EVALUATION REPORT

UN WOMEN BRAZIL: COUNTRY PORTFOLIO EVALUATION

STRATEGIC NOTE 2017-2022

ANNEXES

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STRATEGIC NOTE 2017-2022

ANNEXES

INDEPENDENT EVALUATION AND AUDIT SERVICE
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UN Women

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6.1 Case Study

6.1.1 Background

The *One Win Leads to Another* project (OWLA) was implemented by UN Women Brazil with the aim of ensuring girls and women can participate, work, govern and enjoy sport on an equal playing field in relation to boys. The expected impact of OWLA was that sports and life skills sessions reduce harmful gender stereotypes and norms and related attitudes. It was developed from a pilot joint project between UN Women and the International Olympic Committee (IOC), which was implemented from October 2015 to March 2017, and which was recognized as a legacy of the 2016 Rio Olympic Games. The focus of OWLA was to promote long-term results in breaking the cycle of violence by empowering girls through sport. It started in June 2018 and ended in May 2022 with a budget of USD 2.7 million funded by the IOC.

UN Women led the initiative with the main partners of the project being: Empodera (national responsible party that provided training and coaching to implementing grassroots organizations); Women Win (international responsible party that provided support in the adaptation of a well-tested methodology on sport and gender interventions and supported the institutional strengthening of Empodera); Fundo Elas (former responsible party that managed the fund transfers to implementing grassroots organizations in 2019 and 2020); and Instituto Companheiros das Américas (responsible party in charge of the adaptation and implementation of an employability methodology aimed at increasing OWLA participants and ex-participant employability skills and insertion into the labour market).

The project delivered a modular curriculum for girls focused on life skills training and women's empowerment workshops combined with sports sessions in low-income localities in the City of Rio de Janeiro. In addition, the project benefitted grassroots organizations from Rio de Janeiro and other parts of Brazil by strengthening their technical and institutional capacities to implement sport programmes with a gender perspective through in-person and online trainings and exchange of information on the OWLA curriculum. The project also carried out communication strategies with the objective of promoting and advocating for gender through sports. Finally, the project also aimed at promoting and facilitating gender mainstreaming in partner organizations' policies and governance models. Table 1 shows the three expected outcomes and five outputs of the project. Within UN Women Brazil, the project was linked to the Office's thematic area on elimination of violence against women and girls (VAWG).

Table 1. The OWLA project aimed to achieve organizational and individual level changes through sports as demonstrated by its results matrix

Outcomes	Outputs
Outcome 1. Girls have increased access to and benefit from quality sports and life-skills training with a gender equality perspective	Output 1. Strengthened capacities of organizations to implement quality sports and life skills training with gender equality perspective for girls. Output 2. Strengthened coordination of organizations that use sports to promote gender equality.
Outcome 2. Media, events, sports organizations and role models (including girls themselves) promote gender equality through sports, including HeForShe messaging	Output 3. Increased visibility of OWLA and gender equality through sports messaging, including HeForShe. Output 4. Increased visibility of girls as leaders and agents of change.
Outcome 3. National and local policies and programmes promote girls' and women's participation in all areas of sports (amateur and professional)	Output 5. Increased capacity of the Brazilian National Olympic Chapter to incorporate gender into its policies and programmes.

6.1.2 Approach

This case study was carried out as part of the Country Portfolio Evaluation of UN Women Brazil and focused on phase two of the project that began in June 2018. The case study used five evaluation criteria of the Organization for Economic Cooperation and Development, namely relevance, coherence, efficiency, effectiveness, and sustainability, with an added sixth criterion of human rights and gender. It sought to answer the evaluation questions and criteria, as displayed in Table 2.

