

ANNEXES -FINAL REPORT

FINAL EVALUATION

ECUADOR STRATEGIC NOTE (2023-2026)

March 2026

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Annex 1: Evaluation Team

Violeta Leiva is Regional Evaluation Specialist at UN Women for the Americas and the Caribbean. She holds a degree in International Relations from the University of Geneva and two master's degrees in social sciences with specializations in evaluation and development cooperation from Maastricht University and the University of Chile. With over 10 years of experience in evaluation, team management, and interinstitutional partnership-building, Violeta has worked across Latin America and the Caribbean, Europe, and Africa with organizations such as the World Bank, FAO, OECD, and UNICEF. She has led regional capacity development initiatives, coordinated interagency working groups, and managed an evaluation portfolio valued at USD 1 million, providing strategic technical assistance to over 21 countries and overseeing a large team of senior evaluators. Her recent evaluations have focused on migration, climate change, and gender equality, and she has played a key role in amplifying youth's voices and integrating innovative methodologies into high-level humanitarian response evaluations. Fluent in German, French, English, Portuguese, and Spanish, Violeta is committed to strengthening evaluation processes and enhancing the impact of UN initiatives across Africa and the Americas and the Caribbean.

Paola Vela is an Evaluation Specialist with extensive experience in system-wide and corporate evaluations across the United Nations System. With a strong background in econometrics and evidence synthesis, she has contributed to major global evaluation exercises, including synthesis reports on SDG 5, the global evaluation of the Spotlight Initiative, and the UN's socioeconomic response to COVID-19. With over a decade of experience in quantitative analysis and evaluation, Paola has worked with entities such as UNICEF Headquarters, the UN Women Independent Evaluation Service, the Executive Office of the Secretary-General and the National Council for the Evaluation of Social Development Policy (CONEVAL). Before joining the UN system, Paola specialized in multidimensional poverty measurement and the evaluation of social development policies, strengthening national capacities for evidence-based policymaking. Dedicated to advancing high-quality evaluation, she is committed to enhancing the effectiveness and accountability of complex multilateral initiatives.

Carolina De Anda is an Evaluation Research Analyst with eight years of experience supporting monitoring and evaluation systems at both project and country levels within United Nations Agencies in Mexico, including the ILO, IOM, and UN Women. Her work encompasses strategic planning, leading the development of Strategic Notes, and contributing to the formulation of the United Nations Sustainable Development Cooperation Framework (UNSDCF) in Mexico. She specializes in managing results-based frameworks, monitoring performance indicators, designing data collection tools, and conducting both quantitative and qualitative data analysis. Her experience includes managing evaluations for gender-based violence communication campaigns, as well as migration and humanitarian assistance programs. She has expertise in supervising the interagency evaluation Gender Equality Scorecard (UNCT-SWAP) and in overseeing Country Portfolio Evaluation in Mexico.

Annex 2: List of References

UN System & Regional Frameworks

- United Nations (2023) United Nations Sustainable Development Cooperation Framework (UNSDCF) Ecuador 2022-2026.
- United Nations (2021) Annual Report UNCT-SWAP Gender Scorecard.
- UN Women (no date) Terms of Reference for the Inter-Agency Gender and Human Rights Group.

CO Documents

- UN Women (2023) Ecuador Strategic Note 2023–2026.
- UN Women (2024) Ecuador Organizational Chart.
- UN Women (2024) Communication tree.
- UN Women (2024) Human Resources Planning Tool.

Project Documents

- Safe City and Safe Public Spaces Programmes with Women and Girls in Ecuador
 - Annual report 2022, Guayaquil, Cuenca and Quito Programmes (AECID funds).
 - Annual report 2023, Guayaquil, Cuenca and Quito Programmes (AECID funds).
 - Annual report 2023, Guayaquil, Cuenca and Quito Programmes (Republic of Korea funds).
 - Annual report 2024, Guayaquil, Cuenca and Quito Programmes (AECID funds).
 - Annual report 2024, Guayaquil, Cuenca and Quito Programmes (Republic of Korea funds).
 - Annual report 2024, Guayaquil and Ibarra Safe City Programmes (AECID funds).
- Technical assistance for gender mainstreaming in electoral processes in Ecuador
 - UN to UN Agreement.
 - Amendments 1, 2 and 3.
 - Final narrative report (2024-2025).
- Capacities for Peace, Security and Violence Reduction in Ecuador
 - Project document.
 - Semi-annual report 2022 and 2024.
 - Annual report 2024
 - Final narrative report (2022-2025)
- Spotlight Initiative
 - Ecuador Country Programme Document.
 - Ecuador 2022 Country Programme Results.
 - Final Narrative report (2020-2023).
- Spotlight 2.0:
 - Memorandum of Understanding.
 - Project document.
 - Final Narrative report (2024)
- Promoting gender equality and empowerment for women in displacement and refugee situation “Caminando”.
 - Project proposal.

- Quarterly report (October-December 2021), (January-March 2022), (October-December 2022), (April-June 2023), (July-September 2023).
- Protecting the *Caminantes*
 - Project document
 - Annual report 2023 and 2024
 - Bimonthly newsletter (February-March 2025), (April-May 2025), (June-July 2025), (August-September 2025).
- Enhanced socio-economic integration of migrants and host community members (with an emphasis on women and youth) focused on entrepreneurship opportunities through and innovation and community-based approach in Imbabura and Sucumbíos. (Migration Multi-Partner Trust Fund)
 - Joint programme document.
 - Final narrative report (2021-2024).
- Strengthening Public Governance to Guarantee the Full Exercise of Economic Rights and a Life Free from Violence for Women and LGBTIQ+ People.
 - Memorandum of Understanding.
 - First, Second and Third Amendments 1, 2 and 3.
 - Final narrative report (2023-2024).
- Strengthening Information and Monitoring Capacities on Population Conditions and Social Public Policy in Quito – DMQ Social Observatory
 - Project document and Amendment 1 and 2
 - Annual Narrative report (2024-2025)
- Regional Care Economy Programme
 - Memorandum of Understanding.
 - Project document.
- Sports System
 - Concept Note and Amendment 1
 Final Narrative
- Strengthening Identities of Rural Women in Quito
 - Project Document and Amendment 1
 - Final Narrative report (2023)
- Cultural Livelihoods for Rural Women in Quito
 - Project Document and Amendment 1
 - Final Narrative report (2023-2024).

CO Progress & Monitoring Documentation

- UN Women Ecuador (2021) *Annual Report*.
- UN Women Ecuador (2022) *Annual Report*
- UN Women Ecuador (2023) *Annual Report*.
- UN Women Ecuador (2024) *Annual Report*.
- UN Women Ecuador (2054) *Annual Report*.
- UN Women Ecuador (2025) Stakeholder Mapping.

Financial and Management Documentation

- *UN Women RMS Dashboard Reports.*
- *UN Women One APP.*
- *UN Women One APP (Donor Agreement Management System-DAMS).*

Evaluations

- UN Women (2023) Final Evaluation Ecuador Strategic Note 2019-2022.
- UN Women (2024) Final Evaluation Report of the project “Capacities for Peace, Security and Violence Reduction in Ecuador”.
- UN Women (2023) Final Evaluation of the project “Caminando: promoción de la igualdad de género y empoderamiento para mujeres en situación de desplazamiento y refugio en Ecuador”.

Evaluation Framework and Guidelines

- UN Women. (2016). *UN Women Evaluation Handbook*. Independent Evaluation Service.
- UN Women. (2020). *Evaluation Policy of the United Nations Entity for Gender Equality and the Empowerment of Women*.
- United Nations Evaluation Group (UNEG). (2016). *Norms and Standards for Evaluation*.
- United Nations Evaluation Group (UNEG). (2020). *Ethical Guidelines for Evaluation*.
- United Nations Evaluation Group (UNEG). (2014). *Guidance on Integrating Human Rights and Gender Equality in Evaluations*.

Annex 3: List of Key Informant Interviews

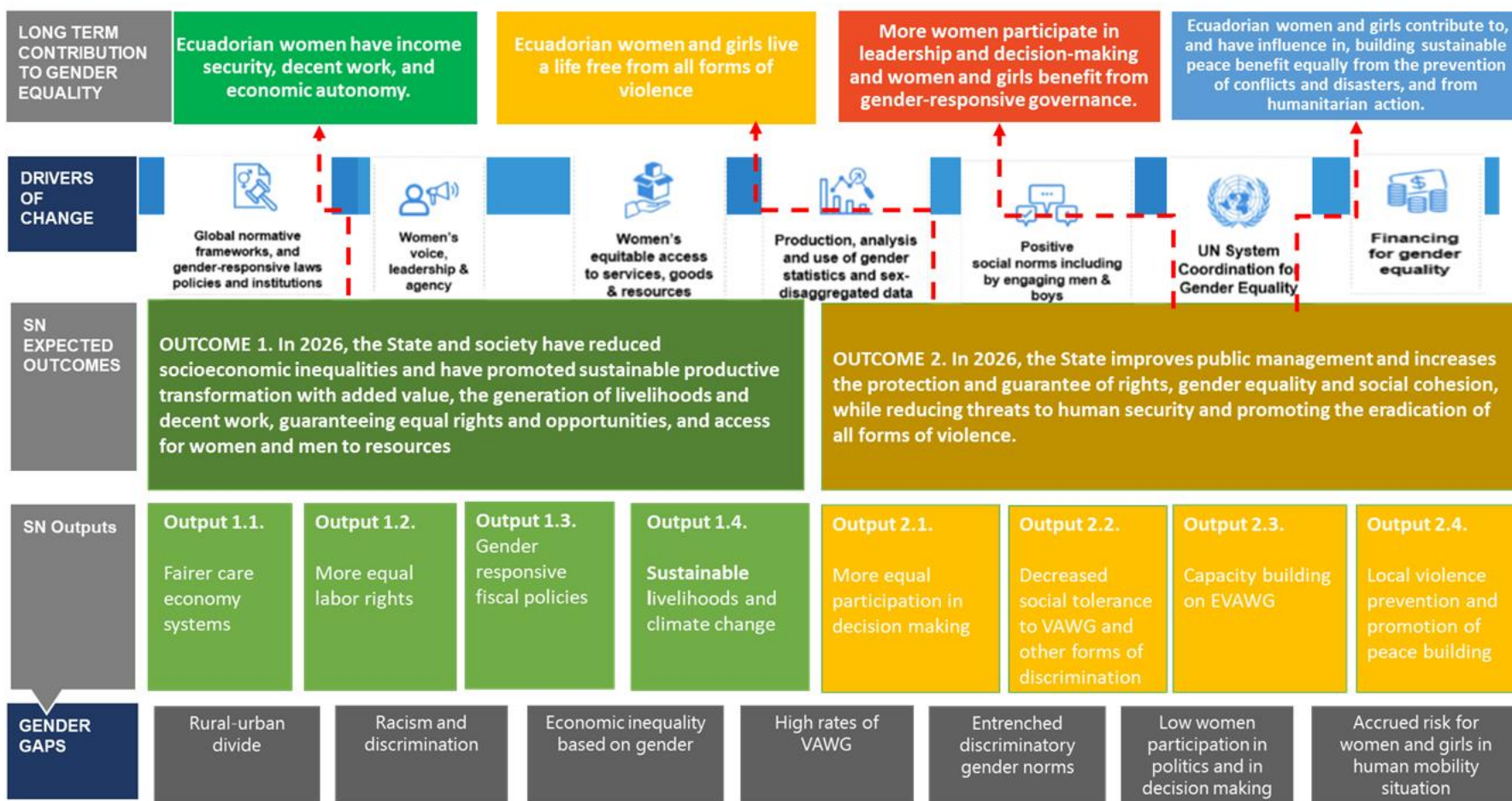
No	Organization name	Type of KII	Sex	Applied Tool
1	Fondo de Población de las Naciones Unidas (UNFPA)	UN System	Woman	Tool 1
2	Oficina del Coordinador Residente (OCR)	UN System	Woman	Tool 1
3	Oficina del Coordinador Residente (OCR)	UN System	Man	Tool 1
4	Oficina del Coordinador Residente (OCR)	UN System	Woman	Tool 1
5	Programa de las Naciones Unidas para el Desarrollo (PNUD)	UN System	Woman	Tool 1
6	Oficina de las Naciones Unidas contra la Droga y el Delito (UNODC)	UN System	Woman	Tool 1
7	Programa de las Naciones Unidas para el Desarrollo (PNUD)	UN System	Man	Tool 1
8	Ministerio del Interior	National Government	Woman	Tool 2
9	Ministerio del Interior	National Government	Woman	Tool 2
10	Municipio de Quito	Local Government	Woman	Tool 2
11	Municipio de Cuenca	Local Government	Woman	Tool 2
12	Municipio de Cuenca	Local Government	Woman	Tool 2
13	Municipio de Guayaquil	Local Government	Woman	Tool 2
14	Segura EP	Local Government	Woman	Tool 2
15	Segura EP	Local Government	Man	Tool 2
16	Tribunal Contencioso Electoral	National Government	Woman	Tool 2
17	Consejo Nacional Electoral	National Government	Woman	Tool 2
18	Consejo Nacional Electoral	National Government	Woman	Tool 2
19	Unión Europea (UE)	Donor	Woman	Tool 3
20	Fondo Italiano de Desarrollo Sostenible (FIEDS)	Donor	Woman	Tool 3
21	Embajada de Chile en Ecuador	Development partners	Woman	Tool 3
22	UN Women	UN Women staff	Woman	Tool 4
23	UN Women	UN Women staff	Woman	Tool 4
24	UN Women	UN Women staff	Woman	Tool 4
25	UN Women	UN Women staff	Woman	Tool 4
26	UN Women	UN Women staff	Woman	Tool 4
27	UN Women	UN Women staff	Woman	Tool 4
28	UN Women	UN Women staff	Woman	Tool 4
29	UN Women	UN Women staff	Woman	Tool 4
30	UN Women	UN Women staff	Woman	Tool 4
31	UN Women	UN Women staff	Woman	Tool 4
32	UN Women	UN Women staff	Woman	Tool 4
33	CEPLAES	Implementing Partner	Woman	Tool 5
34	Gamma	Implementing Partner	Woman	Tool 5
35	CEPLAES	Implementing Partner	Woman	Tool 5

