



**Final Evaluation Report
Global Centre of Excellence on Gender Statistics
UN Women Mexico Office
2018-2020**

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Acronyms

| | |
|-------------|---|
| BPfA | Beijing Platform for Action |
| CEGS | Global Centre of Excellence on Gender Statistics |
| ECLAC | Economic Commission for Latin America and the Caribbean |
| CSW | Commission on the Status of Women |
| DAC | Development Assistance Committee |
| DANE | National Administrative Department of Statistics of Colombia |
| EB | Executive Board |
| EGM | Expert Group Meeting |
| GERAAS | Global Evaluation Reports Assessment and Analysis System |
| GIS | Geographic Information System |
| HQ | Headquarters |
| ICCS | International Classification of Crime for Statistical Purposes |
| INEGI | Mexican National Institute of Statistics and Geography |
| LAC | Latin American and the Caribbean |
| MAM | Mechanisms for the Advancement of Women |
| NSO | National Statistical Office |
| NSS | National Statistical System |
| PWC | Program Making Every Women and Girl Count “Women Count” |
| OECD | Organization for Economic Cooperation and Development |
| ONE | Oficinas Nacionales de Estadística |
| ONU Mujeres | Entidad de Naciones Unidas para el adelanto y empoderamiento de las mujeres |
| SDG | Sustainable Development Goals |
| SNE | Sistema Nacionales de Estadísticas |
| SNU | Sistema de Naciones Unidas |
| ST | Strategic Plan |
| TAB | Technical Advisory Board |
| ToC | Theory of Change |
| ToR | Terms of Reference |
| UNDAF | The United Nations Development Assistance Framework |
| UNGGIM | United Nations Committee of Experts on Global Geospatial Information Management |
| UNEG | United Nations Evaluation Group |
| UNSD | United Nations Statistics Division |
| UN SWAP | United Nations System Wide Action Plan |
| WB | World Bank |
| WC | Women Count |

1 EXECUTIVE SUMMARY

This document presents the final evaluation report of the first three years of implementation of the Global Centre of Excellence on Gender Statistics (CEGS) 2018-2020, which was carried out between August 31 and November 30, 2020, covering the first period of implementation of the Centre from January 2018 to October 2020.

Located in Mexico, the CEGS was established in 2017 through a collaboration agreement between UN Women and the National Institute of Statistics and Geography of Mexico (INEGI) with the aim of becoming a global platform to strengthen gender statistics through collaboration, knowledge sharing, research and innovation.

Being both a formative and a summative evaluation, its main purpose was to assess the progress on the mission and objectives made by the CEGS according to: (i) the CEGS's Strategic Plan 2018-2020, and (ii) the thematic priorities and programmatic strategies included in Annex A of the Agreement signed between UN Women and INEGI for the CEGS's Installation Phase (2017).

Its specific objectives were:

1. Evaluate the institutional design, effectiveness and organizational efficiency of the CEGS to achieve results, develop capacities, generate knowledge and create networks.
2. Document findings, good practices, and lessons learned to inform and strengthen UN Women's policy and programming.
3. Identify enabling and constraining factors that contribute to the improvement of the Centre's sustainability strategy.
4. Determine, where appropriate, some emerging issues that may guarantee the continuity of the CEGS in the coming years.

The evaluation process included the use of mixed techniques (both quantitative and qualitative) for information gathering and analysis. More than **160 documents** were reviewed, **35 key informants** were interviewed (UN Women, allies, partners and donor) also an online survey was applied to **135 contacts** provided by the CEGS, including UN agencies, international organizations, Mechanisms for the Advancement of Women (MAM), National Statistics Offices (NSO) and universities. The survey response rate was 27%, which corresponds to **37** responses received. The implementation of this methodology made it possible to triangulate solid information, considering different sources and the diverse perspectives of the actors involved.

The main findings in terms of progress and challenges are presented as follow:

Main Progress

- The **relevance** of the reasons that originated the CEGS is recognized, as well as its potential in strategic areas for gender statistics.
- CEGS's mandate and strategic and thematic areas **are aligned with national and international normative frameworks** in the field of gender statistics and women's rights, as well as with the priorities of both UN Women and INEGI during the evaluation timeline.
- The CEGS's team has succeeded in establishing a **new institution** with high profile governance bodies. Also, the Centre has progressively advanced towards the development of the activities included in the 2018-2020 Strategic Plan.
- Knowledge products (such as research, studies and methodological frameworks), **with a gender and human rights approach** have been designed, which have the potential to contribute to the development of public policies for gender equality.
- The CEGS has been able to **adapt to the COVID 19** scenario, which has offered an opportunity to work on the impact of the pandemic on women's lives.
- The area of **gender and geospatial research and analysis**, due to the strong alliance with INEGI, is recognized to be a strength of the CEGS and a topic of enormous potential for the future of the Centre.

Main Challenges

- The CEGS has gained a little **visibility** at a global level and actors do not always recognize clearly its role and contribution to gender statistics. The communication strategy has been only partially implemented, resulting in a fragmented knowledge regarding the CEGS's main initiatives and products.
- Regarding the **strategic plan**, the main challenges are related to strategic areas two (2) and three (3) because most of the products have not been published or disseminated yet, limiting the achievement of the results.
- The **governance mechanism** of the Centre, within UN Women, proved to be complex for an institution under construction, as well as not very precise and clear in its description, levels of dependence and accountability.
- A **resource mobilization strategy** was designed and implemented, but it was not successful in guaranteeing financial sustainability to the Centre, due to different reasons that refers to multiple dimensions: the international context, the institutional framework, limited visibility of the CEGS's main products in the global scenario, among others.
- The CEGS has a weak **planning and monitoring system** in relation to its results framework, limiting its capacity to implement early-warnings, when facing challenges in specific areas.

The main findings according to the criteria used in the evaluation are the following¹:

Pertinence/Relevance

1. Within the gender statistics field there is alignment with the mandates and the legal national and international frameworks in the period. Also, with the priorities and orientations of UN Women and INEGI.
2. The relevance of the main objectives of the CEGS is recognized, however, the CEGS has little visibility at a global level, and actors do not have clarity regarding its role and contribution to gender statistics.
3. The challenges regarding resource mobilization for gender statistics were not adequately considered in the planning and implementation phases. In this context, the Centre has preferred more complex, academic, and high-cost initiatives.
4. There is not enough clarity regarding the governance design of the Centre, particularly within the UN Women structure, which brings about tensions regarding the strategic management and positioning of the CEGS at regional and global levels, that were not correctly solved.

Effectiveness

5. The established goals in the CEGS's results framework were ambitious due to the necessary timing needed to install the institution, and due to the available human and economic resources.
6. The CEGS team was able to establish a new institution, and to progressively advance towards the development of the activities included in the 2018-2020 strategic plan. Nevertheless, so far, the compliance level is low, the majority is in progress, and has not been completed.
7. The COVID-19 pandemic -due to the global health crisis- has affected the CEGS's workplan during 2020. At the same time, it opened a window of opportunity to work on this topic from a gender statistics point of view.
8. The CEGS is in an initial maturity stage which does not allow to get evidence on its capacity to trigger the type of impact planned by the Theory of Change.
9. The CEGS has made an important effort to legitimize itself as a new global institution. However, its communication strategy has been partially implemented. This has brought about a limited and fragmented knowledge regarding the work the CEGS is doing, and its main initiatives and products.
10. The area of geospatial statistics stands out within the thematic priorities. It has been developed thanks to a solid relationship with INEGI and it is recognized as a strength, and an area of potential interest and growth at a global level.
11. The coordination between the CEGS and the Women Count Programme has been built over time. As to date, the synergies between both programmes have developed in a circumscribed and punctual manner.

Efficiency

12. According to the available financial information -that refers to the aggregated annual expenditures- it has not been possible to determine if the CEGS has been efficient in this installation phase.
13. The CEGS started with a budgetary deficit. Since its initial design it was estimated that the resources provided by INEGI were seed capital, and that these should be complemented with additional resources which have not been obtained.
14. A resource mobilization strategy was designed and implemented, but it has been subject to internal and external constraints that have affected its results.

¹ To get a better understanding about the findings, please see the full document.

15. The management model based on a small team with permanent staff, with high rotation in the short-term, and the development of technical work entrusted to consultants that are external to the CEGS, hinder the coordination and synergy amongst the three strategies, and limit the execution of its plan.
16. There is no evidence that the capacities of the staff of the Centre were formally promoted.
17. The CEGS does not have an own monitoring system for planning and budget and in the CEGS's framework of results deficiencies could be appreciated in the formulation of the indicators, which affect the follow-up on the advances towards the achievement of the objectives.
18. The governance system of the CEGS has consequences on its operational efficiency.

Sustainability

19. The installation of the Centre -per se- does provide perfectible bases for its institutional sustainability.
20. The CEGS did not have a sustainability strategy, especially with regard to resource mobilization, and legitimization and positioning within UN Women, within the United Nations System and in relation to the National Statistical Systems.
21. The few experiences on which to define a sustainability strategy for the CEGS adds today to the new sustainability challenges imposed by COVID.
22. Certain initiatives and products fail to trigger a positive multiplier effect for the CEGS in terms of scale and networking.
23. The resource mobilization strategy was limited due to a weak political-technical accompaniment from the high-level entities; a lack of a long-term agenda; the invisibility of the CEGS's products in the global scenario; an inter-agency competition to obtain resources; and because gender statistics by itself is an intangible topic that sometimes is difficult to be valued by donors.
24. Regarding the idea of integrating emerging issues as a factor of continuity, the answer is mixed. The geospatial topic is revealed as promising in terms of sustainability.

Gender and Human Rights Approach

25. The mission and mandate of the CEGS, its Strategic Plan and its thematic areas are aligned with women's rights priorities at a global level.
26. Knowledge products developed by the CEGS include a gender and human rights approach in accordance with the Centre's mandate and they have a clear potential to contribute to the development of public policies for gender equality.
27. It is not clear if within the internal processes of the CEGS there is a systematic mainstreaming strategy with a gender and human rights approach.

The main conclusions of the evaluation are:

- The evaluation recognizes the strength and validity of the CEGS's initial purposes regarding its foundational objectives, and the main needs related to gender statistics at a global level. However, there is a tension in this aspect when concrete initiatives are implemented due to the difficulty the CEGS has faced in detaching itself from national and regional institutional references during these three years.
- The CEGS's expectations, objectives, and goals to position itself as a facilitator in relation to technical expertise, knowledge, and innovation for the National Statistical Systems, and to become a global platform within the gender statistics field, were very ambitious in relation to the time required to install the institution, its management model, and the technical capacities and resources available.
- The evaluation shows that the CEGS team has succeeded in laying the foundations of a new institution and to progressively advance towards the development of the activities of the 2018-2020 Strategic Plan. Nevertheless, the results of the plan have been incipiently achieved. If on one hand, this reflects an initial stage of the institution, on the other, it shows a tension between the need to acquire visibility as a global institution, and the necessity to find its expertise niche and a clear identity within the gender statistics field. This tension has not been efficiently solved from the planning point of view showing heterogenous progress towards the achievement of results.
- The review of secondary information triangulated with the primary data collected reveals substantial differences in the identification of the added value of the CEGS. This is compounded by the difficulty for multiple actors to identify the Centre's role and contribution to gender statistics at a global level. On the other hand, the revision of the implemented activities and elaborated products does not seem to belong to a strategy and to a design oriented towards global visibility and positioning. Moreover, in some cases, documents have not entered yet to the dissemination phase, therefore, they have not contributed to the global visibility and debate, and the website includes limited information.

- In this context, the Centre finds itself at an early maturity stage which does not allow to get evidence on its capacity to trigger the type of impact foreseen by its Theory of Change, namely: to evidently contribute to bring about a change in the way in which the National Statistical Systems produce, use, and disseminate gender statistics at a global level.
- A priority focus towards the generation of knowledge -of high cost and specialization- is recognized. This takes place instead of differentiated strategies operating at the same time -as planned in the strategic plan- which would have allowed further visibility in less time. Besides, an incomplete results framework shows the lack of a follow-up system, which did not support foreseeing and anticipating the impact of the strategic planning with due celerity for the management's decision-making, and for defining alternative strategies.
- In the light of the implementation of this first phase, and in consultancy with key actors, the proposed governance mechanisms proved to be complex for the particular needs of an institution that was under construction. Also, it is not clear or precise enough in its description, dependance levels, and accountability.
- A limited coordination with the Women Count Programme is recognized as one of the causes that has weakened the Centre's possibility to reach a better positioning globally. This is due to the lack of a coordinated agenda between both initiatives within UN Women. For the majority of the interviewed persons, the CEGS is still perceived as an institution with a strong regional bias, and not as global project which is a key component of a UN Women Flagship Programme. Therefore, a priority topic to be solved is the scope of the Centre, so as to build a new strategic plan -that in accordance with the majority of the actors- it should consider its performance at a global level.
- In a context of restriction and of competition of scarce resources within the gender statistics field, and the new challenges brought about by the COVID-19 pandemic, the new phase of the CEGS requires a precise programmatic and thematic focalization and prioritization. This would result in further visibility and projection of the results achieved during this first phase, therefore strengthening and enhancing the consolidated knowledge, and the established alliances. It is important to continue building on the themes that have forged the CEGS's identity during these years. This would require special attention towards the geospatial statistics topics, as innovation and potential development areas, giving preference -among the programmatic strategies- to networking, knowledge exchange, and facilitating knowledge building processes, rather than having leadership on these.
- The importance of the CEGS as a first Centre of Excellence on Gender Statistics -with a global reach that could contribute to the objectives of UN Women in the gender statistics field- through a strategic alliance with INEGI and focused on innovation is still valid. Its importance has not lost value, and it creates a great potential on this area of knowledge.

Good practices have been identified:

- **Follow-up monthly reports.** In order to improve the management, since last year, INEGI requested the Centre to provide monthly reports, where activities and main progress are detailed. This was not stipulated in the 2017 Collaboration Agreement. Nevertheless, it has been fundamental for INEGI to follow-up on the compliance of the annual programme.
- **The elaboration of knowledge products based on needs identified within the framework of global dialogues.** This was the case of the two studies on time-use which have been promoted according to the needs and priorities identified during the 2018 Global Conference on Gender Equality and the Measurement of Unpaid Care and Domestic Work. The Centre has been able to follow-up on these needs, and to respond to them, facilitating the production of important research, which have been presented in a webinar held in August 2020. This process is coherent with the mandate of the CEGS, and it shows a clear coordination among its three strategic areas².
- **Peer review mechanisms.** The peer review mechanisms allow the CEGS's outputs to be validated by experts who guarantee their quality; they also facilitate a dialogue between specialists from different disciplines

² The CEGS has promoted a global dialogue in which certain needs were identified. Then it responded to those needs through the elaboration of innovative knowledge products. These products have been disseminated, facilitating access to knowledge and innovation for the National Statistical Systems.

and fields of action, for example, between the academia and international experts on public policies at a global level.

- **Thematic adaptation capacity to the needs imposed by the COVID 19.** The CEGS has had the capacity to adapt to the contingency, opening to new thematic areas, for example, implementing a Rapid Assessment on the impact of the COVID 19 on the lives of women and girls, regarding their participation in the labor force, and unpaid care and domestic work.

General and specific recommendations according to main challenges identified:

| General Recommendation | Suggested specific actions, mechanisms, and tools |
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| <p>Strengthen an institutional design that allows the CEGS to become a management and knowledge exchange global platform</p> | <ul style="list-style-type: none"> – Focus on promoting the utility of gender statistics for public policies. – Give preference to networking, and knowledge exchange: to enhance the creation of networks of experts, and to facilitate the dissemination of good practices and innovative methodologies in the field of gender statistics. Identify those specific statistical niches which has strengthen the CEGS’s own identity, for example, geospatial statistics, and analyze the new needs of data, methodologies and technical innovation considering as an opportunity the COVID-19 pandemic context. – Enhance the internal communication within UN Women at all levels. – Improve the coordination and accountability before the Women Count Programme in Headquarters, in order to ensure that this effort is complementary and coordinated with the Programme’s global data hub. – Strengthen the CEGS’s team considering the products’ dissemination need, and its projection at a global level. – Update and specify the governance structure in accordance with the experience and lessons learned during the first phase. It should include clear accountability guidelines that reinforce the links, and the reporting lines with UN Women Headquarters. On this regard, it is suggested to accelerate the hiring process of the P-4 level position, which should be under the direct supervision of the Women Count Programme, with the functional supervision of UN Women Mexico. – In a more advanced development stage, it is suggested to consider the creation of a global roster of consultants in the strategic areas of the CEGS’s, to facilitate the coordination of experts, as well as the internal hiring processes of external consultants. – A peer review mechanism structured under a model that determines clear timing and methodologies is suggested. Its objective is to respect the development stages of the products, and facilitate access to high-level expertise in a more ample manner rather than the one currently in used. |
| <p>Define a global positioning and external communication strategy considering the existing opportunities</p> | <ul style="list-style-type: none"> – Make visible its mission, vision, and objectives, also its added value and main products. – Improve and enhance its website. – Showcase its products in digital spaces or events. – Disseminate the digital repository -which is already designed- and guarantee that it is widely known and accessible. – Promote the creation of networks and groups of experts from different disciplines, identify a clear and simple agenda for these groups and to follow-up its compliance. – Promote digital webinars and fora regarding specific innovative topics; disseminate their results and provide follow-up through an innovative and relevant thematic agenda within the international debate on the matter. – In alignment with its global scope, it is necessary that the CEGS elaborates its deliverables and products in English. – Disseminate and transfer knowledge in a quick, effective, and low-cost manner (through blogs, briefing papers, and webinars). – Along with the Women Count Programme, identify the demand from the National Statistical Systems (NSS) in the region and in the pathfinder countries to facilitate its global positioning under a complementary logic with the other actions developed by the Women Count Programme with the NSS. In order to achieve this, the CEGS should focus its work on completing its products, publishing and disseminating them. – Identify the main elements of a long-term gender agenda, in order to guarantee the sustainability of the initiatives promoted, and the results achieved, in a coherent manner along with global priorities. |

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| <p>Improve the planning from the revision of the Theory of Change, its results framework and its Strategic Plan for the new period</p> | <ul style="list-style-type: none"> – Definition of short-term and mid-term goals. – Clearly identify audiences and recipients of products and/or initiatives – Define scaled-up implementing stages in a logic of progressiveness when approaching different actors (national, regional, and global) – Design a device for management improvement (procedures, tools, and indicators) for the CEGS. It is required that the planning of activities regarding the products of the strategy is based on the availability of the existing resources. Also, it is required a strict follow-up of the deadline of the products, according to the timeframes and forms established in the TORs of the respective calls for applications. – It is suggested that the exercises to review and to adequate the Theory of Change is done together with UN Women, the Women Count Programme, and the CEGS. It has to be considered that UN Women is currently designing its 2021-2025 Strategic Plan, and that the Women Count Programme is planning its phase 2. |
| <p>Strengthen monitoring and accountability</p> | <ul style="list-style-type: none"> – Define clear supervision and accountability procedures: “what is documented, to whom and how”. Direct accountability should be set with the global level of UN Women. The monitoring, and the possible corrective actions should be defined at the global level, and should be approved by the EB; – Define a monitoring & evaluation system that enables having precise indicators, providing quarterly or semester follow-up (particularly during the next year); – Establish budgetary and management control tools within the CEGS, which consider a cost structure that includes all aspects involved in the achievement of the products, and that it should provide early alerts regarding possible deficits in resources. |
| <p>Implement a sustainability and resource mobilization plan</p> | <ul style="list-style-type: none"> – It is suggested to hire as soon as possible the P-4 level position to reinforce the exchange and collaboration with UN Women Headquarters, to design and implement a resource mobilization plan, and to design a future business plan which considers the development of specific on demand-projects with new actors. – It is recommended to develop/enhance a strategic alliances policy with related institutions at different levels to work collaboratively in the gender statistics area, and to jointly facilitate resource mobilization. – Develop a resource mobilization strategy in coordination with the Women Count Programme, which considers relevant products for public policies and different levels of implementation, and which is complementary to the resource mobilization strategies of the Women Count and of UN Women at national, regional, and global levels. – Promote the coordination of the CEGS with actors at different levels within its environment in the field of resource mobilization “to and from” the Centre, for example: within the framework of work relations with the National Statistical Systems. |

2 CONTEXT AND OBJECT OF THE EVALUATION

2.1 CONTEXTUAL BACKGROUND

In 1995, the Beijing Platform for Action (BPA), adopted at the Fourth World Conference on Women, recognized the importance of data and statistics to inform the design of public policies and to assess progress toward achieving gender equality. In particular, it established a commitment for government bodies, statistical offices, United Nations agencies, and research centres to ensure that statistics that reflect gender inequalities and the main problems and issues relating to women and men in society are collected, compiled, analyzed, and presented—at least by sex and age³.

Since then, significant progress has been made at a global level, establishing normative and technical standards related to the production of gender statistics. Many statistical offices now produce sex-disaggregated data, more programs exist to measure violence against women, and more countries are conducting time-use surveys⁴. However, the assessment of the BPfA 25 years after its adoption at the 64th session of the UN Commission on the Status of Women (CSW) shows both a persistent lack of data disaggregated by sex, age, location (among other factors), and weak institutional capacities for its production⁵.

Besides, gender equality and the rights of women and girls are at the heart of the 2030 Agenda and the Sustainable Development Goals (SDGs) adopted by the international community in 2015. In particular, among the 17 strategic objectives, ODS 5 "*Achieve gender equality and empower all women and girls*" refers exclusively to gender equality, which is also mainstreamed into the other 16 objectives through gender-specific targets and 54 indicators.

The implementation and monitoring of the 2030 Agenda and the SDGs, therefore, requires a strong gender-sensitive monitoring and accountability framework designed to effectively measure and document inequalities between women and men, and address cross-sectoral inequalities to ensure that no one is left behind. Within this framework, adequate gender indicators and statistics are crucial to the 2030 Agenda monitoring process, including evidence-based decision-making⁶.

Currently, out of the 54 gender-specific indicators, 12 are produced regularly and can be monitored on a regular basis (Tier 1), 29 indicators have established methodologies, their country-wide coverage is irregular (Tier 2); 9 indicators require a certain degree of conceptual design or methodological development so as to start producing data (Tier 3); and the 4 remaining indicators are classified as multi-tier. As it has been documented, gender statistics are rarely prioritized in data collection and the resources devoted to them, both at the national and international level, remain significantly inadequate⁷.

2.2 THE WOMEN COUNT PROGRAMME

To help address these challenges, UN Women launched in 2016 a Global Flagship Programme initiative "*Making Every Woman and Girl Count: Supporting the monitoring and implementation of the SDGs through better production and use of gender statistics*" (Women Count) which aims to affect a radical shift in the production, availability, accessibility and use of quality data and statistics on key aspects of gender equality and women's empowerment at a global level.

³ Beijing Declaration and Platform for Action, 1995.

⁴ UN Women Agreement INEGI, 2016. Annex A Project Document.

⁵ CSW. 2019. Review and appraisal of the implementation of the Beijing Declaration and Platform for Action and the outcomes of the twenty-third special session of the General Assembly. Available at: <https://undocs.org/E/CN.6/2020/3>.

⁶ CEGS' Strategic Plan 2018-2020.

⁷ UN Women, 2017. Making every woman and girl count. Flagship Programme Initiative on Gender Statistics: Supporting the monitoring and implementation of the SDGs through better production and use of gender statistics. Project document.

Women Count is implemented through projects at country, regional and global levels.

- **At the country level:** As a pilot initiative, between 2017 and 2021, UN Women – working closely with national statistical offices (NSOs) and in coordination with other international agencies and all relevant actors – has identified 12 “pathfinder” countries in which to develop country projects. The principal objective is to provide technical support to countries to improve the regular production and use of gender statistics⁸. Projects include: technical support to develop plans for regular monitoring of the SDGs and to customize gender-related SDG indicators to national contexts; capacity-building of national statistical systems (NSS) to improve gender data production; support the creation of national coordination mechanisms for gender statistics, and capacity-building of users so that they can analyze the data to inform policies, programs, research and advocacy.
- **Regional technical support projects:** At the regional level has a dual objective: (i) to provide direct technical and financial support to countries in their region, including both pathfinder and select non-pathfinder countries (based on demand); and (ii) to work closely with regional partners to increase statistical capacity through training, promotion of South-South cooperation and sharing of best practices.
- **Global policy support project (GPSP):** The objective of the GPSP is to oversee the implementation of all Women Count Program’s activities. Work at the global level focus on selected areas, such as global advocacy with UN and non-UN partners to better gender statistics; thus, improving the quality and comparability of data on key areas of the SDGs where UN Women has been designated as one of the responsible monitoring agencies. Through authoritative and periodic global data compilation and monitoring of gender-related SDG targets, the GPSP seek to contribute to ensure that gender statistics are used to inform policymaking and strengthen accountability for delivery on the SDGs. As part of the activities at the global level, a Gender Data Portal is developed to improve gender data communication and aid SDG monitoring from a gender perspective.

2.3 PREPARATORY PHASE AND INSTALLATION AND OPERATION PHASE OF THE GLOBAL CENTRE OF EXCELLENCE ON GENDER STATISTICS (CEGS)

In September 2016, in the framework of the launch of UN Women's gender statistics initiative, the flagship program "Making Every Woman and Girl Count", held at the side event of the LXXI session of the United Nations General Assembly, the Government of Mexico announced its decision to create a global centre of excellence on gender statistics, in order to join efforts in the fields of research, innovation, cooperation and exchange of technical experiences and contribute to the effective adaptation/contextualization, implementation and monitoring of the Sustainable Development Goals (SDGs). Thus, on November 25, 2016, UN Women and the Mexican National Institute of Statistics and Geography (INEGI) signed a collaboration agreement to implement the project called "*Preparatory Phase of the Global Centre of Excellence on Gender Statistics*" in Mexico, which established the institutional design of the Centre, hereinafter the CEGS.

It is worth mentioning that UN Women and INEGI share a long history of bilateral cooperation for mainstreaming gender in the production and analysis of national statistics with the support of the National Institute for Women (INMUJERES). Jointly, they have created a solid and strategic alliance to promote the development of gender statistics at the international, regional, and national level. This alliance was officially established in 1995 aiming at responding to the commitments made at the Fourth World Conference on Women and the Beijing Platform for Action (BPfA).

A critical step for strengthening the gender statistics alliance was the signing of a Memorandum of Understanding between UN Women, the Secretariat of Foreign Affairs, INMUJERES, and INEGI in 2014 with the purpose of establishing a cooperation framework for the production, analysis, and dissemination of gender statistics. This alliance promotes the use of gender statistics for public policy making to achieve substantial gender equality. Mexico,

⁸ The National Statistical System (NSS) is a set of organizations and statistical units of a country that jointly collect, process and disseminate official statistics on behalf of the national government. The National Statistical Office (NSO) is the main statistical agency within a national statistical system, often responsible for coordinating all official statistical activities. The goal of Women Count is to strengthen national statistical systems, working directly with national statistical offices.

with its expertise on gender statistics at the international, regional and national level, has become a key focal point for knowledge and learning on the field of gender statistics. At the regional level, in Latin America and the Caribbean, long-term collaboration between UN Women and INEGI, together with INMUJERES and ECLAC, has resulted in an accumulation and exchange of considerable expertise on gender statistics, including the organization of 19 International Meetings on Gender Statistics and 16 International Meetings of Experts on Time Use and Unpaid Work Surveys.

The project called "*Preparatory Phase of the Global Centre of Excellence on Gender Statistics*", which was developed between November 2016 and May 2017, defined the institutional design of the CEGS through the development of three main products: a) a comparative analysis document on the existing Centres of Excellence at international level, their characteristics, operation and results; b) a systematization document on trends and innovative projects on gender statistics and good practices at a global level; c) a proposal of the institutional design of the CEGS containing its mission, objectives, management team, budget and work program⁹.

In December 2017, through a new collaboration agreement between UN Women and INEGI, the CEGS was formally established in Mexico, concretizing an initiative that aims to contribute to the strategic efforts of both institutions to strengthen the generation, availability, analysis and use of internationally comparable data and statistics on key and emerging aspects for the achievement of gender equality and women's empowerment. The institutional vision of the CEGS is to position itself in the gender statistics field, being a global reference of solid prestige¹⁰.

The new Agreement established the implementation of the Project called "*Installation and Operation Phase of the first three years of the Global Centre of Excellence on Gender Statistics*", included in Annex A of the Agreement (Project Document). It should be noted that, although the mandate and objectives of the CEGS are detailed in Annex A, they are later specified and operationalized in the 2018-2020 Strategic Plan, agreed upon and approved by the Executive Board (EB) of the CEGS in April 2019, which represents the roadmap for the achievement of the objectives of the Centre.

Below is a comparative table between Annex A of the 2017 Agreement and the 2018-2020 Strategic Plan where the main areas of difference are identified:

Table 1: Comparison between the CEGS's founding documents (main differences)

| Area | Annex A "Project Document" 2017 | Strategic Plan 2018-2020 |
|-----------------------|--|--|
| Thematic areas | <p>The thematic areas proposed in the initial agreement with INEGI are:</p> <ol style="list-style-type: none"> 1. Use of information technology in conducting Time Use Surveys with a gender perspective 2. Development of tools for household satellite accounts and the measurement of domestic and unpaid care work; 3. Development of methodology for the production of statistics with a gender perspective in the framework of the SDGs; 4. Use of geospatial data for gender analysis; 5. Development of tools to promote a more effective use of gender statistics in the formulation of public policies. | <p>The thematic areas of the Strategic Plan are reduced to three:</p> <ol style="list-style-type: none"> 1. Measurement of the different forms of violence against women and girls (particularly femicide violence) 2. Measurement of unpaid domestic and care work. 3. Gender and geospatial analysis, including vital statistics. |

⁹ CEGS's Annual Report, presented to INEGI, 2017.

¹⁰ Annex A "Project Document", UN Women-INEGI cooperation agreement, 2017.

| Area | Annex A "Project Document" 2017 | Strategic Plan 2018-2020 |
|--|---|---|
| Results and programmatic approaches | Outcome 1 refers to the provision of technical assistance and training (Outcome 1) | The provision of technical assistance and training (Outcome 1) was replaced with " <i>facilitating access to technical expertise through multidisciplinary networks</i> ". |
| Organizational structure | The suggested organizational structure was made up of: a coordinator, an administrative assistant, 3 technical specialists. | The organizational structure is made up of: a coordinator, an administrative assistant, and a technical specialist. The Strategic Plan also includes the possibility to hire a P4-level technical specialist funded by the <i>Women Count</i> program. |
| Results Framework | Results framework detailed in Appendix 3 of Annex A of the Agreement | Main changes: outcome 1 and all outcome indicators. |
| Relationship to the Women Count Program | A general alignment with the Women Count Program is mentioned " <i>The work of the CEGS will be aligned, among other aspects, with the Women Count Program</i> ". | In the Strategic Plan the relationship with the Women Count Program is farther specified: " <i>The operational management and administrative supervision of the CEGS is coordinated by the CEGS's operational team under the general guidance of the UN Women representative in Mexico and the technical and programmatic guidance of the "Making Every Woman and Girl Count" flagship program team at UN Women headquarters</i> ". The strategic plan also explains that the P4 technical specialist would serve to strengthen the link with the Women Count program. |

Source: prepared by the authors according to the CEGS's founding documents

2.4 DESCRIPTION OF THE CEGS

2.4.1 Objectives, strategic and thematic priority areas of the CEGS

According to the CEGS's Strategic Plan, the overall objective of the Centre is to function as a global platform to strengthen gender statistics through collaboration, knowledge sharing, research and innovation in order to effectively contribute to the implementation and monitoring of the main international commitments on women's rights and gender equality including the CEDAW, the Beijing Platform for Action, the 2030 Agenda and the Sustainable Development Goals (SDG)¹¹.