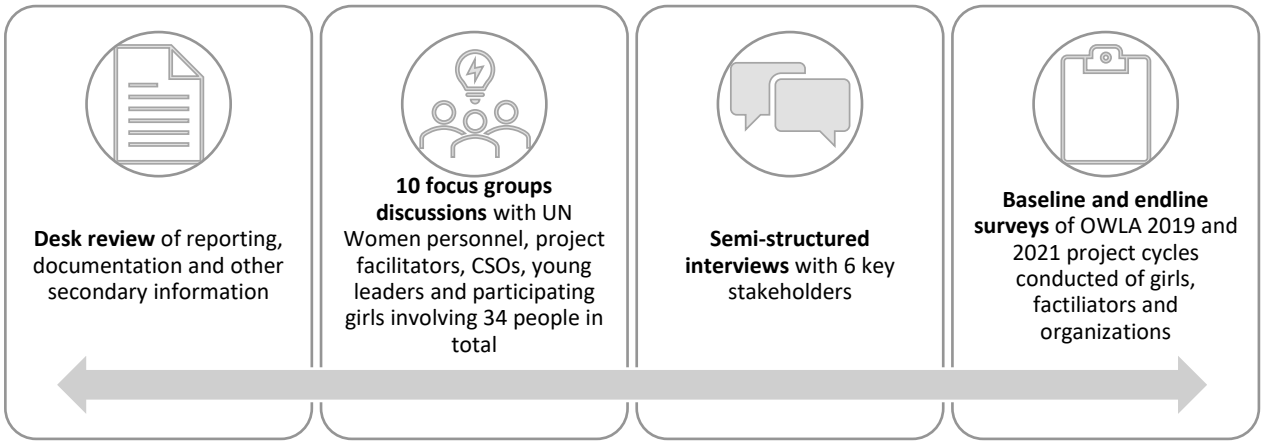
Table 2. Evaluation criteria and indicators used for evaluation of the OWLA project

Criteria	Questions	Indicators
Relevance	1. Has the OWLA project been relevant to the girls involved?	- Extent to which the project addressed the needs of participating girls.
Effectiveness	2. Has the project been able to deliver its outputs and contribute to the higher-level outcomes? 3. Has the project been able to promote capacity development in partner organizations? 4. What were the success factors for groups of girls with higher performance rates?	- Performance of project against outputs and outcomes. - Extent to which partners report increased organizational capacity developed in the context of the project. - Extent to which partners report increased individual capacity developed in the context of the project. - Extent to which partners report value added in being part of the OWLA network. - Factors impacting behaviour change as reported by girls.
Efficiency	5. To what degree did the project have appropriate organizational structure and capacity in place to support the efficient implementation of its programme of work? 6. Which cycle of the project proved to be more effective in delivering results?	- Extent to which amount and quality of staff involved was adequate. - Extent to which project management procedures were adequate - Results reported at the end of each project cycle.
Coherence	7. Was the project able to create synergy within UN Women and other organizations working in the thematic area?	- Extent to which project was able to create productive alliances and partnerships
Sustainability	8. What is the legacy the project will leave	- Capacity built in individuals participating in the

	that will continue over time (in terms of capacity built, learning, influence etc)?	programme. - Capacity built in organizations participating in the programme.
Human rights and gender equality	7. To what extent has the project been able to tackle root causes of inequality between men and women?	- Extent to which project has contributed to increase capacity of beneficiaries to fully participate in their communities (politically, economically and socially)

The case study answered the evaluation questions based on a mixed methods approach as shown in Figure 1. This approach was part of the wider methodology adopted by the Country Portfolio Evaluation, and a detailed description of the methodological approaches, limitations, and instruments can be found in the main evaluation report and its annexes.

Figure 1. The case study used both primary and secondary data collection and analysis



6.1.3 Findings

Relevance and coherence

Has the OWLA project been relevant to the girls involved?

FINDING 1. OWLA was relevant in providing a safe space for girls to reflect about their future as well as develop self-esteem and self-confidence, while it showed lower relevance for girls in developing sports skills.

OWLA was designed as an opportunity for girls from low-income localities in the city of Rio de Janeiro to develop life skills and promote gender equality through sports. The curriculum of the OWLA project covered topics on sexual and reproductive health, leadership, communication skills, self-esteem, economic empowerment, prevention of VAWG, gender inequality and community relations. Targeted beneficiary girls lived in locations with high incidence of violence and frequent conflicts between the police and gangs related to organized crime.

There was evidence from the evaluation surveys, interviews and focus groups that the project proved to be relevant for the girls in key areas

related to their future and their self-esteem. After school programs are common in the city of Rio de Janeiro, but the link between sports and women's empowerment was not as common. In fact, the project was developed as an innovative initiative under the scope of the Rio Olympic Games 2016 and was inspired by the work developed by the partner Women Win to empower girls and women through sports in other countries.