36	CEPLAES	Implementing Partner	Woman	Tool 5
37	Fundación Mujer&Mujer	Implementing Partner	Woman	Tool 5
38	ADRA	Implementing Partner	Woman	Tool 5
39	ADRA	Implementing Partner	Woman	Tool 5
40	Portoviejo	CSO	Man	Tool 5
41	Grupo Asesor de la Sociedad Civil	CSO	Woman	Tool 5
42	Fundación Scarleth	Beneficiary	Woman	Tool 5

Annex 4: Strategic Note Theory of Change

OBJECTIVE OF A THEORY OF CHANGE TOWARD EQUALITY:

Contribute to gender equality in Ecuador and empower women and girls to fully enjoy their human rights, including those who are in a situation of greater exclusion..



Annex 5: Strategic Note Programmatic Portfolio Description

UN Women's Programmatic Response under the Strategic Note (2023–2026)

Spotlight Initiative

Implementation Period: Sept 2020 to Dec 2023

Budget: 3.2 million USD (UN Women: USD 1.6 million)

PUNOs: UN Women/UNDP/UNFPA

Donor: EU

Strategic Note alignment: Outcome 2 – Ending Violence Against Women and Girls

Geographic focus: Chone, Portoviejo, Cuenca, Azogues, Pastaza, Morona

Program Objective: Strengthen national policies, institutions, and services to prevent and respond to violence against women and girls, with a focus on femicide, through implementation of Ecuador's comprehensive legal framework on violence against women.

UN Women ECO Key Reported Results:

- Developed and supported implementation of the National Protocol for Investigating Femicide and Violent Deaths of Women, approved by the Attorney General's Office.
- Supported the design of a comprehensive reparations policy for survivors of VAWG and dependents of femicide victims, with steps toward institutionalization.
- Established the Monitoring and Evaluation System for the National Plan to Prevent and Eradicate Violence against Women and Girls, strengthening M&E capacities at national and local levels.
- Contributed to reforms and alignment of key legal frameworks linked to the LOIPEVCM, including territorial planning, public finance, penal legislation, and decriminalization of abortion in cases of rape.
- Strengthened women's and feminist movements through inclusive, territorial networks involving 35 CSOs and grassroots organizations in Azuay, Pastaza, and Manabí.
- Established and trained 12 citizen oversight committees (85 members) to monitor VAWG and femicide-related services at the local level.
- Reached 2,384 people through innovative, community-based awareness and prevention campaigns engaging women, men, youth, and local actors.
- Built leadership and advocacy capacity of 179 Indigenous and Afro-descendant women through leadership schools and intercultural tools.
- Strengthened strategic litigation capacity on GBV through specialized training of 60 women legal professionals and CSO members.

Spotlight 2.0

Implementation Period: Jan 2024 to Dec 2025

Budget: \$2.75 million USD (UN Women: *To be clarified by ECO*)

PUNOs: UN Women/UNDP/UNFPA

Donor: EU (1 Million), USAID (1 Million), FIEDS (750k)

Strategic Note alignment: Outcome 2 – Ending Violence Against Women and Girls

Geographic focus: Portoviejo and Morona

Program Objective: Consolidate and sustain Spotlight results by strengthening systems and norms to position violence against women and girls as unacceptable and preventable over the long term.

UN Women ECO Key Reported Results:

- Developed and supported approval of the Public Policy for Transformative Reparation for Indirect Victims of Femicide, institutionalizing the right to comprehensive reparation for families of victims.
- Advanced implementation of the Femicide Early Warning System (SAT) through validation of its methodology and work plan to anticipate and prevent lethal violence.
- Strengthened national GBV data systems, including the Single Registry of Violence (RUV) and the National Observatory of Violence (ONV), and supported development of an integrated minimum viable data platform linking justice and security institutions.
- Strengthened institutional capacities for prevention and response through diagnostic assessments and training of over 200 police officers and 90 judges on gender perspectives, femicide investigation protocols, and urgent protection measures.
- Convened the National Encounter of Families of Femicide Victims and the Feminist Movement, creating a national platform to articulate demands for justice, truth, and reparations.
- Supported the institutional strengthening of 11 women's organizations in Morona and Portoviejo through a strategic partnership with CEPLAES.
- Supported the Amazonian Women's Network in successfully advocating for the integration of a gender approach into the Amazonian Territorial Law (LOPCTEA).

Safe City and Safe Public Spaces Programs with Women and Girls in Ecuador

Implementation Period: Jan 2020 to June 2025

Budget: 3 million USD (UN Women- 613k)

PUNOs: UN Women

Donors: Republic of Korea KOICA, Spanish Agency for International Cooperation for Development AECID

Strategic Note alignment: Outcome 2 – Ending Violence Against Women and Girls

Geographic focus: Guayaquil, Cuenca, Ibarra and Quito

Program Objective: Reduce sexual harassment and other forms of sexual violence in public spaces, decrease women's perception of insecurity, and increase women's autonomous and safe mobility.

UN Women ECO Key Reported Results:

- Organized the Sixth Global Forum on Safe Cities in Quito (2023), resulting in global commitments from 29 cities to accelerate action against sexual harassment
- Developed and implemented comprehensive action protocols for sexual harassment in the Quito Metro, Guayaquil's Metrovía/Aerovía, and Ibarra's public transport systems
- Conducted a pioneering scoping study on technology-facilitated violence (TFVAWG) across three cities
- Produced and validated the "Safe Online" digital care guide, training 48 women from 27 organizations in digital self-care and risk analysis
- Systematized program experiences and good practices into a multi-module knowledge product to facilitate national and international replication

Capacities for Peace, Security and Violence Reduction in Ecuador – Building Peace

Implementation Period: Dec 2022 to June 2025

Budget: 3 million USD (UN Women- 613k)

PUNOs: UNDP/UN Women/UNODC

Donor: Peacebuilding Fund (PBF)

Strategic Note alignment: Outcome 2 – Ending Violence Against Women and Girls

Geographic focus: Guayas, with national components

Program Objective: Strengthen state and community capacities to prevent social conflict and reduce multiple forms of violence in highly affected provinces, notably Guayas, through a preventive and transformative approach with cross-cutting attention to gender equality and youth.

UN Women ECO Key Reported Results:

- Mainstreamed a gender equality and women's empowerment approach across the joint program, including integration of gender considerations into UNODC guidance for cantonal citizen security plans and local planning instruments.
- Designed and applied gender-responsive training methodologies for justice sector actors, including capacity building on gender perspectives and integral reparation, and piloted restorative practices with women leaders in Guayaquil and Quito.
- Developed the conceptual model of "Espacios de Paz" for municipal infrastructure, grounded in gender equality and human rights principles.
- Provided technical assistance to the Municipality of Guayaquil for the design and adoption of the Cantonal Plan to Prevent and Eradicate Domestic and Gender-Based Violence, representing the first cantonal-level policy instrument addressing this issue in the city.

Technical assistance for gender mainstreaming in electoral processes in Ecuador

Implementation Period: Phase 1: Feb- October 2021, Phase 2: June 2024-October 2025

Budget: Total to UN Women in Phase 1 USD 181,000, *Phase 2 to be clarified by ECO*

PUNOs: UNDP/UN Women/UNDP (United Nations Department of Political and Peacebuilding Affairs)

Donor: UNDP

Strategic Note alignment: Outcome 2 – Ending Violence Against Women and Girls

Geographic focus: National

Program Objective: Promote free, inclusive, and transparent electoral processes by strengthening gender mainstreaming and women's political participation, preventing and addressing political violence against women, and engaging electoral authorities, civil society, media, and vulnerable groups, with UN Women providing technical expertise in coordination with UNDP and national institutions such as the National Electoral Council (CNE).

UN Women ECO Key Reported Results:

- Strengthened capacities of electoral authorities and elected officials through specialized training, including a parliamentary induction course for 68 participants and gender equality modules for Election Disputes Tribunal (TCE) officials, as well as territorial workshops reaching 534 people across multiple provinces.
- Monitored media and social networks to document and generate evidence on gender-based political violence (GBPV) during electoral processes.
- Provided technical assistance for legislative and regulatory reforms, including drafting proposals to align the Democracy Code with international human rights standards.
- Advised the National Electoral Council (CNE) on the design of the 2025 Gender-Based Political Violence Prevention Plan.
- Increased public and institutional awareness through the development of digital and physical tools, including a web-based reporting platform and educational materials on women's and youth political participation.

Protecting the *Caminantes*

Implementation Period: June 2023-Nov 2025

Budget: 1 million USD

PUNOs: UN Women Ecuador/ UN Women Colombia

Donor: Agencia Suiza para el Desarrollo y la Cooperación (COSUDE)

Strategic Note alignment: Outcome 2 – Ending Violence Against Women and Girls

Geographic focus: Ecuador (Tulcán, Lago Agrio, Imbabura) and Colombia (Ipiales, Pasto)

Program Objective: Reduce the vulnerability of women and girls in situations of human mobility and host communities in the Ecuador–Colombia border areas by strengthening institutional and community protection mechanisms and binational cooperation for the prevention and response to trafficking in persons for sexual exploitation and other forms of violence against women and girls.