In particular, the results framework of the Strategic Plan indicates that the **objective of the CEGS** is to help **National Statistical Systems (NSS)**¹² **mainstream gender into the production, processing, analysis, dissemination, and use of statistical information as a reference for decision making, accountability, and to monitor international agreements and goals as relates to gender equality and women's rights.**

In line with the objectives of the Women Count Programme and the agreement signed with the Government of Mexico, the CEGS's play a key role in promoting collaboration and access to technical expertise through the creation of multidisciplinary networks, knowledge generation, diffusion and sharing and innovation in new and emerging areas of gender statistics, focusing on the following three thematic areas:

¹¹ Strategic Plan, p.9.

¹² A National Statistics System is an "*articulated set of components, which in an organized and systematic manner, guarantees the production and dissemination of official statistics at the national and territorial level. Its components are the entities or organizations that integrate it, users, processes and technical instruments for coordination, policies, principles, sources of information, technological infrastructure and human talent*" (DANE, Colombia: www.dane.gov.co/index.php/sistema-estadistico-nacional-sen).

1. Measurement of different forms of violence against women and girls (particularly its most extreme femicide/femicide violence);
2. Measurement of unpaid care and domestic work;
3. Gender and geospatial analysis, including vital statistics.

In each of the thematic areas mentioned, the strategic plan specifies that the CEGS shall:

- 1. Convene networks and provide a convening space/platform to facilitate access to technical expertise and the exchange of specialized information. These networks will be made of experts in their respective fields and will lead to significant advances (access to technical expertise).**

For example, collaboration with UNDOC's Centre of Excellence on the measurement of femicide/femicide will include the organization of an expert group meeting. This work will also feed into the current work to improve administrative data by the UN Women-WHO Joint Programme on Violence Against Women data. Building on this initial collaboration, future work will be broadened to improve the measurement of crimes against women, ultimately leading to a revision of the International Classification of Crime Statistics (ICCS). Activities will include:

- Coordinate and organize global conferences (first global conference on gender equality and the measurement of unpaid care and domestic work/gender and geospatial information) including the production of conference materials and related peer-reviewed papers;
- Coordinate expert group meetings (on the measurement of femicide violence, gender and crime statistics and geospatial analysis and gender); and
- Organize periodic seminars and Webinars as well as participate in international meetings on gender statistics and related events.

- 2. Produce and disseminate materials of conferences, expert-meetings, seminars and best practices related to the three thematic priorities outlined above (knowledge hub).**

The CEGS will produce and disseminate materials of conferences, expert-meetings, seminars and best practices related to the three thematic priorities outlined above. Seminars and Webinars will also be organized periodically to help disseminate products and share knowledge. CEGS staff will also participate in international meetings on gender statistics and other related events to share information about the CEGS's work and learn from what others are doing. Activities will include:

- Prepare and disseminate briefing papers (among others: time-use, geospatial and violence against women surveys);
- Develop and maintain a digital repository including knowledge, resources, best practices and experiences on thematic priorities and emerging methodologies (GIS) on gender statistics.

- 3. Promote research and innovation through collaboration with leading institutions and researchers in its key thematic priorities (innovation lab).**

The choice of research topics will be determined by the interest and expertise of partners (e.g., collaboration to conduct research on economic empowerment, femicide/femicide and geospatial analysis with INEGI) or it could be on topics identified as a result of expert group meetings or global conferences. Activities will include:

- Commission research to compare methodologies used for time use data collection and their impact on global comparability of data as well as to investigate the methodologies used to measure indirect supervision and direct care of family members;
- Analysis of statistical and geographic information on the economic empowerment of women and femicide;
- Analysis of female morbidity and mortality using census, vital statistics and geographic information.

Outcomes and programmatic strategies are detailed below:

Table 2: CEGS's outcomes and programmatic strategies

| Outcomes | Programmatic strategies |
|--|----------------------------------|
| 1. National Statistical Systems (NSS) have improved access to technical expertise through multidisciplinary networks in order to better the production and use of gender statistics. | 1. Access to technical expertise |
| 2. National Statistical Systems (NSS) have increased access to knowledge, resources and best practices on gender statistics. | 2. Knowledge hub |
| 3. National Statistical Systems (NSS) have increased access to and use of a robust body of innovative research to strengthen production, analysis and use of gender statistics. | 3. Innovation Lab |

Source: prepared by the authors according to Annex A, Agreement UN Women INEGI; Strategic Plan 2018-2020.

Besides, the 2018-2020 Strategic Plan indicates other lines of action that the CEGS should comply with:

- **Partnerships for international cooperation**

As a key stakeholder, the partnership with INEGI at the technical level would constitute one of the building blocks of the CEGS's work. In addition, through the broader Women Count Programme, cooperation would be strengthened with pathfinder countries and regional projects. For example, methodologies developed and pioneered through the CEGS, such as gender and geospatial analysis, could be tested, validated and/or replicated in the pathfinder countries.

The CEGS would also seek strategic partnerships with key stakeholders in the international gender statistics community to build synergies, identify opportunities and develop initiatives within their thematic priorities if those are aligned with the CEGS's strategy and workplan. Partnerships could include potential alliances with organizations and donors who can contribute both financially and technically to the work of the CEGS, including national governments, UN agencies, research centres, centres of excellence, among others. These partnerships could be established as south-south, triangular and horizontal cooperation schemes (support for technical trips and exchanges; facilitate technical expertise; and/or collaboration in the organization of events and workshops).

- **Resource mobilization strategy**

According to the CEGS's Strategic Plan 2018-2020, the Centre would require regular funding per year of at least US\$700,000.00 to cover its general operations and in order to implement its programmatic activities. INEGI, as the first contributor and donor of the CEGS, provided a seed contribution of US\$1,000,000, plus a US\$300,000 in kind contribution. In addition to INEGI's contribution for the first three years of project implementation, the Women Count Programme would contribute with other financial resources, which would be used to support the operations of the CEGS, specifically towards the recruitment of the P-4 Research and Data Specialist and the commissioning of research on unpaid care and domestic work.

According to the Strategic Plan, in 2020 the CEGS would have a funding gap of US\$400,000. UN Women would explore new funding opportunities including from potential donors and strategic partners or through the Women Count Programme. In addition to the contribution of financial resources, the resource mobilization strategy would explore alternative financial mechanisms, such as:

- In-kind contributions by partner institutions, which could include the provision of services by gender statistics/gender equality experts or qualified staff; equipment, among others.
- Cost-sharing basis with national governments for the implementation of projects and other initiatives, including financing for South-South and triangular cooperation.

- iii. Parallel funds (human resources and materials) with partner institutions, especially other centres of excellence, and research and academic centres focused on knowledge production and evidence analysis.
- iv. Inter-agency collaboration for the coordination of joint activities, with an emphasis on events and publications.

- **Communication strategy**

The strategic plan mentions that an effective communication strategy is key for the successful positioning of the CEGS. A short-term and long-term communication strategy would be developed to generate awareness, increase the visibility of the work of the CEGS and position the CEGS as a global resource for data users and producers. The communication strategy would utilize different communication and dissemination tools of UN Women and INEGI to position the CEGS in the international and gender statistics community. The participation of CEGS staff in international events related to gender statistics and various emerging themes would also be prioritized to promote the work of the CEGS.

The communication strategy would have the following three objectives:

1. Position the CEGS in Mexico and increase public awareness about the CEGS;
2. Position the CEGS worldwide and increase public awareness about the CEGS within the international statistical community and related global for a;
3. Enhance and support the CEGS's resource mobilization efforts through targeted communication geared towards international partners, such as from the private sector in the Mexican and the global market.

The communication strategy would be implemented through the following communication tools: public relations, printed materials (brochures, factsheets, etcetera), mass media communication, digital platforms and events, as well as the launch of the CEGS's website, which would be the main promotional tool used to increase the visibility of and position the CEGS as a key reference for the exchanging best practices and disseminating innovative methodologies on gender statistics, accessible to data users and producers. The CEGS's website would also have a digital repository containing resources, best practices, case studies and innovations on gender statistics in selected topics. The digital repository would contribute to the process of knowledge dissemination by making the content available to both producers and users of information. In this regard, it is envisioned that the website would be an important tool to improve access to resources on gender statistics to better service the needs of National Statistics Systems, other UN entities, decision makers, academia, private sector, non- governmental organizations, among others.

2.4.2 CEGS's governance structure

According to its Strategic Plan, the CEGS has a governance structure oriented towards efficiency and the simplification of decision-making processes, strategic guidance and its operations. This structure is flexible and can be modified as the CEGS evolves over time. The CEGS has an **Executive Board (EB)** and a **Technical Advisory Board (TAB)**.

The CEGS staff serve as the Secretariat to the Executive Board and the Technical Advisory Board. As the secretariat, the CEGS staff:

- organize and participate in the meetings of the two bodies;
- document the meeting proceedings through the preparation of meeting reports as well as regularly supervise the progress and results of the work programme;
- exchange information and points of view about any issue that may impact the CEGS's actions and responsibilities, including good practices and lessons learned regarding its direction, operation and administration.

The Executive Board is the oversight body of the CEGS. As of March 2019, the Board is composed of senior representatives from UN Women and INEGI with both decision-making power and technical authority on gender statistics. The main functions of the Executive Board are the following:

- Establish appropriate mechanisms to promote and maintain an efficient and effective system for delivering the CEGS's programme strategies;
- Formulate policies on all matters relating to statistical operations of the CEGS;
- Review and approve the terms of reference of the governance mechanisms;
- Approve the members of the Technical Advisory Board;
- Approve the programmatic work plan, budget and projects of the CEGS that will be implemented by UN Women as the operational coordinating body;
- Prescribe appropriate frameworks for the effective and well-coordinated delivery of the CEGS's strategies;
- Determine executive measures to enhance the efficiency of the CEGS's programme, including the CEGS's governance mechanisms and the Technical Advisory Board;
- Monitor the compliance to and assess the quality of delivery of the programmatic work plan;
- Discuss and approve any other initiative, which was not included in the workplan, including those arising from new demands, taking into account the likely impact on the existing workplan and capacities of the centre;
- Review the annual reports of the CEGS and provide recommendations;
- Define and approve the modalities for the participation of new partners in the Executive Board;
- Represent the CEGS at high-level events, as appropriate.

The Executive Board meets annually, with the possibility of organizing additional virtual ad-hoc meetings as needed. All decisions of the Executive Board will be made by consensus.

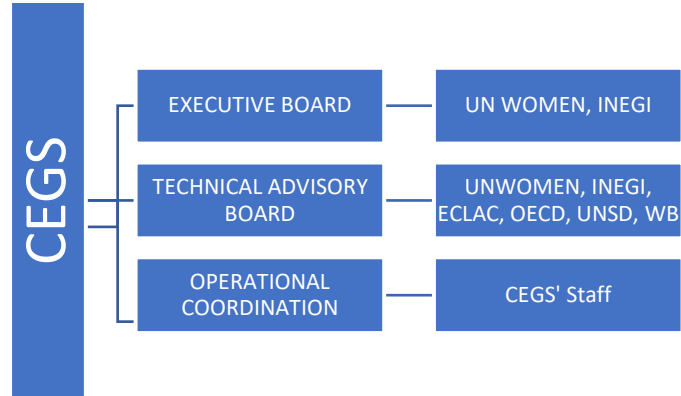
The Technical Advisory Board (TAB) is the governance body that provides technical advice, provides feedback and inputs to the CEGS's work programme. The main functions of the Technical Advisory Board are as follows, to:

- Serve as a forum for the exchange of technical views and expertise to provide advice to implement the CEGS workplan;
- Ensure the relevance and appropriateness of the CEGS's programmatic work;
- Recommend to the Executive Board technical and concrete recommendations as well as appropriate measures for the effective and well-coordinated delivery of the CEGS's strategies;
- Provide general input, specific recommendations and comments on the CEGS's work for the consideration of the Executive Board;
- Promote the CEGS at the international and regional level, providing support for the creation establishment of new partnerships and cooperation as well as synergy-building with other initiatives;

Following the first meeting of the Executive Board in September 2018, it was agreed that the TAB will have four permanent members, in addition to UN Women and INEGI. The following entities and organizations were selected:

- UN Economic Commission for Latin America and the Caribbean (ECLAC), as representative of UN Regional Commissions;
- Organization for Economic Co-operation and Development (OECD);
- United Nations Statistics Division; and
- World Bank

Figure 1: CEGS's governance structure



Source: prepared by the authors based on the diagram proposed in the Agreement between UN Women and INEGI for the installation phase of the CEGS.

The CEGS is managed by UN Women in compliance with UN Women's rules, regulations, procedures and internal policies. This model builds on the successful experience of the UNODC-INEGI Centre of Excellence for Statistical Information on Government, Crime, Victimization and Justice.

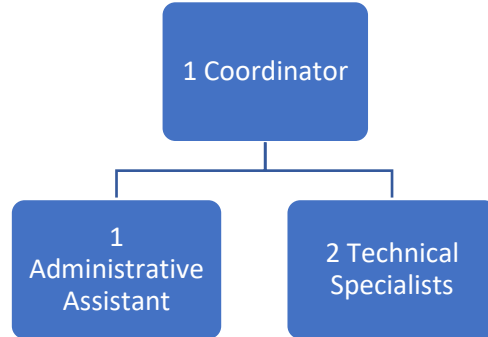
In order to achieve the results stated in the Strategic Plan, activities are implemented through different modalities used by UN Women. UN Women identifies responsible parties to assist as needed in carrying out activities based on written agreement or contract. These partners are directly accountable to UN Women in accordance with the terms of their agreement or contract with UN Women.

The operational management and administrative oversight are coordinated by the Operational Coordination Team under the overall guidance of UN Women's country representative in Mexico and under the technical and programmatic guidance of the *Women Count* team in Headquarters.

As for the employees of UN Women, the approval of the personnel profiles, as well as the selection and hiring of the Coordinator and other personnel of the CEGS is carried out based on the established processes and procedures of UN Women, in consultation with INEGI.

For its operations in this initial phase (2017-2020), the CEGS adopts a structure that covers the coordination, technical and administration areas. The staff of the CEGS are responsible for the overall implementation of the CEGS workplan and for the implementation of activities and/or the execution of projects, UN Women may contract external consultants or procure services from vendors, when needed.

Figure 2: Current organization chart of the CEGS



Source: prepared by the authors based on information provided during the evaluation process.

2.4.3 The CEGS's Theory of Change

The objective of the Theory of Change (ToC) is that **National Statistics Systems** mainstream gender into the production, processing, analysis, dissemination, and use of statistical information as a reference for decision making, accountability, and to monitor international agreements and goals as relates to gender equality and women's rights.

The ToC is described as follows:

- IF (i) National Statistics Systems and other stakeholders have improved access to technical expertise through **multidisciplinary networks**;
- and IF (ii) National Statistical Systems have increased **access to knowledge, resources and best practices and experiences on gender statistics**;
- and IF (iii) National Statistical Systems (NSS) have increase access to a robust body of **innovative research** to strengthen production, analysis and use of gender statistics;

THEN

- (iv) the enabling conditions to **accelerate gender mainstreaming** into the production, analysis, and effective use of data and statistics will exist;
- which (v) **will improve the production and use of gender statistics** to inform the implementation of the SDGs;

BECAUSE

- (vi) the **emerging needs and structural challenges** faced by gender data producers and data users to produce, process, analyse, disseminate, and use timely, regular, reliable, and comparable gender statistics will be addressed.

The assumptions of the ToC are the following:

- (i) The calculation and monitoring of SDGs provide a favorable global framework that helps National Statistics Systems to improve the production, analysis, and use of gender statistics. General interest to

- have National Statistics Offices with improved technical and institutional capacity to implement south-south, horizontal and triangular cooperation initiatives.
- (ii) Need to concentrate cumulative knowledge on selected gender- statistics related topics in one single platform. Clear collaboration opportunities at the global, regional and national levels. Interest of producers and users to exchange information, learning paths and best practices on key and emerging issues.
 - (iii) Will of countries to try new methodologies and standards. Interest of the international community in the development and results of innovations on emerging issues. Interest of potential partners in the development of research on and analysis of cutting-edge topics.

It should be specified that, according to the ToC and the results framework (detailed in the next paragraph), the main stakeholders and beneficiaries of the CEGS's initiatives are the National Statistical Systems (NSS).

2.4.4 The CEGS's Results Framework

The results framework of the CEGS was defined by common agreement among the CEGS's staff, UN Women Mexico, INEGI and the Women Count Program.

It should be noted that most of the indicators in the results framework do not include a target value. There are also activities that even though they are specific to the CEGS's management, they are included among the activities related to the achievement of the three outputs and outcomes, namely activities 1.1.7, 2.1.7, 3.1.4.

Table 3: CEGS's Results framework and Indicators

| GOAL | | National Statistics Systems mainstream gender into the production, processing, analysis, dissemination, and use of statistical information as a reference for decision making, accountability, and to monitor international agreements and goals as relates to gender equality and women's rights. | |
|----------------------|---|---|---|
| Outcomes and outputs | | Indicators | Activities |
| Outcome 1 | National Statistical Systems (NSS) have improved access to technical expertise through multidisciplinary networks to improve the production and use of gender statistics. | <p>Number of producers (including NSOs) and users of gender statistics have increased access to technical expertise through multidisciplinary networks of experts, global conferences and seminars on Gender Statistics.</p> <p>Baseline 2018: TBC</p> <p>Milestone 2019: TBC</p> <p>Target 2020: TBC</p> | |
| Output 1.1 | Access to technical expertise through multidisciplinary networks of experts is facilitated. (Access to technical expertise). | <p>Indicator 1.1.a Number of global conferences, seminars and webinars on Gender statistics organised by UN Women.</p> <p>Baseline 2018: 1</p> <p>Milestone 2019: TBC</p> <p>Target 2020: TBC</p> <p>Indicator 1.1.b Number of expert groups/networks created.</p> <p>Baseline 2018: 0</p> <p>Milestone 2019: TBC</p> <p>Target 2020: 3</p> | <p>1.1.1 To organise the First Global Conference on Gender Equality and the Measurement of Unpaid Care and Domestic Work.</p> <p>1.1.2 To organise with the Centre of Excellence of UNODC, an Expert Group Meeting (EGM) on the measurement of femicide violence in the framework of the ICCS (International Classification of Crime Statistics).</p> <p>1.1.3 To convene a global expert network meeting on gender statistics and GIS (Geospatial Information Systems).</p> <p>1.1.4 To organise the First Global Conference on Gender Statistics and GIS.</p> <p>1.1.5 To organise periodic seminars and webinars as well as participate in international meetings on gender statistics and related events.</p> |

| | | | |
|------------------|---|---|---|
| | | <p>Indicator 1.1.c Number of meetings of the CEGS governance structures</p> <p>Baseline 2018: 1</p> <p>Milestone 2019: TBC</p> <p>Target 2020: TBC</p> | <p>1.1.6 To establish the CEGS governance structure including an oversight body (Executive Board) and a technical body (Technical Advisory Board).</p> <p>1.1.7 To manage the salary of the CEGS Staff (Coordinator, Research and Data specialist, Technical specialist and Administrative assistant).</p> |
| Outcome 2 | National Statistical Systems (NSS) have increased access to knowledge, resources and best practices on gender statistics. | <p>Number of downloads from the digital repository of UN Women's resources, best practices and experiences on new and emerging issues on gender statistics.</p> <p>Baseline 2018: 0</p> <p>Milestone 2019: TBC</p> <p>Target 2020: TBC</p> | |
| Output 2.1 | Knowledge, resources, best practices and experiences on emerging issues on gender statistics are documented and available, including through the creation of a global repository. (Knowledge hub) | <p>Indicator 2.1. Number of conference materials /documents / briefing papers</p> <p>Baseline in year 2018: 0</p> <p>Target in 2019, Value: 4</p> <p>Baseline in year 2019: 4</p> <p>Target in 2020, Value: 7</p> | <p>2.1.1 To prepare and disseminate briefing papers from the First Global Conference on Gender Equality and the Measurement of Unpaid Care and Domestic Work.</p> <p>2.1.2 To prepare and disseminate briefing papers with results/findings of the EGM on the measurement of femicide violence.</p> <p>2.1.3 To prepare and disseminate briefing papers with results/findings of the EGM on Geospatial Analysis and the First Global Conference on Gender and GIS.</p> <p>2.1.4 To develop and maintain a digital repository that is going to include knowledge, resources, best practices and experiences on thematic priorities and emerging methodologies (GIS) on gender statistics.</p> <p>2.1.5 To develop a partnership and resource mobilization strategy for the CEGS.</p> |

| | | | |
|------------------|--|--|--|
| | | | 2.1.6 To develop a communication strategy for the CEGS to disseminate the knowledge and programmatic actions. |
| | | | 2.1.7 Direct Management Costs (DPMC) |
| Outcome 3 | National Statistical Systems (NSS) have increased access to and use of a robust body of innovative research to strengthen production, analysis and use of gender statistics. | Number of citations of the new and emerging research products developed by UN Women on time use, economic empowerment of women and femicide and vital statistics. Baseline 2018: 0 Milestone 2019: TBC Target 2020: TBC | |
| Output 3.1 | Research and innovation on new and emerging issues on gender statistics is produced. (Innovation Lab) | Indicator 3.1 a. Number of new and emerging research products developed by UN Women on time use, economic empowerment of women and femicide and vital statistics. Baseline 2018: 0 Target 2019: 4 Indicator 3.1b. CEGS has a roster of Experts of innovative research and good practices on gender statistics and GIS. Target 2019: Yes Baseline 2018: No | 3.1.1 To commission research to compare methodologies used for time use data collection and their impact on global comparability of data as well as to investigate the methodologies used to measure indirect supervision and direct care of family members. |
| | | | 3.1.2 To analyse statistical and geographic information on the economic empowerment of women and femicide. |
| | | | 3.1.3 To analyse vital statistics on female morbidity and mortality, using census, vital statistics and geographic information. |
| | | | 3.1.4 To provide programme oversight, management, quality assurance and technical support. |

Source: Results framework and main indicators of the CEGS Strategic Plan 2018-2020

3 EVALUATION PROCESS

3.1 OBJECTIVES AND SCOPE OF THE EVALUATION

The evaluation exercise was undertaken when the installation of the Global Centre of Excellence on Gender Statistics (CEGS), and when its Strategic Plan 2018-2020 were being finalized. It was an important evaluation for the UN Women Office in Mexico, and for the regional and global levels of the Organization. The evaluation proposed to elaborate key inputs for the second operational phase of the CEGS to define its new Strategic Plan, and to negotiate a new agreement with the National Institute of Statistics and Geography (INEGI), and other possible donors.

The main purpose was to evaluate the progress achieved according to the mission and objectives established in: (i) 2018-2020 Strategic Plan of the CEGS and, (ii) according to the thematic priorities, and the programmatic strategies included in Annex A of the Agreement signed between UN Women and INEGI for the installation phase of the CEGS in 2017. According to the Terms of Reference (TORs), the evaluation of the activities and results was made following the results framework included in the 2018-2020 Strategic Plan.

The evaluation process covered the CEGS's activity period from January 2018 to October 2020.

The ToR established by UN Women identified 4 specific objectives for the evaluation:

1. Evaluate the CEGS's institutional design, its efficiency and effectiveness to achieve results, to build capacities, and to the generation of knowledge and networks.
2. Document findings, good practices, and lessons learned to inform and strengthen the policy and programming of UN Women.
3. Identify enabling and limiting factors that contribute to the improvement, and formulation of the sustainability strategy of the Centre.
4. Establish -if needed- some emerging topics that will allow to continue with the plan's implementation in the following years.

The evaluation reviewed the compliance of all the aspects related to the results, products, and activities which were established in the 2018-2020 Strategic Plan. Also, it reviewed the development level of the CEGS'S three strategic areas, topics, their interaction, and complementarity -following its different implementation levels.

3.2 MANAGEMENT OF THE EVALUATION

The CEGS's Team in UN Women Mexico coordinated the evaluation along with an external and independent Consultant firm "*Inclusion and Equality*". This process had a management group formed by the UN Women Representative in Mexico, the UN Women Programme Specialist, the CEGS's Technical Coordinator and the CEGS' Technical Specialist, the UN Women Mexico Technical Specialist on Implementation, Monitoring & Evaluation, the UN Women Mexico Specialist on Statistics & Knowledge Management, and the Evaluation Specialist from the Regional Office.

The management group members provided technical inputs, helped to have access to key documents and key informants, provided feedback on the initial and final reports, and assured its quality. Particularly, two meetings were held with the management group: the first to discuss preliminary findings, and the second to analyze together the final findings¹³.

Also, the evaluation process had a group of reference. Its objective was to facilitate the participation of the main interested stakeholders on the design and scope of the evaluation; to respond to different information needs; to guarantee quality along the process; and to disseminate its results, ensuring an efficient and participative process. The

¹³ The first meeting took place on November 12, 2020. The second meeting took place on December 3, 2020.

group of reference was formed by the UN Women Mexico Representative, the Chief of Gender Statistics and Coordinator of the Women Count Programme, the President of INEGI, the Coordinator of the General Directorate of Socio-demographic Statistics of INEGI, and the President of the Mexican National Institute of Women (INMUJERES). During the evaluation process there was no exchange with the group of reference, as such, but only as key informants, on an individual basis. Instead, during the final phase a presentation session took place on December 10, 2020, where the main conclusions and recommendations of the evaluation were presented to the members of this group¹⁴.

3.3 MAIN USERS AND USE OF THE EVALUATION

The main users of this evaluation include actors from different levels:

- National level: UN Women Mexico, INEGI, INMUJERES, CEGS's local partners and collaborators;
- Regional level: UN Women Regional Office, Economic Commission for Latin America and the Caribbean (ECLAC), and other UN Women Regional Offices;
- Global level: UN Women Headquarters (Statistics, Policy and Programme Areas), members of the Technical Advisory Board (TAB), and members of the Steering Committee from the Women Count Programme;
- Possible donors;

It is expected that the evaluation's conclusions, lessons learned, good practices, and recommendations will contribute not only to assess the results achieved by the Centre in the promotion and strengthening of gender statistics, but also, they will be used as a key input to contribute to the definition of the Centre's sustainability strategy regarding its new strategic plan for the next years.

4 EVALUATION CRITERIA

In accordance with the TORs the evaluation used the following evaluation and analysis criteria, established by the Organization for Economic Cooperation and Development – Development Assistance Committee (OECD-DAC)¹⁵:

- **Relevance:** Evaluate if the expected results and the implementation strategies are coherent with UN Women's strategic objectives, with the Women Count Programme, and with the needs related to gender and women human rights' statistics at a global level.
- **Effectiveness:** Determine the level of progress towards the achievement of objectives/results, and the compliance level of the performance indicators included in the Strategic Plan of the CEGS.
- **Efficiency:** Evaluate to what extent the products and/or results were reached with appropriate human, and economic resources. The management and governance model established for the CEGS, as well as its efficiency in terms of performance were analyzed.
- **Sustainability:** Evaluate if strategies and mechanisms have been implemented to guarantee the sustainability of the CEGS's results. Particularly, if synergies with other UN Women relevant projects or with other organizations were created, and if there were initiatives to guarantee its sustainability.
- **Human Rights and Gender Approach incorporation:** in order to take advantage of the existing synergies between these two concepts which reinforce each other, and that gender equality is in itself a human right and a development dimension, it was examined the degree in which the CEGS bases its programming on human rights, and how it mainstreams gender equality and non-discrimination within its different action levels. On this regard it was analyzed how the CEGS contributes to advancing on gender equality and human rights in accordance with its mandate by promoting non-discrimination and the inclusion of women's human rights topics agenda within its objectives, and in its internal processes with partners and allies.

It is important to underscore **that in this stage of the evaluation the impact criterion was not considered as such**. However, it was proposed to systematize useful information for decision-making, and to elaborate recommendations

¹⁴ The presentation in PPT format that was prepared for the Reference Group is attached as Annex 10.8.

¹⁵ OECD-DAC Evaluation criteria: <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

to introduce improvements on its implementation. Therefore, to prepare the evaluation of its impact once the current Strategic Plan concludes. The detailed Evaluation Matrix that guided the complete evaluation process can be found in Annex 10.1.

5 METHODOLOGY AND LIMITATIONS

5.1 METHODOLOGICAL APPROACHES

The evaluation has been a transparent, and participative process. Inputs from all the main interested parties (executors, partners, allies, and donor) were sought through this process. A mixed approach was used, it contemplated quantitative and qualitative techniques of information collection and analysis. Information collected through document review, the online survey, and individual and group interviews was triangulated on an ongoing basis throughout the evaluation process.

The evaluation had a *summative* character. Namely, it was oriented to evaluate the CEGS's work results in accordance with its mandate, and its Strategic Plan considering the Theory of Change that was developed for the programme. An organizational approach based on results- management was used to determine the Centre's institutional design effectiveness and efficiency to comply with its objectives, capacity development, knowledge generation, and network creation.

In order to inform and strengthen the policy and programming of UN Women and its future decision-making to define the CEGS's new strategic plan, the evaluation team used a *formative/prospective* approach: the team identified the main good practices and lessons learned and proposed viable short and medium-term recommendations for the future.

From a *gender and human rights perspective*, it was intended to integrate these principles in all the stages of the evaluation. Participation and consultations with persons from different institutions, expertise, and visions were promoted. To this end, in addition to semi-structured individual interviews, an online survey addressed to 135 contacts was proposed and implemented to safeguard the voices of all actors involved from the widest possible perspective as a way to encourage collaboration among participants, managers, evaluators and other stakeholders¹⁶.

Also, in accordance with the instructions provided by the United Nations Evaluation Group (UNEG), the proposal of the evaluation is to feed the management and decision-making processes by providing information to the planning, programming, budget, execution, and reporting cycles. Its objective has been to improve the institutional relevance and the achievement of results; to support accountability; and to contribute to the generation of knowledge and to organizational learning.

5.2 DATA COLLECTION TECHNIQUES

The methodology was based on the following data collection techniques:

- **Documentary review**

The evaluation team reviewed and analyzed the set of information provided by the counterpart, nearly **160 documents**, in accordance with the criteria and questions included in the evaluation matrix. The main reviewed documents included: foundational documents of the CEGS; programmatic and strategic documents; annual reports; mid-term reports the CEGS sent to the Women Count Programme; knowledge products that resulted from the

¹⁶ United Nations Evaluation Group (UNEG): <http://www.unevaluation.org/document/detail/1914>; UN Women 2015. How to manage evaluations with a gender approach. Available at: <https://www.unwomen.org/-/media/headquarters/attachments/sections/library/publications/2015/un-women-evaluation-handbook-es.pdf?la=es&vs=1738>

individual consultants hired by the Centre; annual aggregated financial reports; and available administrative information. For further details please consult Annex 10.5.

