s countries. Additionally, the new policies of the U.S. Administration announcing mass deportations and with shifts in migrations routes also poses new challenges fort ensuring women participation and gender-responsive protection services and social cohesion initiatives in the human mobility crisis that affected the three countries.

3.6.4. Accountability

The project responsibilities are well-defined, with oversight by a Regional Programme Management Specialist, a six-month progress report and a final evaluation. Besides, it also outlines a monitoring and evaluation (M&E) system using the UN Women's RMS.

Finally, the analysis of ownership and leadership in national and Civil Society partners demonstrates that the project fosters government ownership by actively involving ministries, migration agencies and other national institutions in each country. And the role of CSO and women's organizations is also ensured by the engagement of women's networks in the three countries. However, no regional mechanism has been identified, either supranational level or women's organizations networks.

3.6.5. Project results framework assessment

The outcomes and outputs are clearly defined in the project. At both levels, while the indicators are generally clear and measurable, some challenges have been identified regarding the subjectivity of "perceived safety," the vagueness of "enhanced capacities," the potential influence of external factors on leadership outcomes, and the lack of specific baselines to assess progress (see Annex 7.4.). The project is evaluable but, in some cases, it should be recommended refining indicators and establishing clear baselines. In this sense, the evaluation will incorporate contribution analysis to better attribute changes to project interventions.

4. APPROACH AND METHODOLOGY

4.1. Objectives, purpose, and scope

The main purpose of this evaluation is to assess the relevance, coherence, effectiveness, organizational efficiency, sustainability and human rights and gender approaches of this project. The evaluation findings will be used for strategic decision-making, organizational learning and accountability as well as for the generation of knowledge. Furthermore, the evaluation will also aim to draw lessons and practices regarding the implementation of this innovative humanitarian intervention by UN Women, and recommendations to be applied for future potential programming. The evaluation will be conducted with a special focus on lessons learned.

The objectives of this evaluation are to:

- Analyse how relevant were the project interventions for women in human mobility and in host communities, with a particular focus on vulnerable population (indigenous, afro-descendent, LGBTIQ, amongst others).
- Analyse the different modalities of work across the three countries and what have been its strengths, limitations and weaknesses.
- Assess to what extent gender mainstreaming has truly been integrated within this humanitarian response, the achievements and gaps and how this integration has occurred.
- Examine to what extent the project has been able to achieve its objective of empowering the target population given the short implementation window, determining what empowerment really means and how the project helped women in human mobility and in host communities to improve leadership in these communities.
- Assess the changes experimented during project implementation, repercussion of these changes and UN Women's capacity to respond to the changing humanitarian context for current and future similar programming.
- Measure to what extent the project was able to build institutional capacities to respond and serve target communities with a particular focus on women, girls from a gender diverse population.

- Identify and validate lessons learned, good practices and work innovations implemented by UN Women in relation to the mainstreaming of gender in humanitarian action.
- Provide actionable recommendations with respect to UN Women's work on the area for the benefit of the wider organisational priorities and resource mobilisation in the area.

The findings of the evaluation are expected to contribute to effective programming, organizational learning and accountability, as well as inform future programming and contribute to resource mobilisation.

The period to be evaluated will cover the entire duration of the LEAP-Trayectos project, defined as being from March 2024 to March 2025.

The evaluation has a broad geographic scope covering Costa Rica, Hondurans and Panama, where both online data collection and field visits with the Project team of Costa Rica project areas from 23rd February to 5th March will be conducted. The draft evaluation report aims to be presented before the 15th of April 2025.

The evaluation is expected to be both summative and formative in nature. In summative terms, there is the requirement to conduct field visits to assess project performance. In formative terms, it's understood that a high level of importance is placed on learning and to incorporate in the analysis, conclusions, recommendations and lessons learned, gender equality, vulnerable groups ensuring that "no one is left behind".

Targeted users of the evaluation are the senior management and programme staff for the UN Women Americas and Caribbean Regional Office (ACRO), the counterparts at local and national levels, including national and local institutions, humanitarian actors, women-led organizations, civil

society organizations and representatives and key stakeholders from the Government of Japan.