UN Women ECO Key Reported Results:

- Developed participatory public policy proposals and local ordinances to prevent violence in public spaces and transport in Ibarra and Lago Agrio, while training over 150 officials and indigenous leaders ("Warmi Comisarias") on GBV and human mobility protocol
- Provided technical assistance to strengthen five protection spaces, including the reopening of the "Manos Unidas" safe house in Tulcán and the distribution of over 330 gender-sensitive humanitarian kits to women and girls in mobility
- Implemented vocational training (baking, sewing, beauty) for women through "Cash for Training" incentives and established self-sustainability projects, such as sewing workshops and cafeterias, by providing seed capital to protection centers
- Facilitated the creation of a binational network of nine shelters and updated institutional guides for the prevention of human trafficking with a gender focus, supported by communication campaigns to mitigate xenophobia
- Consolidated community-based childcare models in safe houses to allow women to participate in training and mapped 58 child development centers to promote the co-responsibility of care between families and the state

Enhanced socio-economic integration of migrants and host community members (with an emphasis on women and youth) focused on entrepreneurship opportunities through and innovation and community-based approach in Imbabura and Sucumbíos.

Implementation Period: Dec 2021-March 2024

Budget: 1.5 million USD (UN Women: USD 350,000)

PUNOs: IOM/UNDP/UN Women

Donor: Migration Multipartner Trust Fund

Strategic Note alignment: Outcome 1: Women have income security, decent work, and economic autonomy

Geographic focus: Imbabura and Sucumbios

Program Objective: Strengthen the capacities of local and national governments and civil society organizations in Imbabura and Sucumbíos to promote the socio-economic integration of people in human mobility and host communities, particularly women and youth, by fostering sustainable livelihoods, entrepreneurship, innovation, and private-sector engagement, and strengthening women's participation in integration processes.

UN Women ECO Key Reported Results:

- Strengthened economic capacities of women and youth in human mobility and host communities through skills-based livelihood training for 251 people, focused on entrepreneurship, gender equality, digital marketing, and product development, in collaboration with IOM.
- Expanded women-led entrepreneurship by providing seed capital (USD 700 in goods and supplies) to 129 participants, primarily women, to start or strengthen small businesses.

- Strengthened inclusive employment practices by co-leading capacity-building for local governments, private companies, and CSOs on ethical and non-discriminatory employment of migrants, with a strong focus on gender equality.
- Built institutional awareness by training 30 public officials on women's economic rights, masculinities, and ILO Convention 190 on violence and harassment in the world of work.
- Improved conditions for care-responsive economic integration through the design and launch of two community-based childcare models in Ibarra and Lago Agrio, complemented by training for 189 parents and caregivers on child health, nutrition, early stimulation, and gender-equal caregiving.
- Contributed to social cohesion and prevention of discrimination through participation in the Humano communication campaign, which reached over 3.6 million people via digital platforms and interactive exhibitions to reduce xenophobia, gender stereotypes, and risks of violence and sexual exploitation.

Promoting Cultural and Artistic Engagement and Innovation for Rural Women in Quito

Implementation Period: June 2023-Oct 2024

Budget: USD 200,000

PUNOs: UN Women/ Municipio del Distrito Metropolitano de Quito

Donor: Municipio del Distrito Metropolitano de Quito, Secretaría de Cultura

Strategic Note alignment: Outcome 1: Women have income security, decent work, and economic autonomy

Geographic focus: Quito

Program Objective: Improve the living conditions of rural women in the Metropolitan District of Quito by strengthening and innovating cultural and artistic livelihoods, promoting women's economic empowerment through increased income, improved access to and control over resources, and enhanced safety, including protection from violence.

UN Women ECO Key Reported Results:

- Supported the Secretariat of Culture of the Metropolitan District of Quito in developing a policy proposal to promote cultural and artistic livelihoods as a pathway for women's economic empowerment, accompanied by a diagnostic study on rural women's cultural livelihoods.
- Developed a participatory methodological framework for implementing gender-responsive cultural innovation laboratories, designed to be replicable in other territories.
- Implemented the GESTAR 2024 Cultural Innovation Laboratory, engaging 147 rural women involved in cultural livelihoods.
- Strengthened women's cultural entrepreneurship through a competitive incentive mechanism, with 99 women applying and 53 women awarded economic incentives to implement and scale cultural business plans.

Strengthening the Identities of Rural Women in the Metropolitan District of Quito

Implementation Period: Jan 2023-Dec 2023

Budget: USD 300,000

PUNOs: UN Women/ Municipio del Distrito Metropolitano de Quito

Donor: Municipio del Distrito Metropolitano de Quito, Secretaría de Cultura

Strategic Note alignment: Outcome 1: Women have income security, decent work, and economic autonomy

Geographic focus: Quito

Program Objective: Strengthen cultural organizational processes, particularly those related to social memory, through dialogue and reflection to promote the empowerment of rural women in the Metropolitan District of Quito.

UN Women ECO Key Reported Results:

- Exceeded participation targets by engaging 362 rural women (112 above target) in social memory and cultural identity processes across five intervention circuits in the Metropolitan District of Quito.
- Generated evidence and knowledge products for the Municipality, including a document on women's historical and identity milestones identifying 482 cultural manifestations, and a qualitative and quantitative situational analysis of women's lives in eight parishes.
- Developed, validated, and implemented a gender-responsive methodology for the Women's Memory Route, including workshops on social memory, gender inequality analysis, leadership, participation, and collective organization.
- Strengthened visibility and public recognition of rural women's identities through a communication strategy featuring five educational exhibition devices and a flagship public exhibition ("Quito: territorio común. Voces, cuerpos y experiencias de mujeres rurales"), which attracted approximately 3,400 visitors.

Strengthening Public Governance to Guarantee the Full Exercise of Economic Rights and a Life Free from Violence for Women and LGBTIQ+ People

Implementation Period: Sept 2023-May 2025

Budget: USD 960,000

PUNOs: UN Women/Ministerio de la Mujer y Derechos Humanos

Donor: Ministerio de la Mujer y Derechos Humanos

Strategic Note alignment: Outcome 2: All women and girls live a life free from all forms of violence

Geographic focus: National

Program Objective: Contribute to the economic empowerment of women and LGBTIQ+ people in situations of vulnerability, in line with the Leaving No One Behind principle of the 2030 Agenda, by strengthening public governance and state capacities, particularly through technical assistance to the Ministry of Women, to improve access to and use of public services and reduce gender-based violence.

UN Women ECO Key Reported Results:

- Supported the Ministry of Women in designing policy and technical instruments for reparations to indirect victims of femicide, including technical-normative, economic, and financial feasibility analyses for a one-time economic benefit, covering eligibility, delivery mechanisms, costs, and budget allocation requirements.
- Strengthened institutional coordination for victim protection through the development of a mapping of competent institutions and a consensual inter-institutional coordination proposal for the care and protection of indirect victims of femicide.
- Developed a methodological training package for the programme "Emprendamos con inclusión y sin discriminación", aimed at strengthening economic capacities of women and LGBTIQ+ people while preventing violence and discrimination.
- Implemented three training cohorts, with 2,724 participants completing the programme and receiving academically endorsed certification.

Regional Program on the Care Economy in Latin America and the Caribbean- Ecuador Component

Implementation Period: Multi-phase; Phase 3 ongoing (2024–2028)

Budget: TBC

PUNOs: UN Women (Regional Program, Ecuador country component)

Donor: TBC

Strategic Note alignment: Outcome 1: Women have income security, decent work, and economic autonomy

Geographic focus: National and subnational (Quito, Cuenca, Imbabura)

Program Objective: Support Ecuadorian national and local governments in designing and institutionalizing comprehensive care systems, through technical assistance for policy development, legal frameworks, costing models, and care data systems, contributing to the redistribution of unpaid care work and the economic empowerment of women.

UN Women ECO Key Reported Results:

- Supported the Municipality of Quito in producing a comprehensive Social Organization of Care diagnostic (including quantitative, qualitative, and geographic data) and developing a Care Map of Quito identifying services provided by the municipality and other actors, with a specific focus on rural areas within the canton.
- Advanced the design of Quito's local care policy and system, including a proposed institutional legal framework (resolution), a care system costing model, and the establishment of a dedicated Directorate of Care within the Secretariat of Social Inclusion, the first such institutional unit of its kind in the country.
- Initiated work on a Registry of Women Caregivers to enable the prioritization and alignment of public services with caregivers' specific needs, as part of the implementation of Quito's recently formalized Care System Ordinance.
- Contributed at the national level to the development of the regulatory framework (reglamento) for the 2023 Human Care Law, as well as a National Care Policy, National Care Plan, and Care Management Model, in coordination with the Ministry of Human Development, despite challenges stemming from frequent changes in ministerial leadership.
- Initiated collaboration with the Ministry of Economy on an integrated financing model for the national care system, including public expenditure tagging mechanisms for care-related budget items.
- Began replication of the Quito care model in the Municipality of Cuenca and the Prefecture of Imbabura, adapting the approach to each territory's specific demographic and cultural characteristics.

Social Observatory for Quito (Observatorio Social Quito)

Implementation Period: 2023 – December 2025

Budget: TBC

PUNOs: UN Women / Municipality of Quito (Secretariat of Social Inclusion)

Donor: Secretariat of Social Inclusion, Municipality of Quito

Strategic Note alignment: Outcome 2: All women and girls live a life free from all forms of violence / Cross-cutting: Data and evidence for gender equality

Geographic focus: Quito Metropolitan District

Program Objective: Strengthen the Municipality of Quito's capacity to produce, systematize, and use disaggregated gender data and social indicators to inform evidence-based, territorially targeted public policies, with a focus on gender-based violence and social inclusion.

UN Women ECO Key Reported Results:

- Designed and implemented a technology platform (Social Observatory) integrating 71 gender-sensitive indicators across thematic areas including violence, economic equality, and social equality, with georeferenced data visualizations disaggregated by the 10 administrative zones of Quito.

- Conducted the first-ever municipal-level survey on violence against women in Quito revealing that 9 out of 10 women in Quito have experienced some form of violence, with 6 out of 10 in the past year alone, and generating zone-level data to enable territorialized policy responses.
- Measured emerging forms of violence including digital violence, vicarious violence, and workplace violence, and assessed women's access to protection services such as Centros de Equidad y Justicia.
- Delivered the platform and survey results to the Municipality of Quito, with official results launched publicly on 25 November 2025 by the Mayor of Quito in the presence of women's organizations, anchoring the violence survey data within the Observatory platform.