- **Interviews with key informants**

A total of 35 key informants were interviewed through individual and group interviews. They were selected through an intentional and non-probability sampling in agreement with the CEGS's staff and UN Women Mexico's staff. The selection of the key informants was made by identifying those actors whose role, position and experience could provide them with access to relevant information and knowledge regarding the object of the evaluation. These key informants provided inputs regarding each one of the selected criteria in the methodology. Four (4) groups of actors were identified (please consult Annex 10.2).

1. Actors directly involved with the daily work of the CEGS;
2. Actors that belong to the governance mechanism of the CEGS (members of the EB and the TAB);
3. Actors that collaborate with the work carried out by the CEGS (partners, and consultants);
4. Actors that coordinate with the CEGS at different levels.

| 1) Actors directly involved with the daily work of the CEGS | 2) Actors that belong to the governance mechanism of the CEGS | 3) Actors that collaborate with the work carried out by the CEGS (partners, and consultants) | 4) Actors that coordinate with the CEGS at different levels | TOTAL |
|---|---|--|---|-------------------------|
| 9 | 9 | 7 | 10 | 35 (8 men and 27 women) |

The evaluation team carried out all the individual and group interviews using the Zoom platform. A basic interview protocol was prepared¹⁷. It included questions related to the evaluation macro areas of interest -initial context and expectations, current situation and results, strengths and capacities, efficiency, sustainability, and recommendations-. Each interview was previously prepared by adapting the set of questions for each actor involved to deepen in specific topics of interest, and to triangulate key information. The interviews lasted from 40 to 60 minutes -depending on the availability of the interviewed persons, and their involvement with the work of the CEGS. The two focus groups were conducted in small groups of 3 persons and lasted 90 minutes.

- **Online survey**

An online survey in English and Spanish was designed. It was targeted to 135 contacts provided by the CEGS following an intentional non-probability sampling. Among the contacts that received the survey could be highlighted: UN Women, other United Nations agencies, international organizations, mechanisms for the advancement of women (MAM), National Statistical Systems, and universities. **A total of 37 responses were received (27% of response rate)**. The survey had a double objective: to identify the knowledge level regarding the work carried out by the CEGS, and to collect information from users and producers of statistics in order to identify their main needs, as well emerging challenges and topics which could enrich the recommendations for the future programming of the Centre¹⁸. The following table describes the types of the institutions that answered the survey¹⁹:

¹⁷ Guidelines for interviews are included in Annex 10.3

¹⁸ The online survey guidelines are included in Annex 10.4, and the list of the institutions that replied is included in Annex 10.7.

¹⁹ It is important to note that 37 institutions responded the questionnaire. Out of 37, 22 of these institutions are located in Mexico, while only 3 of them do not belong to the region of Latin American and the Caribbean.

| Number of answers | National Statistical Systems | UN Women | Mechanisms for the Advancement of Women | Other United Nations Agencies | Universities |
|-------------------|------------------------------|----------|---|-------------------------------|--------------|
| 37 | 13 | 13 | 3 | 4 | 4 |

5.3 INFORMATION ANALYSIS AND VALIDATION

The analysis involved the categorization of the collected information. It was made following the objectives of the evaluation, the main analysis criteria, and related questions. Particularly, information was analyzed according to the CEGS's mandated, the proposed results within its Strategic Plan, the factors that influence its success in each programmatic area, and according to each criterion. The quantitative information was categorized according with the questions of the survey to organize, cluster, and triangulate the collected information following the proposed objectives. Therefore, by establishing evidence that allowed strengthening the evaluative judgements.

Different types and levels of information analysis were used:

- The descriptive analysis was used to understand the context under which the initiative was developed.
- Through the content analysis, documents and notes of the interviews were analyzed to identify common trends, divergent points of view, and opposite trends. In a summative and formative evaluation, the trends set up the raw material to elaborate the preliminary observations. Afterwards, these were refined to feed the evaluation's lessons learned and conclusions.
- The bivariate or multivariate quantitative analysis was used to interpret the online survey quantitative data. Also, it was used to identify concepts and perceptions that were common or that were expressed by the majority of the respondents.
- The comparative analysis was used to examine the results between the different programmatic and thematic areas. Common guidelines and differences were found and helped to identify good practices and lessons learned. This type of analysis was used during the complete process to examine secondary information, and the data of the interviews.
- Finally, a comprehensive analysis was used to have an overall view of the results of the implementation of the CEGS's Strategic Plan. Particular attention was given to a coherent response to the questions of the evaluation and their links with the context analysis.

In order to improve the quality of the analysis and to control the validity and reliability of the information, triangulation was used both during data collection and analysis. Therefore, the collected information from different actors and documents was compared to make a further reliable evidence. It was corroborated if many versions coincided, or if points of view were divergent. The understanding and interpretation of these results were decisive guidelines for the orientation of the findings, conclusions, and recommendations (please see the "Coherence Matrix", in Annex 10.6).

Also, the preliminary findings were presented to the management group, which also reviewed the draft report, and whose comments and suggestions were included in the final version of the evaluation. The main conclusions and recommendations of the final report were also presented to the management and reference groups enabling the subsequent validation of its results.

5.4 MITIGATION AND LIMITATION MEASURES

Some limitations within the evaluative process were found. These were related to:

- 1) **The context of the COVID-19 pandemic** has affected the possibility to carry out in situ interviews and focus groups. However, the virtual modality has allowed to effectively comply with the proposed interviews in the agenda.

- 2) **Availability of aggregated financial information.** There was no access to the breakdown of financial information per macro area or item for 2018, 2019 and 2020. This hindered the analysis of the efficiency of the CEGS according to the expenditures' planning and distribution per programmatic areas and per year. Alternatively, with the available information a matrix of the expenditures was made. The information was completed through specific interviews.
- 3) **The diversity of the sampling of the key informants was limited.** The CEGS team provided a list of key informants. It mainly included UN Women members: UN Women Mexico (10), UN Women Regional Office (4), UN Women Headquarters (4), and UN Women Colombia (2). Therefore, the evaluation team proposed to broaden the sample through the implementation of an online survey to gather opinions and perceptions of other institutions such as: National Statistical Systems, Mechanisms for the advancement of women, Universities, United Nations agencies, and other international organizations. It is important to note that another limitation remained within the geographical representation of the key informants - whose majority is from the Latin America region.
- 4) **There is not enough data related to the follow-up of the results framework.** The absence of an attributed value to performance indicators (outcome), and to some output indicators has affected the results compliance analysis. Therefore, during the analysis phase, qualitative elements were strengthened rather than the quantitative data.

5.5 ETHICAL CONSIDERATIONS

The protocols of the individual and group interviews, as well as the online survey form, included information regarding the voluntary nature of participation in the process, informed consent, and data confidentiality -in accordance with the procedures established by UNEG for this type of evaluations.

The collected information was saved in an absolutely reserved manner in a shared server. The server was shared amongst the evaluators that were external and independent from the process. Once the evaluation process is concluded the sensitive information related to the key informants will be permanently deleted.

6 FINDINGS

6.1 PERTINENCE/RELEVANCE

Finding 1

Within the gender statistics field there is alignment with the mandates and the legal national and international frameworks in the period. Also, with the priorities and orientations of UN Women and INEGI. (Question 1)

Since its origins, the CEGS has been consolidating a longstanding strategic alliance between INEGI and UN Women Mexico. Since the first World Conference on Women (1975) recommendations and mandates of several initiatives were globally promoted, which were related to gender statistics and indicators. For the case of the region of Latin America, this resulted in the development – for more than 20 consecutive years- of the International Meetings on Gender Statistics²⁰, based in the Mexican city of Aguascalientes. These meetings have become an obligated reference for institutions that produce statistics and for those who use them in Latin America, the Caribbean, and in other places of the world.

Since then, the relation between INEGI and the United Nations entity for the advancement of women -back then UNIFEM, currently UN Women- has been built and deepened in relation with these topics. In this regard, it was not possible to place the original motivation within the creation of CEGS outside of this favorable context – from the interinstitutional alliances point of view, and from the set of specific recommendations of the International Conferences to advance on the development of gender statistics. This is also collected within INEGI’s own mandate which develops a set of initiatives towards this direction over the years.

Also, it is important to consider that the CEGS institutional design proposal emerged from the conceptual definition of the Centres of Excellence, which was established at the High-Level United Nations Conference on South-South Cooperation (2009). Later, it was used as well by the United Nations General Assembly in 64/222(2010) resolution. Moreover, it was strengthened, by the High-Level United Nations South-South Cooperation Committee when the progress in the implementation of the Buenos Aires Plan (2012) was reviewed.

It is established on those documents that a Centre of Excellence is a platform that:

“... facilitates the exchange of experiences and good practices; focuses in one or many thematic strategic areas; carries out research to determine what works or not on development policies; documents solutions, elaborates documents and recommendations regarding public policy; supports knowledge strategies from networks; and facilitates dialogue regarding topics of public policies”.

The work of the Centre is aligned as well with global consensus on gender statistics derived from the United Nations Statistical Commission, and the Commission on the Status of Women (CSW). Also, it is aligned with the Inter-institutional and Experts Group agreements on the SDG’s indicators, and of the Inter-Agency and Experts Gender Group.

Therefore, the relevance of establishing a new institutionalism in UN Women that complies with these mandates is supported by INEGI. It is a natural result to continue advancing from an institutional perspective in the field of gender statistics, but now with a global scope and vocation.

The understanding of this set of initial facts allows to inform how UN Women has sought to design and implement its priority work: through institutional alliances at different levels in relation to gender statistics.

²⁰ Since the 1st meeting until the 21st meeting (that took place in 2020), representatives from 48 countries in the world have participated. Some of them do not belong to the region. The representative that has participated on more occasions has been the United States (16 occasions), and Spain (in 4 editions). 22 National Statistical Systems and 14 MAMS in the region have participated. The National Statistical Systems of those countries outside the region such as Spain, Italy, and Ghana have contributed to these meetings. From 2014 to 2018 a total of 117 thematic sessions, and 561 lectures have been presented. The topics with more lectures have been: a) paid work, unpaid work and time-use; b) The experiences of gender statistics incorporation within the countries of the region; c) Violence against women; d) Indigenous and Afro-descendant population; and e) Sustainability Development Goals (SDGs).

Amongst the mentioned factors within CEGS's foundation moment, it is important to highlight:

- A paradoxical global context regarding gender statistics in the world: the recognition that there are gaps on the creation and availability of data disaggregated by gender, and on the gender statistics and indicators. Also, there are limited resources to advance the measurement of problems that will allow equality analysis and public policies development.
- The process opened by the 2030 Agenda for the sustainable development, and the opportunity to comprehensively work on gender topics within the set of SDGs.
- The development -with different levels of intensity- of gender topics in the National Statistical Systems of the countries.
- The progressive advancement by the different UN agencies on determined topics related to gender statistics.
- A framework of previous alliances between INEGI and UN Women that allow and facilitate the development of the CEGS Initiative.
- The increasing importance of the private sector as a fundamental actor in the innovative processes in the statistics field in a context that expands towards open data and big data.

Finding 2

The relevance of the main objectives of the CEGS is recognized, as well its potential in the strategic spheres of gender statistics. However, the CEGS has little visibility at a global level, and actors do not have clarity regarding its role and contribution to gender statistics (Questions 2 and 6).

In spite the validity of the reasons that originated the CEGS is recognized, particularly regarding its global vocation, there is a tension on this aspect when concrete implementation of the initiatives take place, due to its difficulties - during these three years- to detach from national and regional referents. This has limited its scope and the expression of its vocation and interest in the global scenario.

The revision of the secondary information that was triangulated with the primary data collected has revealed substantial differences when identifying the CEGS's added value.

Although there was a clear approach in the Agreement signed in 2017 between UN Women and INEGI regarding the added value of the Centre, the implementation of the first phase and the consultation with key actors do not allow to confirm this initial idea, it reveals instead different perceptions on this point. As a matter of fact, some of the interviewed persons were not able to clearly identify it. The challenge faced by multiple actors when identifying the role and contribution of the Centre to gender statistics at the global level can be added. Also, the revision of the implemented activities and elaborated products does not seem to belong to a strategy and to a design oriented towards global visibility and positioning. Moreover, in some cases documents have not entered yet to the dissemination phase. Therefore, they have not contributed to the global visibility and debate, and the website includes limited information. The list of contacts provided for the survey confirms this. A remarkably high number of persons in the Spanish-language list are from Mexico (and from UN Women); instead, the English-language list included 19 contacts, and only 3 of these contacts answered the survey.

The expectations, objectives, and goals of the CEGS to position itself as a technical assistance provider for the national statistical systems, as well as a global platform in the gender statistics field were extremely ambitious, due to the necessary timing required to install the institution, and the technical capacities and available resources. Since the first agreement between UN Women and INEGI in 2016 an extremely demanding design is revealed. In 2017, it was confirmed again and expanded with the mission to support the national statistical systems to improve the creation, analysis, and use of statistics with a gender perspective. A vision in which "the CEGS is a positioned institution, with solid prestige, and a global referent in gender statistics" was established²¹. Based on this mission and vision, one of the planned objectives was to position the Centre's leadership before the international community, also, to design and implement an effective communication strategy, an alliances and resource mobilization strategy, and to explore external financial mechanisms.

²¹ UN Women-INEGI Agreement. November 2017.

It is evident that this ambitious design was not completed since the implementation process and the evaluation were not able to find clear evidence about the CEGS's global positioning, as well as its concrete contribution to global gender statistics.

On the other hand, in the case of Latin America there is a substantial progress regarding gender statistics before the arrival of the CEGS, which implies a collaborative work and linkage of efforts and resources of various agencies from the United Nations System, including national statistical systems in various countries of the region. Therefore, some of the CEGS's initiatives thematically overlap with the mandates and actions of other institutions. This situation must be considered when identifying a niche of expertise beyond the region, and when establishing a policy of alliance and positioning, playing a facilitator role in the region rather than a leading one.

Finding 3

The challenges regarding resource mobilization for gender statistics -also related to budgetary costs from the majority of the countries of the region, including Mexico, the CEGS's main donor – and due to current complexity to broaden the cooperation framework, were not adequately considered in the planning and implementation phases. In this context, the Centre has preferred more complex, academic, and high-cost initiatives. (Questions 3 and 5).

The CEGS is born with an overly ambitious planning and design since its preparatory phase with the 2016 Agreement. There is an accumulated delay in this first preparatory phase; initially it was expected the launch would take place in April 2017, but it was postponed until September 2018. This brings about the first challenges. However, the 2017 Agreement confirms the overly ambitious planning when constructing the Theory of Change. This theory underscored strengthening the national statistical systems through direct technical support, knowledge and innovation management, including the development of statistical projects in different thematic areas as well.

Parallely, the Agreement warns regarding the importance to guarantee early victories and quick visibility by stating: "it is critical that the CEGS achieves visibility in the short-term"²², and since its beginning it has to establish the need to have an own and effective communication and mobilization strategy. In fact, the Agreement refers to the funding gap, and to the needs to mobilize annual resources. Finally, the Agreement proposes from the beginning a "light" and reduced human resources structure.

Based on all these initial factors and conditions, and on the challenges to mobilize resources for gender statistics in the region, it does not seem that the CEGS during its first phase has planned or implemented a strategy that would allow visibility in the short-term by showcasing its scope's advancements. This would have allowed the first steps towards its positioning and mobilization of resources. Namely, the Centre's operation should have considered within its planning system its own structural limitations.

The 2018-2020 Strategic Plan intends to shorten and precise the scope of the Centre by underscoring further "low cost" strategies such as: networking promotion, and knowledge exchange amongst key actors who could have favored its results and positioning in the short-term. However, despite all these structural and context challenges, it does not seem that the CEGS prioritized these work strategies. Instead, it chose to place the priority focus on a knowledge production strategy – with high cost and specialization- rather than operating differentiated strategies at the same time.

Finding 4

There is not enough clarity regarding the governance design of the Centre, particularly within the UN Women structure. The fact that a disperse set of actors were involved in different action levels bring about tensions, regarding the strategic management and positioning of the CEGS at regional and global levels, that were not correctly solved.

Although the governance structure is defined in the framework of the 2017 Agreement between UN Women and INEGI, and in its latter strategic plan, when the first phase was implemented -and in consultation with key actors-

²² UN Women-INEGI Agreement. November 2017.

the governance mechanism that was used revealed itself complex to meet the particular needs of an institution under construction. Also, it revealed that it was not enough clear or precise in its description, dependence levels, and accountability.

Particularly, it is a governance system that contemplates a management coordination with multiple actors: UN Women Mexico, UN Women Regional Office, Women Count Programme, and INEGI. Also, it is a system that gives the EB orientation and programmatic decision-making functions (at the technical level the EB is advised by the TAB). Therefore, considering its initial design, the system had risk elements regarding the fluency of the mechanism, and dispersion within accountability, and decision-making.

The 2017 Agreement and its annexes do not define on this regard a clear role distribution within UN Women (UN Women Mexico, UN Women Regional Office, and Women Count Programme). However, the 2018-2020 Strategic Plan provides further enlightenment and precision on this regard since it affirms that the CEGS is an initiative that belongs to the Women Count, and that *“the operational management, and administrative oversight will be coordinated by the Operational Coordination Team under the overall guidance of UN Women’s Country Representative in Mexico, and technical and programmatic guidance from the Women Count team in Headquarters”*²³. Nevertheless, this relative greater enlightenment was not enough to identify the responsibilities and accountability within its governance framework. Particularly, regarding its relationship with the Women Count at a global level -which is precisely the scope of performance defined for the CEGS. Undoubtedly, this has been caused also by the delay in the selection process of a P4 level position, who would have had a reporting line with UN Women Mexico, as well as with the Women Count. This factor has been recognized as critical by actors involved.

Finally, due to the governance challenges, a further relevant role of its management policy/programmatic organs would have been timely including through the celebration of further meetings. The CEGS is in charge of the technical secretariat of these organs. The EB met every year, but in 2019 it met once to install the TAB. However, the TAB did not meet in 2018, since it started operations only in 2019. It met only in 2 occasions, less than the ones useful for a Centre that was undergoing an installation and growing process, as suggested in the installation memo of the TAB.

Furthermore, there is no evidence that shows that the CEGS sent the quarterly general and monitoring reports to the EB, and the TAB as established in the 2017 Agreement, and in its Strategic Plan. This difficulty did not allow foreseeing and anticipating the impact of these governance topics with the due celerity in order to take decisions about management and strategies definition in accordance with the changing scenarios as from the initial planning.

²³ CEGS Strategic Plan 2018-2020, p. 14.

6.2 EFFECTIVENESS

Finding 5

The established goals in the CEGS's results framework were ambitious due to the necessary timing needed to install the institution, and due to the available human and economic resources. A tension is noted between the need of the CEGS to establish and position itself as a new institution at a global level, and the demand to achieve results in the short-term (Question 1)

The Centre's general objective, identified in the 2018-2020 Strategic Plan, is to become a global platform for collaboration, knowledge sharing, and innovation in gender statistics, therefore, contributing to the implementation, monitoring, and evaluation of the 2030 Agenda, and of the SDGs.

Also, the CEGS is installed with seed capital provided by only one donor: INEGI. It is installed as a pilot programme that needs not only find its legitimization as an institution at the international level, but also to implement a resource mobilization strategy that guarantees its continuity during its first 3 years, and in the future. This involves strategically working in different levels: the installation and functioning of a new institution; the definition of thematic niches, of a clear identity, and of its global positioning; and the establishment of alliances to mobilize resources and to develop products.

In order to comply with its mandate, the CEGS has a technical team of 3 members: 1 coordinator, 1 administrative assistant, and 1 technical specialist. It is important to note that in the Agreement executed with INEGI in 2017, the initially proposed strategy contemplated: 1 coordinator, 1 administrative assistant, and 3 technical specialists per each programmatic area²⁴. However, it was chosen to begin the operation with a reduced technical team. According with the interviewed persons this decision was related to the need to concentrate economic resources in the operational activities, and once the Centre would have found its niche, it would progressively have increased hiring staff. It is important to highlight that also, this is the installation modality followed by the Centre of Excellence of UNODC-INEGI.

The CEGS installation phase -related to hiring staff, its launch, and the installation of its EB- nearly took 7 months. Although the Agreement was signed on December 2017, its staff was hired during the second semester of 2018. The Coordinator started to work in early July 2018, and CEGS was officially launched in September 2018.

Regarding the governance mechanisms, the EB was installed in September 2018, while the TAB met for the first time in May 2019. It is important to underscore that the 2018-2020 Strategic Plan was presented for the first time to the EB in September 2018. However, a consensus with the Women Count Programme was needed, and it was officially approved by the EB in April 2019.

The following table compares the main temporary milestones of the initial phase of the CEGS – as planned from the beginning²⁵, and as how they were actually executed:

Table 4: Comparison between the estimated times and the execution times of the installation phase

| ACTIVITY | Estimated time (initial roadmap – 2017 Agreement with INEGI) | Execution time |
|---|--|--|
| Selection and hiring processes of the staff of the CEGS | January-March 2018 | April 1, 2018 – an administrative assistant is hired May 1, 2018 – a technical specialist is hired July 1, 2019 – a coordinator is hired |
| Launching of the CEGS | March 2018 | September 10, 2018 |

²⁴ UN Women – INEGI II Agreement (2017) – the installation phase of the CEGS, p. 24.

²⁵ UN Women – INEGI II Agreement (2017) – the installation phase of the CEGS, Annex 2, p. 28-29.

| ACTIVITY | Estimated time (initial roadmap – 2017 Agreement with INEGI) | Execution time |
|---|--|----------------|
| First meeting of the EB, and presentation of the first proposal of the Strategic Plan | April 2018 | September 2018 |
| Installation of the TAB | June – October 2018 | May 2019 |
| Approval of the Strategic Plan | November 2018 | April 2019 |
| Second meeting of the EB | November 2018 | May 2020 |

Source: prepared by the authors based on the documents reviewed

Therefore, the effective implementation period of activities to achieve the proposed objectives in the Strategic Plan must be considered not earlier than July 2018 when the complete CEGS team was hired. Also, although the Strategic Plan included the period 2018-2020, it was approved in April 2019. This involved further adjustment work so the CEGS would be able to completely comply with its work plan. Finally, 2020 has been a year sealed by the COVID-19 pandemic. Therefore, the annual work plan was designed again by delaying and postponing some of the programme activities, and including others that were not initially planned.

It is worth noting it was not possible to increase the CEGS's team by contracting a P-4 level technical specialist, as included in the 2018-2020 Strategic Plan. As of today, the CEGS has not achieved further resources to guarantee its sustainability. This has not allowed to further develop its agenda on the long-term. The lack of economic and technical resources is one of its main weaknesses, which was identified by the majority of the interviewed people. Within this limited time and resources context, the global mandate, and the strategic plan of the Centre resulted ambitious.

As it will be described in the following findings, the results of the 2018-2020 Strategic Plan have been incipiently reached. If on one hand this may reflect an initial stage of the institution, on the other, it shows a tension between the need to acquire visibility at a global level, and the necessity to find an expertise niche and a clear identity within the statistics field in more reduced times as of those initially planned. This tension has not been completely solved from the point of view of planning and implementation of the strategic plan, therefore showing heterogenous advances towards the achievements of results (please see findings 8 and 9).

Finding 6

The CEGS team was able to establish a new institution, and to progressively advance towards the development of the activities included in the 2018-2020 strategic plan. All the activities in the three thematic areas of the strategic plan have been initiated. Nevertheless, as of today the compliance level is low, the majority is in progress, and has not been completed. (Questions 2 and 6).

From the documentary review and the interviews, the capacities of the CEGS's team are recognized: it has started the development of all the planned activities in the strategic plan, in the three priority areas, despite the limitations described in the previous findings. This represents a clear sign that the Centre has been advancing according to its planning.

In 2018, the principal advances were related to the installation of the CEGS as a new institution, the recruitment of the staff, and the formation of a high-level governance mechanisms, the definition of a strategic plan and of a corporate identity. This has allowed, during 2019 and 2020, to develop and complete some of the planned activities in accordance with its results framework in the three priority thematic areas. The following table defines their compliance level: out of the 15 activities considered, 6 have been completed (40%), while nine (9) of them are currently in progress (corresponding to 60%). The majority of the completed activities belong to strategic area 1.

Table 5: Level of progress of the activities of the Strategic Plan

| Outcome 1: National Statistical Systems (NSS) have improved access to technical expertise through multidisciplinary networks to improve the production and use of gender statistics. | | | |
|---|--|--|---|
| Output 1.1 | Access to technical expertise through multidisciplinary networks of experts is facilitated. (Access to technical expertise). | 1.1.1 To organise the First Global Conference on Gender Equality and the Measurement of Unpaid Care and Domestic Work. | Completed. On September, 2019, a First Global Conference on Gender Equality and the Measurement of Unpaid Care and Domestic Work was organized. There were more than 250 participants, 22 attendants, and more than 160 countries participated. |
| | | 1.1.2 To organise with the Centre of Excellence of UNODC, an Expert Group Meeting (EGM) on the measurement of femicide violence in the framework of the ICCS (International Classification of Crime Statistics). | Completed A United Nations inter-agency experts meeting was held in collaboration with UNODC and with the UN Women and WHO joint programme regarding data of violence against women. In this meeting the technical aspects of the measurements of the femicide/feminicide were discussed with the objective to reach an agreement regarding common criteria that could be integrated in the International Classification of Crime for Statistical Purposes (ICCS). |
| | | 1.1.3 To convene a global expert network meeting on gender statistics and GIS (Geospatial Information Systems). | Completed A parallel event on “Gender and Geospatial Research and Analysis” was organized in collaboration with INEGI and the Women Count Programme. The First Global Expert Group on Gender and Geographical Information Systems was formed. It was integrated by 41 global experts from 18 countries in Latin America and The Caribbean to strengthen the cooperation of the region’s statistics community through the exchange of technical experiences, innovative strategies, and methodologies and tools for the advance of gender statistics. |
| | | 1.1.4 To organise the First Global Conference on Gender Statistics and GIS. | In progress The CEGS points out having made organization arrangements. |
| | | 1.1.5 To organise periodic seminars and webinars as well as participate in international meetings on gender statistics and related events. | Completed During the first quarter of the year, a webinar was organized with Mrs. Nancy Folbre to specifically discuss her document with Mexican specialists. A webinar was organized in August 2020 to disseminate the time-use research products. The Time-use, and the Rapid Assessment projects were presented within the framework of the Internal Regional Meetings (IRM) Group organized by the Women Count Programme. In 2019 the results of the geospatial research were presented to the Mexican Government (INMUJERES and the Ministry of Finance), and to the inter-agency group of Spotlight Mexico. The CEGS participated in international meetings and in related events. The following events are highlighted: The Committee of Experts on Global Geospatial Information Management (UN-GGIM) events in China, New York, and the 20th and 21st International Meetings on Gender Statistics. |

| | | | |
|--|---|--|---|
| | | 1.1.6 To establish the CEGS governance structure including an oversight body (Executive Board) and a technical body (Technical Advisory Board). | Completed |
| | | 1.1.7 To manage the salary of the CEGS Staff (Coordinator, Research and Data specialist, Technical specialist and Administrative assistant). | Not applicable/management activity |
| TOTAL | | | 85% completed/ 15% in progress |
| Outcome 2: National Statistical Systems (NSS) have increased access to knowledge, resources and best practices on gender statistics | | | |
| Output2.1 | Knowledge, resources, best practices and experiences on emerging issues on gender statistics are documented and available, including through the creation of a global repository. (Knowledge hub) | 2.1.1 To prepare and disseminate briefing papers from the First Global Conference on Gender Equality and the Measurement of Unpaid Care and Domestic Work. | Completed (documents are available, see table 7) |
| | | 2.1.2 To prepare and disseminate briefing papers with results/findings of the EGM on the measurement of femicide violence. | In progress As a result of the group experts' meeting a technical document was prepared. It shall be discussed at the Global Consultation which has been postponed due to the COVID-19 pandemic. The CEGS elaborated the document: " <i>Operationalization of gender-related killings of women and girls, femicide/femicide: towards a standardized measurement</i> ", which collects the Latin American experience on femicide/femicide measurement, and it proposes criteria to operationalize the concept of femicide/femicide for statistical purposes. Currently, the document is under revision process. |
| | | 2.1.3 To prepare and disseminate briefing papers with results/findings of the EGM on Geospatial Analysis and the First Global Conference on Gender and GIS. | In progress A briefing paper with the main results related to the parallel event "Gender and Geospatial Research and Analysis" was prepared and disseminated. The Global Conference has not been developed yet. The CEGS points out having made the organization arrangements. |
| | | 2.1.4 To develop and maintain a digital repository that is going to include knowledge, resources, best practices and experiences on thematic priorities and emerging methodologies (GIS) on gender statistics. | In progress The repository is designed, a first advances delivery was made, even though, it is not operating. |
| | | 2.1.5 To develop a partnership and resource mobilization strategy for the CEGS. | In progress A resource mobilization strategy has been developed. It was implemented in 2019. The support documents are: <i>Strategic Note: The CEGS's Resource Mobilization and</i> |

| | | | |
|--|---|--|--|
| | | | <i>Partnerships 2019-2021; Final report: Strategy of Resource Mobilization & Partnerships -Internal Use.</i> Nevertheless, its purpose has not been achieved, and its implementation is currently in progress. |
| | | 2.1.6 To develop a communication strategy for the CEGS to disseminate the knowledge and programmatic actions. | In progress A communication strategy was designed. Currently, it is in progress since the main products of the CEGS have not been yet disseminated. |
| | | 2.1.7 Direct Management Costs (DPMC) | Not applicable/management activity |
| TOTAL | | | 15% completed/85% in progress |
| Outcome 3: National Statistical Systems (NSS) have increased access to and use of a robust body of innovative research to strengthen production, analysis and use of gender statistics. | | | |
| Output 3.1 | Research and innovation on new and emerging issues on gender statistics is produced. (Innovation Lab) | 3.1.1 To commission research to compare methodologies used for time use data collection and their impact on global comparability of data as well as to investigate the methodologies used to measure indirect supervision and direct care of family members. | In progress Two (2) research products were developed: Measuring Time-use: An assessment of issues and challenges in conducting time-use surveys; Quantifying Care: design and harmonization issues in Time-Use Surveys). In 2020, these were presented in a webinar. Currently, the publications are in the finalization phase. |
| | | 3.1.2 To analyse statistical and geographic information on the economic empowerment of women and femicide. | In progress Different studies have been developed in this field. Within the development framework of a geospatial platform, the CEGS has prepared conceptual frameworks and econometric predictive models to guide the geospatial analysis. Still, the geospatial platform project has not been completed, and the studies have not been published nor disseminated (please see table 7) |
| | | 3.1.3 To analyse vital statistics on female morbidity and mortality, using census, vital statistics and geographic information. | Initial phase In September 2020, UN Women executed again an agreement with El Colegio de México. It integrates the development of the research regarding feminine morbidity-mortality during the COVID-19 pandemic. (Support document: <i>The differentiated impact of morbidity-mortality in women and men in Mexico during the COVID-19 pandemic – first draft</i>). |
| | | 3.1.4 To provide programme oversight, management, quality assurance and technical support. | Not applicable/management activity |
| TOTAL | | | 0% completed/100% in progress |

Source: CEGS's annual reports and quarterly reports to the Women Count Program

The table shows that during the 2018-2020 period all the activities in the three strategic and thematic areas have been initiated and partially implemented (as of October 2020).