4.2. Evaluation criteria

To meet the exercise's stated objectives, the following questions will be evaluated based on the key criteria of relevance/human rights and gender, coherence, efficiency, effectiveness, and sustainability using the standard definitions of the Assistance

Committee (OECD) with the integration of human rights and gender in a cross-cutting manner³⁸. The below areas may be further refined during the inception phase. In these areas of evaluation, the exercise will look to identify lessons across its triple mandate of coordination, programmatic, and normative dimensions for potential application to future programming in the region. A set of sub-questions has been identified within the Tools in Annex 7.2.

Table 1. Assessment Criteria

Criterion	Question ³⁹
Relevance	1. To what extent did the project interventions addressed the needs for women, girls and LGBTIQ+ in human mobility and in host communities through-out all the project implementation (including adaptations)? How did their perspectives shape programming?
Coherence	2. To what extent did the programmatic initiatives adhere to programme and strategic priorities of the donor ⁴⁰ , UN Women ⁴¹ and other UN agencies ⁴² , and relevant normative frameworks and the local/regional/national government?
Efficiency	3. To what extent the different modalities of work (including resource investment) across the three countries supported the response to human mobility and changes required during the implementation of the programme, and what have been its relative strengths, limitations and weaknesses?
Effectiveness	4. To what extent did the project enhanced the capacities of humanitarian and government actors to plan and deliver protection services, including gender-based violence care, that are responsive to the needs of women in human mobility (output 1)? What were the key enablers and limitations? 5. To what extent did the project increase the capacities of women in human mobility and in host communities, to access and influence protection service delivery and social cohesion initiatives in Panama, Costa Rica and Honduras (empowerment, output 2)? What were the key enablers and limitations? 6. To what extent did the project achieve its intended outcome in relation to the conflict prevention, social cohesion, construction of safe environments and perception of safety among women in human mobility and in host communities, and ensuring their equal participation and access to gender-responsive protection services and social cohesion initiatives in Panama, Costa Rica, and Honduras?
Sustainability	7. What evidence is there that institutional capacity and women empowerment achievements will be sustained or expanded? What capacity gaps still exist to respond to the changing context? 8. What are the effects of shifting political priorities, funding, or policy environments for project sustainability?
Human rights and gender	9. What barriers (structural, cultural, policy-related) limited access to project benefits for particularly vulnerable groups? How did the project attempt to address these?

³⁸ OECD, 'Better Criteria for Better Evaluation: Revised Evaluation Criteria Definitions and Principles for Use', OECD/DAC Network on Development Evaluation, Dec 2019.

OECD. 'Applying Evaluation Criteria Thoughtfully, OECD/DAC Network on Development Evaluation, March 2021.

³⁹ Several questions are used from the recent corporate evaluation and tailored to online capacity development to building on the global evaluation's findings.

4.3. Methods of data collection and analysis.

4.3.1. [Overall design and conceptual framework](#)

The assessment will be conducted through a mixed methods approach and will adopt a bottom-up, participatory approach aligned with the local stakeholders needs. It will be carried out in accordance with internal and external guidelines, and place emphasis on the integration of gender equality and human rights principles in the evaluation process with a focus on Leaving No One Behind (LNOB) and intersectional aspects.

Both the human-rights based approach (HRBA) and the gender-responsive approach (GERA) will be used in this evaluation, together with the Most Significant Change (MSC) approach. The HRBA will inform the way the LEAP-Trayectos project was designed, implemented, monitored and evaluated, using human-rights standards and principles to increase the enjoyment of rights. This includes confronting patterns of inequalities and discrimination and formulating responses that address the structural causes of exclusion, marginalisation, and the denial of human rights⁴⁰. Ensuring a HRBA and GERA to evaluation requires two elements. Firstly, a HR&GE responsive approach should be applied to what the evaluation examines. Secondly, a HR&GE responsive approach should inform how the evaluation is undertaken.⁴¹

The *Most Significant Change* (MSC) approach will be employed to capture qualitative insights and assess the impact of the intervention from multiple perspectives. By collecting and analysing stories of change, this method facilitates the identification of key outcomes and lessons learned, providing a deeper understanding of the transformative effects of the initiative. The MSC technique will complement quantitative data, ensuring a more holistic evaluation of progress and challenges.