Annex 6: Evaluation Matrix

Evaluation Criteria and Questions	Key Lines of Inquiry / Indicators	Data Collection Methods	Information Source / Analysis Plan
Relevance			
1.1 To what extent are the CO Strategic Note's objectives, outcomes, and thematic priorities aligned with the development needs of the country, the priorities of government and national partners, the UNSDCF, and the SDGs?	Degree of alignment between the SN outcomes and the priorities outlined in the UN Sustainable Development Cooperation Framework (UNSDCF), and national development plans of Ecuador Government. Alignment between donor and UN Women strategic priorities and the project strategies.	- Document Review - KIIs	Sources: UNSDCF, Ecuador Strategic Note, Work Plans, ProDocs. Monitoring, Reporting, and Evaluation: Annual Reports, Donor reports, Reviews/ project evaluations. Ecuador Strategic/National Development Plan, National Gender Policies. Stakeholders: Government partners (NGMs) UN RCOs/UNCTs. Analysis: Comparative alignment analysis contrasting SN priorities with national, regional, and global frameworks, supported by contextual analysis of evolving country needs and thematic analysis of stakeholder perspectives.
1.2. How effectively has the CO adapted to the implementation of the SN to respond to emerging regional challenges, such as the impacts of the migratory crisis, the triple crisis (food, fuel, and finance), and evolving security concerns)?	Evidence of adaptive management in CO work plans, budgets, and programmatic focus in response to unforeseen events (e.g., COVID-19 recovery, hurricane response).	- Document Review - KIIs	Sources: Annual Reports, project revision documents. Stakeholders: UN Women CO staff, key implementing partners. Analysis: Adaptive management analysis comparing documented adjustments in work plans, budgets, and programmatic focus with emerging regional challenges, supported by thematic analysis of stakeholder insights on responsiveness.
Coherence			
2.1 How coherent is the CO SN with the broader UN system? Specifically, how well does it align with the UNSDCF 2023-2026, and how effectively does it foster inter-agency collaboration and joint programming with the UN Country Team (UNCTs)?	CO's role and contribution to UN joint programmes. Level and quality of engagement with UNCTs and the Resident Coordinator system.	- Document Review - KIIs	Sources: UNSDCF, Joint Programme documents, UNCT meeting minutes, Annual Reports, Donor reports of joint programmes. Stakeholders: UN RCOs, UNCTs, staff from partner UN agencies (UNDP, UNFPA, etc.). Analysis: Coherence analysis comparing SN priorities and approaches with UNSDCF

frameworks and joint programming arrangements, complemented by thematic analysis of stakeholder perspectives on interagency collaboration and CO engagement within the UNCT and RC system-agency collaboration and CO engagement within the UNCT and RC system

2.2 To what extent has the CO leveraged its operational, coordination, and normative mandates to foster coherent partnerships with governments, CSOs, with national governments, civil society organizations (CSOs), and national bodies to advance Gender Equality and Women's Empowerment (GEWE)?	Analysis of how the CO's three mandates are integrated to create synergy (e.g., using normative work to inform country-level operational projects via UN coordination).	• KIs • Document Review	Sources: CO Strategic Note, Annual Reports, case study documentation. Stakeholders: UN Women CO leadership, senior government partners, CSO networks. Analysis: Coherence analysis comparing integration of operational, coordination, and normative mandates, supported by review of cross mandate synergies.
Effectiveness			
3.1. What progress has been made toward achieving the intended results of the SN across its key thematic areas?	Progress against indicators in the SN Results Framework. Quality and uptake of key outputs (e.g., knowledge products, policy briefs, training).	• Document Review • KIs	Sources: RMS data, Annual Reports, knowledge products, financial data. Analysis: Contribution Analysis comparing progress against targets.
3.2 What have been the key internal and external factors (e.g., capacities, partnerships, regional context) that have enabled or hindered the achievement of results?	Identification of enabling factors (e.g., strong partnerships, political will) and hindering factors (e.g., funding gaps, limited human resources, political transitions).	• KIs	Sources: All stakeholder categories. Analysis: Thematic coding of qualitative data to identify recurring patterns and causal links.
3.3. To what extent has SN contributed to advancing the rights of marginalized groups and fulfilling the principle of Leaving No One Behind (LNOB), including for persons with disabilities, youth, and other vulnerable populations??	Evidence of specific strategies and interventions targeting marginalized groups (e.g., persons with disabilities, LGBTIQ+ communities, rural women, migrants).	• Document Review • KIs	Sources: Project documents, grant agreements, partner reports, participant lists. Stakeholders: CSOs representing marginalized groups, direct beneficiaries/rights-holders. Analysis: Contribution Analysis
Efficiency			
4.1 How efficiently have the CO's financial and human resources been allocated and managed to deliver results outlined in the Strategic Note?	Analysis of budget allocation trends vs. strategic priorities. Assessment of expenditure rates ("burn rates") in relation to output delivery.	• Document Review • KIs	Sources: Financial reports (from RMS dashboards, donor agreements), expenditure data, HR data. Stakeholders: UN Women CO leadership, programme, and finance staff.

4.2 To what extent have the CO's operational strategies, management structures, and business processes supported timely and cost-effective implementation of its programmatic work?	Perceptions of the effectiveness of the CO's internal management, coordination mechanisms, and operational support (e.g., procurement, HR).	• KIs • Document Review	Analysis: Financial Analysis. Sources: CO organigram, governance documents, meeting minutes. Stakeholders: UN Women staff, RCOs, key implementing partners. Analysis: Efficiency analysis comparing resource allocation and expenditure patterns against strategic priorities and output delivery
Sustainability			
5.1 What is the likelihood that the results of the SN's interventions will be sustained by national and regional partners? What mechanisms have been established to support this?	Evidence of partners institutionalizing CO-supported approaches (e.g., inclusion in national budgets or policies). Level of national and regional ownership of key initiatives.	• KIs • Document Review	Sources: Government policy documents, partner work plans, partner testimonies. Stakeholders: Government and CSO leadership.
5.2. To what extent has the SN contributed to higher-level, transformative changes, such as influencing regional norms and strengthening institutional capacities?	Analysis of the CO's contribution to significant regional policy shifts or the strengthening of key regional/national institutions for GEWE.	• KIs • Document Review	Sources: Regional policy documents, high-level meeting reports. Analysis: Contribution Analysis.

Annex 7. Data Management Plan

All data collected through this evaluation is subject to the UN Women Information Security Policy, which sets out the basis for protecting the confidentiality, integrity, and availability of its data. All members of the evaluation team are responsible for maintaining appropriate control over information in their care.

This Data Management Plan outlines key aspects of data protection during this evaluation, including data collection, treatment of consulted populations, data storage and security, and archiving.

Collection of Data and Study Materials

- **Type of Data:** This final evaluation of the "Strategic Note 2023-2026" will collect textual data (from interview notes and documents). The only personal data collected will be the names, titles, and affiliated institutions of interviewees for scheduling and context; this information will not be published in any reports.
- **Methods of Data Collection:**
 - **Interviews (KIs)** will be conducted remotely using secure online platforms (e.g., MS Teams, Zoom). Detailed notes will be taken, and recordings will only be made with the explicit and recorded consent of all participants.
 - **Desk Review** will focus on existing project documentation (reports, work plans, knowledge products), most of which is not publicly available.
- **Quality Assurance:** The evaluation will adhere to the UNEG Norms and Standards and Ethical Guidelines. Raw data will be quality-assured by the evaluation team through triangulation from different sources. The draft evaluation report will be peer-reviewed to ensure objectivity and quality.

Treatment of Consulted Populations

- **Consulted Population:** The evaluation will engage with a wide range of stakeholders involved in Ecuador Strategic Note, categorized as: **UN System Entities** (including Ecuador staff, RCO, and partner agencies), **Government and Regional Partners** (including National Women's Machineries), **Donors**, and **Rights Holders & Civil Society Organizations** (including women's rights organizations, community leaders, and direct beneficiaries of programmes).
- **Sensitive Topics:** While the evaluation is focused on strategic results, it acknowledges that many topics, particularly those related to the Ecuador's work on **Ending Violence Against Women and Girls (EVAWG)**, are highly sensitive. Discussions with **survivors of violence** or service providers will be treated with the utmost care, empathy, and confidentiality. The evaluation will also handle discussions about discrimination and exclusion with marginalized groups, such as **LGBTIQ+ persons** and **persons with disabilities**, with appropriate sensitivity.
- **Ethical Conduct:** All interviews will be conducted with integrity and respect. The purpose of the evaluation will be clearly explained, and explicit **informed consent** will be obtained before proceeding. All findings will be anonymized, and sensitive data will be aggregated to ensure it cannot be traced back to any individual or small group. The evaluation team will adhere to the **"do no harm" principle** and follow UN Women's ethical guidelines for research and engagement involving survivors of gender-based violence.

Storage, Security, and Backup

- **Software and Platforms:** Data will be processed using standard software (MS Office suite). Qualitative data will be analyzed using **Atlas.ti**.
- **Data Storage:** All collected data will be shared and stored on a secure, password-protected UN Women MS SharePoint/OneDrive folder, accessible only to the evaluation team members.
- **Data Deletion:** Any data temporarily stored on personal computers will be securely deleted as soon as it is transferred to the central SharePoint drive. Access to the SharePoint folder will be revoked for all external team members upon completion of the evaluation.

Archiving and Preservation

Upon completion of the evaluation, the team leader will create a clean, anonymized dataset for archiving. Personal identifying data (names, affiliations) will be removed from all interview notes and summaries. All data not designated for the archive will be permanently deleted.

Annex 8. Data Collection Tools

Tool 1: Interview protocol for UN System Agencies

Date:

Name of interviewee:

Position in the organization:

Organization/Agency:

Interviewers:

Opening Statement

- This interview will inform the Country Portfolio Evaluation of the UN Women Ecuador Country Office. We are assessing the office's performance and achievements in line with its Strategic Note for the 2023–2026 period.
- Although this evaluation looks back, it is essential for shaping the strategic direction of the office moving forward. It is important for us to gather your perspective on the organization's successes and strengths, as well as the challenges and potential future opportunities.
- We are an independent evaluation team. Any information you provide will remain confidential. We will not attribute any specific comments or information to you or your organization.
- Do you have any questions before we begin?

BACKGROUND

1. Could you briefly describe your role in the organization and how long you have held this position?
2. Could you describe your working relationship with the UN Women Ecuador Country Office? Which projects or programmes have you worked on directly with UN Women, or in which activities have you participated?

RELEVANCE

3. From your perspective, what are the main priorities and challenges related to gender equality in Ecuador? What are the root causes of gender inequality in the country?

COHERENCE

4. UN Women has a coordination mandate on gender equality and women's empowerment within the UN system. In your opinion, how is UN Women implementing this mandate in Ecuador?
5. Which are UN Women's comparative advantage in gender equality and women's empowerment work compared to other UN entities in Ecuador?
6. From your point of view, who are the key actors on gender equality and women's empowerment in Ecuador (within and outside the UN)?
7. Based on your experience, is UN Women making strategic partnership decisions that promote gender equality in Ecuador?

EFFECTIVENESS

8. In the joint programmes in which you participated, what results were achieved? What are the main contributions of UN Women to the overall programme results?
9. How are programme beneficiaries selected? How is the principle of leaving no one behind ensured, and how are the most marginalized groups (including persons with disabilities) considered?
10. What innovative practices did UN Women bring?
11. What were the enabling or hindering factors for achieving results?
12. In your joint programmes with UN Women, were there any unexpected results (positive or negative)?

EFFICIENCY

13. What is your perception of the human and financial capacities and resources of the UN Women Ecuador Country Office?
14. What are the strengths and weaknesses of the Country Office?
15. Were there any efficiency-related issues in your cooperation with UN Women?
16. In your joint programmes, were planned interventions delivered on time?

SUSTAINABILITY

17. What are the key achievements of the joint programme in terms of sustainability of results? What level of national and local ownership has been created?
18. What was UN Women's contribution to the above?
19. What would be your recommendations for the UN Women Country Office for the next strategic period?