The highlighted activities according to each thematic area are the following:

- On the topic of measurement of time-use, and measurement of unpaid care and domestic work a first Global Conference on Gender Equality and Measurement of Unpaid Care and Domestic Work was organized in September 2018. As a result of the needs that emerged during the Conference, two research products were developed: 1) Measuring Time-use: An assessment of issues and challenges in conducting time-use surveys; 2) Quantifying Care: design and harmonization issues in Time-Use Surveys. Both studies were presented in a webinar in 2020. Currently, the publications are in the finalization phase after undertaking a peer-review process.
- On the topic of measurement of violence, a United Nations inter-agency experts meeting was held in collaboration with UNODC to discuss the technical aspects of the measurement of femicide/feminicide for statistical purposes with the objective to reach an agreement regarding common criteria that could be integrated in the International Classification of Crime for Statistical Purposes (ICCS). As a result of the experts group meeting a technical document was prepared, that shall be discussed at the Global Consultation -which has been postponed due to the COVID-19 pandemic. Moreover, the CEGS prepared the document “*Operationalization of gender-related killings of women and girls, femicide/feminicide: towards a standardized measurement*”, which collects the Latin American experience on femicide/feminicide measurement, and it proposes criteria to operationalize the concept for statistical purposes. Currently, the document is under revision process.
- On the topic of geospatial statistics, the CEGS participated in various international spaces in the geospatial statistics field. In 2019, in the framework of the annual session of UN-GGIM, the CEGS, in collaboration with INEGI and the Women Count Programme, organized a parallel event regarding “Gender and Geospatial Research and Analysis”. Also, it prepared documents containing methodological frameworks for the geospatial analysis in collaboration with INEGI. The results of the geospatial research were presented in 2019 to the Mexican Government (INMUJERES and the Ministry of Finance), and to the inter-agency group of Spotlight Mexico. Nevertheless, these studies are not yet available for the public at large.

The areas where the main challenges persist refer to the lack of dissemination of the products elaborated. The majority of the activities that are still in progress are related to knowledge products that have not been concluded, and therefore that have not been disseminated. For example, the digital repository has been designed, however it is not operating (strategic area 2). Also, the geospatial platform tool is not in use, and the Gender Atlas Project with the National Administrative Department of Statistics (DANE, Colombia) –coordinated by the CEGS for the pilot implementation of the geospatial platform- it is still in an initial stage. Also, the studies developed on these topics have not been published yet (strategic area 3).

Regarding the web page -the central part of the communication strategy- it has been partially completed since it does not allow access to the main products of the CEGS: publications, digital repository, and geospatial platform. Finally, although the resource mobilization strategy was designed and implemented in 2019, it is still in progress since it has not been able to achieve the purpose it was elaborated for.

Finding 7

The COVID-19 pandemic -due to the global health crisis- has affected the CEGS’s workplan during 2020. At the same time, it opened a window of opportunity to work on this topic from a gender statistics point of view. (Questions 1 and 3).

The pandemic context has had a negative impact on the Centre's operations. On the one hand, it should be noted that CEGS's planning for 2020, which considered a set of key actions to complete its first phase, had to be modified due to the global health crisis. Besides, the resource mobilization strategy was also affected by the change in donors' priorities, which have been focusing their support to programs aimed at addressing the effects caused by the

pandemic. Finally, the COVID 19 pandemic also impacted on the workplan of other organizations, delaying their response to certain activities that had been previously coordinated with the CEGS.

Nevertheless, it should be noted that the COVID context also presents an opportunity to deepen the CEGS's innovation capabilities, mainly in: monitoring the impact of the pandemic on gender relations - gender violence, women's empowerment and time-use - and its geospatial expression, using administrative records to produce reliable data, and promoting innovation.

In this regard, the CEGS, in coordination with the Women Count Programme and the LAC UN Women Regional Office, carried out a rapid assessment regarding the impacts of COVID-19 in the life of women and girls, related to their participation in the labor force, income production and unpaid care and domestic work²⁶. The project started in Asia, where the pandemic began, and its methodology was adapted for its application in three countries of the region: the CEGS is leading its application in Mexico. Some of the results of the Mexican experience -in coordination with the Women Count Programme- were integrated in an information bulletin produced for the BBC London News, and were published in the data portal of the Women Count.

Finding 8

The CEGS is in an initial maturity stage which does not allow to get evidence on its capacity to trigger the type of impact planned by the Theory of Change (Questions 2, 4, 5 and 6)

The low development level of activities for the 2018-2020 period results in a very incipient compliance of the performance indicators in accordance with the strategic plan.

As it will be explained in the efficiency criteria, most of the indicators of the results framework do not have an assigned value. The reviewed monthly and annual reports -due to their narrative character- do not refer to the level of compliance of the indicators, nor of the outputs or outcomes. Therefore, for this specific finding, a qualitative evaluation was made, considering the implemented activities, and the compliance level of the output indicators when their measurement was possible.

As the following table shows -in relation with the outcome 1 – the performance indicator implies the determination of a number of users and producers of statistics whose technical knowledge has increased through multidisciplinary networks of experts, and global conferences and seminars on gender statistics. Considering the developed activities in the framework of this outcome (please see table 5), which are also detailed in the annual reports of the CEGS and of UN Women (2018-2019), and the positive evaluation expressed by the persons interviewed, it could be affirmed that this result has been partially achieved.

Regarding outcome 2, the achievement indicator refers to the number of downloads from the digital repository regarding new and emerging topics in the field of gender statistics. Since the digital repository is not functioning yet -although it is in its second design phase- the result has not been achieved to date. The same for indicator 3. Although products have been elaborated, and a roster of contacts, partners, and allies has been formed, the majority of the research products has not been published yet, therefore it is still not possible to determine the number of their citations. It is to be noted that, even though the indicator 3.1a has been extensively reached by duplicating the number of knowledge products established in the target of the indicator, the performance indicator has not been reached since these studies have not been published or disseminated. Therefore if, on one hand, this shows the effort made, on the other it also reveals a strategic planning that has not allowed moving forward in a homogenous manner towards the achievement of results.

In conclusion, the purpose of the CEGS to serve as a knowledge and innovation centre on gender statistics, able to document experiences, disseminate knowledge and innovative research accessible to producers and users of statistics, has not been achieved yet.

²⁶ Global Centre of Excellence on Gender Statistics, CEGS (2020). Progress Achieved in 2019 & Annual Work Plan 2020. Presentation to the Technical Advisory Board (TAB).

Table 6: Level of compliance of the indicators²⁷

| | Indicators | Value TBC: To be confirmed | Qualitative-quantitative assessment |
|--|---|--|--|
| Outcome 1 National Statistical Systems (NSS) have improved access to technical expertise through multidisciplinary networks to improve the production and use of gender statistics. | Number of producers (including NSOs) and users of gender statistics have increased access to technical expertise through multidisciplinary networks of experts, global conferences and seminars on Gender Statistics. | Baseline 2018: TBC Milestone 2019: TBC Target 2020: TBC | |
| Output 1 Access to technical expertise through multidisciplinary networks of experts is facilitated. (Access to technical expertise). | Indicator 1.1.a Number of global conferences, seminars and webinars on Gender statistics organised by UN Women. | Baseline 2018: 1 Milestone 2019: TBC Target 2020: TBC | 1 global conference, and 2 webinars were organized |
| | Indicator 1.1.b Number of expert groups/networks created. | Baseline 2018: 0 Milestone 2019: TBC Target 2020: 3 | 2/3= 67% (2 groups of experts were formed) |
| | Indicator 1.1.c Number of meetings of the CEGS governance structures | Baseline 2018: 1 Milestone 2019: TBC Target 2020: TBC | A total of 4 meetings were held |
| Outcome 2 National Statistical Systems (NSS) have increased access to knowledge, resources and best practices on gender statistics. | Number of downloads from the digital repository of UN Women's resources, best practices and experiences on new and emerging issues on gender statistics. | Baseline 2018: 0 Milestone 2019: TBC Target 2020: TBC | |
| Output 2 Knowledge, resources, best practices and experiences on emerging issues on gender statistics are documented and available, including through the creation of a global repository. (Knowledge hub) | Indicator 2.1a Number of conference materials /documents / briefing papers | Baseline in year 2018: 0 Target in 2019, Value: 4 Baseline in year 2019: 4 Target in 2020, Value: 7 | 3/7= 43% (3 products were effectively disseminated, in accordance with table 7). |
| Outcome 3 National Statistical Systems (NSS) have increased access to and use of a robust body of innovative research to strengthen production, analysis and use of gender statistics. | Number of citations of the new and emerging research products developed by UN Women on time use, economic empowerment of women and femicide and vital statistics. | Baseline 2018: 0 Milestone 2019: TBC Target 2020: TBC | |
| Output 3 Research and innovation on new and emerging issues on gender statistics is produced. (Innovation Lab) | Indicator 3.1a. Number of new and emerging research products developed by UN Women on time use, economic empowerment of women and femicide and vital statistics. | Baseline 2018: 0 Target 2019: 4 | 8/4= 200% (research products were developed, but have not been disseminated) |
| | Indicator 3.1b. CEGS has a roster of Experts of innovative research and good practices on gender statistics and GIS. | Target 2019: Yes Baseline 2018: No | The Centre created a specialists and networking roster. |

Source: prepared by the authors

²⁷ The indicators that do not have an established target are highlighted with the red color.

The objective of the Theory of Change (TdC) of the CEGS is to contribute, through its programmatic areas, to create those enabling conditions for national statistical systems to incorporate the gender perspective in the production, processing, analysis, dissemination and use of statistical information as a reference for decision making, accountability and monitoring of compliance to international commitments and global goals on gender equality and women's rights. Therefore, the ToC implies that the CEGS can, through its activities and relative products (outputs) respond to the needs of the NSS in terms of production, use and dissemination of gender statistics.

Despite people who have participated in the CEGS's activities and know its products recognize their importance and quality, considering the incipient achievement of results, there is not enough evidence that the work of the CEGS done so far has evidently contributed to bring about a change in the manner in which national statistical systems produce, use and disseminate gender statistics. In this regard, the CEGS seems to lack an agenda that would help frame its actions coherently within longer-term strategic objectives for public policies, in a constant dialogue with users and producers of gender statistics. This agenda, according to the Strategic Plan, should have been aligned to the framework of the Women Count Program, of which the CEGS is a programmatic component.

Nevertheless, the bases for the development of promising experiences for the future have been established. For example, the research regarding time-use carried out by J. Charme and N. Folbre were mentioned by the persons interviewed, who highlighted their quality and potential to create an impact within the actors (national statistical systems and countries) interested in implementing time-use surveys. It should be noted that these studies had a very elaborated development process through a high-level peer review mechanism. Also, they were presented in an open webinar in August 2020. However, they have not been yet disseminated since authors are carrying out the final revision.

Finding 9

THE CEGS has made an important effort to legitimize itself as a new global institution. However, its communication strategy has been partially implemented. This has brought about a limited and fragmented knowledge regarding the work the CEGS is doing, and its main initiatives and products (Questions 1, 5 and 6).

In accordance with interviews and documents reviewed -through the participation in regional and global conferences and fora²⁸- the CEGS has made efforts to institutionally legitimize itself at a global level.

People interviewed recognize the CEGS's contributions to the international debate on statistics for time-use and femicides/femicide measurement through its punctual initiatives, documents, and reports (please see Table 7). Thanks to the collaboration between INEGI and the Women Count Programme, the CEGS has also managed to position itself in the area of geospatial statistics, contributing with an innovative approach about geospatial analysis applied to care and femicide, in new scenarios for UN Women (UN-GGIM New York and Americas). The CEGS has built stable working relationships with key actors of the TAB, legitimizing itself before high-level actors, and it has also participated in important spaces of analysis and production of statistics, including the 19th and 20th International Meetings on Gender Statistics in Aguascalientes.

However, its positioning is still perceived as very incipient. Particularly, due to the fragmented and limited knowledge of the people interviewed regarding the work the CEGS is currently developing, and regarding its products. Some people interviewed informed that they do not have a clear understanding about the CEGS's position within UN Women, and its relationship within the different levels of the organization.

The interviews and the survey show a fragmented knowledge about specific initiatives or products of the CEGS and not a comprehensive understanding of the Centre as an institution. It is to be noted that also some of the UN Women professionals show a low level of knowledge of the initiatives and products elaborated by the CEGS. It is to be underscored that the majority of the interviewed persons expressed the need to strengthen the CEGS's communications strategy at all levels.

²⁸ For further detail, please refer to Annex 10.5 "List of reviewed documents" - the section related to Field missions/meeting reports.

In this regard, the 2018-2020 Strategic Plan recognizes that an effective communication strategy is key for the successful positioning of the CEGS. It also recognizes that its objective would be to increase the visibility of the work of the CEGS, and to position it as a global resource for users and producers of statistics. Within the different communication tools, the website stands out as a key instrument to increase the Centre's visibility, and to position it as a referent for the exchange of good practices, and for the dissemination of innovative methodologies regarding gender statistics that could be available to data users and producers.

Nevertheless, the website is incomplete as it does not include the majority of the CEGS's key resources, among which stand out the digital repository, the geospatial platform, good practices, studies, and innovations on gender statistics as outlined in its strategic plan (please see chapter 2.4.4. of this document). The following table shows that, so far, the majority of the products elaborated by the CEGS are under revision and they are not available for the public at large, therefore, they have neither been uploaded to the institutional website.

Table 7: Main products and status of publication/review

| Main outputs and knowledge products 2018-2020 | Available to the public | Under development or revision |
|--|--|-------------------------------|
| Strategic Area 2 | | |
| Time-use measurement | | |
| <ul style="list-style-type: none"> Report of the CEGS Launch and First Global Conference on Gender Equality and the Measurement of Unpaid Care and Domestic Work | CEGS's website http://cegsunwomen.com/ UN Women Data Portal https://data.unwomen.org/publications/un-ggim-side-event-summary-gender-and-geospatial-research-and-analysis | |
| Measurement of violence | | |
| <ul style="list-style-type: none"> Operationalization of gender-related killings of women and girls, femicide/feminicide: towards a standardized measurement | | |
| <ul style="list-style-type: none"> Technical Aspects of Statistics on Gender Related Killings of Women and Girls (femicide/feminicide) | | |
| Gender and geospatial analysis | | |
| <ul style="list-style-type: none"> Chapter book "Gender Statistics, Geospatial Analysis and Sustainable Development Goals" in Gender Matters Globally: Reaching the 2030 Sustainability Development Goals | | |
| <ul style="list-style-type: none"> Briefing paper with the main outcomes of the Side Event "Gender and Geospatial Research and Analysis", on the margins of the ninth session of the UN-GGIM | UN Women Data Portal https://data.unwomen.org/publications/un-ggim-side-event-summary-gender-and-geospatial-research-and-analysis | |
| Mainstreaming topics | | |
| <ul style="list-style-type: none"> CEGS Digital Repository | | |
| <ul style="list-style-type: none"> Translation from Spanish to English of a commemorative document about The XX International Meeting on Gender Statistics | | |
| <ul style="list-style-type: none"> CEGS Web page | CEGS's web site http://cegsunwomen.com/ | |
| <ul style="list-style-type: none"> CEGS factsheet | CEGS's website http://cegsunwomen.com/ | |
| Strategic Area 3 | | |
| Time-use measurement | | |
| <ul style="list-style-type: none"> Measuring Time Use: An assessment of issues and challenges in conducting time-use surveys | | |
| <ul style="list-style-type: none"> Quantifying care: Design and harmonization issues in TUS | | |
| Gender and geospatial analysis | | |
| <ul style="list-style-type: none"> Gaps and innovations in the production of geospatial gender indicators | | |
| <ul style="list-style-type: none"> Territorial framework and geospatial analysis for gender statistics Women's Economic Empowerment and Care Systems: A Geospatial Knowledge Framework Femicide / feminicide violence: A Geospatial knowledge framework Platform Gen&Geo Theoretical-Methodological framework for geospatial analysis and gender statistics: towards the design of policies and programs on gender issues Design of a geospatial approach for gender statistics: Mexican case | | |
| Vital Statistics | | |
| <ul style="list-style-type: none"> Differentiated impact on women and men of morbidity and mortality in the framework of COVID-19 in Mexico (first draft) | | |

Source: prepared by the authors on the basis of reviewed documents

The lack of an effective communications strategy, a complete website, a clear agenda including target groups for products, products development timing, and dissemination modalities have limited the capacity of the CEGS to make its work visible, and to position its institutional identity at a global level, as well internally within UN Women. The elaboration of global level knowledge products needs development processes that are agreed, as a result of interinstitutional dialogues (such as the case of the interinstitutional technical document regarding violence measurement for statistical purposes) and of peer review mechanisms (such as the case of time-use research) that can strengthen their quality and that can guarantee their value and use for the national statistical systems. This requires time and it does not match with the CEGS's need to position itself globally within a short time. On this regard, for example, the studies elaborated by N. Folbre and J. Charmes -who were commissioned and coordinated by the UN Women Headquarters- as well as the geospatial studies, were delivered one year later.

It is worth noting that there are factors of different nature causing the delayed implementation of the projects. Among these are the selection and hiring process of the consultancies, which take time within the Organizations, and that do not directly depend on the CEGS's performance. Also, the knowledge building processes, and the integration of multidisciplinary teams have to be considered.

Therefore, a tension could be appreciated between the CEGS's mandate to acquire visibility as a global institution in a reduced time, and the need to elaborate knowledge products that deliver legitimacy at the international level.

Finding 10

The area of geospatial statistics stands out within the thematic priorities. It has been developed thanks to a solid relationship with INEGI and it is recognized as a strength, and an area of potential interest and growth at a global level (Questions 4, and 5)

The work in the area of geospatial statistics is recognized as a clear identity element of the CEGS, and as a strength from the persons interviewed whether they came from UN Women, other allies, partners, and consultants. It is very frequently mentioned that the CEGS should continue investing on it as an innovative aspect, and to strengthen it in the short and long-term. As a result, important alliances at regional and global level could be created through the South-South Cooperation within the framework of the 2030 Agenda. In this field, the value of the CEGS resides in its relationship with INEGI by taking advantage of its internationally recognized expertise and technical capacities.

Regarding the thematic areas of unpaid care and domestic work and femicide/feminicide measurement, the strength of the CEGS is less evident, also, due to the quantity of actors that have been working in these areas in the past 20 years at regional and global levels. Therefore, key informants are not able to visualize these thematic areas as distinctive elements or as specific strengths of the CEGS.

However, a positive assessment must be underlined regarding the processes promoted, and the quality of the products developed in these thematic areas. In particular, the process of inter-institutional dialogue that has been generated in the area of measuring femicide/feminicide is valued, as well as the peer review mechanism which has allowed the linkage between the academic research space with United Nations intergovernmental work teams, such as in the case of the time-use studies. Another strength that stands out, besides the relationship with INEGI, is the alliance with the institutions that make up the TAB, which represent world references in the field of gender statistics.

Finding 11

The coordination between the CEGS and the Women Count Programme has been built over time. As to date, the synergies between both programmes have developed in a circumscribed and punctual manner. (Question 7)

Through documentary review and the interviews conducted there is clarity regarding the necessary complementarity between the Women Count Programme and the CEGS; however, in the Agreement signed in 2017 with INEGI, the alignment of the CEGS with the Flagship Programme was only generally mentioned.

Afterwards, the teams of the CEGS and of the Women Count Programme -through a workshop that took place in New York, in February 2019 -jointly specified some aspects of the strategic plan to have an improved alignment with the Women Count Programme without drifting away from the requirements established by the main donor.

In this context, to reach further complementarity between both initiatives, the technical assistance and training (outcome 1) delivered by the Women Count Programme to the pathfinder countries, was replaced with facilitating access to the technical expertise through multidisciplinary networks. At the same time, the thematic areas were reduced from 5 to 3 as described in chapter 2.1 of this document -defining an improved alignment with the key themes of UN Women²⁹. Also, it was decided that the CEGS would quarterly report to the Women Count Programme. The latter would facilitate the information flow and the accountability. Moreover, the hiring of a P4 level Data Specialist was approved. This position would have been totally financed by the Women Count Programme with the objective to strengthen the coordination and communication between the two entities. Additionally, the strategic plan establishes that through the Women Count Programme the collaboration with the pathfinder countries and the regional project would be reinforced. For example, the methodologies elaborated and promoted by the CEGS, such as the geospatial and gender analyses, could be piloted, validated and/or reproduced in the pathfinder countries.

Despite the efforts made, to date, the linkages between the two programs remain limited. The mid-term review of the Women Count Programme, elaborated in November 2019, supported that there was not enough evidence to determine the linkage between the CEGS and the Women Count Programme. Also, the P4- level Data Specialist has

²⁹ UN Women and the World Health Organization are implementing together a 5-year programme about data related to violence against women, which is also part of the Women Count Programme.

not been hired, and there are difficulties within the information flow between both parties. The latter has been identified also in the Report: “Strategic Partnerships Specialist Consultancy” (December 2019, page 15). This report also supports that the lack of a clear alignment between both initiatives has affected the decision-making, and it has limited the capacity of the CEGS to move forward in achieving its objectives. The document clearly describes a delay in the creation of the website of the CEGS, and in the implementation of the resource mobilization strategy.

The cooperation with pathfinder countries has been initially promoted only in the case of Colombia. In this country, the CEGS has served as a liaison between the INEGI and DANE in the pilot implementation of the geospatial platform elaborated by INEGI. There is no evidence this project has been completed yet, and therefore that it has been developed in other pathfinder countries of other regions of the world.

The majority of the persons interviewed perceive the CEGS as an institution with a strong regional bias, not as a global project that belongs to a UN Women Flagship Programme. This situation hinders its legitimacy before the institutions with a longer path within the gender statistics area, particularly in Latin America.

On the other hand, the initiatives achieved in collaboration with the Women Count Programme allowed the CEGS to establish international strategic alliances, for example, through the organization of the Global Conference on Time-use, the development of related research, and the parallel event with the UN-GGIM New York framework on gender and geospatial information³⁰. Also, other positive advances can be appreciated: since October 2020, the CEGS has been included in the gender statistics meetings of the inter-regional experts of the Women Count Programme. Another joint initiative, currently underway, is the evaluation of the impact of COVID 19 on women's unpaid work through the implementation of a rapid global assessments (described above).

In conclusion, it should be noted that the articulation between the two programs has also been limited by the lack of publication and dissemination of products and research developed by the CEGS, which could have generated opportunities for greater synergies with the Women Count Program in the pathfinder countries and at regional and global level.

³⁰ Women Count Annual Report, 2019 (p. 19)

6.3 EFFICIENCY

Finding 12

According to the available financial information -that refers to the aggregated annual expenditures- it has not been possible to determine if the CEGS has been efficient in this installation phase (Question 1)

The financial resources received by the CEGS during its installation process were: \$1 million U.S. dollars. These were provided by INEGI, and by a donation of \$350,000 U.S.D, given the Women Count Programme³¹. The available financial reports -sent to INEGI- show the following flow:

Table 8: Flow of financial resources of the CEGS 2017-2019

| YEAR | Project Income and Current Expenses | | | | | Future Expenses and Accounts Receivable ³¹ | | | | |
|------|-------------------------------------|---------------------|--------------|------------|-----------------|---|------------------------|-------------|--------------------------|---------------------|
| | Opening Balance 1-01 | Contribution income | Other income | Expenses | Closing Balance | Advances to Partners | Non-Depreciated Assets | Commitments | Contributions Receivable | Resources Available |
| 2017 | 48.403,00 | -2.698,87 | | 45.704 | | | | | | |
| 2018 | 339.992,00 | | | 238.688,12 | 101.303,88 | | | 4522,97 | | 96.780,91 |
| 2019 | 101.303,88 | 660.008,00 | | 437.229,91 | 324.081,97 | -220,46 | 1139,02 | 3591,6 | | 319.571,81 |

Source: prepared by the authors based on financial documents for 2017, 2018 y 2019.

According to the available information, the expenditures of the Centre increased while the CEGS was consolidating during its installation process. However, the expenditures during the 2020 were not available for this evaluation. Therefore, it is not possible to determine if the Centre has currently a budget deficit or if it has executed its budget in accordance with its planning. On the other hand, since the available information only considers aggregated expenditures, it is not possible to determine the expenditures related to the products of the 2018-2020 Strategic Plan, neither to determine the proportion allocated to operational expenditures or to the results -via products.

In relation to the information provided by the interviewees, it is possible to point out that, in certain occasions, there have been difficulties in the formulation of contracts, in the payments of the consultancies carried out and in the planning of the deadlines for the elaboration of the products. In some cases, there were repeated amendments to the contracts, the latter not only related to the delivery time of the products, but also to the resources allocated.

Finding 13

The CEGS started with a budgetary deficit. Since its initial design it was estimated that the resources provided by INEGI were seed capital, and that these should be complemented with additional resources which have not been obtained. (Question 2)

During the preparation phase the experts identified that the CEGS required nearly a minimum annual budget of \$700,000 U.S.D. to pay salaries, and the programme's implementation and activities. The capital provided by INEGI allowed the CEGS to solve basic operation expenditures. However, it was yet below the necessary budget required to operate. The latter involved the exigency to mobilize resources that would complement what was needed for its operations.

A great part of the persons interviewed judged that one of the main weaknesses of the Centre lies on its few technical and financial resources. These deficiencies have mainly affected the CEGS's positioning, visibility, resource mobilization for its activities, the hiring of researchers that comply with international standards (for example, that the researchers are English-speaking), and the dissemination of the products included in the strategic plan for the period (as described in the efficiency criteria).

This situation has not been solved since the Centre has not mobilized necessary additional resources to supplement the deficit. The Centre has also selected a strategy for the development of knowledge products that is more expensive than other alternatives within its framework of action for the period.

³¹ It should be noted that the resources given by the Women Count Programme were used to finance the launch of the CEGS and to support other activities promoted by the Centre.

Finding 14

A resource mobilization strategy was designed and implemented, but it has been subject to internal and external constraints that have affected its results. (Question 5)

The elaboration of the CEGS's resource mobilization strategy concluded by the end of 2019. Its elaboration combined the participation of the coordinator of the CEGS in international events, such as her participation at the European Development Days, work meetings with different institutions such as Google Mexico, the Inter-American Development Bank (IADB), the European Commission, Ford Foundation, Bill and Melinda Gates Foundation, Hewlett Foundation, amongst others. The objective of these activities was to establish alliances and to attract resources for the operation of the Centre. To the date, these actions have not reached their purpose.

Although the strategy has been developed, there are conditions that have negatively affected its achievements. The first problem was its delayed elaboration, since it was planned towards the end of 2018 and it actually concluded one year later. The second is that the strategy has focused on finding donors in the private sector and at global level. The third is that the CEGS did not have the specialized staff to implement it by 2020, mainly due to difficulties in hiring the P4 professional, who would be assigned to support the CEGS's business plan and establish relationships and alliances with different actors at international level. The fourth is linked to the fact that one way to encourage donors is to show the results of the work done, a situation that has not been possible because the CEGS's products have not been completed and widely disseminated.

An additional element is that, while the 2018-2020 strategy clearly stipulates that one of the Centre's primary tasks is resource mobilization, the Final Report *Strategy of Resources Mobilization & Partnership*, as well as the opinion of various actors indicate that, given the CEGS's low international visibility, both the Women Count Program and UN Women HQ should have had to explicitly support its positioning, resource mobilization, and the dissemination of its products -by using those networks which have been built based on their international prestige. Finally, it is worth noting that the international financial scenario has also changed since the strategy was designed, increasing the difficulties to attract donors that could support the CEGS's activities.

Finding 15

The management model based on a small team with permanent staff, with high rotation in the short-term, and the development of technical work entrusted to consultants that are external to the CEGS, hinder the coordination and synergy among the three strategies, and limit the execution of its plan (Question 3, and 6).

The institutional design points out that the initial structure of the Centre requires a progressive hiring according to the resources and the proposed strategic programme. It establishes, as a basic requirement, a coordinator, an administrator and three technical specialists. In a later agreement between UN Women and INEGI, the technical team was limited to one specialist, therefore, only 3 persons formed the staff of the CEGS. As a consequence, more resources have been allocated for external consultants hired to develop the outputs of the strategic plan.

Due to this management model, the Centre and its operations have faced various problems: the important work overload affected the possibilities to do advocacy, and to take advantage of the opportunities to establish relations; to disseminate and to make the Centre visible. The high rotation within the staff, and the leaves affected the continuity of the work for a limited period until a new person was hired and her/his learning curve took place.

On the other hand, in interviewees' opinion, the existence of only one technical specialist is not in line with the specialization required for the mainstreaming of the gender approach in the relevant statistical issues that the Centre promotes, and it also limits CEGS's possibilities to be represented in different technical spaces dedicated to gender statistics.

The management model used in hiring of external consultants has advantages, mainly those related to the specialization of professionals regarding certain specific topics, and the hiring low operational and administrative costs. However, the few availability of resources of the Centre limited its capacity to hire international consultants that are required according to international standards in a global perspective.

Finally, the actors interviewed, point out that the model adopted generates a set of effects that have consequences on the results achieved. Firstly, since consultancies are hired by product, there is no or very little articulation between the knowledge outputs produced by the CEGS. Besides, the requirement of building innovation based on a short-term agenda prevents the different projects from mutually reinforcing, and does not allow the creation of a linkage among them, limiting their input at the meso and macro levels. Both factors have a negative impact on the synergy among the three programmatic strategies promoted by the Centre.

Finding 16

There is no evidence that the capacities of the staff of the Centre were formally promoted (Question 2).

Obstacles have been identified that prevent the promotion of the capacities of the members of the CEGS and that did not allow the Centre to internally accumulate knowledge. The review of secondary information and the interviews do not show evidence that formal training have been offered to the CEGS's staff. However, their participation in international seminars and forums, such as the XX Meeting in Aguascalientes, Paris 21, among others, could be considered important professional opportunities for the staff, contributing in a non-traditional or in an indirect manner in developing the capacities of the Centre's staff. The multiple tasks that the members of the CEGS must develop limit their possibility to opt for formal training processes. For example, the technical expert is the counterpart of the consultancies for the development of the products in the 3 strategic areas, and in some occasions she/he had to intervene in the documents prepared by the consultants since these were not satisfactory or she/he had to replace the administrative staff.

The elaboration of knowledge products by external consultants, hinders the capacity of the Centre to carry out an interactive work, dialogue and reflection. On the other hand, it negatively influences the continuity of knowledge generation, and the progressive and accumulative learning. It also could bring about losing time and opportunities since processes to learn again have to be developed by the new consultants, and their rotation is needed so they can participate in specialized technical spaces.

Finding 17

The CEGS does not have an own monitoring system for planning and budget. This is carried out by UN Women Mexico. In the CEGS's framework of results deficiencies could be appreciated in the formulation of the indicators, which affect the follow-up on the advances towards the achievement of the objectives. (Questions 4 and 7).