4.3.2. [Data collection methods](#)

Methodologies for data collection and analysis will include both the analysis of quantitative⁴² and qualitative data and use both in-depth desk review of the project implementation process, primary data collection to fill information documentary gaps and triangulation. Specific qualitative data collection methods will be articulated in the inception report, and include the final evaluation criteria, questions, and data analysis approaches. The assessment will be primarily carried out through remote and field data collection (in Costa Rica). Data collection methods will include:

- *Secondary analysis* of project data including monitoring, reporting, budgetary data, and other relevant metadata from corporate systems and obtained from UN Women project members.
- *Structured desk review* of key reference documents and knowledge products related to the project but not specifically linked with the project implementation. This will include information from particularly government and civil society stakeholders to understand key advances and limitations on policy areas. Other complementary documents might be added during the evaluation based on interviews.
- *Semi-structured interviews* with a selection of the stakeholders identified, in accordance with the sampling table (Table 2).
- *Focus Groups* with will be potentially done with right holders, including CSOs and WROs representatives, depending on their availability. Focus groups discussions (FGDs) for CSO representatives might be replaced by key informant interviews (KIIs) depending on the individual needs of these organisations.
- *Field visits and observation* at selected project sites (Costa Rica, San José and Northern Border areas).

⁴⁰ UNEG (2024) Integrating Human Rights and Gender Equality in Evaluations

⁴¹ UN Women (2022), UN Women Evaluation Handbook: How to manage

⁴² Mainly programme indicators and budget allocation across UN participating agencies.

4.3.3. Data analysis

Overall, data analysis will use content analysis for qualitative data collected. The content analysis will be based on the extraction of major and recurrent themes during the interviews/focus groups and draw out key trends based upon the preponderance of available evidence. Interview notes will be kept confidential and shared only among the evaluation team members, as outlined in more detail in the Data Management Plan (Annex 7.5). This methodology will be particularly focused on identifying qualitative results which are normally hard to measure and/or identify, particularly those related to gendered experiences of mobility, access to rights, and economic participation.

Triangulation will be used to identify similarities and/or discrepancies in data obtained in different ways (i.e., interviews, focus groups, observations, etc.) and from different stakeholders (e.g., duty bearers, rights holders, etc.). Data analysis and triangulation of data will be enhanced using The DEEP software⁴³, which will allow the qualitative analysis of many textual documents, such as strategic notes narrative sections, annual and quarterly reports and logical matrixes. Through the development of categories of analysis, The DEEP will allow the consultants to identify gendered patterns of responses to the Evaluation questions. Indicators have been developed for each of the Evaluation Questions, as well as sub-questions within each of the Data Collection Tools, which are distinctly directed to the different stakeholders to be consulted. This has been the main mechanism to consolidate the data collection tools.

The “Gender at Work” framework will be used as a key analytical tool to assess gender dynamics within the collected data. This approach enables a comprehensive understanding of both formal and informal gender-related barriers, facilitating a deeper analysis of structural inequalities and power

relations. By applying this tool, the study aims to generate evidence-based insights to inform gender-responsive strategies and interventions. Additionally, this tool ensures that the evaluation does not measure gender-disaggregated outcomes but also identifies systemic barriers and opportunities for transformative change. This evidence-based approach will be used to inform gender-responsive strategies, improve project design, and strengthen policies addressing women’s rights in human in mobility and migration contexts.

Data from different research sources will be triangulated to increase its validity. The methodology and approach will incorporate human rights, intersectional and gender equality approaches to ensure that women’s diverse migration experiences, especially those marginalized groups, are fully captured and analysed.

4.4. Sample

The sample will be based on the Stakeholder Analysis following criteria will be used to determine the sample of primary stakeholders and type of documents to consult and analyse. Thus, the key sample criteria will be:

- *Geographical representativeness* ensuring data collection across the three countries and, when possible, the different border crossings where the project has been implementing activities.
- *Implementation approach representativeness* to capture the different approaches to the implementation of the programme, so its efficiency and effectiveness can be compared.
- *Participants representativeness* to capture stakeholders across all the stakeholder categories.