Tool 2. Interview protocol for government partners

Date:

Name of interviewee:

Position in the institution:

Institution:

Interviewers:

Opening Statement

- This interview will inform the Country Portfolio Evaluation of the UN Women Ecuador Country Office. We are assessing the office's performance and achievements in line with its Strategic Note for the 2023–2026 period.
- This evaluation is essential for shaping the strategic direction of the office moving forward. It is important for us to gather your perspective on successes, challenges, and opportunities.
- We are an independent evaluation team. Any information you provide will remain confidential. We will not attribute any specific comments to you or your institution.
- Do you have any questions before we begin

BACKGROUND

1. Could you briefly describe your role in the institution and how long you have held this position?
2. Could you describe your working relationship with the UN Women Ecuador Country Office (e.g., formal or informal partner, recipient of technical assistance, etc.)? Which projects or programmes have you worked on directly with UN Women, or in which activities have you participated

RELEVANCE

3. From your perspective, what are the main priorities and challenges related to gender equality in Ecuador? What are the root causes of gender inequality in the country?
4. In your view, how well does the work and approach of the UN Women Country Office align with the national context and policy framework.

COHERENCE

5. Who are the key actors in Ecuador working on gender equality and women's empowerment?
6. To what extent do UN Women Ecuador's interventions ensure synergy and coordination with the government in achieving gender equality? Do they avoid duplication?
7. Based on your experience, is UN Women making partnership decisions that promote gender equality in Ecuador?
8. What do you consider to be UN Women's added value or comparative advantage in gender equality work compared to other stakeholders in Ecuador?

EFFECTIVENESS

9. In the joint programmes in which you participated, what results were achieved? What are the main contributions of UN Women to the overall programme results?
10. How are programme beneficiaries selected? How is the principle of leaving no one behind ensured, and how are the most marginalized groups (including persons with disabilities) taken into account?
11. What innovative practices did UN Women bring?
12. What were the enabling or hindering factors for achieving results?
13. In your joint programmes with UN Women, were there any unexpected results (positive or negative)?
14. Were there opportunities to scale up benefits or innovative approaches? Were these discussed as part of your cooperation?

EFFICIENCY

15. What is your perception of the human and financial capacities and resources of the UN Women Ecuador Country Office? What are the strengths and weaknesses of the Country Office?
16. Were there any efficiency-related issues in your cooperation with UN Women? In your joint programmes, were planned interventions delivered on time?

SUSTAINABILITY

17. What were the key achievements in terms of sustainability of the results achieved (political, financial, institutional, capacity-related, or other aspects of sustainability)? What level of national and local ownership has been created?
18. What was UN Women's contribution to the above?
19. What would be your recommendations for the UN Women Ecuador Country Office for the next strategic period?

Tool 3. Interview protocol for donors and development partners

Date:

Name of interviewee:

Position in the organization:

Organization:

Interviewers:

Opening Statement

- This interview will inform the Country Portfolio Evaluation of the UN Women Ecuador Country Office. We are assessing the office's performance and achievements in line with its Strategic Note for the period 2023–2026.
- This evaluation is essential for shaping the strategic direction of the office moving forward. We value your perspective as a financial partner regarding successes, challenges, and opportunities.
- We are an independent evaluation team. Any information you provide will remain confidential.
- Do you have any questions before we begin?

BACKGROUND

1. Could you briefly describe your role in the organization and how long you have held this position?
2. Could you describe the relationship between your organization and the UN Women Ecuador Country Office?
3. What are your organization's priorities/strategies related to gender equality and women's empowerment in general, and in Ecuador specifically? Which projects or programmes have you funded or worked on directly with UN Women?

RELEVANCE

4. From your perspective, what are the main priorities and challenges related to gender equality in Ecuador?
5. What is your knowledge of UN Women's presence/interventions in Ecuador?
6. Based on your experience, to what extent is the programme in which you cooperate with UN Women aligned with the Ecuadorian context, national policies, and international/regional gender and human rights norms?

COHERENCE

7. What is UN Women's added value or comparative advantage in gender equality work in Ecuador?
8. Who are the other key actors in gender equality and women's empowerment in Ecuador, and how well does UN Women coordinate with them?

EFFICIENCY

9. Were you able to understand the value and impact of your funding?
10. What is your opinion on the quality of UN Women's reports? Did the reports include results and outcomes rather than only outputs?
11. Was the intervention implemented within the expected timeframe and budget?
12. In your view, were resources managed appropriately and cost-effectively?

EFFECTIVENESS

13. In the joint programmes you participated in or funded, what do you consider to be the most important results achieved?
14. Were there any unexpected results (positive or negative)?

SUSTAINABILITY

15. What do you consider to be the key achievements in terms of sustainability of the results of your joint programmes? What level of national and local ownership has been created?
16. What recommendations would you make to the UN Women Ecuador Country Office for the next strategic period?

Tool 4. Interview protocol for UN Women staff

Date:

Name of interviewee:

Position in the office:

Area of work:

Interviewers:

Opening Statement

- This interview will inform the Country Portfolio Evaluation of the UN Women Ecuador Country Office. We are assessing the office's performance and achievements in line with its Strategic Note for the period 2023–2026.
- This evaluation is essential for shaping the strategic direction of the office moving forward. We value your perspective as a financial partner regarding successes, challenges, and opportunities.
- We are an independent evaluation team. Any information you provide will remain confidential.
- Do you have any questions before we begin?

BACKGROUND AND CONTEXT

1. Could you briefly describe your role in the office and how long you have been in this position?
2. In which thematic and/or geographic areas of the Strategic Note do you primarily work?

INTEGRATED MANDATE AND STRATEGIC ALIGNMENT

3. Could you provide examples of how UN Women's interventions in your area of work address the Entity's integrated mandate (normative, coordination, operational)?
4. How would you assess the coherence between the Strategic Note, the Annual Work Plans, and related projects? Do you feel that all projects are coherent in terms of how they relate to the Strategic Note and are included in the Annual Work Plans?

RESULTS AND EFFECTIVENESS

5. What have been the key results achieved (including positive/negative unexpected results) during the Strategic Note period in your area of work?
6. Which strategies have been most effective in this area of work (research/evidence generation, capacity building, technical policy advice, advocacy, etc.)? Please provide specific examples.
7. What factors (whether enablers or barriers) had the greatest influence on the achievement or non-achievement of results?
8. Can you share best practices and innovative approaches in your area of work?
9. How is the principle of leaving no one behind ensured, and how are the most marginalized groups (including those with disabilities) taken into account?

COORDINATION AND PARTNERSHIPS

10. What is UN Women's comparative advantage compared to other UN entities and partners in your area of work (or more generally)?
11. UN Coordination: What specific results has UN Women contributed to through UN coordination on gender equality in your area of work?
12. Which areas of joint programming have added the most value and created the most synergies with other agencies?
13. How were the UN Country Team Gender Equality Scorecard and the Common Country Assessment conducted, and what was UN Women's role?

ORGANIZATIONAL CAPACITY AND EFFICIENCY

14. Does the Country Office have the capacity to implement what was promised in the Strategic Note? If not, what plans exist to address the gaps? Is there a long-term HR strategy?
15. Are there opportunities or areas within the office that could be better organized? For example, are some functions or staff overburdened while others might have spare capacity?
16. How does the Country Office identify implementing partners to work with in the country?
17. Can you explain or provide examples of the monitoring mechanisms in place and how they have enabled UN Women to measure progress toward results?

RESOURCE MOBILIZATION

18. Does the Country Office have a Resource Mobilization Strategy and a related work plan? How does the Country Office plan to ensure that all priorities in the Strategic Note are funded and that the office is sustainable in the long term?
19. Can you provide examples of steps your team has taken to ensure that financial resources are used as cost-effectively as possible?

SUPPORT AND SUSTAINABILITY

20. What support does the office receive from the Regional Office/Headquarters?
21. Which results do you believe are most likely to be sustained, and where do you believe the gains achieved could be lost or stagnate if UN Women cannot continue its support?
22. What strategies have worked best to build national ownership?

LESSONS LEARNED AND FUTURE OUTLOOK

23. Based on your experience and role in supporting program implementation, which areas of work (thematic areas) have the greatest potential to catalyze further progress toward gender equality in the Country Office?
24. Given the current context in Ecuador (including security challenges, human mobility, economic crisis, etc.), how do you think UN Women can best contribute to supporting Ecuador in the future? Please specify areas where UN Women should focus its efforts.
25. Do you have any additional comments or observations you would like to share with us?

Tool 5. Interview protocol for Civil Society Organizations and Implementing Partners

Date:

Name of interviewee:

Position in the organization:

Organization:

Interviewers:

Opening Statement

- This interview will contribute to the UN Women Country Office in Ecuador's Country Portfolio Evaluation. We are assessing the office's performance and achievements in line with its Strategic Note for the 2023–2026 period.
- This evaluation is essential to shaping the office's strategic direction for the future. We deeply value your perspective as an implementing partner.
- We are an independent team of evaluators. Any information you provide will be kept confidential. We will not attribute any specific comments to you or your organization.
- Do you have any questions before we begin?

BACKGROUND

1. Could you briefly describe your role in the organization and how long you have been in this position?
2. Could you describe the relationship between your organization and the UN Women Ecuador Country Office (e.g., implementing partner, member of the Civil Society Advisory Group—GASC, etc.)?
3. What projects or programs have you worked on directly with UN Women, or what activities have you participated in?

RELEVANCE

4. From your perspective, what are the main priorities and challenges regarding gender equality in Ecuador?
5. Who are the key actors in Ecuador in this field?

COHERENCE

6. Based on your experience, is UN Women making strategic partnership decisions that promote gender equality in Ecuador?
7. What is UN Women's added value/comparative advantage in the work on gender equality and women's empowerment compared to other stakeholders in Ecuador?

EFFECTIVENESS

8. In the joint programs in which they participated, what results were achieved? What are UN Women's main contributions to the program's overall achievements?
9. How are program beneficiaries selected? How is the principle of leaving no one behind ensured, and how are the most marginalized groups (including those with disabilities) taken into account?
10. What innovative practices did UN Women contribute?
11. What were the factors that facilitated or hindered the achievement of results?
12. In your joint programs with UN Women, were there any unexpected results (positive or negative)?
13. Have lessons learned and experiences from the programs been shared?

EFFICIENCY AND MANAGEMENT

14. What is your perception of the human and financial capacities and resources of the UN Women Country Office in Ecuador?
15. What are the strengths and weaknesses of the Country Office?
16. Were there any efficiency-related issues in your cooperation with UN Women?
17. In your joint programs, were the planned interventions delivered on time?

18. How would you rate the quality of technical support and communication with UN Women during the implementation of the project/program?
19. Were the administrative and reporting processes clear and manageable for your organization?

SUSTAINABILITY AND CAPACITY BUILDING

20. What were the key achievements in terms of the sustainability of the results achieved? What level of national and local ownership of the results achieved has been established?
21. Did UN Women contribute to strengthening your organization's capacities? How?
22. Has your organization been able to replicate or scale up the interventions after the conclusion of UN Women's support?

RECOMMENDATIONS

23. What recommendations would you make to the UN Women Country Office in Ecuador for the next strategic period?
24. Are there any other comments or observations you would like to share with us?

Annex 9. Terms of Reference for CPE

Country Portfolio Evaluation: UN Women Ecuador Strategic Note 2023-2026

I. Evaluation Purpose, Use and Scope

The UN Women Independent Evaluation Service (IES) evaluates the work of UN Women to enhance organizational accountability, provide evidence-based information for decision-making and to contribute to learning on gender equality and the empowerment of women.

The primary purpose of **the Country Portfolio Evaluation (CPE) of the UN Women Ecuador Country Office (CO)** is to assess the contributions of UN Women in advancing gender equality and women's empowerment in the country through the implementation of the current Strategic Note 2023-2026. The evaluation will assess the CO Strategic Note's fitness for purpose and the extent to which its intended results have been achieved to date and are likely to be achieved by the end of the period. The evaluation will also draw lessons to inform the design of the next Strategic Note (2027-2031).