The Centre's operations monitoring is made by UN Women Mexico, which does a periodical review of the advances of the projected activities by the CEGS based on reports it provides. Follow-up is made in the following manner: expenditures – monthly; objectives, results, and products - quarterly; indicators that contribute to the outcomes and outputs - every 6 months; and annually - the information considered in previous measurements, and that is used to inform the advances before the Mexican government, other partners, and donors.

The monitoring is executed in coordination with the planning and financial areas of UN Women Mexico. It is carried out by linking the advance of the activities, the expenditures made on its implementation, and the project budget. The CEGS has an internal budget planning tool per each expenditure entry. This tool is permanently monitored by the UN Women Mexico's operations team, to inform about the procurement and delivery processes every month as previously mentioned.

In addition, a quarterly report is provided to the Women Count Programme, an annual report is provided to the EB, and since 2019 a monthly report of activities and advances is delivered to INEGI. The purpose of the latter report is to enable INEGI's follow-up the compliance of the annual programme.

The CEGS quarterly report receives feedback through meetings held between the coordinator and the UN Women team. Also, this team suggests the Centre the implementation of corrective actions when there are differences between the planning and the achieved advances whose concrete implementation is the responsibility of the Centre's project manager.

In this framework, it is required to note that the available planning documents for this evaluation do not include the required information to follow-up the performance indicators of the Centre's strategic plan. First, none of the outcome indicators have an assigned value, while only some of the output indicators have an established target. Second, the monthly and annual reports that were reviewed have a narrative character and they do not refer to the level of compliance of the output or the outcome indicators. For these reasons the follow-up system results lacking, considering the absence of capacity and the adequate management to complete the results framework of the strategic plan. Neither the reports "CEGS Quarterly Updates" include the indicators related to the outputs and outcomes of the strategic plan.

Also, the activities and indicators included in the results framework do not logically relate to the outputs and outcomes. This brings about the evidence that there is a design problem. There are management activities (related to the management of the institutions) which were included among the activities related to the achievement of the three results. These are: activity 1.1.7 (management of the salary of the CEGS's staff); activity 2.1.7 (management direct costs) and; activity 3.1.4 (provide supervision, management, quality control, and technical support to the programmes). As they are related to technical and administrative aspects of the functioning of the Centre, they do not have a specific impact in the compliance of the products, and in the achievement of the results. Besides, the indicator 1.1.c, which indicates the number of meetings regarding the governance structure of the CEGS, belongs as well to internal management, and it has low relevance and utility to measure the access to the technical "expertise" (please see the results framework of the CEGS, section 2.4.4).

Regarding the budget planning the document "Implementation Plan 2019" was reviewed. It was possible to observe the expenditures planning for 2019. However, this document was not available for 2018 and 2020. As a result, it was not possible to verify if a budget planning was made for those years.

The interviews and the reviewed documents show that some of the CEGS's products had implementation delays. Nevertheless, no evidence was received that would show that actions to correct or to mitigate the effects of these problems in the programme's results were implemented.

Finding 18

The governance system of the CEGS, which considers coordination with UN Women Mexico, the Women Count and INEGI at management level, with the Executive Board at the decision-making level, and with the TAB in technical matters, has consequences on its operational efficiency. (Question 3)

The CEGS was created through an agreement between UN Women Mexico and the INEGI, in which the latter finances the operation of the Centre for three years and UN Women oversees its administration. Its institutional design contemplates the existence of two bodies: The Executive Board -in which the INEGI and UN Women participate- and the Technical Advisory Board (TAB) -in which OECD, UNSD, the World Bank and ECLAC participate-.

The installation of the CEGS in this network of relations affects its management in different ways. Its administrative dependence on UN Women conditions the hiring and payment processes, which, require time since they are competitive processes, and in some cases, they have been delayed. According to people interviewed, one of the main problems of the CEGS is related to administrative aspects and the internal bureaucracy. The hiring processes are within the United Nations System which makes the call for applications more complex due the necessary formalities and requirements to comply with.

Also, in this hiring process payments are made following the "up to" term. This model brings about tensions between the consultants and the Centre, since the consultants want to have a better salary, and the Centre wants to obtain the best possible products.

Regarding the accountability before INEGI, UN Women, and the Women Count Programme, the CEGS responds to the requests for information and deadlines defined by the sponsoring organizations. However, the information does not always match. Also, there is tension regarding the deadlines, since these entities require that the received information is not previously known by others.

The coordination of the CEGS with the institutions that belongs to the EB and the TAB affects the Centre's decision-making, because it requires that these institutions reach agreements regarding the proposed actions -such as the approval of the webpage of the Centre, and the digital repository. Also, it influences the CEGS's positioning in the global scenario, and it makes more complex the resource mobilization since there are alliances that the CEGS could establish with entities that do not work with one of its partnering institutions -which does not allow them to prosper. The relation of the Centre with the Women Count Programme has been also diffuse regarding its functions, accountability, access to information and resources.

In the technical field, the peer review mechanism implies for the CEGS a tension between both the benefits and the obstacles it grants. On one hand, this process implies a delay in the publication of the products, while, on the other hand, the validation by experts guarantees their quality and allows their dissemination at a global level.

6.4 SUSTAINABILITY

Finding 19

Despite the CEGS's difficulties and limitations on its design, governance, and management, the installation of the Centre -per se- does provide perfectible bases for its institutional sustainability. (Questions 1 and 2).

During the first period, the Centre has been building and consolidating itself as an institution. This process has allowed treasuring some factors that facilitate its sustainability through the following activities:

- Design and approval of the Strategic Plan (installation phase): allows the CEGS to define its identity and to obtain negotiation experience at the debates carried out with the Executive Board, the Technical Advisory Board AB, and the Women Count Programme;
- Hiring following the original organization chart considered, and hiring consultancies and external services following the United Nations hiring format, allows the CEGS to administratively operate within the United Nations System;
- Elaboration of products in the three priority thematic areas, some of which are subject to peer review: allows the Centre to develop innovative methodologies for: i) measurement of the different forms of femicide/feminicide; ii) unpaid care and domestic work; and iii) for the territorial expression of inequalities as public policy inputs for monitoring gender equality indicators of the SDGs;
- Creation of an online roster of experts of the Centre's thematic areas: allows the reinforcement of knowledge exchange, and consolidates a practice community;
- Participation in global technical and regional meetings³²: allows the Centre to horizontally participate in high-level discussion fora regarding gender statistics;
- Creation of global events for discussion such as the Global Forum for the Measurement of Unpaid Care and Domestic Work. It took place in September 2018, it had more than 250 participants, 22 speakers, and more than 160 participating countries: allows the CEGS to inaugurate technical-political exchange spaces;
- Carrying out collaborative works such as the technical participation in the global consultation regarding the classifier of violent deaths of women based on the model of the femicide/feminicide legislation (both technically reviewed by the LAC Regional Office of UN Women), and the dissemination of geospatial work with a gender focus in article format in Routledge; the latter was a result of the invitation sent by the School of Geography and Earth Sciences of the McMaster University. The collaborative works allow the CEGS to create work alliances and synergies for the future;
- Participation in the inter-regional experts' meetings on gender statistics of the Women Count Programme: allows the Centre to disseminate its work, and to learn about the inter-regional and global demands in a global space;
- Elaboration of a resource mobilization strategy presented to the EB. This strategy was implemented in coordination with the team of the Women Count Programme: it allows establishing linkages with the private sector, and with the information technologies sector; approaching governments; and strengthening communication with the Women Count Programme Steering Committee's donors and allies.

³² For example, *in situ* meetings in the Americas Statistics Commission that were held in Santiago, Chile, before the COVID-19 pandemic.

- Research on funds and potential sources of financing, such as external consultancy: allows the CEGS to know the interests of donors, conditions and requirements for mobilizing funds (Interviewees and document: Strategy of Resource Mobilization and Partnership)
- High quality of products, recognized across various fields: allows the CEGS to consolidate a reputation as a necessary condition for mobilizing resources;

In addition, alliances and synergies have been generated that serve as the basis for the construction of long-term continuous work. Namely:

- Strategic work relationship with the “Make Every Women and Girls Count” Programme through which the CEGS can make its own work more visible, and consolidate itself as a space for capacity development, repository of good practices, knowledge exchange, community building of practice and innovation, precisely in the already consolidated spaces of the Program (such as the Pathfinder countries it serves). An ongoing joint initiative is for example the validation and application of the COVID impact assessment on unpaid work;
- Geospatial work relationship with a gender approach with UNGGIM, INEGI and UNSD, in roundtables that begin in August 2019 at the initiative of the CEGS;
- Relation of (technical) work with UN Women Mexico; and in a lesser extent with LAC UN Women Regional Office;
- Technical working relationship with INEGI, especially on geospatial issues through an alliance with the General Directorate of Geography and Environment with a joint space platform; INEGI validates the CEGS's progress reports before each meeting with the Technical Advisory Board and with the Executive Board of the Centre;
- Relation of technical work with the UNODC Centre of Excellence regarding the International Classification of Crime for Statistical Purposes (ICCS).
- Likewise, some monitoring and accountability procedures that were set up during the installation phase are relevant. For example, the monthly report of activities delivered to INEGI was not originally contemplated in the Agreement as the Centre has informed.

Finding 20

The CEGS did not have a sustainability strategy, therefore today it has few experiences on which to define it; especially with regard to resource mobilization, and legitimization and positioning within UNWOMEN, within the United Nations System and in relation to the National Statistical Systems. (Questions 3, 4 and 5).

The CEGS has achieved to belong to the United Nations System -as some of the interviewed persons informed – however it is noted that it has a weak institutional positioning. This is due to a lack of a strategic overview in the mid and long-term regarding what institutions are allied and under what conditions, what are the competitors, where are the windows of opportunity, when they begin and end, how long they last, and how they can be expanded. All these aspects are perfectible in the following phase.

The latter has brought about a global positioning expressed in weak political-technical relations, which are intermittent at different scales and in different sectors.

Likewise, from different sectors is recognized that there was a lack of the development of a better and further business model which required an accelerated positioning strategy, resource mobilization and alliances at a global level.

Finding 21

The few experiences on which to define a sustainability strategy for the CEGS adds today to the new sustainability challenges imposed by COVID. (Question 4)

There is a cross-sectional consensus among the interviewees that COVID changed the current paradigm, the hypothesis and therefore the statistics for gender equality. The first results of the COVID Survey in Latin America provide relevant figures on the differential effect of the pandemic between women and men³³, an issue that impacts thematic priorities, products, resource mobilization strategy, actions and alliances for the future.

In this sense, the CEGS has little at hand and faces new challenges ahead. Certainly, these challenges represent -at the same time- obstacles, but also opportunities for institutional review and reformulation that add up and should be better articulated with the ongoing strategic reformulation of UN Women.

Finding 22

Certain initiatives and products fail to trigger a positive multiplier effect for the CEGS in terms of scale and networking.(Question 4)

It is found that certain initiatives for mobilizing resources and building spaces for the exchange of knowledge are truncated, because their implementation has been conceived with resources greater than those actually counted, or because they were conceived as unique, non-prospective events.

There is no evidence of the existence of a clear agenda regarding the continuity of the actions referred to the Global Gender and Geographic Information Systems Network, which was convened during the parallel event within the framework of the 2019 UN-GGIM Meeting in New York "Gender and Geospatial Research and Analysis". The question is whether these kind of debates and exchange spaces will belong to the technical-political legacy of the CEGS or whether they were conceived as unique initiatives.

The interviews and the reviewed reports do not show the continuity of collaborative work over time, neither the technical participation in the classifier of violent deaths of women, nor the femicide measurement or rather if these belong to specific collaborations.

The interviews and the annual reports from the Centre do not specify how continuity will be given to the mobilization strategy and potential funding sources ("Strategy of Resource Mobilization and Partnership").

Finding 23

The resource mobilization strategy was limited due to a weak political-technical accompaniment from the high-level entities; a lack of a long-term agenda; the invisibility of the CEGS's products in the global scenario; an inter-agency competition to obtain resources; and because gender statistics by itself is an intangible topic that sometimes is difficult to be valued by donors. (Questions 4 and 6).

As different actors have pointed out and considering the resource mobilization resources reports, it is verified that there was a planning on this field. However, it was a process that did not receive enough accompaniment from the EB, TAB, and the Women Count Programme.

The latter can be proved by the lack of detailed knowledge about the resource mobilization strategy by different key entities and actors that have sustained this initiative. If they deeply understood its relevance during the installation phase of the CEGS's, they could have supported and promoted it.

Likewise, the attempts to find resources were not supported by a long-term agenda that gave credibility to the work of the CEGS. The invisibility of the CEGS even within UN Women also played against, as well as the very nature of the statistical issue: "difficult for donors because it does not give concrete results in the short term, which makes it

³³ Women and Men: Gender Gaps in Colombia, UN Women 2020.

difficult to compete with issues that donors consider relevant." Added to this there is the inter-agency competition for resources, in times of global austerity, and today, of changing priorities, with COVID being the priority challenge to be financed.

Finding 24

Regarding the idea of integrating emerging issues as a factor of continuity, the answer is mixed. The geospatial topic is revealed as promising in terms of sustainability. (Question 7).

From the documents, interviews and focus groups analyzed, the answer to the question of integrating new topics into the CEGS program is mixed. Some of the interviewees, including members of the CEGS, point out that the priority should be to finalize the committed products in good shape. On the other hand, other key actors, not only technical, but also high-level managers, support the idea that the CEGS expand, at least as a medium-term declaration, the pool of topics to be developed, an issue that would provide it with thematic niches of border, attractive for global debate, thus facilitating the mobilization of resources in different areas at the same time. The topics to be developed could be gathered in three categories, which are the following:

- a) Information production
 - community participation in the construction and analysis of geospatial data with gender perspective
 - new mechanisms for collecting information in real time
- b) Analysis methodologies
 - Minimum for the statistical comparability of gender indicators
- c) Innovative topics
 - Sexual violence from the qualitative perspective as a complement of the quantitative analysis
 - Measurement of sexual harassment in public spaces (incipient topic in gender statistics for public policies)
 - Care and climate change
 - Gender and COVID-19 (differentiated impact)
 - Relation between economic dependence and gender violence
 - Violence and unpaid work among rural women

6.5 GENDER AND HUMAN RIGHTS APPROACH

Finding 25

The mission and mandate of the CEGS, its Strategic Plan and its thematic areas are aligned with women's rights priorities at a global level. (Question 1)

The priorities of the CEGS in the thematic areas of economic empowerment (measurement of time use and domestic and unpaid care work) and physical autonomy (measurement of femicide/feminicide violence) are clearly aligned with the priorities of the 2030 Agenda and with some of its indicators, such as 5.4.1 (measurement of domestic and unpaid care work) and 16.1.1 (number of intentional homicide victims including gender-based deaths of women). They also respond to the human rights priorities as defined in the CEDAW and the Beijing Platform for Action, as shown in the following table:

Table 9: Relationship between international women's rights instruments, the 2030 Agenda and the thematic priorities of the CEGS

| CEGS's area of work | CEDAW | Beijing Platform for Action | SDGs |
|--------------------------|---|---|--|
| Physical Autonomy | Art. 5: equality in the couple, sexual division of roles and responsibilities Stereotypes. GR: 19: violence against women Art. 6: trafficking in women and exploitation of prostitution Art. 12: health, family planning, sexual and reproductive rights RG 24: women and health | D.1. Take integrated measures to prevent and eliminate violence against women. D.2. Study the causes and consequences of violence against women and the effectiveness of prevention measures. D.3. Eliminate trafficking in women and provide assistance to victims of violence arising from prostitution and trafficking in women E.3. Promote non-violent forms of conflict resolution and reduce the incidence of human rights violations in conflict situations | ODS 5.2: Eradicate all forms of violence against women and girls in the public and private spheres, including trafficking and sexual and other forms of exploitation ODS 5.3: Eradicate all harmful practices, such as early and forced child marriage and female genital mutilation. ODS 5.6: Ensure universal access to sexual and reproductive health and rights in accordance with the Programme of Action of the International Conference on Population and Development, the Beijing Platform for Action and the outcomes of their review conferences |
| Economic Autonomy | Art. 11: eliminate discrimination in the field of employment, choice of profession, non-discrimination on the basis of marriage and motherhood RG 13: equal pay for work of equal value RG 16: unpaid family work Art. 13: Right to family benefits, to obtain loans and to leisure Art. 14: Rural women, all rights of all women plus access to land and participation in development decisions RG 34: rural women Art. 16: Patrimonial regime of the marriage and its dissolution RG 29: economic effects of marriage and its dissolution. | A.1. Review, adopt, and maintain macroeconomic policies and development strategies that take into account the needs of women and support their efforts to overcome poverty A.2. Review laws and administrative practices to ensure women's equal rights and access to economic resources. A.3. Give women access to savings and credit mechanisms and institutions A.4. Develop gender-based methodologies and conduct research to address the problem of poverty termination. F.1. Promote women's economic rights and independence, including access to employment, appropriate working conditions, and control over economic resources F.2. Facilitate women's equal access to resources, employment, markets and trade. F.3. Provide business services, training and access to markets, information and technology, particularly to low-income women. | ODS 5.A: Undertake reforms to ensure that women have equal rights with respect to economic resources and access to ownership and control of land and other forms of property, financial services, inheritance and natural resources in accordance with national laws. ODS 5.4: Recognize and value unpaid domestic and care work through the establishment of public services, infrastructure and social protection policies, and through national promotion of the notion of shared responsibility in the home and family as positive. |

| CEGS's area of work | CEDAW | Beijing Platform for Action | SDGs |
|---------------------|-------|--|------|
| | | F.4. Strengthen women's economic capacity and trade networks. F.5. Eliminate occupational segregation and all forms of discrimination in employment F.6. Promote the harmonization of the responsibilities of women and men with regard to work and family | |

Source: prepared by the authors based on international documents

Finding 26

Knowledge products developed by the CEGS include a gender and human rights approach in accordance with the Centre's mandate and they have a clear potential to contribute to the development of public policies for gender equality. (Question 2)

Since the positioning of the CEGS is incipient, and the majority of the products have not been yet disseminated, there is not enough information regarding the impact that the work of the CEGS has had on national statistical systems in terms of improving the production, use and dissemination of gender statistics, boosting the generation of inclusive public policies from a gender and human rights perspective.

Nevertheless, the 2018-2020 Strategic Plan contemplates work methodologies that aim at the creation of networks, and technical dialogues on innovative knowledge products in the field of gender statistics, according to a logic of exchange of different perspectives among researchers, United Nations agencies, and national statistical systems, facilitating horizontal cooperation and south-south cooperation. Also, the knowledge products of the CEGS are submitted to a peer review process among experts, academics, and the United Nations. The products are also submitted to shared-construction processes, and to mid-term reviews -that even though require time and coordination among different actors- they also guarantee the quality and alignment with international human rights standards, therefore strengthening the coherence and rigor of the methodological frameworks.

Within the gender violence field, the CEGS has promoted the development of a technical document through an inter-agency dialogue process in which different United Nations organs participated. Its objective is to reach a consensus on common criteria that could be integrated and that could complement the International Classification of Crime for Statistical Purposes (ICCS). Also, it elaborated the document *Operationalization of gender-related killings of women and girls, femicide/feminicide: towards a standardized measurement*, which gathers the Latin American experience regarding femicide/feminicide measurement, and proposes criteria to operationalize the concept for statistical purposes. Both documents are intended to improve the quality of the femicide/feminicide measurement to contribute to the strengthening of reliable data that may support the development of violence prevention policies.

Within the time-use measurement topic, the first Global Conference on Gender Equality and Measurement of Unpaid Care and Domestic Work was organized. Based on the needs identified at global level during the Conference, two research products were developed: 1) *Measuring Time-use: An assessment of issues and challenges in conducting time-use surveys*; 2) *Quantifying Care: design and harmonization issues in Time-Use Surveys*. These products are intended to contribute to the quality of time-use survey data and its relevance to the development of public policies for women's empowerment.

Through the emphasis placed on geospatial analysis with a gender perspective, the CEGS is developing innovative work that contributes to the debate on the SDGs' monitoring from a territorial approach with a gender perspective. The results have the potential to design new tools (such as the geospatial platform) to identify areas of lagging in the field of women's economic empowerment and violence prevention, to formulate inclusive evidence-based public policies, without leaving no one behind. In this field, the CEGS proposes to facilitate communication, and to serve as

a liaison between the persons responsible for the elaboration of public policies, and the specialists of the following areas: gender, economy, social processes, geospatial analysis, and statistics.

Finding 27

It is not clear if within the internal processes of the CEGS there is a systematic mainstreaming strategy with a gender and human rights approach. (Question 3)

The CEGS's governance mechanisms and the setup of its team bring about a parity criterion from the gender point of view. This is not evidently complied in the case of the Executive Board. It has a prevalence of masculine representation (4 men versus 2 women). Also, while it is an organization of global reach -regarding the geographical representation of the governance organs- so far ECLAC is the only regional organization that participates in the TAB. There is no presence of organizations from Africa and Asia-Pacific. The EB -besides the donor, UN Women Mexico, and UN Women headquarters- includes the representation as well of UN Women Regional Office of Latin American and the Caribbean, but it does not include other regional offices from the Organization.

Regarding the internal processes of transparency and accountability, the CEGS administratively depends on UN Women Mexico. Therefore, it responds to the transparency and accountability requirements from this organization. The hiring and selection of consultants' processes apply the United Nations System rules of non-discrimination and transparency.

7 CONCLUSIONS

- The evaluation recognizes the strength and validity of the CEGS's initial purposes regarding its foundational objectives, and the main needs related to gender statistics at a global level. However, there is a tension in this aspect when concrete initiatives are implemented due to the difficulty the CEGS has faced in detaching itself from national and regional institutional references during these three years.
- The CEGS's expectations, objectives, and goals to position itself as a facilitator in relation to technical expertise, knowledge, and innovation for the National Statistical Systems, and to become a global platform within the gender statistics field, were very ambitious in relation to the time required to install the institution, its management model, and the technical capacities and resources available.
- The evaluation shows that the CEGS team has succeeded in laying the foundations of a new institution and to progressively advance towards the development of the activities of the 2018-2020 Strategic Plan. Nevertheless, the results of the plan have been incipiently achieved. If on one hand, this reflects an initial stage of the institution, on the other, it shows a tension between the need to acquire visibility as a global institution, and the necessity to find its expertise niche and a clear identity within the gender statistics field. This tension has not been efficiently solved from the planning point of view showing heterogenous progress towards the achievement of results.
- The CEGS has partially advanced towards the implementation of activities related to result 1 by promoting the creation of two experts' groups (on femicide/feminicide measurement, and geospatial analysis), and the Global Conference on Time-Use. Its main challenges are related to the completion of activities related to results 2 and 3 -particularly, to knowledge products that have not been completed and disseminated. For example, the digital repository has been designed but it is not functioning (strategic area 2). While the majority of the studies and research on emerging topics for gender statistics has been developed, but they have not been published (strategic area 3).
- On this regard it is to be noted that the number of knowledge products established in the target of indicator 3.1.a has been extensively exceeded while the results indicator has not been met due to the lack of their publication and dissemination. Undoubtedly, this shows the effort made, but also demonstrates that the strategic planning has not allowed to uniformly advance towards the achievement of results in the three strategic areas.
- All this, along with a partial implementation of the communication strategy, results in fragmented and limited knowledge shown by the majority of the persons interviewed regarding the current work of the Centre and its products. Consequently, the CEGS has little visibility in the global arena and there is no clarity about its role and contribution to gender statistics in general. In this context, the Centre finds itself at an early maturity stage which does not allow to get evidence on its capacity to trigger the type of impact foreseen by its Theory of Change, namely: to evidently contribute to bring about a change in the way in which the National Statistical Systems produce, use, and disseminate gender statistics at a global level.
- A priority focus towards the generation of knowledge -of high cost and specialization- is recognized. This takes place instead of differentiated strategies operating at the same time -as planned in the strategic plan- which would have allowed further visibility in less time. Besides, an incomplete results framework shows the lack of a follow-up system, which did not support foreseeing and anticipating the impact of the strategic planning with due celerity for the management's decision-making, and for defining alternative strategies.
- In the light of the implementation of this first phase, and in consultancy with key actors, the proposed governance mechanisms proved to be complex for the particular needs of an institution that was under construction. Also, it is not clear or precise enough in its description, dependance levels, and accountability.

On this regard, the CEGS depends and administratively reports to UN Women Mexico, but it is also part of the Women Count as one of its programmatic components. However, the responsibilities and accountability within its governance framework -especially with regard to its relationship with the Women Count Programme at a global level- do not result completely clear.

- A limited coordination with the Women Count Programme is recognized as one of the causes that has weakened the Centre's possibility to reach a better positioning globally. This is due to the lack of a coordinated agenda between both initiatives within UN Women. For the majority of the interviewed persons, the CEGS is still perceived as an institution with a strong regional bias, and not as global project which is a key component of a UN Women Flagship Programme. Therefore, a priority topic to be solved is the scope of the Centre, so as to build a new strategic plan -that in accordance with the majority of the actors- it should consider its performance at a global level.
- In a context of restriction and of competition of scarce resources within the gender statistics field, and the new challenges brought about by the COVID-19 pandemic, the new phase of the CEGS requires a precise programmatic and thematic focalization and prioritization. This would result in further visibility and projection of the results achieved during this first phase, therefore strengthening and enhancing the consolidated knowledge, and the established alliances. It is important to continue building on the themes that have forged the CEGS's identity during these years. This would require special attention towards the geospatial statistics topics, as innovation and potential development areas, giving preference -among the programmatic strategics- to networking, knowledge exchange, and facilitating knowledge building processes, rather than having leadership on these.
- The importance of the CEGS as a first Centre of Excellence on Gender Statistics -with a global reach that could contribute to the objectives of UN Women in the gender statistics field- through a strategic alliance with INEGI and focused on innovation is still valid. Its importance has not lost value, and it creates a great potential on this area of knowledge.

8 LESSONS LEARNED AND GOOD PRACTICES

8.1 LESSONS LEARNED

- The mandate and the thematic priorities of the CEGS -particularly the geospatial analysis with a gender approach- acquire further relevance within the current COVID-19 pandemic context since there is a subsequent depth on gender inequalities in the world.
- Within context of limited human and economic resources available, and in light of an ambitious strategic plan, the priority focus of the CEGS on knowledge production (characterized of high cost and specialization), rather than differentiated strategies (such as networking and exchange of knowledge and good practices), has limited the achievements of results.
- An unclear governance system -within UN Women- and the lack of clear direction towards decision-making has limited the CEGS's capacity to achieve results efficiently and effectively.
- The coordination of the CEGS with the institutions that belong to the EB and the TAB affects its decision-making process, delaying the advancement of certain planned activities.
- The management model based mainly on a small staff makes the CEGS vulnerable to various problems such as staff turnover and high workload that affects the capacity of the team to invest in advocacy activities, take advantage of opportunities, establish new partnership and strengthen the visibility of the Centre.
- A diffuse accountability, along with the requirements of UN Women Mexico, the Women Count Programme, and the governance mechanisms obligates the CEGS to respond to information requests following calendars that are different, therefore increasing its workload.
- In the technical field, the peer review mechanism implies for the CEGS a tension between both the benefits and the obstacles it grants. On one hand, this process implies a delay in the publication and dissemination of its products, while, on the other hand, the validation by experts guarantees their quality and allows their dissemination at a global level.
- Despite the limitations observed in the design and installation of the CEGS, the process generated certain capacities and internal learning on sustainability that provides a good basis to address this dimension in an anticipatory and prospective manner.
- The change of paradigm imposed by the current pandemic, together with the new strategic planning of UN Women at a global level, provide a space for reflection on statistics for gender equality, and on the strategies to ensure that the mission and actions of the CEGS are relevant and maintained over time.
- The solid working relationship with INEGI has allowed the Centre to develop a niche of expertise in the field of geospatial statistics, which is recognized as an added value, as well as an area of potential development at a global level.
- The alliances built within the TAB and the legitimacy acquired with high-level international actors in the field of gender statistics represent an enormous potential for strengthening the future work of the CEGS in terms of visibility and networking possibilities.

8.2 GOOD PRACTICES

- **Follow-up monthly reports.** In order to improve the management, since last year, INEGI requested the Centre to provide monthly reports, where activities and main progress are detailed. This was not stipulated in the 2017 Collaboration Agreement. Nevertheless, it has been fundamental for INEGI to follow-up on the compliance of the annual programme.
- **The elaboration of knowledge products based on needs identified within the framework of global dialogues.** This was the case of the two studies on time-use which have been promoted according to the needs and priorities identified during the 2018 Global Conference on Gender Equality and the Measurement of Unpaid Care and Domestic Work. The Centre has been able to follow-up on these needs, and to respond to them, facilitating the production of important research, which have been presented in a webinar held in August 2020. This process is coherent with the mandate of the CEGS, and it shows a clear coordination among its three strategic areas³⁴.
- **Peer review mechanisms.** The peer review mechanisms allow the CEGS's outputs to be validated by experts who guarantee their quality; they also facilitate a dialogue between specialists from different disciplines and fields of action, for example, between the academia and international experts on public policies at a global level.
- **Thematic adaptation capacity to the needs imposed by the COVID 19.** The CEGS has had the capacity to adapt to the contingency, opening to new thematic areas, for example, implementing a Rapid Assessment on the impact of the COVID 19 on the lives of women and girls, regarding their participation in the labor force, and unpaid care and domestic work.

³⁴ The CEGS has promoted a global dialogue in which certain needs were identified. Then it responded to those needs through the elaboration of innovative knowledge products. These products have been disseminated, facilitating access to knowledge and innovation for the National Statistical Systems.