Based on those criteria, the following sample guidelines have been selected.

⁴³ <https://www.thedeep.io/>

Table 2. Sampling proposed

Stakeholder Type	Population	Proposed Sample	Mechanism	Tool #
<i>UN Women Teams (in Country and Regional)</i>	Honduras: 3 Panama: 3 Costa Rica: 4 Regional: 6 Others: 6	At least 75% per category. For others at least 50% of the population.	KII or GI	1
<i>Implementing partners</i>	Honduras: 4 Panama: 4 Costa Rica: 4 Regional: 3	At least 70% per category.	KII or GI	2
<i>Main duty bearers</i>	Honduras: 4 Panama: 3 Costa Rica: 2 Regional: 1	At least one per geographical area, 75% at least when more than 2 people.	KII or GI	3
<i>Other UN agencies collaborating in similar areas to the project</i>	IOM, UNHCR, UNICEF, REG, UNODC, UNFPA, Clusters	One per UN agency at least, plus field observations in Costa Rica.	KII or GI	4
<i>CSOs, WRO and other representatives of project intended beneficiaries.</i>	Honduras: 4 Panama: 1 Costa Rica: 2	From Evaluation Guidelines: 80%	FGD or KIIs	5
<i>Donor representatives</i>	Japan Embassies and representative of the donor (JICA)	At least one person or representative	KII	6
<i>Others (Universities and Capacity Providers)?</i>	Honduras: 4 FLACSO	At least one provider	KII	5

4.5. Ethics and data management

The highest ethical standards will be observed in all phases of the evaluation, following the UNEG Ethical Guiding Principles, the Assessment Lead contractually committed to the UN Women Evaluation Consultants Agreement and/or the UNEG Ethical Guidelines and Code of Conduct. The evaluation recommendations will be based on Sphere Minimum Standards and HAP standards, as appropriate and relevant.

The evaluation will be transparent, inclusive, participatory and gender and human rights responsive, impartial and independent at all stages of the exercise. The principles of human rights, gender equality, attention to cultural sensitivity, and inclusion of the most vulnerable and marginalized.

The following UNEG Principles will be specially considered the following manner:

- 1) *Respect for dignity and diversity*: The evaluator will be very mindful about respect during

inception phase, data collection and analysis and reporting. The language of the report shall treat all stakeholders with the utmost respect for their life choices and perspectives.

- 2) *Right to self-determination*: The team will consult stakeholders and listen to them respectfully about their choices in programme design and implementation.
- 3) *Fair representation*: This inception report considers all the stakeholders which were found to be relevant, but the evaluation will be open to include any other stakeholders which are identified during the evaluation which may have a say or an important perspective to the direction of UN Women's provision of online training.
- 4) *Ethical protocols for vulnerable groups*: Participants will be briefed about the purpose of the evaluation and the data treatment, and the evaluator will be very respectful for not getting into issues that interviewees might not be comfortable in addressing.

- 5) *Redress*: The evaluation report shall be shared with a wide list of stakeholders and the evaluation team will be in dialogue with them as to make the report as comprehensive and fair as possible to represent what happened in the UN Women's provision of leadership, equal access and protection in the situation of unprecedented displacement and human mobility crisis in Central America.
- 6) *Confidentiality*: Interviewees will be informed that all the data collected will be used in the report in a confidential manner without attribution to their person; and
- 7) *Avoidance of harm*: The evaluation team will carry out the process to make the exercise as useful and possible for everyone involved, helping stakeholders think about their work in

a way which is constructive and avoids any type of harm for them.

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

4.6. Methodological limits and risks

The key methodological limit envisioned for this evaluation is the lack of field visits to all project areas due to a limited budget and timelines. Accordingly, most data collection will be carried out remotely. Other risks identified are presented in the next table with measures to be taken to minimize them. This table will be updated after data collection and during the drafting of the report.