This evaluation will serve both learning and accountability purposes. It will provide insights into how the organization's overall strategy and planning processes can be improved (learning) and provide information on the extent to which the organization is achieving its planned goals and how resources are being used to do so (accountability).

The primary intended users of this evaluation are the UN Women Ecuador Country Office (CO), the UN Women Americas and the Caribbean Regional Office, and UN Women Headquarters. The evaluation is also intended for a broad range of stakeholders and partners, including national government institutions, donors, civil society representatives, programme partners, and beneficiary groups. Other relevant actors include the UN Country Team, the Gender Thematic Group, and academia.

The **primary intended uses** of this evaluation are:

- To support learning and improved decision-making for the development of the next Strategic Note (2027-2031).
- To ensure accountability for the existing Strategic Note in terms of UN Women's contributions to gender equality and women's empowerment, as well as organizational effectiveness, learning, and knowledge management.
- To identify effective, promising, and innovative strategies and practices to support the achievement of the new CO's agenda.
- To enhance capacity development and mobilization of national stakeholders to advance gender equality and the empowerment of women.

Table 1: Intended Users

Primary & Secondary Intended Users	Primary Intended Use			
	Learning & Knowledge Generation	Strategic Decision-Making	Accountability	Capacity Development & Mobilisation
UN Women CO personnel	X	X	X	
UN Women HQ & RO Senior Management	X	X		
UN Women IEAS	X			
UN Coordination Partners	X		X	

Primary Target groups (individuals, communities, programme/project partners)	X		X	X
National and local governments	X		X	X
National partners	X	X	X	X
Civil Society Representatives	X	X	X	X
Donors & Multilateral Partners	X	X	X	

II. Evaluation Objectives and Scope

The evaluation of this UN Women CO will apply the Organization for Economic Cooperation and Development/Development Assistance Committee (OECD/DAC) evaluation criteria (**relevance, coherence, effectiveness, efficiency, and sustainability**) and a Human Rights and Gender Equality criterion. The evaluation has the following objectives:

[Relevance] To assess the extent to which the Strategic Note's objectives and design respond to the needs and priorities of the country, and its flexibility in adapting to new challenges.

1. Determine the alignment of the Strategic Note's outcomes with national development goals, the Sustainable Development Goals (SDGs), and the needs of women and girls in the country, especially those at risk of being left behind.
2. Evaluate the adaptation of the Strategic Note's implementation to address emerging issues like the COVID-19 pandemic, the climate crisis, and other national challenges.

[Coherence] To assess the CO Strategic Note's compatibility and synergy with other interventions and actors within the UN system and the wider development landscape.

1. Examine the alignment and integration of the Strategic Note with the overarching UN Country Sustainable Development Cooperation Framework (UNSDCF) 2022-2026.
2. Evaluate the coherence of the CO's work with other UN agencies, local partners, national government, and civil society organizations to support Gender Equality and Women's Empowerment (GEWE)

[Effectiveness] To assess progress toward the Strategic Note's intended outcomes and its synergy with other interventions and actors within the UN system and the wider development landscape.

1. Evaluate the progress made towards the specific outcomes of the Strategic Note, including in the areas of Women's Economic Empowerment (WEE), Ending Violence Against Women and Girls (EVAWG), Governance & Participation in Public Life; and Women, Peace and Security, Humanitarian & Disaster Risk Reduction (WPSH&DRR)
2. Identify key factors, barriers, and opportunities (both internal and external) that have influenced the achievement of results.
3. Assess the effectiveness of the CO's coordination mechanisms and the office's contribution to advancing gender equality, youth development, disability inclusion, and human rights for marginalized groups.

[Efficiency] To evaluate how effectively the CO has utilized its resources to meet its goals.

1. Analyzing the allocation and use of financial and human resources in the implementation of the Strategic Note.
2. Assessing the timeliness and cost-effectiveness of the Strategic Note's implementation and programmatic strategies.
3. Evaluating the CO's governance and management structure in promoting inter-agency coordination and joint programming

[Sustainability] To assess the potential of long-term, transformative change resulting from the CO's interventions.

1. Evaluate the mechanisms established to ensure the sustainability of results, including capacity building of national partners, strengthening of local ownership, and the development of exit strategies.

2. Assess the Strategic Note's contribution to institutional and systemic changes that advance the implementation of the SDGs and promote transformative change for GEWE in the country.
3. Identify successful approaches, innovations strategies and interventions to be prioritized/scale up in the upcoming Strategic Note.

This evaluation will assess the performance and results of the **UN Women Ecuador Country Office (CO) for the period 2023-2026**. The assessment will cover the CO's entire programme of work and its mandate, including contributions in the operational, coordination, and normative spheres.

- **Thematic Scope:** The evaluation will encompass all four thematic areas outlined in the Strategic Note, including: Women's Economic Empowerment (WEE), Ending Violence Against Women and Girls (EVAWG), Governance & Participation in Public Life; and Women, Peace and Security, Humanitarian & Disaster Risk Reduction (WPSH&DRR). In line with UN Women's triple mandate, the evaluation will also consider the Entity's inter-agency coordination role, the evaluation will also consider the Entity's inter-agency coordination role, including contributions to the **Civil Society Advisory Group (Grupo Asesor de la Sociedad Civil, GASC)** and partnerships with women's organizations. Furthermore, it will assess the integration of cross-cutting principles such as a human rights-based approach, leaving no one behind (LNOB), and disability inclusion.
- **Geographical Scope:** The evaluation will primarily focus on the provinces and cantons where UN Women Ecuador has implemented significant interventions, namely Pichincha (including Quito at both national and local levels), Imbabura, and Guayas (canton Guayaquil). While the evaluation will not conduct in-depth assessments in every province, it will draw on national-level data, joint programme evaluations, and other existing reports to inform its overall analysis. For more targeted data collection, the evaluation team will conduct a field mission to selected sites within these priority areas.
- **Temporal Scope:** The evaluation will cover the implementation period from **2023 to 2026**. As this assessment is conducted end-cycle, it will have a summative approach. The timing is intended to provide evidence-based learning and actionable recommendations to inform the development of the **next Strategic Note (2027-2031)**.

Limitations

This section outlines the potential limitations identified for this evaluation and details the corresponding mitigation strategies that will be employed to ensure the credibility and utility of the findings.

A primary challenge identified is **the risk of selection bias**, coming from constraints in engaging a fully representative cross-section of stakeholders—including government partners, civil society, and beneficiaries across 19 provinces. This is intensified by the current political instability and social polarization, which may impact willingness to speak openly and thus the quality of primary data, and high turnover of public officials, limiting access to key informants with long-term institutional memory essential for assessing continuity and capacity strengthening.

To address these challenges, the evaluation will employ a combination of purposive and snowball sampling to identify relevant informants. Importantly, all findings will be subjected to triangulation. Information gathered from key informant interviews and FGDs will be systematically cross-referenced and validated against data from a comprehensive desk review of programme documents, previous evaluations, and annual results reports.

Previous assessments have consistently highlighted significant challenges with data and documentation. These include a lack of disaggregated and up-to-date data, particularly for vulnerable groups, which can impede in-depth analysis. Furthermore, clear gaps in documentation from earlier programmatic periods present difficulties in assessing long-term impact, sustainability, and the evolutionary trajectory of interventions.

The evaluation team will mitigate these issues by complementing the review of historical documents with an analysis of the most recent data available from sources such as annual results reports and monitoring platforms (e.g., UN-SWAP). Key informant interviews will be strategically utilized to fill identified information gaps and

to validate findings derived from older documentation, thereby providing crucial context and updated perspectives.³

Finally, it is inherently challenging to attribute development outcomes solely to the interventions of the Country Office (CO). In the complex operational environment characterized by joint programmes and multifaceted partnerships, distinguishing the specific contributions of UN Women from those of other UN agencies and partners presents a significant methodological difficulty.

The evaluation will address this by employing a contribution analysis approach. Rather than making definitive claims of attribution, the focus will be on assessing the plausible contribution of the CO's work to the observed results. This methodology involves constructing a credible narrative of change, supported by robust evidence gathered from multiple sources, to logically demonstrate how the CO's interventions have contributed to the intended outcomes within the broader programmatic landscape, more information in the coming sections.

III. Evaluation Questions

This evaluation will be guided by the key questions below, which are structured according to the evaluation criteria. These questions will be refined in the evaluation matrix during the inception phase to ensure they reflect the priorities of all key stakeholders.

1. Relevance

1.1 To what extent are the CO Strategic Note's objectives, outcomes, and thematic priorities aligned with the development needs of the country, the priorities of government and national partners, the UNSDCF, and the SDGs?

1.2 How effectively has the CO adapted the implementation of the Strategic Note to respond to emerging challenges, such as the impacts of the migratory crisis, the triple crisis (food, fuel, and finance), and evolving security concerns?

2. Coherence

2.1 How coherent is the CO Strategic Note with the broader UN system? Specifically, how well does it align with the UN Sustainable Development Cooperation Framework (UNSDCF) 2023-2026, and how effectively does it foster inter-agency collaboration and joint programming with the UN Country Team (UNCTs)?

2.2. To what extent has the CO leveraged its **operational, coordination, and normative mandates** to foster coherent partnerships with national governments, civil society organizations (CSOs), and national bodies to advance Gender Equality and Women's Empowerment (GEWE)?

3. Effectiveness

3.1 What progress has been made toward achieving the intended results and outcomes of the Strategic Note across its four key thematic areas?

3.2 What have been the key internal and external factors (e.g., capacities, partnerships, national context) that have enabled or hindered the achievement of these results?

3.3 To what extent has the implementation of the Strategic Note contributed to advancing the rights of marginalized groups and fulfilling the principle of Leaving No One Behind (LNOB), including for persons with disabilities, youth, and other vulnerable populations?

4. Efficiency

4.1 How efficiently have the CO's financial and human resources been allocated and managed to deliver the results outlined in the Strategic Note?

4.2 To what extent have the CO's operational strategies, management structures, and business processes supported the timely and cost-effective implementation of its programmatic work?

5. Sustainability

5.1 What is the likelihood that the results and benefits of the Strategic Note's interventions will be sustained over time by national partners? What mechanisms (e.g., capacity building, policy integration, national ownership) have been established to support this?

5.2 To what extent has the Strategic Note contributed to higher-level, transformative changes, such as influencing national norms, strengthening institutional capacities, and accelerating progress towards the SDGs related to gender equality?

Context for Gender Equality and Women's Empowerment in Ecuador

Ecuador, a middle-income country with a population of over 18 million, faces a complex nexus of socio-economic, political, and security challenges that create significant barriers to achieving gender equality. While the country has made legislative progress, persistent structural inequalities are exacerbated by rising organized crime, political instability, and humanitarian pressures. These intersecting crises disproportionately affect women, girls, and marginalized groups, including Indigenous, Afro-Ecuadorian, and migrant populations, deepening existing vulnerabilities.