9 RECOMMENDATIONS

A set of recommendations and suggestions that come from the findings and conclusions of the evaluation are presented below. The recommendations are organized around 5 strategic dimensions, which are indicated as general. Also, there are specific suggestions for actions, mechanisms and tools that can facilitate the promotion and incorporation of these changes.

| General Recommendation | Suggested specific actions, mechanisms, and tools | Involved Actors | Term |
|---|---|---|--------------------|
| <p>Strengthen an institutional design that allows the CEGS to become a management and knowledge exchange global platform</p> | <ul style="list-style-type: none"> – Focus on promoting the utility of gender statistics for public policies. – Give preference to networking, and knowledge exchange: to enhance the creation of networks of experts, and to facilitate the dissemination of good practices and innovative methodologies in the field of gender statistics. Identify those specific statistical niches which has strengthen the CEGS’s own identity, for example, geospatial statistics, and analyze the new needs of data, methodologies and technical innovation considering as an opportunity the COVID-19 pandemic context. – Enhance the internal communication within UN Women at all levels. – Improve the coordination and accountability before the Women Count Programme in Headquarters, in order to ensure that this effort is complementary and coordinated with the Programme’s global data hub. – Strengthen the CEGS’s team considering the products’ dissemination need, and its projection at a global level. – Update and specify the governance structure in accordance with the experience and lessons learned during the first phase. It should include clear accountability guidelines that reinforce the links, and the reporting lines with UN Women Headquarters. On this regard, it is suggested to accelerate the hiring process of the P-4 level position, which should be under the direct supervision of the Women Count Programme, with the functional supervision of UN Women Mexico. – In a more advanced development stage, it is suggested to consider the creation of a global roster of consultants in the strategic areas of the CEGS’s, to facilitate the coordination of experts, as well as the internal hiring processes of external consultants. – A peer review mechanism structured under a model that determines clear timing and methodologies is suggested. Its objective is to respect the development stages of the products, and facilitate access to high-level expertise in a more ample manner rather than the one currently in used. | <p>The CEGS UN Women Mexico Women Count Programme</p> | <p>Medium-term</p> |
| <p>Define a global positioning and external communication strategy considering the existing opportunities</p> | <ul style="list-style-type: none"> – Make visible its mission, vision, and objectives, also its added value and main products. – Improve and enhance its website. – Showcase its products in digital spaces or events. – Disseminate the digital repository -which is already designed- and guarantee that it is widely known and accessible. – Promote the creation of networks and groups of experts from different disciplines, identify a clear and simple agenda for these groups and to follow-up its compliance. – Promote digital webinars and fora regarding specific innovative topics; disseminate their results and provide follow-up through an innovative and relevant thematic agenda within the international debate on the matter. | <p>The CEGS in coordination with the Headquarters and the Women Count Programme</p> | <p>Short-term</p> |

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| | <ul style="list-style-type: none"> – In alignment with its global scope, it is necessary that the CEGS elaborates its deliverables and products in English. – Disseminate and transfer knowledge in a quick, effective, and low-cost manner (through blogs, briefing papers, and webinars). – Along with the Women Count Programme, identify the demand from the National Statistical Systems (NSS) in the region and in the pathfinder countries to facilitate its global positioning under a complementary logic with the other actions developed by the Women Count Programme with the NSS. In order to achieve this, the CEGS should focus its work on completing its products, publishing and disseminating them. – Identify the main elements of a long-term gender agenda, in order to guarantee the sustainability of the initiatives promoted, and the results achieved, in a coherent manner along with global priorities. | | |
| <p>Improve the planning from the revision of the Theory of Change, its results framework and its Strategic Plan for the new period</p> | <ul style="list-style-type: none"> – Definition of short-term and mid-term goals. – Clearly identify audiences and recipients of products and/or initiatives – Define scaled-up implementing stages in a logic of progressiveness when approaching different actors (national, regional, and global) – Design a device for management improvement (procedures, tools, and indicators) for the CEGS. It is required that the planning of activities regarding the products of the strategy is based on the availability of the existing resources. Also, it is required a strict follow-up of the deadline of the products, according to the timeframes and forms established in the TORs of the respective calls for applications. – It is suggested that the exercises to review and to adequate the Theory of Change is done together with UN Women, the Women Count Programme, and the CEGS. It has to be considered that UN Women is currently designing its 2021-2025 Strategic Plan, and that the Women Count Programme is planning its phase 2. | <p>The CEGS (Executive Board)</p> <p>UN Women / Women Count Programme</p> <p>INEGI</p> | <p>Short-term</p> |
| <p>Strengthen monitoring and accountability</p> | <ul style="list-style-type: none"> – Define clear supervision and accountability procedures: “what is documented, to whom and how”. Direct accountability should be set with the global level of UN Women. The monitoring, and the possible corrective actions should be defined at the global level, and should be approved by the EB; – Define a monitoring & evaluation system that enables having precise indicators, providing quarterly or semester follow-up (particularly during the next year); – Establish budgetary and management control tools within the CEGS, which consider a cost structure that includes all aspects involved in the achievement of the products, and that it should provide early alerts regarding possible deficits in resources. | <p>The CEGS (Executive Board)</p> <p>INEGI</p> <p>In coordination with the Women Count Programme</p> | <p>Medium-term</p> |

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| <p>Implement a sustainability and resource mobilization plan</p> | <ul style="list-style-type: none"> – It is suggested to hire as soon as possible the P-4 level position to reinforce the exchange and collaboration with UN Women Headquarters, to design and implement a resource mobilization plan, and to design a future business plan which considers the development of specific on demand-projects with new actors. – It is recommended to develop/enhance a strategic alliances policy with related institutions at different levels to work collaboratively in the gender statistics area, and to jointly facilitate resource mobilization. – Develop a resource mobilization strategy in coordination with the Women Count Programme, which considers relevant products for public policies and different levels of implementation, and which is complementary to the resource mobilization strategies of the Women Count and of UN Women at national, regional, and global levels. – Promote the coordination of the CEGS with actors at different levels within its environment in the field of resource mobilization “to and from” the Centre, for example: within the framework of work relations with the National Statistical Systems. | <p>The CEGS Un Women Women Count Programme INEGI</p> | <p>Short-term</p> |
|---|--|--|-------------------|

10 ANNEXES

10.1 EVALUATION MATRIX

| Criteria | Questions | Indicators | Sources of information | Methodology and gathering collection techniques |
|---|---|---|--|---|
| <p>Relevance/Pertinence</p> <p>Assess whether the expected results and implementation strategies are consistent with the strategic objectives of UN Women, with the priorities of the Women Count Programme and with the needs in terms of gender statistics</p> | <ol style="list-style-type: none"> Did the results, objectives and activities implemented by the CEGS align with the priorities of the UN Women's Flagship Program "Making every woman and girl count" ("Women Count") as well as the mandates of its main partner (INEGI)? What has been the added value of the Centre and what have been its contributions in the field of innovation? To what extent were the CEGS's model (programmatic approach) and its tools and actions consistent and oriented towards closing the gaps in the generation, analysis and use of gender statistics? To what extent are the CEGS's institutional design and its tools and actions relevant to its aspiration to be a global Centre? What has been the degree of articulation and relevance of the three programmatic strategies of the CEGS? In general, what has been the relevance of the CEGS's programme for the work and strategic objectives of UN Women? | <ol style="list-style-type: none"> Explicit reference to alignment in the agreements and planning documents of the CEGS CEGS products and initiatives cited and/or used globally by key actors and national statistical institutions Perception of the value added and overall contribution of the CEGS by the actors surveyed Evidence of progress and results in CEGS reports versus initial planning | <p>Documents and frameworks of the CEGS, UN Women, the "Women Count" Program and INEGI.</p> <p>PRODOC and Strategic Plan</p> <p>UN Women, INEGI, UNDAF and Donor Reports</p> <p>Minutes of the CEGS Executive Committee meetings</p> | <p>Documentary review to assess relevance to institutional priorities, Strategic Plan and Operational Action Plans of UN Women and the Women Count Program</p> <p>Documentary review of CEGS's reports and documents</p> <p>Interviews with UN Women and INEGI authorities and similar key partners (including EB and TAB members, Women Count staff and other relevant actors)</p> <p>Survey (users)</p> |
| <p>Effectiveness</p> <p>Determine the level of progress towards the achievement of objectives/results and the level of</p> | <ol style="list-style-type: none"> What are the enabling and constraining factors that contribute/hinder the achievement of the objectives and results set out in the CEGS's Strategic Plan and what actions need to be taken to achieve the sustainability of the Centre? | <ol style="list-style-type: none"> Evidence of strategies/elements that have contributed to or limited the achievement of results | <p>Corporate and donor reports</p> <p>Evaluation reports</p> <p>Reports, products and interviews</p> | <p>Elaboration of a matrix for the systematization and analysis of indicators according to quantitative methodology</p> |

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| <p>accomplishment of outcome indicators</p> | <ol style="list-style-type: none"> 2. What has been the progress made according to the results set out in the Strategic Plan of the CEGS? 3. Were there any unexpected results/effects (negative or positive)? For example, in the context of the Covid 19 pandemic? 4. What programmatic strategies have proven most effective in contributing to the desired outcomes, what strategies have proven least effective, and why? 5. To what extent has CEGS improved knowledge on violence against women, women's empowerment and gender equality? 6. To what extent has the CEGS contributed to generate products that respond to the needs of users of statistics and to the challenges faced by national statistical entities in terms of data production? 7. In terms of programming, to what extent did the CEGS contribute to the achievement of UN Women and Women Count results in gender statistics? | <ol style="list-style-type: none"> 2. Evidence of progress according to the results framework; 3. Evidence of positive/negative unexpected results/effects 4. Evidence of strategies that have had the greatest impact in terms of progress and external recognition 5. Evidence regarding the knowledge and appreciation of the work of the CEGS by key actors in the field of gender statistics 6. Evidence regarding the knowledge and assessment of the work of the CEGS by users and producers of statistics 7. Evidence of the results of the CEGS and its contributions to the achievement of UN Women's goals in gender statistics | <p>Reports, official documents, interview and survey information (users)</p> <p>Minutes of the CEGS Executive Committee meetings</p> | <p>In-depth analysis of the Theory of Change (ToC)</p> <p>Documentary review</p> <p>Interviews, focus groups (including CEGS's team, EB and TAB members, Women Count staff and other relevant stakeholders), survey (users)</p> |
|---|---|--|--|---|

| | | | | |
|---|---|--|---|---|
| <p style="text-align: center;">Efficiency</p> <p>Assess the extent to which the outputs and/or outcomes were achieved with the appropriate human and financial resources</p> | <ol style="list-style-type: none"> 1. Has the project been implemented efficiently in terms of its human, technical and financial resources? 2. Have these resources been sufficient to achieve the programmed results? Have the capacities of the Centre's members been promoted? 3. To what extent has the CEGS's management model facilitated or hindered the effective implementation and delivery of results? 4. To what extent has the CEGS had effective monitoring arrangements to measure its performance and progress towards results? 5. Has the development of knowledge on the issues set out in the partnership agreement with the donor enabled the Centre to mobilize resources? 6. How have the three programmatic strategies of the CEGS been able to articulate and generate synergies? 7. How has the CEGS articulated with UN Women Mexico, UN Women's "Women Count" program and INEGI? | <ol style="list-style-type: none"> 1. Financial execution according to annual planning. 2. Effective and efficient execution of the budget for the achievement of the results of the CEGS 3. Resources mobilized vs funding gaps established in the agreements and strategic plan. 4. # and periodicity of planning and reporting mechanisms. 5. Level of satisfaction of stakeholders with the governance of the CEGS and evidence of its operation. 6. Examples and evidence of the articulation of the CEGS with the Women Count headquarters | <p>Planning and reporting systems</p> <p>Reports to Women Count Headquarters, UN Women, INEGI, UNDAF and Donors</p> <p>Minutes of follow-up meetings and Reports</p> <p>Annual financial reports</p> <p>Corporate reporting for government and key donors</p> <p>Interviews</p> | <p>Design of a matrix of budget distribution and expenses prepared according to program areas and specific objectives per year</p> <p>Documentary review of M&E planning mechanisms used and other documents</p> <p>Interviews, including key informants, such as staff of "Women Count", UN Women Mexico, INEGI etc.</p> |
| <p style="text-align: center;">Sustainability</p> <p>Assess whether strategies and mechanisms have been implemented to create synergies with other relevant UN Women projects or with other organizations and initiatives to</p> | <ol style="list-style-type: none"> 1. What actions has the CEGS undertaken to ensure the sustainability of the Centre? What progress has it made? 2. What are the existing synergies of the CEGS with other relevant initiatives and projects within UN Women, partners and other organizations? 3. What has been the degree of collaboration between the CEGS and its partners? 4. What are the key challenges that continue to affect the sustainability of the CEGS? | <ol style="list-style-type: none"> 1. Evidence of strategies and actions designed to provide functional, programmatic, and political continuity over time (beyond the initial three years). 2. Evidence of agreements, formal and informal inter-institutional collaborative arrangements. | <p>UN Women, INEGI, UNDAF and Donor reports.</p> <p>Reports, products and interviews</p> | <p>Documentary review</p> <p>Interviews</p> |

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|---|--|---|--|---|
| <p>ensure sustainability</p> | <ol style="list-style-type: none"> 5. To what extent has the CEGS collaborated with other organizations or initiatives to create synergies after the end of the current agreement? 6. What actions and mechanisms should the CEGS consider to strengthen its resource mobilization capacity and guarantee its sustainability? 7. Including additional emerging issues into the CEGS's Strategic Plan may be a strategic factor in ensuring its sustainability? And if they ensure continuity, how can they be integrated and articulated internally and externally? | <ol style="list-style-type: none"> 3. Evidence and description of the collaborative process. 4. Evidence of challenges that limit the sustainability of the CEGS 5. Evidence of collaboration (agreements, formal and informal arrangements, participation in technical tables, attempts at knowledge transfer). 6. a. Evidence of resource mobilization actions and outcomes; b. Resource mobilization proposals (indicated by key informants) 7. a. Positive and negative testimonies from key actors; b. Evidence of proposals from key stakeholders. | | |
| <p>Human rights and gender mainstreaming</p> <p>Examine the extent to which the Project includes a human rights-based approach to its programming and mainstreams gender equality and non-discrimination into its various levels of action monitoring,</p> | <ol style="list-style-type: none"> 1. Are the mission and mandate of the CEGS, its Strategic Plan and its thematic areas aligned with global priorities on women's rights? 2. Do the results achieved by the CEGS during the three years of implementation reflect and promote women's human rights? 3. Does the governance structure of the CEGS and its management model incorporate a human rights and gender equality approach? | <ol style="list-style-type: none"> 1. Evidence of alignment with global priorities on women's rights 2. Evidence of outputs and impacts generated in terms of gender equality and human rights approach 3. Evidence of mainstreaming human rights and gender equality into the | <p>Indicator and Project framework</p> <p>Progress Reports</p> | <p>Documentary review</p> <p>Interviews</p> |

| | | | | |
|----------------------------------|--|--|--|--|
| evaluation and accountability | | governance and management mechanism of the CEGS | | |
|----------------------------------|--|--|--|--|

10.2 NUMBER OF KEY INFORMANTS ACCORDING TO ORGANIZATION/INSTITUTION

| Institution | Number of key informants |
|------------------------------|---------------------------------|
| UN Women Mexico | 10 |
| UN Women Colombia | 2 |
| UN Women LAC Regional Office | 4 |
| UN Women HQ | 4 |
| INEGI | 4 |
| OECD | 1 |
| ECLAC | 2 |
| Partners (universities) | 3 |
| External Consultants | 3 |
| UNSD | 1 |
| UNODC | 1 |
| TOT. | 35 (8 men and 27 women) |

10.3 BASIC GUIDELINES FOR INTERVIEWS AND FOCUS GROUPS

It is worth noting that the attached guideline includes all the main questions, which were selected according to the role and position of the actors interviewed.

| Criteria | Questions |
|-------------------|---|
| Context | What was the context in which the CEGS was created, how was its institutional design generated, and why were certain priority and programmatic areas chosen? |
| | What is the role of your institution in the area of gender statistics and how is it related to the CEGS? |
| Relevance | In your opinion, what is the role that the CEGS plays especially in relation to the needs, priorities and critical areas in the field of gender statistics? How do you assess that role? |
| | How do you evaluate the strategic positioning of the CEGS at global level? |
| | In general, what has been the relevance of the CEGS to the work and strategic objectives of UN Women/INEGI/Women Count? |
| | Are the results, objectives and activities undertaken aligned with the Strategic Plan 2018-2020? |
| | What has been the added value of the Centre and what have been its contributions in the field of innovation? |
| Efficacy | What are the main institutional capacities of the CEGS in relation to its mandate and functions? |
| | What are the main weaknesses of the CEGS and what could be improved? |
| | What has been the most significant change promoted by the CEGS in these three years in relation to women's empowerment and gender equality? |
| | To what extent has the CEGS improved knowledge about violence against women, women's empowerment and gender equality? |
| | To what extent did the CEGS contribute to the achievement of INEGI/UN Women Count results in gender statistics? |
| | What programmatic and thematic areas of the Strategic Plan achieved better advances/results and in which areas do challenges persist? Why? |
| | Do the results achieved and the products elaborated by the CEGS contribute to respond to the needs, priorities and critical issues in the field of gender statistics? |
| | In your opinion, what is the added value of the CEGS compared to other institutions working in the field of gender statistics? |
| | What is the added value of the CEGS in strengthening/producing gender statistics, in particular in the field of SDGs measurement and formulation of public policies for gender equality and women's rights? |
| | How has the CEGS dealt with emerging needs, especially related to COVID 19? |
| Efficiency | Does the structure and internal process of the CEGS facilitate the efficient implementation of the Strategic Plan? What are its main strengths and weaknesses? |
| | Has the project been implemented efficiently in terms of its human, technical and financial resources, and have these resources been sufficient to achieve the planned results? |

| Criteria | Questions |
|--|--|
| | <p>Have the capacities of the CEGS's members been promoted?</p> <p>How does the CEGS articulate with UN Women Mexico, the Women Count Program and INEGI to produce synergies in the field of gender statistics? What is the degree of coordination?</p> <p>To what extent have effective collaborative relationships been established with other actors at national/regional and international level to meet the objectives of the CEGS's Strategic Plan?</p> <p>Are there specific examples of inter-institutional coordination/cooperation that has produced virtuous synergies or good practices?</p> <p>What measures and key factors have effectively contributed to improving the efficiency of the CEGS and what are the key challenges that continue to affect its efficiency?</p> <p>Have the thematic areas prioritized by the CEGS represented a weakness in terms of resource mobilization? or a strength?</p> <p>What actions have been implemented to mitigate risks and to contribute to more cost-efficient actions?</p> |
| Sustainability | <p>What mechanisms and strategies have the CEGS implemented to guarantee the sustainability of the Centre? What have been the main results?</p> <p>What are those key challenges that continue to affect the sustainability of the CEGS?</p> <p>What are the existing synergies of the CEGS with other relevant initiatives and projects of UN Women, other partners and organizations?</p> <p>What alliances should the CEGS articulate at national, regional and global level to strengthen its efforts in the production of gender statistics?</p> <p>Among the experiences or initiatives developed by the CEGS you know, which of them have been, or have the potential to be replicated or scaled up?</p> <p>What actions should the CEGS take to strengthen its resource mobilization capacity and ensure its sustainability?</p> <p>Integrating additional emerging issues into the CEGS's Strategic Plan, could help ensuring its continuity? In your opinion, what would these emerging issues be?</p> |
| Human rights and gender mainstreaming | <p>To what extent has the CEGS integrated an equity, human rights and gender equality approach into its programming?</p> <p>How was the gender approach mainstreamed into the expected results and activities carried out by the Centre and into its management and governance model?</p> |
| Recommendations | <p>What recommendations would you make for the new strategic plan of the CEGS, regarding institutional design, program strategies and priority issues?</p> <p>What would you recommend to guarantee the sustainability of the CEGS?</p> <p>What projections do you see for the CEGS in the short and long term?</p> |

10.4 ON LINE SURVEY GUIDELINES

As part of the CEGS evaluation process, UN Women kindly requests your cooperation in completing this survey. Please note that participation is voluntary and that the information will be treated confidentially and used only for the purpose of this evaluation. Responses will be analyzed in an aggregated manner to contribute to the findings of the final evaluation report which will be publicly available.

Completing the questionnaire will take approximately 10 minutes.

Please remember that the deadline for completing the survey is November 12, 2020.

If you need any further information or have any questions about the survey, please write to:
giulia.tarducci@inclusionyequidad.org

Thank you for your collaboration.

Information about the institution/organization

* 1. Please identify your Institution/Organization

- UN Women
- Other UN Organization/Entity
- International Organization
- National Statistics Office
- Mechanism for the Advancement of Women
- University/Research Centre
- Civil society organization
- Other (please specify)

* 2. Country/Region: Gender of the person responding the questionnaire

- Male
- Female
- Other

* 4. Position of the person responding the questionnaire

- Executive
- Technical

Administrative

Other (please, specify)

* 5. Status of your institution/organization in terms of use and production of statistics

It is only a producer of statistics

It is only a user of statistics

is both producer and user of statistics

It is not a user neither a producer of statistics

I do not know

Not applicable

Other (explain)

* 6. Does your institution/organization use and/or produce gender statistics

No

I do not know

Not applicable

Yes (please, specify what type of statistics)

* 7. For what purposes does your institution/organization produce and/or use gender statistics?

- Needs assessment
- Formulation of policies, programs, projects
- Monitoring and evaluation of policies, programs, projects
- Research
- I do not know
- Not applicable
- Other (please specify)

* 8. Please, identify the main needs that your institution/organization is facing in terms of use and/or production of gender statistics

- Access to information and knowledge
- Technical support
- Collaborative networks
- Technological Innovation
- Geospatial Analysis
- I do not know
- Not applicable
- Others (please specify)

* 9. According to the experience of your institution/organization, in the field of gender statistics, what are those issues that require to be strengthened in terms of data production?

- Measurement of violence against women
- Measurement of unpaid domestic and care work
- Women's political participation
- Gender and geospatial analysis
- Environment and climate change
- I do not know
- Not applicable
- Others (please, specify)

Knowledge about the Global Centre of Excellence on Gender Statistics (CEGS)

* 10. What is your level of knowledge about the work of the CEGS?

- Very high
- High
- Medium
- Limited
- Very Limited
- Lack of knowledge

* 11. How did you get to know the CEGS?

- I have participated in activities promoted by the CEGS
- I have participated in meetings/forums where the CEGS presented its work
- I have collaborated with the CEGS
- I know its products/publications
- I found information on the Internet
- Others (please specify)

* 12. What are those initiatives, products, results of the CEGS you know?

* 13. What do you know about the mission and mandate of the CEGS?

* 14. In your opinion, at global level, what is the added value of the CEGS in the field of gender statistics?

* 15. Considering that the objective of the CEGS is to be a platform for collaboration, knowledge sharing, and innovation in gender statistics, in order to contribute to the implementation, monitoring, and evaluation of the 2030 Agenda and Sustainable Development Goals (SDGs), what would you

recommend for its future work?

16. If you wish to include any additional comment or observation about the work of the CEGS, please write it in the following box

10.5 LIST OF REVIEWED DOCUMENTS

CEGS 's Funding Documents

Preparatory Phase

- **Official Documents**

I UN Women-INEGI 2016 Agreement
I UN Women Agreement INEGI (modified-2017)
INEGI Breakfast Meeting minutes
Note to Archive 2016 Agreement

- **Products of consultant services**

Global Centre of Excellence on Gender Statistics. Institutional Design (December 2016-May 2017)
Contract and TdR of the Consultancy (Consultant A.B.)
Proposals for the Global Centre of Excellence on Gender Statistics (GCEG) based on the main trends and projects in gender statistics (2017)
Institutional characterization of research centres and a preliminary proposal for the institutional design of the Global Centre of Excellence on Gender Statistics (CEGS) (2017)
Contract and TdR of the Consultancy (Consultant C.P.)
Global Alignment Matrix (2016)
Proposal Introductory paragraphs to the topics contained in the Gender Atlas
Contract and TdR of the Consultancy (Consultant O.M.)

Installation Phase

- **Official Documents**

UNW Mx Agreement Dec 2017
Technical Annex INEGI Agreement signed on 19 Dec 2017
Act of delivery of facilities 2018
UNW-INEGI Agreement Spanish
CEGS' Strategic Plan 2018 - 2020
1st Proposal of the CEGS's work plan 2018_March

CEGS's documents (operational phase)

- **CEGS's work plans**

CEGS' Launch report 2018
CEGS' Work Plan 2018
CEGS's Work Plan 2019
CEGS's Work Plan 2020 (Adjusted)

- **CEGS's Annual Reports**

Annual Report 2017
Annual Report 2017
Annual Narrative Report 2018
CEGS' Annual Narrative Report 2019

- **CEGS's Financial Reports**

Financial Statement, INEGI-CEGS, 2017
Financial Statement, INEGI-CEGS, 2018
Financial Statement, INEGI-CEGS, 2019

- **Quarterly Reports to the Women Count Programme**

CEGS Quarterly Updates, 2019, Q3
CEGS Quarterly Updates, 2019, Q4
CEGS Quarterly Updates, 2020, Q1
CEGS Quarterly Updates, 2020, Q2

- **Monthly reports to INEGI**

Reports from January 2020 to November 2020.

- **Governance mechanism meetings**

Executive Board: Meeting Minutes: 2018, 2019, 2020; EB Terms of Reference
Technical Advisory Board: Minutes 2019, 2020 meetings, TAB Terms of Reference

TAB Presentation, July 10, 2020

- **CEGS's Staff Contracts and Terms of Reference**

ToR Coordinator 2018

ToR Technical Specialist 2018

ToR Administrative Assistant 2018

ToR Research and Data Specialist 2019

ToR Technical Specialist

Coordinator's contract

Technical Specialists' contracts (2)

Administrative Assistants' Contracts (3)

UN Volunteer's Contract (1)

CEGS's Projects

- **Studies**

CEGS, 2020. Operationalization of gender-related killings of women and girls, femicide/feminicide: towards a standardized measurement

CEGS, 2020. Gaps and innovations in the production on gender and geospatial indicators

CEGS, 2020. Territorial framework and geo-spatial analysis for gender statistics

CEGS, 2020. Women's Economic Empowerment and Care Systems: A Geospatial Knowledge Framework

CEGS, 2020. Femicide / feminicide violence: A Geospatial knowledge framework

CEGS, 2020. Theoretical-Methodological framework for geospatial analysis and gender statistics: towards the design of policies and programs on gender issues

CEGS, 2020. Design of a geospatial approach for gender statistics: Mexican case.

CEGS, 2020. Design of a geospatial approach for gender statistics: Mexican case.

CEGS, 2020. "Gender Statistics, Geospatial Analysis and Sustainable Development Goals" in Gender Matters Globally: Reaching the 2030 Sustainability Development Goals.

CEGS. 2019. Concept Note. Ninth Session of the United Nations Committee of Experts on Global Geospatial. Side Event Summary Gender and Geospatial Research and Analysis

Charmes J., 2020. Measuring Time Use: An assessment of issues and challenges in conducting time-use surveys with special emphasis on developing countries

Folbre N., 2020. Quantifying Care: Design and Harmonization Issues in Time- Use Surveys

UNODC- UN Women: Technical Aspects of Statistics on Gender-Related Killings of Women and Girls (Femicide/Feminicide) Draft Document: morbidity and mortality differentiated impact on women and men in the framework of COVID-19 in Mexico (Research Advances).

Documents related to the design of the digital repository (Report of activities and products).

Documents related to the Rapid Assessment (Database, methodology, and documents).

Documents related to the Gender Statistics Platform (User's Manuals)

- **Other projects**

CEGS's Brochure 2017

CEGS's Brochure 2018

CEGS' Factsheet, 2020

CEGS's Lunch (event agenda, event report, interviews, press releases, speaker presentations)

CEGS's Logo Guidelines

CEGS's Manual for logo's use

CEGS, 2019. Strategic Note CEGS's resource mobilization and partnerships 2019-2021 (internal document)

CEGS, 2020. Conceptual and technical design of the Digital Repository

Final report: Strategy of Resource Mobilization & Partnerships and Annexes (internal document)

Meeting minutes about the Digital Repository

Minute of the presentation of the Digital Repository to UN Women Mexico (31/03/2020)

PPT CEGS's website

Document translation: Twenty Years of International Meetings on Gender Statistics

Webinar, Measuring Time Use and Quantifying Care: Challenges and strategies in the design and harmonization of Time Use Surveys, August 2020 (Agenda, PPT of participants)

- **Consultancy contracts and TOR**

Cooperation agreement with El Colegio de México

TOR, evaluation (C.G. Consultant)
TOR, contract, amendment, evaluation (E.M. Consultant)
List of Consultancies (internal document)
Contract, evaluation (Consultant N.J.M.)
Contract (Consultant O.M.)
Contract, evaluation (Consultant P. M.)
TOR, contract, amendments, evaluation (R. K.)
Contract, amendment (Consultant T. C.)
Contract (Consultant S.M.N.)
Contract (Consultant S.B.)

- **Field missions/meeting reports**

Amsterdam, 2019. Geospatial World Forum
Brussels, 2019. European Development Days, 2019.
Chile, High Level Seminar on integrating non-traditional data sources in the National Statistical Systems, 2018
Chile, Meeting of Experts on Measuring Femicide in Latin America and the Caribbean, 2019
China, United Nations World Geospatial Information Congress, 2018
Japan, Seventh Global Forum on Gender Statistics, 2018
Mexico XIX International Meeting on Gender Statistics, 2018
Mexico, XX International Meeting on Gender Statistics "From Beijing to the SDGs: leaving no one behind", 2019
Mexico, INEGI Meeting, DANE; UN Women, 2018
Mexico Presentation to the Senate of the Republic, 2018
Mexico, Second International Seminar: Domestic and care work. Concepts and Measurements, 2018
Mexico, Geospatial Forum of the Americas, UNGGIM America, 2019
New York, Ninth Session of the United Nations Committee of Experts on Global Geospatial Information Management
Gender and Geospatial Research and Analysis, 2019
New York, UN Women – Centre of Excellence on Gender Statistics Work Planning Meeting, 2019.
Paris, 2018. 5th Session of the Executive Committee of the "Making Every Woman and Girl Count" Flagship Program
Uruguay, Policy Dialogue on Women's Economic Empowerment: Recognition, Redistribution and Reduction of Unpaid Care Work, 2018
Vienna, Inter-Agency Meeting to discuss technical aspects of statistics on gender-based deaths of women (femicide/feminicide), 2019.
Virtual meeting, Presentation of the CEGS's Digital Repository to UN Women Mexico, March, 2020
Virtual meeting, Meeting with specialists in the measurement of femicide violence to present and discuss the document entitled "Operationalization of gender-related killings of women and girls, femicide/feminicide: towards a standardized measurement", May 2020
Virtual meeting, Presentation and discussion of the document: "Quantifying Care: design and harmonization issues in time-use surveys", with specialists in time use measurement from Mexico, May 2020.

UN Women Mexico Documents

Final Evaluation of the Strategic Note of UN Women Mexico, 2014-2019 UN Women
Annual Report, 2018
Annual Report, 2019
Annual Work Plan 2019, 2020
Descriptive Report, 2019, 2020
UNDAF Mexico, 2014-2019
UNDAF, Mexico, 2020-2025

Women Count Programme Documents

UN Women, 2017. Making Every Woman and Girl Count: Supporting the monitoring and implementation of the SDGs through better production and use of gender statistics. Project document
Women Count, Annual Report, 2016
Women Count, Annual Report, 2018
Women Count, Annual Report, 2019
Women Count, Mid-term Review Final Report January 2020

INEGI Documents

INEGI, Strategic Program 2016-2020

Annual Work Plan, 2016

Annual Work Plan, 2017

Annual Work Plan, 2018

Annual Work Plan, 2019

Annual Work Plan, 2020

Other Documents

Beijing Declaration and Platform for Action, 1995.

CSW. 2019. Review and appraisal of the implementation of the Beijing Declaration and Platform for Action and the outcomes of the twenty-third special session of the General Assembly. Disponible in: <https://undocs.org/E/CN.6/2020/3>.