Table 3. Evaluation risks and mitigation measures

Risk	Level	Possible impact	Mitigation measures
Lack of sufficient implementation time and documentation to properly assess change created	Medium-High	Gaps in the evaluation report due to the lack of accurate information and data. Given the short implementation time and the fact that there was not a pre-existing quantifiable baseline, a measurement of impact is not possible.	Project information requested from both UN teams and partners, including partner reports. Gaps to be filled through primary data collection. Effectiveness criteria has been selected. Changes created in relation to the selected outcomes will be measured through the analytical framework "Gender at Work". Recommendations for future programme, in relation to the possibility of doing impact evaluations in the future will be provided.
Differences in the approaches and partners used during project implementation make it difficult to assess project effectiveness.	Medium	Results	Effectiveness will be evaluated against each of the project modalities used and compared to provide recommendations for future work.
Inability to reach project's target beneficiaries given impossibility to visit all project sites and transitory nature of women in human mobility.	Medium	Limited of data and evidence of change and inability to fully measure project goal.	Contact with targeted communities will be emphasized during field data collection. Interviews and data collection with WROs, CSO and other representatives of local communities. Additional sources of information already taken in border areas will be requested.

4.7. Evaluation matrix

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

Table 4. Evaluation design matrix

Evaluation criteria and questions	Indicators	Data Collection Methods	Information Source
Relevance			
To what extent did the project interventions address the needs for women, girls and LGBTIQ+ in human mobility and in host communities through-out all the project implementation (including adaptations)? How did their perspectives shape programming?	<ul style="list-style-type: none"> • Evidence of strategies, need assessments or assessment documents. • Coherence between the project/intervention strategies and the needs of women, girls and LGBTIQ+ at the regional and country level. • Evidence the project is adapted to the capacities of the implementing partners and other organizations to gender-transformative and human-rights based approaches. • Evidence that the project implementation adapted to changing humanitarian context (local, national and regional) 	<ul style="list-style-type: none"> • Desk review. • Semi-structured interviews. • Field visit observations. 	<ul style="list-style-type: none"> • Project documents (reports, proposal, need assessments) • UN Women personnel and implementing partners. • Right holders' views (women in human mobility and in host communities, and their representatives).
Coherence			
To what extent did the programmatic initiatives adhere to programme and strategic priorities of the donor, UN Women and other UN agencies, and relevant normative frameworks and the local/regional/national government?	<ul style="list-style-type: none"> • Evidence that the project is aligned with relevant normative frameworks, policies, strategies and priorities at global, regional, country, and local level. • Alignment between donor and UNS strategic priorities and the project strategies. 	<ul style="list-style-type: none"> • Desk review • Semi-structured interviews. • Field visit observations. 	<ul style="list-style-type: none"> • Project documents (reports, proposal, deliverables) • UN Women personnel and implementing partners. • Donor and donor representatives in country.
Efficiency			
To what extent the different modalities of work (including resource investment) across the three countries supported the response to human mobility and changes required during the implementation of the programme, and what have been its relative strengths, limitations and weaknesses?	<ul style="list-style-type: none"> • Percentage of allocated resources (financial, human, logistical) utilized per modality across the three countries. • Stakeholder perception (e.g. staff, partners) of the implementation modality adopted in addressing mobility related challenges (capturing strengths, limitations and weaknesses) • Number and type of adjustments made to implementation modalities in response to emerging mobility needs 	<ul style="list-style-type: none"> • Desk Review • Semi-structured interviews. • Field visit observations. 	<ul style="list-style-type: none"> • Project documents (reports, proposal, deliverables) • UN Women personnel and implementing partners. • Other UN agencies and Gender-related cluster members.
Effectiveness			
To what extent did the project enhanced the capacities of humanitarian and government actors to	<ul style="list-style-type: none"> • Evidence that the project contributed to policy advocacy efforts for gender-responsive migration governance at the country level. 	<ul style="list-style-type: none"> • Desk Review • Semi-structured interviews. 	<ul style="list-style-type: none"> • Project documents (reports, proposal, deliverables)