Key challenges to gender equality and women's empowerment in Ecuador include:

- **Gender-Based Violence in a High-Security Context:** Ecuador is experiencing an unprecedented security crisis, with its homicide rate exceeding 47 per 100,000 inhabitants in 2023, making it one of the most violent countries in the region. This environment fuels extreme forms of violence against women and girls (VAWG). Femicides have shown an alarming increase, with **595 cases recorded in 2023**. National data indicates that **65% of women** have experienced some form of violence in their lifetime. Women and girls also face specific risks from organized crime, including forced recruitment and sexual violence, particularly in communities with minimal state presence.
- **Deep-Rooted Economic Inequality and Care Burden:** Significant economic disparities persist, with a national poverty rate of 27.7% that is more acute in rural areas (42.4%). Women experience higher rates of poverty and extreme poverty than men. This gap is even more pronounced for **Indigenous women, who face a multidimensional poverty rate of 78.1%**. Women are overrepresented in the informal economy (**52.8% of women** vs. 49.4% of men) and hold 67% of part-time and below-minimum-wage jobs, limiting their access to social security and economic autonomy. This economic vulnerability is compounded by the unequal burden of unpaid care and domestic work.
- **Barriers to Women's Political Participation and Leadership:** Despite celebrating 100 years of women's suffrage and establishing legal quotas for electoral lists, women's effective political representation remains a challenge. As of 2021, women held only **36% of seats in the National Assembly** and **less than 10% of mayoralties**. High levels of political violence against women are a primary deterrent; **66% of women in politics report experiencing demeaning language**, often perpetrated by other political actors and amplified on social media. The political participation of Indigenous and Afro-Ecuadorian women remains particularly limited.
- **Humanitarian Crises and Human Mobility:** As the third most disaster-prone country in Latin America and the Caribbean, Ecuador faces constant threats from natural hazards. It is also the third-largest recipient of Venezuelan refugees and migrants in the region, hosting nearly **475,000 individuals** who face significant barriers to integration, including xenophobia and gender-based violence. These overlapping crises place an immense strain on essential services and amplify the care responsibilities of women, who are often first responders within their communities.

UN Women Ecuador Country Office

The UN Women Ecuador Country Office (CO) implements its mandate to advance gender equality and women's empowerment through normative support, operational programming, and UN system coordination. Its work is guided by the **Strategic Note (SN) for 2023-2026**, which is aligned with the **United Nations Sustainable Development Cooperation Framework (UNSDCF) 2022-2026** and Ecuador's National Development Plan.

The SN was developed through extensive consultations and addresses the country's most pressing gender equality challenges through four interconnected outcome areas:

1. Women's Leadership and Political Participation (Outcome 1): This outcome focuses on ensuring that women, in all their diversity, lead, participate in, and benefit equally from governance systems. The CO works to **strengthen**

the capacities of women leaders, promote parity democracy at all levels of government, and support legal and policy reforms to **prevent and respond to violence against women in politics**. Key partners include national electoral bodies, the National Assembly, political organizations, and civil society organizations (CSOs).

2. Women's Economic Empowerment (Outcome 2): To ensure women have income security, decent work, and economic autonomy, this outcome promotes policies and programs that support **women's entrepreneurship**, particularly in the digital and care economies. A central focus is on recognizing, reducing, and redistributing the unequal burden of unpaid care work. The CO works with public and private sector partners to create an enabling environment for women's economic advancement and financial inclusion.

3. Ending Violence Against Women and Girls (Outcome 3): This outcome aims to ensure that all women and girls live a life free from all forms of violence. Building on the principle of "leaving no one behind," the CO works to **strengthen institutional capacities for prevention and response**, improve survivors' access to essential services and justice, and transform the discriminatory social norms that perpetuate violence. This includes strategic engagement with the justice, security, health, and education sectors.

4. Gender in Humanitarian Action and Women, Peace, and Security (Outcome 4): This area focuses on ensuring that women and girls contribute to and have greater influence in building sustainable peace and resilience, and benefit equally from disaster risk reduction and humanitarian action. The CO works to **integrate gender equality into humanitarian response plans**, address the specific needs of migrant and refugee women, and promote women's leadership in peacebuilding and community security initiatives, in line with the Women, Peace, and Security (WPS) agenda.

The total planned budget for the UN Women Ecuador Country Office's Strategic Note for the period **2023-2025¹** is **\$16.34 million¹**. This funding is primarily directed towards programmatic activities under the Development Results Framework (DRF), which accounts for 80.78% (\$13.20M) of the budget, while Organizational Effectiveness and Efficiency (OEE) constitutes the remaining 19.22% (\$3.14M).

Programmatically, the budget prioritizes three main impact areas:

- **Ending Violence Against Women (EVAW):** \$6 million (46%)³
- **Women's Economic Empowerment (WEE):** \$5 million (39%)⁴
- **Leadership and Governance (L&G):** \$2 million (15%)⁵

Key funding is allocated to outcomes related to **Access to services and goods** (\$5.44M) and strengthening **Norms, laws, and policies** (\$4.74M). Major non-core donors include the **Municipio de Quito** (\$1.05M), the **Peacebuilding Fund** (\$0.73M), and the **European Commission's Spotlight Initiative** (\$0.71M). Despite these contributions, the office faces a non-core funding gap of **\$5.57 million**. Operationally, the largest cost category is **non-personnel expenses** at \$10.87 million, followed by staff costs at \$3.01 million².

Table 1: Table 1 Ecuador CO Total Financial Resources 2023-2025

Fund	2023	2024	2025
Core	US\$ 0.65 M	US\$ 0.72 M	US\$ 0.74 M
IB	US\$ 0.75 M	US\$ 0.76 M	US\$ 0.82 M
Non-Core (available)	US \$ 1.53 M	US \$ 2.53 M	US \$ 2.20 M
Non-Core (TBM)	US \$ 1.49 M	US \$ 3.77 M	US \$ 0.32 M
XB	US \$ 0.05 M	US\$ 0.03 M	US\$ 0.0 M
Total Resource Per Year	US\$ 4.46 M	US\$ 7.8 M	US\$ 4.08 M

Elaborated by Evaluation Team, based on RMS Financial Data

V. Evaluation Methodology

The UN Women Evaluation Policy³ and UN Women Evaluation Handbook⁴ are the main guiding documents that set forth the principles and organizational framework for evaluation planning, conduct, and follow-up in UN Women.

These principles are aligned with the United Nations Evaluation Group (UNEG) Norms and Standards⁵ for Evaluation and Ethical Guidelines⁶.

UN Women evaluations are gender-responsive meaning that both the process and analysis apply the key principles of a human rights-based approach: they are inclusive, participatory, transparent and ensure fair power relations; and they analyse the underlying structural barriers and sociocultural norms that impede the realization of women's rights, including marginalized groups: such as persons with disabilities, LGBTIQ + status, and other groups that are affected by intersecting forms of discrimination (based on ethnicity and/or race).

UN Women evaluations are also utilization-focused, which means that it will be tailored to the needs of the organization through a participatory approach from the inception through to the development of recommendations, which will facilitate the production of a useful evaluation. The evaluation also takes a systemic perspective that recognizes that UN Women's contributions

towards GEWE outcomes and its ability to implement its programme of work are affected by several key influencing factors, such as socio-cultural norms, harmful practices, international donor and financing environment, political environment, environmental risks or humanitarian crises, security concerns, and local partners capacity and commitment. Information on each of these factors will be collected to provide a coherent picture on the wider systems at play that affect the ability of the organization to contribute towards GEWE and reach the most vulnerable groups of women in the region.

Approach

The evaluation is employing a non-experimental, theory-based approach using mixed qualitative and quantitative methods. A re-constructed Theory of Change will be used as the basis for contribution analysis. The evaluation will employ the following methods of analysis and data collection:

1. Interviews (online and in person in selected provinces) with key informants identified through the stakeholder analysis (across all stakeholder groups).
2. Survey of UN Women personnel and external partners (UN partners and national partners).
3. Focus Group Discussions. key stakeholders and partners, and potentially women and male rights holders that have participated in UN Women programmes in selected provinces.
4. Observation of meetings, facilities or specific project interventions.
5. Case studies will be identified for a more in-depth look into priority areas, prioritizing recently conducted evaluations of flagship projects in the country.

Key document analyses undertaken primarily during the inception phase will inform the evaluation approach and help to contextualize findings, conclusions and recommendations. The team will utilize gender @ work framework.

The following analyses will also inform the overall evaluation:

- Evaluability assessment: to help determine the evaluation approach and gaps in data, the quality of the programme logic (linkages between the outcomes, outputs and indicators) as articulated in the strategic note development results framework and organisational effectiveness and efficiency framework, the availability of baseline data, and the availability of documents necessary for the evaluation will be assessed. Contextual analysis: this will include an analysis of the key external influencing factors identified above and how they may affect realization of women's rights in the region.
- Portfolio Analysis of UN Women CO SN & Project Documents: The evaluation will undertake a desk-based portfolio analysis.
- An UNSDCF Evaluation is being conducted, and if it is completed prior to the end of this evaluation, its results will also be incorporated.

UN Women financial analysis will explore the budget, expenditure and trends in type of expenditures. The analysis will draw on multiple data sources, including institutional financial records (such as data available through the UN Women Quantum system), documents, and reports. Additional sources may include field observations, information

systems, and consultations with beneficiaries, staff, funders, experts, government officials, and community groups.

[Atlas.Ti](#) qualitative analysis software will be used to analyse interviews and focus group discussions. Multiple lines of evidence will inform the contribution analysis. Sources and methods of information will be triangulated to ensure robust findings that can be used with confidence.

The inception report will provide more details on the selected approach and methods based on desk review and evaluability assessment, scoping interviews, and consultations with the CO personnel and Evaluation Reference Group (ERG).

Principles

Data collection methods and processes should be gender-responsive and data should be systematically disaggregated by sex and, to the extent possible, disaggregated by age, geographical region, ethnicity, disability, migratory status and other contextually relevant markers of equity. Specific guidelines should be observed, namely the UNEG guidance on Integrating Human Rights and Gender Equality in Evaluations (2014)⁷ and UN Disability Inclusion Strategy Evaluation Accountability (2019)⁸.

The evaluation should adhere to and be guided by the UNEG Norms and Standards (2016)⁹ and the UNEG Ethical Guidelines (2020)¹⁰ at every stage of the evaluation process, observing the principles of integrity, accountability, respect and beneficence.

VI. Management and quality assurance

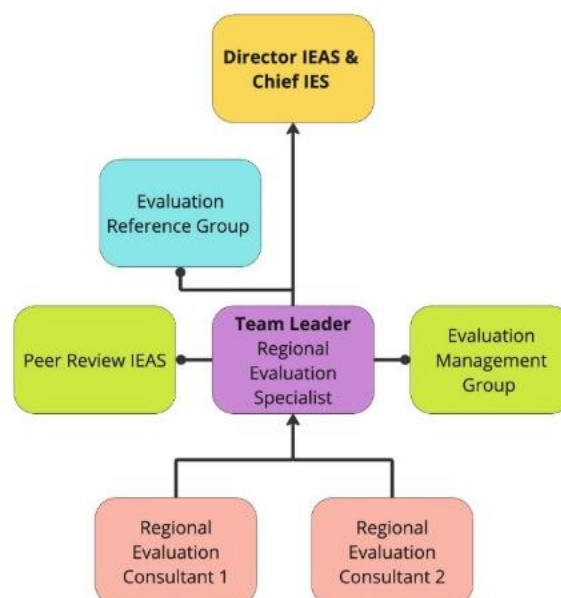
All evaluation processes at UN Women establish mechanisms to ensure high quality evaluation processes and products as outlined in the UN Women Evaluation Policy¹¹ and Evaluation Handbook¹². The Evaluation Report will adapt to the RO the approach outlined in the UN Women Country Portfolio Evaluation Guidance and should also follow the United Nations Editorial Manual. The UN Women Evaluation Report Quality Assurance (GERAAS) criteria will be used to assure quality (See Annex 1). All products are subject to quality assurance review by the peer reviewer, **the ERG, and the evaluation management group**.