UN Data Strategy of the Secretary General for Action by Everyone, Everywhere with Insight, Impact and Integrity 2020-22

UN Women, 2020. Women and Men: Gender Gaps in Colombia

<https://www2.unwomen.org/->

[/media/field%20office%20colombia/documentos/publicaciones/2020/11/mujeres%20y%20hombres%20brechas%20de%20genero.pdf?la=es&vs=5814](https://www2.unwomen.org/-/media/field%20office%20colombia/documentos/publicaciones/2020/11/mujeres%20y%20hombres%20brechas%20de%20genero.pdf?la=es&vs=5814)

UN Women. 2015. How to manage evaluations with a gender perspective. Available at: <https://www.unwomen.org/->

[/media/headquarters/attachments/sections/library/publications/2015/un-women-evaluation-handbook-es.pdf?la=es&vs=1738](https://www.unwomen.org/-/media/headquarters/attachments/sections/library/publications/2015/un-women-evaluation-handbook-es.pdf?la=es&vs=1738)

UN Women Strategic Plan, 2018-2021

10.6 COHERENCE MATRIX

| Criteria / Objective | Evaluation questions | Findings | Findings | Findings | Main Recommendations | Related Recommendations |
|--|---|---|----------|----------|---|-------------------------|
| Relevance/Pertinence Assess whether the expected results and implementation strategies are consistent with the strategic objectives of UN Women, with the priorities of the Women Count Programme and with the needs in terms of gender statistics | 1. Did the results, objectives and activities implemented by the CEGS align with the priorities of the UN Women's Flagship Program "Making every woman and girl count" ("Women Count") as well as the mandates of its main partner (INEGI)? | 1. Within the gender statistics field there is alignment with the mandates and the legal national and international frameworks in the period. Also, with the priorities and orientations of UN Women and INEGI. (Question 1) | | | | |
| | 2. What has been the added value of the Centre and what have been its contributions in the field of innovation? | 2. The relevance of the main objectives of the CEGS is recognized, as well its potential in the strategic spheres of gender statistics. However, the CEGS has little visibility at a global level, and actors do not have clarity regarding its role and contribution to gender statistics (Questions 2 and 6). | | | Define a global positioning and external communication strategy considering the existing opportunities | |
| | 3. To what extent were the CEGS's model (programmatic approach) and its tools and actions consistent and oriented towards closing the gaps in the generation, analysis and use of gender statistics? | 3. The challenges regarding resource mobilization for gender statistics -also related to budgetary costs from the majority of the countries of the region, including Mexico the CEGS's main donor – and due to current complexity to broaden the cooperation framework, were not adequately considered in the planning and implementation phases. In this context, the Centre has preferred more complex, academic, and high-cost initiatives. (Questions 3 and 5). | | | Improve the planning from the revision of the Theory of Change, its results framework and its Strategic Plan for the new period | |

| Criteria / Objective | Evaluation questions | Findings | Findings | Findings | Main Recommendations | Related Recommendations |
|----------------------|---|---|----------|----------|---|-------------------------|
| | 4. To what extent are the CEGS's institutional design and its tools and actions relevant to its aspiration to be a global Centre? | 4. There is not enough clarity regarding the governance design of the Centre, particularly within the UN Women structure. The fact that a disperse set of actors were involved in different action levels bring about tensions, regarding the strategic management and positioning of the CEGS at the regional and global levels, that were not correctly solved. (Question 4) | | | Strengthen an institutional design that allows the CEGS to become a management and knowledge exchange global platform | |
| | 5. What has been the degree of articulation and relevance of the three programmatic strategies of the CEGS? | 3. The challenges regarding resource mobilization for gender statistics -also related to budgetary costs from the majority of the countries of the region, including Mexico the CEGS's main donor – and due to current complexity to broaden the cooperation framework, were not adequately considered in the planning and implementation phases. In this context, the Centre has preferred more complex, academic, and high-cost initiatives. (Questions 3 and 5). | | | Improve the planning from the revision of the Theory of Change, its results framework and its Strategic Plan for the new period | |
| | 6. In general, what has been the relevance of the CEGS's programme for the work and strategic objectives of UN Women? | 2. The relevance of the main objectives of the CEGS is recognized, as well its potential in the strategic spheres of gender statistics. However, the CEGS has little visibility at a global level, and actors do not have clarity regarding its role and contribution to gender statistics (Questions 2 and 6). | | | Define a global positioning and external communication strategy considering the existing opportunities | |

| Criteria / Objective | Evaluation questions | Findings | Findings | Findings | Main Recommendations | Related Recommendations |
|---|--|---|---|--|---|-------------------------|
| Effectiveness Determine the level of progress towards the achievement of objectives/results and the level of accomplishment of outcome indicators | 1. What are the enabling and constraining factors that contribute/hinder the achievement of the objectives and results set out in the CEGS's Strategic Plan and what actions need to be taken to achieve the sustainability of the Centre? | 5. The established goals in the CEGS's results framework were ambitious due to the necessary timing needed to install the institution, and due to the available human and economic resources. A tension is noted between the need of the CEGS to establish and position itself as a new institution at a global level, and the demand to achieve results in the short-term (Question 1) | 7. The COVID-19 pandemic -due to the global health crisis- has affected the CEGS's workplan during 2020. At the same time, it opened a window of opportunity to work on this topic from a gender statistics point of view. (Questions 1 and 3). | 9. The CEGS has made an important effort to legitimize itself as a new global institution. However, its communication strategy has been partially implemented. This has brought about a limited and fragmented knowledge regarding the work the CEGS is doing, and its main initiatives and products (Questions 1, 5 and 6). | Strengthen an institutional design that allows the CEGS to become a management and knowledge exchange global platform | |
| | 2. What has been the progress made according to the results set out in the Strategic Plan of the CEGS? | 6. The CEGS team was able to establish a new institution, and to progressively advance towards the development of the activities included in the 2018-2020 strategic plan. All the activities in the three thematic areas of the strategic plan have been initiated. Nevertheless, as of today the compliance level is low, the majority is in progress, and has not been completed. (Questions 2 and 6). | 8. The CEGS is in an initial maturity stage which does not allow to get evidence on its capacity to trigger the type of impact planned by the Theory of Change (Questions 2, 4, 5 and 6) | | Improve the planning from the revision of the Theory of Change, its results framework and its Strategic Plan for the new period | |
| | 3. Were there any unexpected results/effects (negative or positive)? For example, in the context of the Covid 19 pandemic? | 7. The COVID-19 pandemic - due to the global health crisis- has affected the CEGS's workplan during 2020. At the same time, it opened a window of opportunity to work on this topic from a gender statistics point of view. (Questions 1 and 3). | | | | |

| Criteria / Objective | Evaluation questions | Findings | Findings | Findings | Main Recommendations | Related Recommendations |
|----------------------|--|---|--|--|---|--|
| | 4. What programmatic strategies have proven most effective in contributing to the desired outcomes, what strategies have proven least effective, and why? | 8. The CEGS is in an initial maturity stage which does not allow to get evidence on its capacity to trigger the type of impact planned by the Theory of Change (Questions 2, 4, 5 and 6) | 10. The area of geospatial statistics stands out within the thematic priorities. It has been developed thanks to a solid relationship with INEGI and it is recognized as a strength, and an area of potential interest and growth at a global level (Questions 4, and 5) | | Improve the planning from the revision of the Theory of Change, its results framework and its Strategic Plan for the new period | |
| | 5. To what extent has CEGS improved knowledge on violence against women, women's empowerment and gender equality? | 8. The CEGS is in an initial maturity stage which does not allow to get evidence on its capacity to trigger the type of impact planned by the Theory of Change (Questions 2, 4, 5 and 6) | 9. The CEGS has made an important effort to legitimize itself as a new global institution. However, its communication strategy has been partially implemented. This has brought about a limited and fragmented knowledge regarding the work the CEGS is doing, and its main initiatives and products (Questions 1, 5 and 6). | 10. The area of geospatial statistics stands out within the thematic priorities. It has been developed thanks to a solid relationship with INEGI and it is recognized as a strength, and an area of potential interest and growth at a global level (Questions 4, and 5) | Improve the planning from the revision of the Theory of Change, its results framework and its Strategic Plan for the new period | Define a global positioning and external communication strategy considering the existing opportunities |
| | 6. To what extent has the CEGS contributed to generate products that respond to the needs of users of statistics and to the challenges faced by national statistical entities in terms of data production? | 6. The CEGS team was able to establish a new institution, and to progressively advance towards the development of the activities included in the 2018-2020 strategic plan. All the activities in the three thematic areas of the strategic plan have been initiated. Nevertheless, as of today the compliance level is low, the majority is in progress, and has not been completed. (Questions 2 and 6). | 8. The CEGS is in an initial maturity stage which does not allow to get evidence on its capacity to trigger the type of impact planned by the Theory of Change (Questions 2, 4, 5 and 6) | 9. The CEGS has made an important effort to legitimize itself as a new global institution. However, its communication strategy has been partially implemented. This has brought about a limited and fragmented knowledge regarding the work the CEGS is doing, and its main initiatives and products (Questions 1, 5 and 6). | Define a global positioning and external communication strategy considering the existing opportunities | |

| Criteria / Objective | Evaluation questions | Findings | Findings | Findings | Main Recommendations | Related Recommendations |
|--|---|---|---|----------|---|---|
| | 7. In terms of programming, to what extent did the CEGS contribute to the achievement of UN Women and Women Count results in gender statistics? | 11. The coordination between the CEGS and the Women Count Programme has been built over time. As to date, the synergies between both programmes have developed in a circumscribed and punctual manner. (Question 7) | | | Strengthen an institutional design that allows the CEGS to become a management and knowledge exchange global platform | |
| Efficiency Assess the extent to which the outputs and/or outcomes were achieved with the appropriate human and financial resources | 1. Has the project been implemented efficiently in terms of its human, technical and financial resources? | 12. According to the available financial information -that refers to the aggregated annual expenditures- it has not been possible to determine if the CEGS has been efficient in this installation phase (Question 1) | | | Improve the planning from the revision of the Theory of Change, its results framework and its Strategic Plan for the new period | |
| | 2. Have these resources been sufficient to achieve the programmed results? Have the capacities of the Centre's members been promoted? | 13. The CEGS started with a budgetary deficit. Since its initial design it was estimated that the resources provided by INEGI were seed capital, and that these should be complemented with additional resources which have not been obtained. (Question 2) | 16. There is no evidence that the capacities of the staff of the Centre were formally promoted (Question 2). | | | |
| | 3. To what extent has the CEGS's management model facilitated or hindered the effective implementation and delivery of results? | 15. The management model based on a small team with permanent staff, with high rotation in the short-term, and the development of technical work entrusted to consultants that are external to the CEGS, hinder the coordination and synergy amongst the three strategies, and limit the execution of its plan (Question 3, and 6). | 18. The governance system of the CEGS, which considers coordination with UN Women Mexico, the Women Count and INEGI at management level, with the Executive Board at the decision-making level, and with the TAB in technical matters, has consequences on its operational efficiency. (Question 3) | | | Strengthen an institutional design that allows the CEGS to become a management and knowledge exchange global platform |

| Criteria / Objective | Evaluation questions | Findings | Findings | Findings | Main Recommendations | Related Recommendations |
|----------------------|---|--|----------|----------|---|--|
| | 4. To what extent has the CEGS had effective monitoring arrangements to measure its performance and progress towards results? | 17. The CEGS does not have an own monitoring system for planning and budget. This is carried out by UN Women Mexico. In the CEGS's framework of results deficiencies could be appreciated in the formulation of the indicators, which affect the follow-up on the advances towards the achievement of the objectives. (Questions 4 and 7). | | | Improve the planning from the revision of the Theory of Change, its results framework and its Strategic Plan for the new period | Strengthen monitoring and accountability |
| | 5. Has the development of knowledge on the issues set out in the partnership agreement with the donor enabled the Centre to mobilize resources? | 14. A resource mobilization strategy was designed and implemented, but it has been subject to internal and external constraints that have affected its results. (Question 5) | | | Implement a sustainability and resource mobilization plan | |
| | 6. How have the three programmatic strategies of the CEGS been able to articulate and generate synergies? | 15. The management model based on a small team with permanent staff, with high rotation in the short-term, and the development of technical work entrusted to consultants that are external to the CEGS, hinder the coordination and synergy amongst the three strategies, and limit the execution of its plan (Question 3, and 6). | | | Improve the planning from the revision of the Theory of Change, its results framework and its Strategic Plan for the new period | |
| | 7. How has the CEGS articulated with UN Women Mexico, UN Women's "Women Count" program and INEGI? | 17. The CEGS does not have an own monitoring system for planning and budget. This is carried out by UN Women Mexico. In the CEGS's framework of results deficiencies could be appreciated in the formulation of the indicators, which affect the follow-up on the advances towards the achievement of | | | Strengthen monitoring and accountability | |

| Criteria / Objective | Evaluation questions | Findings | Findings | Findings | Main Recommendations | Related Recommendations |
|--|--|--|----------|----------|---|--|
| | | the objectives. (Questions 4 and 7). | | | | |
| Sustainability Assess whether strategies and mechanisms have been implemented to create synergies with other relevant UN Women projects or with other organizations and initiatives to ensure sustainability | 1. What actions has the CEGS undertaken to ensure the sustainability of the Centre? What progress has it made? | 19. Despite the CEGS's difficulties and limitations on its design, governance, and management, the installation of the Centre -per se- does provide perfectible bases for its institutional sustainability. (Questions 1 and 2). | | | | |
| | 2. What are the existing synergies of the CEGS with other relevant initiatives and projects within UN Women, partners and other organizations? | 19. Despite the CEGS's difficulties and limitations on its design, governance, and management, the installation of the Centre -per se- does provide perfectible bases for its institutional sustainability. (Questions 1 and 2). | | | | |
| | 3. What has been the degree of collaboration between the CEGS and its partners? | 20. The CEGS did not have a sustainability strategy, therefore today it has few experiences on which to define it; especially with regard to resource mobilization, and legitimization and positioning within UNWOMEN, within the United Nations System and in relation to the National Statistical Systems. (Questions 3, 4 and 5). | | | Implement a sustainability and resource mobilization plan | Define a global positioning and external communication strategy considering the existing opportunities |

| Criteria / Objective | Evaluation questions | Findings | Findings | Findings | Main Recommendations | Related Recommendations |
|----------------------|---|---|--|--|---|---|
| | 4. What are the key challenges that continue to affect the sustainability of the CEGS? | 20. The CEGS did not have a sustainability strategy, therefore today it has few experiences on which to define it; especially with regard to resource mobilization, and legitimization and positioning within UNWOMEN, within the United Nations System and in relation to the National Statistical Systems. (Questions 3, 4 and 5). | 21. The few experiences on which to define a sustainability strategy for the CEGS adds today to the new sustainability challenges imposed by COVID. (Question 4) | 22. Certain initiatives and products fail to trigger a positive multiplier effect for the CEGS in terms of scale and networking.(Question 4) | Implement a sustainability and resource mobilization plan | Define a global positioning and external communication strategy considering the existing opportunities |
| | 5. To what extent has the CEGS collaborated with other organizations or initiatives to create synergies after the end of the current agreement? | 20. The CEGS did not have a sustainability strategy, therefore today it has few experiences on which to define it; especially with regard to resource mobilization, and legitimization and positioning within UNWOMEN, within the United Nations System and in relation to the National Statistical Systems. (Questions 3, 4 and 5). | | | Implement a sustainability and resource mobilization plan | |
| | 6. What actions and mechanisms should the CEGS consider to strengthen its resource mobilization capacity and guarantee its sustainability? | 23. The resource mobilization strategy was limited due to a weak political-technical accompaniment from the high-level entities; a lack of a long-term agenda; the invisibility of the CEGS's products in the global scenario; an inter-agency competition to obtain resources; and because gender statistics by itself is an intangible topic that sometimes is difficult to be valued by donors. (Questions 4 and 6). | | | Implement a sustainability and resource mobilization plan | Strengthen an institutional design that allows the CEGS to become a management and knowledge exchange global platform |

| Criteria / Objective | Evaluation questions | Findings | Findings | Findings | Main Recommendations | Related Recommendations |
|--|---|---|----------|----------|--|-------------------------|
| | 7. Including additional emerging issues into the CEGS's Strategic Plan may be a strategic factor in ensuring its sustainability? And if they ensure continuity, how can they be integrated and articulated internally and externally? | 24. Regarding the idea of integrating emerging issues as a factor of continuity, the answer is mixed. The geospatial topic is revealed as promising in terms of sustainability. (Question 7). | | | Define a global positioning and external communication strategy considering the existing opportunities | |
| Human rights and gender mainstreaming Examine the extent to which the Project includes a human rights-based approach to its programming and mainstreams gender equality and non-discrimination into its various levels of action monitoring, evaluation and accountability | 1. Are the mission and mandate of the CEGS, its Strategic Plan and its thematic areas aligned with global priorities on women's rights? | 25. The mission and mandate of the CEGS, its Strategic Plan and its thematic areas are aligned with women's rights priorities at a global level. (Question 1) | | | | |
| | 2. Do the results achieved by the CEGS during the three years of implementation reflect and promote women's human rights? | 26. Knowledge products developed by the CEGS include a gender and human rights approach in accordance with the Centre's mandate and they have a clear potential to contribute to the development of public policies for gender equality. (Question 2) | | | | |
| | 3. Does the governance structure of the CEGS and its management model incorporate a human rights and gender equality approach? | 27. It is not clear if within the internal processes of the CEGS there is a systematic mainstreaming strategy with a gender and human rights approach. (Question 3) | | | Define a global positioning and external communication strategy considering the existing opportunities | |

10.7 INSTITUTIONS THAT RESPONDED TO THE SURVEY

| | |
|----|--|
| 1 | DANE- Colombia |
| 2 | General Directorate of Statistics and Census- El Salvador |
| 3 | ECLAC Gender Affairs Division |
| 4 | Working Group on Gender Statistics of the Statistical Conference of the Americas |
| 5 | INE- Guatemala |
| 6 | INE- Bolivia |
| 7 | INEC- Ecuador |
| 8 | INEC- Ecuador |
| 9 | INEGI- México |
| 10 | INEGI- México |
| 11 | INEGI- México |
| 12 | INEI- Perú |
| 13 | INMUJERES- México |
| 14 | National Women's Institute-Honduras |
| 15 | National Women's Institute-Uruguay |
| 16 | ONEI- Cuba |
| 17 | UN Women Mexico |
| 18 | UN Women Mexico |
| 19 | UN Women Mexico |
| 20 | UN Women Mexico |
| 21 | UN Women Mexico |
| 22 | UN Women Mexico |
| 23 | UN Women Mexico |
| 24 | UN Women Mexico |
| 25 | UN Women Mexico |
| 26 | UN Women Mexico |
| 27 | UN Women Mexico |
| 28 | UN Women Mexico |
| 29 | UN Women Mexico |
| 30 | Statistics Finlandia |
| 31 | UAE México |
| 32 | Uganda Bureau of Statistics |
| 33 | UNAM-México |
| 34 | UNAM-México |
| 35 | UNAM-México |
| 36 | UNODC-México |
| 37 | UNSD |
| | TOT 37 RESPONSES (invitations sent 135; response rate 27%) |

Final Report
**Global Centre of Excellence on Gender
Statistics (CEGS):
Evaluation of the first three years**

December 10, 2020



Overview of the evaluation

- The following slides show the summative and formative evaluation deployed for analyzing relevance, effectiveness, efficiency, sustainability, gender and human rights approach of the first three years of implementation of the Global Centre of Excellence on Gender Statistics (CEGS) (2018-2020).
- Its main purpose was to **assess the progress** on the mission and objectives made **by the CEGS** according to: (i) the CEGS's Strategic Plan 2018-2020, and (ii) the thematic priorities and programmatic strategies included in Annex A of the Agreement signed between UN Women and INEGI for the CEGS's Installation Phase (2017).
- The evaluation process used mixed techniques (both quantitative and qualitative) including: a review of 160 documents, interviews with 35 key informants, 37 responses received through an online survey (27% response rate).

Interviews

| Institutions | Number of key informants |
|--------------------------|--------------------------|
| UN Women Mexico | 10 |
| UN Women Colombia | 2 |
| UN Women Regional Office | 4 |
| UN Women HQ | 4 |
| INEGI | 4 |
| OECD | 1 |
| ECLAC | 2 |
| Partners (Universities) | 3 |
| External Consultants | 3 |
| UNSD | 1 |
| UNODC | 1 |
| TOT. | 35 |

Survey responses

| | National Statistical Offices | UN Women | Institutional Mechanisms (MAM) | UN Agencies | Universities |
|-----------------------|------------------------------|----------|--------------------------------|-------------|--------------|
| N. of responses 37 | 13 | 13 | 3 | 4 | 4 |

Overview of the evaluation

- Different types and levels of information analysis were used. To improve the quality of analysis and to control the validity and reliability of the information, **triangulation** was applied both in the data gathering and in the analysis phases.
- **Twenty-seven findings** were identified and documented. The main findings in terms of progress and challenges will be described afterwards.
- The evaluation report describes the installation phase of the Center and recognizes and values the national **contribution of INEGI and INMujeres**, which reflects a **historical alliance** with UN Women in the field of gender statistics.

Main Progress

- The **relevance** of the CEGS is recognized, as well as its potential in strategic areas for gender statistics.
- CEGS's mandate and strategic and thematic areas **are aligned with national and international normative frameworks** in the field of gender statistics and women's rights, as well as with the priorities of both UN Women and INEGI during the evaluation timeline.
- The CEGS's team has succeeded in establishing a **new institution** and **moving progressively** towards the development of the activities of the strategic plan in the period 2018-2020.
- Knowledge products **with a gender and human rights approach** have been designed, which have the potential to contribute to the development of public policies for gender equality.
- The CEGS has been able to **adapt to the COVID 19** scenario, which has offered an opportunity to work on the impact of the pandemic on women's lives.
- The area **of gender and geospatial research and analysis**, due to the strong alliance with INEGI, is recognized to be a strength of the CEGS and a topic of enormous potential for the future of the Centre.

Main Challenges

- The CEGS has gained a little **visibility** at a global level and actors do not always recognize clearly its role and contribution to gender statistics. The communication strategy has been only partially implemented, resulting in a fragmented knowledge regarding the CEGS's main initiatives and products.
- In relation to the **strategic plan**, the main challenges are related to strategic areas two and three because most of the products have not been published or disseminated yet, limiting the achievement of the results.
- The **governance mechanism** of the Centre, within UN Women, proved to be complex for an institution under construction, as well as not very precise and clear in its description, levels of dependence and accountability.
- A **resource mobilization strategy** was designed and implemented, but it was not successful in guaranteeing financial sustainability to the Centre, due to different reasons that refers to multiple dimensions: the international context, the institutional framework, limited visibility of the CEGS's main products in the global scenario, among others.
- The CEGS has a weak **planning and monitoring system** in relation to its results framework, limiting its capacity to implement early-warnings, when facing challenges in specific areas.

Best Practices

Monthly follow-up reports. For management improvement purposes, since last year, INEGI has requested monthly reports from the CEGS. This was not stipulated in the Collaboration Agreement (2017), however, it has been fundamental for INEGI and the CEGS in order to monitor the annual program implementation.

The development of knowledge products based on the needs identified in the framework of global dialogues. The topic of the studies on time-use has been identified during the Global Conference on Gender Equality and the measurement of care and unpaid domestic work in 2018.

Peer-review mechanisms. The peer review mechanisms allow the CEGS's outputs to be validated by experts who guarantee their quality; they also facilitate a dialogue between specialists from different disciplines and fields of action, for example, between the academia and international experts on public policies at a global level.

Thematic adaptation capacity to the needs imposed by the COVID 19. The CEGS has had the capacity to adapt to the contingency, implementing a Rapid Assessment on the impact of the COVID 19 on the lives of women and girls.

Recommendations (1)

- ❖ **Strengthen an institutional design that allows the CEGS to become a global platform for knowledge sharing and innovation in gender statistics**
 - **Prioritize the creation of multidisciplinary networks, knowledge diffusion and sharing:** promote the dissemination of good practices and innovative methodologies in the field of gender statistics.
 - **Identify and prioritize specific issues, for example gender and geospatial analysis,** and analyze new data needs in terms of methodologies and technological innovation, considering the context of the COVID pandemic.
 - **Enhance communication within UN Women** at all levels. Improve coordination with the *Women Count* to ensure that this effort is complementary and articulated with the Global Data Hub of UN Women.
 - **Update and better define the governance structure** according to the experience and lessons learned from the first phase, which may include clear accountability lines with the *Women Count* Programme. In this regard, it is suggested that the P4 specialist be hired under the direct supervision of the *Women Count* Programme, with functional oversight from UN Women Mexico.
 - **Create a global roster of consultants** in the strategic areas of the CEGS to facilitate the articulation of experts, as well as the internal process of hiring consultants.

Recommendations (2)

- ❖ **Define a global positioning and external communication strategy considering existing opportunities**
 - **Give visibility** to the mission, vision and objectives of the CEGS, as well as its added value and main products.
 - **Improve** and enhance the **website**;
 - Disseminate the **digital repository** that is already designed and ensure that it is widely known and accessible;
 - Show and **disseminate key outputs** through digital events;
 - Promote and support **networks of experts** from different disciplines related to gender statistics and promote **digital forums/webinars** on specific issues and disseminate results;
 - Disseminate and **promote knowledge transfer** in a quick and effective way (through blogs, briefing papers, webinars);
 - In collaboration with the *Women Count* Programme, **identify strategies to facilitate the CEGS global positioning and visibility**, in the framework of the activities developed by the Women Count Programme with the NSS in the pathfinder countries, for example.

Recommendations (3)

- ❖ **Improve planning, reviewing the results framework, the theory of change and the strategic plan for the next phase**
 - Establish **short and medium-term goals**.
 - Define a **progressive implementation** of activities according to different actors and level of action (national, regional, global).
 - Clearly identify **target groups** for outputs and activities.
 - Define **focused, clear and specific indicators** which allow for quarterly or biannual follow-up on outputs and outcomes (especially during the next year).
 - **Rethinking and adapting the theory of change**; this should be a joint exercise between the Women Count Programme and the CEGS, considering that UN Women is defining its new Strategic Plan 2021-2025 and the Women Count Programme is planning its phase 2.

Recommendations (4)

❖ Implement a sustainability and resource mobilization plan

- It is suggested to hire as soon as possible the P4 specialist to implement the resource mobilization strategy, and design a future **business plan** that also considers the development of specific projects with new stakeholders.
- To develop/promote a policy of **strategic alliances** with related institutions at different levels to work collaboratively in the area of gender statistics, and to facilitate joint resource mobilization initiatives.
- Develop a resource mobilization strategy **in coordination with the Women Count**, including the CEGS within the activities that the *Women Count* is planning at a national, regional and global level.

Recommendations (5)

❖ Strengthen monitoring and accountability

- **Define clear monitoring and accountability procedures:** 'what is being reported to whom and how'. Direct accountability should be set with the UN Women HQ, monitoring of results and possible corrective actions should be defined at a global level and approved by the Executive Board (EB).
- **Design budgetary and management tools:**
 - It is suggested that the planning of the activities be based on the availability of existing resources and that the delivery of outputs be strictly linked to times and forms established in the CEGS's work plan, as well as in the terms of reference of the respective calls.
 - Consider an advanced budget planification involving all outputs and activities planned by the CEGS, which may deliver early warnings regarding possible deficits.

10.9 TERMS OF REFERENCE OF THE EVALUATION

TERMS OF REFERENCE (ToR)

| | |
|--------------------|--|
| Name of the call: | Consultancy services to carry out the evaluation of the project 108688: installation and operation phase of the first three years of the Global Centre of Excellence on Gender Statistics (CEGS) |
| Area of experience | Evaluation processes for international projects with mixed, participatory and gender-focused methods; institutional reengineering processes and public policy projects |

A. CONTEXT OF THE ORGANIZATION

UN Women, based on the vision of equality enshrined in the Charter of the United Nations, works to eliminate all forms of discrimination against women and girls; to empower women; and to achieve equality between women and men within a framework of sustainable development and human rights. UN Women in Mexico, in line with national priorities and international and regional instruments for the protection and defence of women human rights, mainly the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), as well as the recommendations generated by the bodies responsible for monitoring it, works to achieve substantive equality between men and women in all aspects of life, focusing on four priority areas :

- a) Increase women's leadership and full and equal participation in all areas;
- b) Increase women's economic empowerment;
- c) Prevent and eliminate violence against women and girls;
- d) Ensure that public policies, budgets and statistics are central to gender equality.

UN Women Mexico is guided by the normative agreements mentioned above and uses UN Women's Global Strategic Plan 2018-2021 as a starting point to identify the expected results and impacts of its work, as well as to measure progress towards the achievement of results.

B. BACKGROUND

UN Women and Mexico, through the National Institute of Statistics and Geography (INEGI), have a long history of bilateral cooperation to incorporate the gender perspective into the production and analysis of national statistics and to promote the development of gender statistics at the national, regional and global levels.

Both institutions have formed a strong partnership, formally established since 1995, to respond to the commitments arising from the Fourth International Conference on Women and the Beijing Platform for Action (BPA).

In September 2016, in the framework of the launch of UN Women's gender statistics initiative, the flagship program "Making Every Woman and Girl Count", held at the side event of the LXXI session of the United Nations General Assembly, the Government of Mexico announced its decision to create a global centre of excellence on gender statistics, in order to join efforts in research, innovation, cooperation and exchange of technical experiences and contribute to the effective adaptation/contextualization, implementation and monitoring of the Sustainable Development Goals (SDGs).

Thus, on November 25, 2016, UN Women and the Mexican National Institute of Statistics and Geography (INEGI) signed a first collaboration agreement to implement the project called "*Preparatory Phase of the Global Centre*

of Excellence in Gender Statistics" in Mexico, which established the construction of the institutional design of the Centre (CEGS).

Later, through a new collaboration agreement signed on December 19, 2017, the CEGS was formally established in Mexico under the project called "Installation and operation phase of the first three years of the Global Centre of Excellence on Gender Statistics"; contributing to the strategic efforts of both institutions to strengthen the generation, availability, analysis and use of internationally comparable data and statistics on key and emerging aspects for the achievement of gender equality and women's empowerment.

The proposal for the CEGS's institutional design is based on the conceptual definition of a Centre of Excellence established by the High-Level United Nations Conference on South-South Cooperation (2009). This definition was later revised by the United Nations General Assembly in Resolution 64/222 (2010) and enhanced by the United Nations High Level Committee on South-South Cooperation on the Buenos Aires Plan of Action progress evaluation (2012). In all these documents, a Centre of Excellence is defined as a platform that:

"...facilitates the exchange of experiences and good practices; focuses on one or several strategic thematic areas; does research to determine what works and what does not work in development policies; documents solutions and prepares public policy documents and recommendations; supports knowledge strategies based on networks; and facilitates discussion forums on public policy-related issues".

Therefore, and in accordance with the CEGS Strategic Plan 2018 - 2020, its general objective is to be a platform for collaboration, knowledge sharing and innovation in gender statistics, in order to contribute to the implementation, monitoring and evaluation of the 2030 Agenda and the Sustainable Development Goals (SDGs).

To achieve these objectives, the CEGS operates through three programmatic strategies, which are mutually reinforcing:

1. Facilitate access to technical expertise: Facilitate national statistical systems' access to technical expertise to produce gender statistics.
2. Knowledge Hub: Disseminate knowledge and promote the exchange of best practices on key issues for gender statistics.
3. Innovation Lab: Promote analysis, research and innovation in gender statistics, with emphasis on emerging areas for gender equality.

Furthermore, the Centre's program document states that its work should reflect the global consensus on gender statistics derived from the United Nations Statistical Commission and the United Nations Commission on the Status of Women (CSW); as well as be aligned with the agreements of the Inter-Agency and Expert Group on SDGs indicators (IAEG-SDGs) and the Inter-Agency and Expert Group on Gender Statistics (IAEG-GS).