Evaluation criteria and questions	Indicators	Data Collection Methods	Information Source
plan and deliver protection services, including gender-based violence care, that are responsive to the needs of women in human mobility (output 1)? What were the key enablers and limitations?	<ul style="list-style-type: none"> • Evidence that the project contributed to enhance capacities for gender-responsive response among humanitarian actors (plan and deliver protection services, including GbV care). • Evidence of challenges, limitation and enablers in working across different governance levels (local, national, regional) that affected/facilitated gender integration. • Evidence of coordination mechanisms promoted by the project at the country level to harmonize and organize humanitarian/migration response. 	<ul style="list-style-type: none"> • Field visit observations. 	<ul style="list-style-type: none"> • UN Women personnel and implementing partners. • Government partners. • Other UN agencies and Gender-related cluster members. • Right holders' views (women in human mobility and in host communities, and their representatives).
To what extent did the project increase the capacities of women in human mobility and in host communities, to access and influence protection service delivery and social cohesion initiatives in Panama, Costa Rica and Honduras (empowerment, output 2)? What were the key enablers and limitations?	<ul style="list-style-type: none"> • Comparison across the different intervention's outcomes and outputs to review commonalities and differences. • Perception of women, girls and LGBTIQ+ of the protection services delivered in each country. • Perception of safe environments and social cohesion by host communities and CSOs. • Evidence of challenges, limitation and enablers for accessing, participating and influencing on protection services delivery in each country. 	<ul style="list-style-type: none"> • Desk review • Semi-structured interviews and field visit. 	<ul style="list-style-type: none"> • Project documents (reports, proposal, deliverables) • UN Women personnel and implementing partners. • Right holders' views (women in human mobility and in host communities, and their representatives).
To what extent did the project achieve its intended outcome in relation to conflict prevention, social cohesion, construction of safe environments and perception of safety among women in human mobility and in host communities, and ensuring their equal participation and access to gender-responsive protection services and social cohesion initiatives in Panama, Costa Rica, and Honduras?	<ul style="list-style-type: none"> • Extent to which all intervention objectives were met, and sufficient evidence collected to measure outcomes. • Evidence of women, girls and LGBTIQ+ participating in decision-making spaces of gender-responsive protection services 	<ul style="list-style-type: none"> • Desk review • Semi-structured interviews and field visit. 	<ul style="list-style-type: none"> • Project documents (reports, proposal, deliverables) • UN Women personnel and implementing partners. • Right holders' views (women in human mobility and in host communities).
Sustainability			
What evidence is there that institutional capacity and women empowerment achievements will be sustained or expanded? What capacity gaps still exist to respond to the changing context?	<ul style="list-style-type: none"> • Existence of sustainability plans or exit strategies. • Evidence of institutional capacities strengthened for gender-responsive response among humanitarian actors (protocols, guidelines, SoPs, etc.) • Experiences and testimonies of women, girls, and LGBTIQ+ in leadership spaces and participating in decision-making processes regarding human mobility contexts of the three countries. 	<ul style="list-style-type: none"> • Desk review • Semi-structured interviews and field visit. 	<ul style="list-style-type: none"> • Project documents (reports, proposal, deliverables). • Government partners. • UN Women personnel and implementing partners. • Other UN agencies and Gender-related cluster members.

Evaluation criteria and questions	Indicators	Data Collection Methods	Information Source
			<ul style="list-style-type: none"> • Right holders' views (women in human mobility and in host communities).
What are the effects of shifting political priorities, funding, or policy environments for project sustainability?	<ul style="list-style-type: none"> • Evidence on changes in government commitment or shifts in migration policies that may affect project sustainability. 	<ul style="list-style-type: none"> • Desk review • Semi-structured interviews and field visit. 	<ul style="list-style-type: none"> • Project documents (reports, proposal, deliverables) • UN Women personnel and implementing partners. • Government partners.
Human rights and gender			
What barriers (structural, cultural, policy-related) limited access to project benefits for particularly vulnerable groups? How did the project attempt to address these?	<ul style="list-style-type: none"> • Evidence that project strategies considered LNOB focus and promoted diversity by defining the targeted populations of its interventions and creating the mechanisms to facilitate their participation. 	<ul style="list-style-type: none"> • Desk review • Semi-structured interviews and field visit. 	<ul style="list-style-type: none"> • Project documents (reports, proposal, deliverables) • UN Women personnel and implementing partners. • Right holders' views (women in human mobility and in host communities).