This evaluation will have the following structures (as seen in the figure below):

1. **Oversight:** The Director of the Independent Evaluation and Audit Service oversees all activities, while the Chief of Independent Evaluation Service is responsible for the evaluation related activities; both will review the key products of the evaluation.
2. **Team Leader:** The Regional Evaluation Specialist of the Independent Evaluation Service will manage the coordination and day-to-day management, and serve as the team leader, leading methodological approach, collection of data, analysis and writing; as Team Leader, she will also be responsible for overseeing the work of the team members, managing the contracts and assuring quality of the work.
3. **Evaluation team:** The evaluation team members will include the evaluation retainers and analyst responsible for key analytical tasks, systematization of information and contribution to analysis and report and presentation preparation and the international evaluation consultant who will support the entire evaluation process.
4. **Evaluation Management Group (EMG)** for administrative support and accountability: CO Representative and/or CO Deputy Representative, Evaluation manager, functional and/or thematic area specialists and the Regional Evaluation Specialist and the Evaluation Team Leader.
5. **Evaluation Reference Group (ERG)** for substantive technical support: CO National (NRA) government partners, Civil Society representatives, Development partners/donors and UN partners at the country level; as well as members of EMG.
6. **Peer Review** for methodological guidance and feedback: 1 IES staff will be engaged as peer reviewer of the evaluation.

VII. Evaluation Governance Structure

Figure 1: Evaluation Governance Structure



VIII. Timeframe and key milestones

The evaluation will take place between August 2025 and March 2026. Adherence to this timeline is important, as the evaluation shall inform the formulation of the next Strategic Note.

The evaluation report will be drafted by the evaluation team during February 2026, the draft evaluation report will be submitted to the ERG in late March 2026 for review. **Final formatted products will be ready in March 2026** according to UN Women branding guidelines for technical publications. Evaluation dissemination and management response should be initiated by June 2026.

The evaluation is organized in three phases, as follows:

Table 2: Evaluation Timeline

Phase	Indicative month	Responsible party
Preparation		
Drafting Terms of Reference	August 2025	Team Lead
Desk Review	November 2025	Evaluation Team
Drafting of Inception Report	November 2025	Team Lead
Data Collection and Analysis		
Survey	January 2025	Team Lead
KII	January 2025	Team Lead
Data Analysis	February 2026	Evaluation Team
Report Phase		
Preliminary findings workshop	February 2026	Team Lead, CO Management, ERG
Drafting of Evaluation Report	February 2026	Team Lead
Final report approval	March 2026	IEAS Leadership and peer reviewer

Executive brief dissemination	and March 2026	Team Lead and CO Management
Satisfaction survey and EMR	June 2026	Team Lead and CO Management

IX. Ethical code of conduct

UN Women has developed a UN Women Evaluation Consultants Agreement Form for evaluators that must be signed as part of the contracting process, which is based on the UNEG Ethical Guidelines. These documents will be annexed to contracts. All data collected by the team members must be submitted to the evaluation manager in Word, PowerPoint or Excel formats and is the property of UN Women. Proper storage of data is essential for ensuring confidentiality. To ensure this, the evaluation team will develop during the inception phase a **data management plan**, outlining protocols for data collection, secure storage, analysis, and eventual disposal in line with UN Women's policies and the UNEG Ethical Guidelines.

The UNEG guidelines note the importance of ethical conduct for the following reasons:

1. Responsible use of power: All those engaged in evaluation processes are responsible for upholding the proper conduct of the evaluation.
2. Ensuring credibility: With a fair, impartial and complete assessment, stakeholders are more likely to have faith in the results of an evaluation and to take note of the recommendations.
3. Responsible use of resources: Ethical conduct in evaluation increases the chances of acceptance by the parties to the evaluation and therefore the likelihood that investment in the evaluation will result in improved outcomes.

The evaluation value added is its impartial and systematic assessment of the programme or intervention. As with the other stages of the evaluation, involvement of stakeholders should not interfere with the impartiality of the evaluation. The evaluation team has the final judgment on the findings, conclusions and recommendations of the evaluation report, and the team must be protected from pressures to change information in the report.

Annexes

- [UN Women GERAAS evaluation quality assessment checklist](#)
- [UN Women Evaluation Consultants Agreement Form](#)
- [UNEG Ethical Guidelines for Evaluation](#)
- [UNEG Code of Conduct for Evaluations](#)
- [UNEG Norms and Standards for evaluation](#)

Annex 10. Observational Site Visit Summary

Purpose of the Observational Visits

These field observation notes were prepared by evaluator Hugo Morán during a two-day visit to Quito, Ecuador (March 24–25, 2026), as part of the data collection phase of the Country Portfolio Evaluation (CPE) of UN Women Ecuador 2023–2026. Observations were structured around four of the five evaluation key dimensions: Relevance, Effectiveness, Coherence (Partnerships), and Sustainability (Ownership), providing primary qualitative evidence to complement desk review and interview findings.

Two events were observed, targeting distinct stakeholder audiences: a civil society/academia event and a private sector event. Together, they offer a cross-sector perspective on UN Women's positioning, partnership approach, and relevance in Ecuador.

Observation Note 1

"8 de Marzo, Derechos, Justicia y Acciones. Por y para todas las mujeres y las niñas"

1. Event Details

Date	24 March 2026
Venue	Hemiciclo de FLACSO, Quito, Ecuador
Organizers	UN Women, in coordination with FLACSO and other UN agencies
Target Audience	Academia, civil society organizations, and inter-agency representatives
Participants	Approx. 30–35, with approximately one-third serving as panelists

2. Observation Purpose

The observer aimed to assess the relevance, inclusivity, and inter-agency collaboration of the event, focusing on how it addressed gender justice and the voices of marginalized women. This event was selected for the CPE because it represented a multi-stakeholder, inter-agency initiative bringing together civil society and academia, offering insights into gaps, advocacy efforts, and institutional responses under UN Women's EVAWG and governance thematic areas.

3. Observations by Evaluation Dimension

Evaluation Dimension	Observations
Relevance	The event clearly responded to expressed needs of participants. Space was provided for diverse voices — Afro-Ecuadorian, Indigenous, women with disabilities, and feminist activists — who highlighted urgent gaps in access to justice, sexual and reproductive rights, and protection from gender-based violence. The topics addressed are strongly aligned with national and regional

Evaluation Dimension	Observations
	EVAWG priorities, particularly in the context of Beijing+30 and Ecuador's constitutional commitments, even where implementation challenges persist.
Effectiveness	The event demonstrated active participation and diverse representation, particularly from marginalized groups (Afro-Ecuadorian, Indigenous, and women with disabilities), ensuring the LNOB lens was applied. The presentation of the forthcoming book <i>Mujeres y desigualdades en Ecuador: a 30 años de Beijing</i> provided structured academic input that enriched the discussion. However, knowledge transfer remained limited, as the book is not yet published and the session functioned primarily as an advocacy and reflection exercise. While explicit behavior-change triggers were not observable, the event succeeded in fostering dialogue, awareness, and collective learning, with participants actively voicing experiences and perspectives that highlighted systemic gaps in justice and rights.
Coherence & Partnerships	The event reflected strong inter-agency and multi-stakeholder collaboration. UN agencies UNESCO, FAO, and UNODC were present and contributed to the discussion, while UN Women played a central role in moderation and closing remarks. Academia was represented by FLACSO (which hosted the event), and diverse CSOs engaged actively — including the Coalición de Mujeres, Surkuna, and grassroots leaders from Afro-Ecuadorian, Indigenous, and disability movements. Government actors were notably absent, as the event was designed for civil society and academia. Nevertheless, the multi-agency and CSO presence ensured inclusive, collaborative dialogue aligned with the Beijing+30 process.
Sustainability & Ownership	National and local ownership was evident through the active involvement of civil society organizations and grassroots leaders. Symbolic expressions — including the pañuelo morado and feminist chants during the closing — reflected a strong sense of collective identity and continuity. While formal interventions from the general audience were limited, participants and partners — particularly CSOs and academic actors — contributed as panelists, shared testimonies, and actively shaped the dialogue. The absence of government actors limited institutional anchoring, but ownership rooted in civil society and academia was clear, with participants reinforcing commitment to collective advocacy beyond the event itself.

4. Evaluator's Overall Impression

The event was well implemented, with a clear structure combining academic input — the presentation of the forthcoming book *Mujeres y desigualdades en Ecuador: a 30 años de Beijing* — and diverse civil society voices. Participant engagement was active, especially from marginalized groups, though knowledge transfer remained modest given the book's pre-publication status. Notably strong was the inter-agency presence and the symbolic

expressions of collective ownership (feminist chants, pañuelos morados), which reinforced a sense of sustained advocacy even in the absence of government actors.

Observation Note 2

Ring the Bell for Gender Equality

1. Event Details

Date	25 March 2026
Venue	Bolsa de Valores de Quito, Quito, Ecuador
Organizers	Bolsa de Valores de Quito, in collaboration with UN Women and IDB Invest
Target Audience	Business leaders, financial institutions, and gender equality advocates
Participants	Approx. 20–30

2. Observation Purpose

The observer aimed to assess how UN Women is positioned within Ecuador's private sector, where alliances with companies, chambers of commerce, and financial institutions are visible. The event was selected as a CPE data source because it demonstrates UN Women's role as a strategic partner in advancing gender equality, mobilizing resources, and fostering corporate commitments to close leadership and financing gaps — key elements of the Women's Economic Empowerment (WEE) thematic area.

3. Observations by Evaluation Dimension

Evaluation Dimension	Observations
Relevance	The event responded clearly to priorities expressed in UN Women's normative mandate. Although panelists did not explicitly articulate individual needs, the UN Resident Coordinator's opening remarks identified persistent gaps in leadership, workplace violence, and women's economic access as urgent priorities. Panelists then showcased organizational responses — including gender-balanced staffing in operational plants, mentoring programs, and corporate guides against workplace violence — directly aligned with EVAWG and WEE national priorities.
Effectiveness	The event primarily showcased organizational initiatives and reported results rather than facilitating direct knowledge transfer among participants. Programs presented — such as gender-balanced staffing, mentoring schemes, and anti-violence corporate guides — serve as evidence of ongoing progress and function as potential behavior-change triggers within company ecosystems. However, there was no visible participation from women from marginalized groups, and the

Evaluation Dimension	Observations
	LNOB (Leave No One Behind) perspective was not applied in participant selection or event design.
Coherence Partnerships &	Inter-agency and multi-stakeholder collaboration was evident. The UN Resident Coordinator actively encouraged attendance by other UN entities, giving the event a broader inter-agency character. UNFPA and UNDP were present, though their engagement was limited to attendance. Private sector actors — including Holcim, Quifatex, and the British Chamber of Commerce in Ecuador (Cámara Británica de Ecuador) — as well as the Quito Stock Exchange (Bolsa de Valores de Quito) played active roles, reinforcing UN Women's positioning as a strategic convener in the corporate arena.
Sustainability Ownership &	Strong evidence of national and local ownership was observed. The Bolsa de Valores de Quito not only hosted and convened the event but publicly committed to organizing the next Ring the Bell ceremony, positioning itself as a recurring institutional champion of gender equality in the financial sector. The Cámara Británica de Ecuador similarly presented concrete initiatives and reaffirmed its partnership with UN Women, demonstrating active engagement well beyond symbolic presence.

4. Evaluator's Overall Impression

The event was well implemented, with smooth coordination among organizers. The Bolsa de Valores de Quito and the Cámara Británica de Ecuador stood out for their proactive engagement — presenting concrete initiatives and committing to continuity — elevating the quality of participation well beyond symbolic presence. While the format leaned toward showcasing initiatives rather than interactive dialogue, the level of institutional ownership and the Resident Coordinator's active involvement were notable and somewhat unexpected, reinforcing the event's multi-stakeholder character and UN Women's convening power within the private sector.