The activities of the CEGS contribute to the efforts both of the Global Gender Statistics Programme of the United Nations Statistics Division (UNSD) and the UN Women's flagship programme in gender statistics "Making Every Woman and Girl Count", avoiding duplication of activities.

The programmatic approach of the Centre is oriented to close the implementation gaps in the generation, analysis and use of gender statistics; focusing on the following priority themes:

1. Measurement of different forms of violence against women and girls (particularly its most extreme femicide/femicide violence)
2. Measurement of unpaid care and domestic work; and
3. Gender and geospatial analysis, including vital statistics.

The CEGS will have a governance structure oriented towards efficiency and the simplification of decision-making processes, strategic guidance and its operations. This structure will be flexible and can be modified as the CEGS evolves over time. The CEGS has an Executive Board (EB) and a Technical Advisory Board (TAB). The CEGS staff

shall serve as the Secretariat to the Executive Board and the Technical Advisory Board. As the secretariat, the CEGS staff: organise and participate in the meetings of the two bodies; document the meeting proceedings through the preparation of meeting reports as well as regularly supervise the progress and results of the work programme; exchange information and points of view about any issue that may impact the CEGS's actions and responsibilities, including good practices and lessons learned regarding its direction, operation and administration.

The Executive Board is the oversight body of the CEGS. As of March 2019, the Board is composed of senior representatives from UN Women and INEGI with both decision-making power and technical authority on gender statistics. The main functions of the Executive Board are the following:

- Establish appropriate mechanisms to promote and maintain an efficient and effective system for delivering the CEGS's programme strategies;
- Formulate policies on all matters relating to statistical operations of the CEGS;
- Review and approve the terms of reference of the governance mechanisms;
- Approve the members of the Technical Advisory Board;
- Approve the programmatic work plan, budget and projects of the CEGS that will be implemented by UN Women as the operational coordinating body;
- Prescribe appropriate frameworks for the effective and well-coordinated delivery of the CEGS's strategies;
- Determine executive measures to enhance the efficiency of the CEGS's programme, including the CEGS's governance mechanisms and the Technical Advisory Board;
- Monitor the compliance to and assess the quality of delivery of the programmatic work plan;
- Discuss and approve any other initiative, which was not included in the workplan, including those arising from new demands, taking into account the likely impact on the existing workplan and capacities of the centre;
- Review the annual reports of the CEGS and provide recommendations;
- Define and approve the modalities for the participation of new partners in the Executive Board;
- Represent the CEGS at high-level events, as appropriate.

The Executive Board meets annually, with the possibility of organizing additional virtual ad-hoc meetings as needed. All decisions of the Executive Board will be made by consensus. The Technical Advisory Board (TAB) is the governance body that provides technical advice, provides feedback and inputs to the CEGS's work programme. The main functions of the Technical Advisory Board are as follows, to:

- Serve as a forum for the exchange of technical views and expertise to provide advice to implement the CEGS workplan;
- Ensure the relevance and appropriateness of the CEGS's programmatic work;
- Recommend to the Executive Board technical and concrete recommendations as well as appropriate
- measures for the effective and well-coordinated delivery of the CEGS's strategies;

- Provide general input, specific recommendations and comments on the CEGS's work for the consideration of the Executive Board;
- Promote the CEGS at the international and regional level, providing support for the creation establishment of new partnerships and cooperation as well as synergy-building with other initiatives;

Following the first meeting of the Executive Board in September 2018, it was agreed that the TAB will have four permanent members, in addition to UN Women and INEGI. The following entities and organizations were selected:

- UN Economic Commission for Latin America and the Caribbean (ECLAC), as representative of UN Regional Commissions;
- Organization for Economic Co-operation and Development (OECD);
- United Nations Statistics Division; and
- World Bank

The CEGS is administered in accordance with the rules, regulations, procedures and internal policies of UN Women. As the executing party, UN Women ensures effective, efficient and transparent administration of the project's financial, technical and human resources. This model is based on the successful experience of the UNODC-INEGI Centre of Excellence for Statistical Information on Governance, Crime, Victimization and Justice.

To achieve the results set out in the Strategic Plan, activities are implemented through the various modalities available at UN Women. UN Women identifies responsible parties to assist, as needed, in the implementation of activities based on a written agreement or contract. These partners are directly accountable to UN Women under the terms of their agreement or contract.

The operational management and administrative supervision of CEGS is coordinated by the CEGS operational team under the general guidance of the UN Women representative in Mexico and the technical and programmatic guidance of the "Making Every Woman and Girl Count" flagship team at UN Women headquarters.

The approval of the profiles, as well as the selection and hiring processes of the coordinator and the rest of the CEGS staff, is carried out according to what is established in the processes and procedures of UN Women, in consultation with INEGI. To ensure adequate technical capacity and linkages with the global Women Count programme, a statistical and research specialist (P4), based at UN Women Mexico will be recruited to provide full-time technical support to the CEGS. For its operations during this initial operational phase (2017-2020), CEGS structure is composed by: coordination, technical and administrative areas.

The initial structure shown below requires progressive recruitment, depending on resources and the strategic programme:

1. In order to strengthen and articulate the work of the CEGS to that of the Women Count, flagship programme, a Statistics and Data Research Specialist (P4) will be responsible for the overall leadership of the CEGS; provide strategic support to research in key thematic areas; lead the development and implementation of network-based knowledge strategies related to the CEGS's key strategic and programmatic areas; document solutions; and contribute to the effectiveness and positioning of the CEGS as a gender statistics resource centre at global level.
2. A Coordinator (NOB) responsible for the substantive coordination of the work of the CEGS; for representing the CEGS at international/regional/national meetings on gender statistics; for drawing up the work programme and the annual plan of activities; responsible for technical, human and financial resource management. She/he will position the CEGS and mobilize resources; monitor results and generate the necessary reports; also serve as the Technical Secretariat for the Executive Board and for

the meetings of the Technical Advisory Board. In addition, the CEGS includes:

3. A Technical Specialist responsible for integrating the work plan and reports of the CEGS; supporting coordination in knowledge management and technical assistance, and facilitating strategic cooperation and partnership.
4. An Administrative Assistant in charge of carrying out the administrative and financial management and programmatic work plan of the CEGS; to provide support in the integration of the reports and working documents of the centre; as well as to support in the organization and logistic procedures of events, working meetings, workshops and seminars of the CEGS.

CEGS staff are responsible for the overall implementation of the centre's work plan (see Integrated Results and Resources Framework). For the implementation of activities and/or the execution of projects, UN Women may hire external consultants or contract services from suppliers, when necessary.

As mentioned in the section "Theory of Change", on page 11 of the CEGS 2018-2019 Strategic Plan document. The objective of CEGS is to ensure that National Statistical Systems incorporate the gender perspective in the production, processing, analysis, dissemination and use of statistical information as a reference for decision-making, accountability and verification of compliance with international commitments and global goals on gender equality and women's rights.

Finally and according to the same section, the Theory of Change of the CEGS is aligned with the Theory of Change of the country office (Impact 2), mentioning the following: IF (i) National Statistics Systems and other stakeholders have improved access to technical expertise through multidisciplinary networks; and (ii) National Statistical Systems have increased access to knowledge, resources and best practices and experiences on gender statistics; and if (iii) National Statistical Systems (NSS) have increase access to a robust body of innovative research to strengthen production, analysis and use of gender statistics; THEN (iv) the enabling conditions to accelerate gender mainstreaming into the production, analysis, and effective use of data and statistics will exist; which (v) will improve the production and use of gender statistics to inform the implementation of the SDGs; BECAUSE (vi) the emerging needs and structural challenges faced by gender data producers and data users to produce, process, analyse, disseminate, and use timely, regular, reliable, and comparable gender statistics will be addressed.

The evaluation should therefore consider the requirements and reference frameworks proposed in the documents that guide the development of evaluations at UN Women, such as: the Evaluation [Policy](#), the Evaluation [Manual](#), the [GERAAS checklist](#) quality control of evaluation reports, the [Performance Indicator of the UN System-wide Plan of Action for Gender Equality and the Empowerment of Women](#) UN-SWAP EPI) as well as the [norms, standards](#) and [ethical guidelines for](#) Evaluation Group UNEG).

C. PURPOSE OF THE REQUESTED SERVICES

1. PURPOSE AND USE OF EVALUATION

The general purpose of the evaluation is to assess, based on solid evidence, the relevance and contribution of the CEGS both to the promotion of gender statistics towards gender equality and women's empowerment, as well to the implementation, monitoring and evaluation of the 2030 Agenda and the Sustainable Development Goals, while leaving no one behind. The results achieved by the Centre will be analysed according to the mission and objectives set out in (i) the Strategic Plan 2018-2020, and (ii) according to the thematic priorities and programmatic

The evaluation aim is to systematize lessons learned and good practices, as well as to identify, where appropriate, those emerging issues that could be considered in the CEGS's plan during the following years.

The specific objectives of the evaluation are outlined below:

1. To analyse the CEGS institutional design, efficiency, and organizational effectiveness to achieve results, develop capacities, generate knowledge, and create networks.
2. To document findings, good practices and learned lessons in order to inform and strengthen UN Women policy and programming.
3. To identify the enabling and limiting factors that contribute to the improvement and sustainability of the centre.
4. To establish emerging issues that allow to continue the implementation in the following year.

2. KEY EVALUATION QUESTIONS

The evaluation will apply four evaluation criteria: relevance, effectiveness, efficiency and sustainability. Human rights and gender equality are incorporated as a cross-cutting criterion.

The evaluation questions will be finalized during the initial phase. The evaluation team is required to develop an evaluation matrix that identifies a set of indicators, sources, sampling methods and methodology to answer each evaluation question. The evaluation matrix will be reviewed and validated a participatory manner at the kick-off workshop, so the structure shown below may be subject to modification:

a. Relevance

- Did the results, objectives and activities undertaken by the CEGS align with the priorities of the UN Women's Flagship Programme "Making every woman and girl count" as well as with the mandates of its main partner (INEGI)?
- Were the results, objectives and activities undertaken aligned with the Strategic Plan 2018-2020?
- What has been the added value of the centre?
- To what extent were the CEGS's model (programmatic approach), tools and actions congruent in closing the implementation gaps in the generation, analysis and use of gender statistics?
- In general, what has been the relevance of the CEGS to the work and strategic objectives of UN Women? What has been the degree of articulation and relevance of the three programmatic strategies of the CEGS?

b. Efficiency

- In terms of programming to what extent did CEGS contribute to the achievement of UN Women's results in gender statistics?
- What have been the contributions of the CEGS in the field of innovation?
- To what extent has CEGS improved knowledge on violence against women, women's empowerment and gender equality?
- What are the enabling and constraining factors contributing/limiting the achievement of the objectives and results set out in the CEGS's Strategic Plan?
- What actions should be taken to achieve the sustainability of the centre?
- Were these factors identified or considered in a risk management plan?
- What unexpected or unplanned problems may have facilitated or hindered the achievement of project results?

c. Efficiency

- Has the project been efficiently implemented in terms of its human, technical and financial resources, and have these resources been sufficient to achieve the planned results?
- To what extent has the management model established for the CEGS facilitated or hindered the effective implementation and delivery of results?
- To what extent did the CEGS have effective monitoring arrangements to measure its performance and progress towards results?
- What are the enabling and limiting factors that contribute to the achievement of results and what actions need to be taken to achieve the sustainability of the Centre?
- Has the development of knowledge products on the issues established in the partnership agreement with the donor enabled the centre to mobilize resources?
- How have the three programmatic strategies of the CEGS managed to articulate and generate synergies?

d. Sustainability

- What are the existing synergies, if any, of the CEGS with other relevant initiatives and projects of UN Women, partners and other organizations?
- What was the degree of collaboration between the partners currently working with the CEGS?
- To what extent has the CEGS collaborated with other organizations or initiatives to create synergies after current agreement?
- What actions and mechanisms should CEGS consider to strengthen its resource mobilization capacity and ensure its sustainability?
- Can integrating additional emerging issues into the CEGS's Strategic Plan be a factor in ensuring its continuity?

e. Gender Equality and Human Rights

- Do the results, objectives and actions during the three years of implementation promote gender equality and women's rights?

f. Lessons Learned

- What has been the contribution of the CEGS to knowledge building?
- In terms of the design, what are the key lessons learned during the implementation stage? What worked, what did not work and why?
- What are those lessons learned that could be incorporated into the CEGS's new Strategic Plan 2021-2023?
- What are those lessons learned that could be drawn from the CEGS's work in 2020 in the face of an emerging situation such as COVID- 19?

3. SCOPE OF ASSESSMENT

The evaluation shall cover the fulfilment of all aspects related to the results, activities and objectives set, as well as identify and document significant unexpected or unplanned results, with a particular focus on the development of the CEGS 's sustainability plan and strategy during its consolidation phase (2021-2023).

The evaluation covers the actions carried out from 2018 until the date of completion of the evaluation. It

will be carried out according to the thematic areas and the three programme strategies set out in: (i) Strategic Plan 2018-2020, and (ii) Annex A of the Agreement signed between the parties.

While the evaluation will not consider impact (as defined by UNEG), it is expected to provide useful information for decision making and to provide guidelines to determine the evaluability of the CEGS, i.e. to assess the opportunity of evaluating the centre, considering the need to introduce improvements in the intervention and preparing the evaluation of its longitudinal impact once the implementation of the Strategic Plan 2021-2023 has been completed.

The evaluation will be a transparent and participatory process involving relevant stakeholders and partners of UN Women at Headquarters, regional and country offices.

4. EVALUATION DESIGN (PROCESS AND METHODOLOGY)

The evaluation should use a design based on the Theory of Change (ToC)³⁵. The performance of the CEGS will be evaluated according to the results framework and the ToC established in the Strategic Plan 2018-2020. During the initial phase, the evaluation team will coordinate a workshop with the UN Women/CEGS team to validate the ToC and its articulation to the work of UN Women in general and of the CEGS in particular.

The methodology must enable the evaluation to achieve its purpose, be aligned with its approach, meet criteria and answer its key questions through reliable data collection and analysis techniques. It is desirable that the evaluation exercise seeks to disaggregate such information in a way that reflects the degree of gender parity that may exist among CEGS team members, as well as within its governance structure and in the contracting of services and consultancies.

The evaluation team must define in its technical proposal the methodology and tools for information collection, which will later be validated by the UN Women's Evaluation Management Group. The methods used should consider a wide range of information sources (including documents, institutional information systems, financial records, beneficiaries, experts, officials, etc.).

The use of participatory methods is particularly encouraged to ensure that all stakeholders are consulted. At least, it should include participatory tools for consultation with stakeholders and should ensure the protection of participants and respect for confidentiality.

The evaluation team should take into account the following:

1. The evaluation will be of a formative nature. It is expected, however, that the process of information analysis will include the generation of summative inputs that will partially evaluate the achievement of the expected results of the CEGS.
2. The evaluation will have a mixed approach (quantitative³⁶ and qualitative), recording the particularities of the project and identify lessons learned, good practices, challenges, and specific recommendations.
3. Include various analyses and data collection methods (e.g., appreciative inquiry, interviews, focus groups, observation, etc.).
4. The evaluation team must take steps to ensure the quality, reliability and validity of data and methods,

³⁵ A design based on the Theory of Change evaluates the performance of the CEGS based on its established assumptions about how change occurs. These assumptions can be challenged, validated, or expanded by the evaluation.

³⁶ If available, the evaluation team will have to triangulate the qualitative information gathered with the quantitative data from the reports and statements generated by the CEGS.

as well a sensitivity to gender equality and human rights to ensure robust results.

5. The evaluation should make use of triangulation of sources and techniques for collecting information to ensure greater rigor and quality of analysis.
6. Include SMART results and indicators (specific, measurable, achievable, relevant and time-bound).
7. The evaluation team will have the direct support of the CEGS technical team who will provide information about the project.
8. Involve stakeholders through interviews that can be conducted face-to-face and/or on line
9. A proposal of selection criteria for key informants will be presented and it will be validated by the evaluation management group, without affecting the credibility and rigor of the evaluation.
10. The methodological proposal should detail how it will ensure the protection and confidentiality of the information provided by the persons involved in the evaluation.
11. The methodological proposal should take into account the UN Women's Guide to the Evaluation of Programmes and Projects with a Gender, Human Rights and Intercultural Perspective, the UN Women's Handbook on Managing Gender-Sensitive Evaluations, and the UNEG's guide to the Integration of Human Rights and Gender Equality in Evaluation.
12. The methodology selected for the evaluation will be aligned with the approved matrix of questions (to be completed by the evaluation team in agreement with the Management and Reference Groups).
13. All relevant documentation will be made available to the evaluation team, mainly in digital form, and where necessary, in paper. This will include: the *ProDoc* (Institutional Design Document of the CEGS), the Cooperation Agreement between UN Women and INEGI, the CEGS Strategic Plan, the CEGS Annual Plans(2018, 2019 and 2020), the Implementation Partner Agreement between UN Women and the Colegio de México, the quarterly and annual reports sent to the donor and to the Executive Board, the CEGS financial reports, the knowledge products elaborated by the Centre through consultancies, and the main communication of its staff.
14. The evaluation should culminate in a detailed report that highlights the elements of an objective analysis that addresses the criteria of relevance, effectiveness, organizational efficiency, gender equality and human rights dimensions, and the potential for sustainability.
15. The person hired is expected to provide the following spaces as part of the evaluation process:
 - a. Kick-off workshop (specify scope, mapping of interested partners and methodology to be used)
 - b. Workshop to validate findings and recommendations.
 - c. Presentation of the final findings of the evaluation

16. EVALUATION MANAGEMENT MECHANISMS

The evaluation process will be guided by the following structures: The Management Group and the Reference Group.

The Management Group. An evaluation management group should be created to oversee the evaluation process, and should be coordinated by the evaluation manager. This group should include:

- Representative of UN Women in Mexico,
- Coordinator of the CEGS,
- Head of Statistics and Knowledge Management of UN Women Mexico,
- UN Women's Regional Office Evaluation Specialist,
- Technical Specialist of Planning, Monitoring and Evaluation of UN Women Mexico.
- Technical Specialist in Gender Statistics of the CEGS.

The Reference Group. It will be established to facilitate the participation of key stakeholders in the design and scope of the evaluation, to provide key information, to ensure quality throughout the evaluation process, and to disseminate the results of the evaluation in order to ensure an efficient, participatory and accountable process. Invited members of the Reference Group should include at least:

- A representative of the General Directorate of Sociodemographic Statistics of the National Institute of Statistics and Geography (INEGI), or to whomever the president of the INEGI may determine,
- A representative of the UN Women's "Making Every Woman and Girl Count" Flagship Program (Headquarters),
- An independent consultant related to the project,
- An external academic expert related to the thematic areas of the CEGS.

17. ROLES AND RESPONSIBILITIES

The main roles and responsibilities of the evaluation management structure are as follows:

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| Evaluation Team. | <ul style="list-style-type: none"> – Avoiding conflict of interest. – The evaluation team should be free to carry out the evaluation work in an unbiased manner. They must be able to express their opinion freely. – The evaluation team will prepare the evaluation reports, which should reflect the agreed approach and design for the evaluation from the perspective of the evaluation team, the evaluation manager and the regional evaluation specialist. – The members of the evaluation team will be involved in all the tasks described in the section "timetable of the evaluation". The evaluation team leader is responsible for the supervision (including the division of tasks and responsibilities) and quality check of the work. |
| Evaluation Manager (Supported by the Regional Evaluation Specialist) | <ul style="list-style-type: none"> – Make a preliminary assessment of the quality of the reports and provide comments to the evaluation team. – Provides substantial comments on the conceptual and methodological approach and other aspects of the evaluation design. – Coordinates comments on the draft and final reports from the management group and the reference group. |
| Evaluation Management Group. | <ul style="list-style-type: none"> – It makes strategic decisions within the framework of the evaluation. – It provides substantial feedback and other operational assistance during the preparation of the reports. – When appropriate, participate in meetings and workshops with other key partners and interested parties before the completion of the reports. |

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| Evaluation Reference Group. | - It contributes to provide feedback on the evaluation, participates in findings validation workshop, and propose recommendations for the CEGS's strategy and sustainability plan. |
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D. DESCRIPTION OF THE REQUESTED SERVICES

The mid-term evaluation of the CEGS will be carried out within approximately 55 working days according to the proposed time frame. Under the supervision of the CEGS Coordination, the evaluation team will have the following key tasks and responsibilities:

| DELIVERABLE/PRODUCTS | ACTIVITIES | DELIVERY TIME AFTER SIGNING THE CONTRACT | ESTIMATED TIME FOR REVIEW AND ACCOUNTABILITY | PERCENTAGE WEIGHT OF THE WHOLE CONSULTANCY |
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| <p>Inception report will include:</p> <p>a. Introduction: Background and context, purpose, objectives and scope of the evaluation, Theory of Change of the project;</p> <p>b. Methodology: Evaluation criteria and key questions, indicators for measuring results (based on those of the project); Evaluation design (methods for data collection and analysis) Criteria for selection of key actors. Limitations of the evaluation;</p> <p>c. Evaluation Matrix: which synthesizes the main aspects to be evaluated specifying what and how it will be evaluated (criteria, questions, indicators, means, sources, etc.)</p> <p>d. Detailed work plan and schedule.</p> <p>e. Roles and responsibilities, logistical and support aspects</p> | <p>-1.1 Initial workshop to review the Terms of Reference and the Theory of Change;</p> <p>-1.2 Presentation of the draft of the Initial Report, (It should include a review by the Management and Reference Groups)</p> <p>-1. 3 Presentation of the Initial Report (final version) with the completed methodology, questions and work plan ;</p> <p>NOTE: This report will be used as an initial point of agreement and understanding between the evaluation team, the Planning, Monitoring and Evaluation area and the Management and Reference Groups.</p> | Third week after signing the contract. | 1 week Planning, M&E Coordinator- UN Women | 30% |

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| <p>f. Annexes: Documents reviewed in the initial phase; data collection instruments interviewed);</p> | | | | |
| <p>Draft Evaluation Report. The basic index of the draft report will include:</p> <ul style="list-style-type: none"> a. Title, indexes and introductory pages; b. Background and purpose of the evaluation; c. Description of the context and the project evaluated; d. Objectives and scope of the evaluation; e. Methodology and limitations of the evaluation; f. Findings; | <p>-2.1. Meeting presentation of preliminary findings, main recommendations, challenges, opportunities and lessons learned;</p> <p>-2.2. Presentation of the first draft of the Evaluation Report (review by the Management and Reference Groups)</p> <p>NOTE: The draft of the Final Evaluation Report will go through a process of review and approval by the Management and Reference Groups. The final approval of the findings will be made by the UN Women</p> | <p>Seventh week after signing the contract.</p> | <p>1 week Planning, M&E Coordinator - UN Women</p> | <p>30%</p> |

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| <p>g. Conclusions;</p> <p>h. Recommendations;</p> <p>i. Lessons learned and good practices;</p> <p>Proposal containing the guidelines to be included in the CEGS Strategic Plan 2021- 2023 (initial proposal).</p> <p>PPT presentation with preliminary findings main recommendations , challenges, opportunities and lessons learned.</p> | <p>Representative in Mexico.</p> | | | |
| <p>Final Evaluation Report approved by UN Women:</p> <p>a) Title, indexes and introductory pages;</p> <p>b) Executive summary;</p> <p>c) Background and purpose of the evaluation;</p> <p>d) Description of the context and the program evaluated;</p> <p>e) Objectives and Scope of the Evaluation;</p> <p>f) Methodology and limitations of the valuation;</p> <p>g) Findings;</p> <p>h) Conclusions;</p> <p>i) Recommendations;</p> <p>j) Lessons learned and good practices</p> <p>k) Annexes:</p> <p> i. Terms of reference</p> <p> ii. Documents</p> | <p>-3.1. Presentation meeting of the Final Evaluation Report;</p> <p>NOTE: The Final Report will include concise information and annexes detailing the methodological approach and any analytical products developed during the course of the evaluation;</p> <p>-3.2. Presentation of the document containing the guidelines to be included in the CEGS Strategic Plan 2021-2023;</p> <p>-3.3. Meeting to present the Final Report and the guidelines to UN Women Mexico and the donor</p> | <p>Eleventh week after the signing of the contract.</p> | <p>2 weeks Planning Coordinator, M&E- UN Women</p> | <p>40%</p> |

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| <p>consulted</p> <p>iii. List of institutions interviewed (without no direct reference to persons)</p> <p>iv. Documentation related to the analysis of information, methodology used, for example, the evaluation matrix.</p> <p>Executive Summary of the Evaluation (3 to 5 pages).</p> <p>Proposal containing the guidelines to be contained in the Strategic Plan of the CEGS 2021-2023</p> <p>PPT presentation with findings, main recommendations, challenges, opportunities and lessons learned.</p> | | | | |
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E. TERMS OF AGREEMENT

In addition to what is indicated in Annex IX ,General Conditions of Contract, each of the selected bidders must take into account the following:

- As presented in Annex XI, but not limited to this one, the evaluation team commits itself to comply with the above- mentioned terms of reference.
- The evaluation team will need to interact and consult with UN Women at each stage and have their approvals to carry out each component. They must also be available to attend face-to-face meetings at the UN Women Mexico Office.
- UN Women will provide all available information for the development of the activities planned under the service. UN Women's support will be in the form of information facilitation and technical supervision. UN Women will not, a priori, provide facilities, support staff, support services or logistics for the development of the outputs related to the contract.
- Meet the delivery date requested by UN Women.
- To provide flexibility, attention to detail, a proactive attitude and openness to an unforeseen and last-minute

scenario to make numerous corrections, revisions and adjustments to the requested product.

- UN Women reserves the right to inspect and review the deliverables requested in order to generate the corresponding payment, which must comply with the parameters established by UN Women and if they are not, they will not be accepted and their cost will not be covered by UN Women.
- For any work, a minimum of 3 to 5 reviews are expected.
- He/she must at all times act ethically and respectfully in relation to the community dynamics within the work is inserted.
- He/she must act according to the principle of "action without harm", in order to prevent any kind of negative impact about the organizations or persons involved in the project.
- The payment authorizations, upon delivery of satisfactory products, will be in charge of the Coordinator of the Global Centre of Excellence on Gender Statistics (CEGS), who requests the service. The service must comply with the parameters established by UN Women and in case it does not, it will not be accepted and its cost will not be covered by UN Women.

F. PAYMENT TERMS

Payment will be made upon delivery of all products according to UN Women standard as stated in the following table, 30 working days after satisfactory receipt and upon presentation of an invoice received in Mexican pesos.

| EXPECTED OUTPUTS | DELIVERABLES | ESTIMATED DATES OF DELIVERY | ESTIMATED DATE OF PAYMENT |
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| 1. 1. INCEPTION REPORT | a. Inception Report (Final Version). | Third week after the signing of the contract. | 30 working days after the delivery date |
| 2. DRAFT EVALUATION REPORT AND STRATEGIC PLAN OF THE CEGS 2021-2023 | a. Evaluation Report (Draft version). b. Proposal containing the guidelines to be included in the CEGS Strategic Plan 2021-2023 (Draft version). c. PPT presentation. | Seven weeks after signing the contract. | products approved by UN Women. |
| 1. FINAL REPORT AND PROPOSAL CONTAINING THE GUIDELINES TO BE INCLUDED IN THE CEGS STRATEGIC PLAN 2021-2023 | a. Evaluation Report (Final Version) b. PPT presentation c. Executive Summary of the Evaluation Report | Eleven weeks after the signing of the contract. | |
| | a. Proposal containing the guidelines to be included in the CEGS Strategic Plan 2021-2023. | Eleven weeks after the signing of the contract. | |

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| Full payment for service received: | | 100% upon presentation of invoice in Mexican pesos, 30 working days after satisfactory delivery of all outputs requested. | |

G. SUPPLIER PROFILE

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| Organizational profile and experience. | <p>Minimum requirements to be met and verified by means of the requested documentation:</p> <ol style="list-style-type: none"> 1. To be a legally constituted company under Mexican law. The incorporation or business registration documents are included, which demonstrate that it is a legally constituted company declared before the SHCP (for Mexican companies) related to the provision of the services subject to this request proposal. <p>NGOs/CSOs that apply must have established within their Articles of Incorporation the possibility of being able to carry out "profit or for-profit activities" and must provide tax-deductible receipts. Individuals may not participate.</p> <p>If you are a foreign company, you must have the proper regulation and compliance with laws to operate in Mexico, and have a physical presence and availability in the country. Only companies/companies/universities/NGOs and/or SCs with a registered permit from SAT to carry out activities for profit may apply. Individuals may not participate.</p> 2. Have 3 to 5 years of work experience in institutional and/or program evaluation processes, and/or international cooperation 3. Minimum experience of 3 to 5 projects similar to the services requested in this call, as presented in Annex 12 Experience Table, where any of the following activities have been carried out: <ul style="list-style-type: none"> • Development of documentary evaluations with performance indicators and quantitative, qualitative and gender approach. • Ability to identify findings and integrate results • Development of institutional reengineering processes 4. To have a work team assigned to provide the service to UN Women Mexico of at least two people who serve as focal points, who must specifically address the needs in a personalized and flexible manner when required, and who are willing to spend the necessary time to learn about the work of UN Women. 5. It must have an infrastructure that guarantees an adequate and optimal internal process from the reception of the service order to the delivery of the final product (indicating times, responsible parties and functions/activities); and that the services described in Annex 11 are provided with the required quality, opportunity and efficiency ensuring their production in the short, medium and long term. 6. Have at least (3) active customers in the past year. 7. Be up to date with your tax obligations. |
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| | <ol style="list-style-type: none"> 8. To be a company with a presence in Mexico, personnel assigned to the present project who are available to attend periodic meetings with the CEGS and UN Women Mexico team. 9. The organization shall not be suspended by the United Nations system or excluded by the World Bank group and that it is not on the Board of Directors of Sanctioned Suppliers and Contractors of the Ministry of Public Function, Inter-American Development Bank, Ministry of Economy and SHCP. 10. You must prove your financial capacity by means of a 2019 financial statement signed by a certified public (include key your professional ID) and/or by a signature of the auditors. All information provided will be treated confidentially by UN Women. 11. Previous work experience with agencies of the United Nations System or any International Organization, desirable. |
| <p>Work team characteristics</p> | <ol style="list-style-type: none"> 1. The person responsible of the project should have: <ol style="list-style-type: none"> 1.1 Undergraduate studies in social sciences, economics, political science or related areas. At least 3 to 5 years of verifiable experience in institutional and/or program evaluation processes, where you have coordinated or led any of the following activities: 1.2 Development of documentary evaluations with performance indicators and a quantitative, qualitative and gender focus. 1.3 Ability to identify findings and integrate results 1.4 Development of institutional reengineering processes. 2. In addition, the work team (of at least 2 additional people to the person responsible for the project) must have <ol style="list-style-type: none"> 2.1 Undergraduate studies in social sciences, economics, political science or related areas. At least 3 verifiable projects of institutional evaluation and/or programs or projects, where any of the following activities have been carried out 2.2 Development of documentary evaluations with performance indicators and a quantitative, qualitative and gender focus. 2.3 Ability to identify findings and integrate results 2.4 Development of institutional reengineering processes |