5. TIMELINE

Following the publication of the terms of reference of the exercise, the evaluation will be conducted from February 2025 and is expected to finish by end of April, beginning of May 2025. The timeline below shows the main action points and deliverables.

Table 5. Evaluation timeline

Month	February				March				April				May
Week	1	2	3	4	1	2	3	4	1	2	3	4	1
Phase 1: Inception Report													
Kick off meeting with project team, Develop ToRs to structure the exercise - Responsibility: Evaluation Team.													
Develop the detailed evaluation framework, tools, stakeholder mapping and approach Responsibility: Evaluation Team.													
Draft and present inception report. Responsibility: Evaluation Team.													
Space for feedback and reviews. Responsibility: ERG and IES representative to review and QA.													
Phase 2: Data collection and analysis													
Conduct desk research. Responsibility: Evaluation Team.													
Complete relevant field visits and online data collection: semi-structured interviews, focus groups and validation presentation. Responsibility: Logistics done by the LEAP Project; data collection done by Evaluation Team.													
Qualitative analysis, including triangulation of literature review and primary data, through coding in The DEEP. Responsibility: Evaluation Team.													
Presentation of preliminary results. Responsibility: Evaluation Team.													
Phase 3: Drafting and report correction													
Drafting of the evaluation report. Responsibility: Evaluation Team.													
Submit the first draft of the evaluation for review. Responsibility: Evaluation Team.													
Space for feedback and reviews. Responsibility: ERG and the IES representative to review and QA.													
Finalize the evaluation based on comments provided. Responsibility: Evaluation team													

6. MANAGEMENT

6.1. Roles, responsibilities and quality assurance

The Evaluation Consultants will be responsible for managing and conducting the exercise, including the quality assurance of the final products and its presentation to UN Women management, and ensure that the evaluation is conducted in accordance with the UN Women Evaluation Policy,⁴⁴ United Nations Evaluation Group (UNEG) Ethical Guidelines, and other key guidance documents.⁴⁵ Quality assurance of the assessment will be carried out first through the standard internal review and approval of deliverables by the Evaluation Specialist and Evaluation Reference Group. Based on UNEG guidance and good practices of the international evaluation community, this layer of quality assurance follows UN Women standards.⁴⁶ This evaluation will assume the following overall management structure:

1. The **Evaluation Management Group** will be integrated by Gina Bernal (Humanitarian Response Programme Management Specialist) and Flavio Carrera (Analyst in Monitoring and Evaluation of human mobility response).
2. **Evaluation Reference Group**: The Evaluation Reference Group will be integrated from UN Women by Delfina García Hamilton and Dayanara Medina, and from HIAS by Eden Suskin.
3. The **Evaluation Team** will correspond to the UN Women Regional Evaluation Consultants

(Retainers). The Team Lead will take leadership responsibility for key aspects of scoping, data collection and analysis throughout the exercise.

4. The **quality assurance** role will be taken by the ACRO Regional Evaluation Specialist as the representative of IES in the region.

6.2. Use and communication.

Targeted users of the evaluation are the senior management and programme staff for the UN Women Americas and Caribbean Regional Office (ACRO), the counterparts at local and national levels, including national and local institutions, humanitarian actors, women-led organizations, civil society organizations and representatives and key stakeholders from the Government of Japan. The findings of the evaluation are expected to contribute to effective programming, organizational learning and accountability, as well as inform future programming and contribute to resource mobilisation.

Within six weeks after final approval of the evaluation report, under the leadership of Evaluation Reference Group, the Evaluation Management Group will be responsible for the preparation and approval of an evaluation Management Response to evaluation recommendations which together with the final report will be made publicly available in the UN Women Global Accountability and Tracking of Evaluation Use (GATE) platform. The following table provides a summary of these different users and areas of expected use.

Table 6. **Intended evaluation users and use***

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

*Shaded areas indicative of dimensions of use

⁴⁴ UN Women, Evaluation Policy, UNW/2020/5/Rev.1, 2020.

⁴⁵ United Nations Evaluation Group, UNEG Ethical Guidelines, 2008.

⁴⁶ UN Women, Guidance Note: Global Evaluation Report Assessment and Analysis System (GERAAS), 2021.