According to the baseline and end line surveys answered by participating girls, 62% of them joined the project to learn new things in 2019. Only 16% joined the project to practice sports in that same year. Data from the project surveys shows that out of the curriculum areas, the girls benefited particularly from increasing self-esteem, knowledge on security and gender inequality, thinking about their future, and having a safe space to discuss their issues. There are some areas related to sexual and reproductive health that girls already had basic knowledge and benefited less from the information provided (see section on effectiveness for specific data on each area).

The project showed relevance in helping girls become more assertive and better able to communicate, based on interviews and focus group discussions with staff and implementing partners. In focus groups with young leaders, girls reported that they benefited from new knowledge on gender inequality and felt more confident to think about their future options and more assertive to speak up about their own opinions.

On the other hand, the more limited focus on sports was unanimously noted by girls, implementing organizations and project staff from different organizations as there was not enough time allocated for both life skills workshops *and* sports activities. Although the practice of sports was not as central, it helped to call the target group to join the project and, in some cases, helped them further advance in the practice especially in the few cases where sports leagues were involved.

There was a latter feature incorporated in the project in 2021 in the context of the COVID-19 pandemic which was especially relevant for the girls and their families. This was the cash food card given to girls during the pandemic which was meant to be used at grocery stores to guarantee families' food and nutrition security in the face of the socioeconomic crises provoked by the COVID-19 pandemic. This benefit helped to increase attendance in the project and made the project more relevant not only for the girls but also for their families. During the pandemic, the project provided health kits for girls with masks and sanitizer, and this was also noted by girls as relevant to share with their families.

FINDING 2. The project proved relevant not only for the girls but also for the implementing civil society organizations and the facilitators involved.

The project directly engaged 14 grassroots organizations and 40 facilitators in implementing the OWLA curriculum. Besides receiving training and coaching in the first year of implementation and again during the pandemic, organizations were granted funds that enabled them to cover for the expenses related to the curriculum implementation itself and actions to strengthen their institutional and operational capacities. With the COVID-19 outbreak and social distancing measures adopted from March 2020 onwards, UN Women decided to allow for greater flexibility in the use of the funds by the organizations to cover for recurrent expenses.

The project brought new skills, knowledge, and awareness on the gender equality and women's empowerment agenda and the linkages between sport and women's empowerment to both facilitators and organizations (see effectiveness section for further details). The project was also seen as relevant by the national media. It helped frame relevant issues that are not often discussed: fewer women in sports; women who earn less than men in sports; the value of sports in building self-esteem for girls; etc. The design of the project was seen by many as innovative and this helped to attract media attention, as noted in interviews and through desk review.

FINDING 3. The project showed less engagement and relevance to state institutions and high-level policy dialogue.

Given the project's focus on ground implementation, strengthening of grassroots organizations, visibility in the media and training for young leaders, it was less relevant to higher level policy dialogue as initially envisaged in the project's outcome 3. The pilot phase of the project worked with the Rio de Janeiro municipal government, but the design was changed given the challenges in the partnership. The choice of the second phase was to work with civil society organizations (CSOs) as implementing partners.

Accordingly, higher-level policy dialogue was missed by key actors involved in the project and was equally a characteristic of the overall implementation of the Strategic Note of UN Women Brazil for the period. No specific advocacy on a law project or a state or municipal public policy were discussed, although there were some dialogues with state and municipal governments. While outcome 3 was meant to influence policy makers and legislators to incorporate a gender perspective into national and subnational sport-related policies and legal frameworks, the project focused more on the relationship with the National Olympic Committee, as this focus was the only formal output of the outcome 3 area.

Was the project able to create synergy within UN Women and other organizations working in the thematic area?

FINDING 4. The project was able to foster productive relationships with grassroots organizations and the media as well as collaboration with its sister project in Argentina. It faced challenges in creating more synergy with global and national partner organizations.

This project reflected the choice of the UN Women Brazil Country Office to engage more with CSOs in the period of this Strategic Note. Over the period of the OWLA project, UN Women Brazil engaged with more than 100 CSOs throughout the country including and beyond OWLA specifically. This type of engagement proved beneficial in helping to develop capacity at a local level and introducing gender equality and women's empowerment in sports for young girls. Local partners highly valued the work of UN Women and the engagement with the United Nations (see partnership survey results in the main evaluation report).

Furthermore, the project helped support the development of a sister project in Argentina, which was also funded by the IOC. The Brazil project team gave a training to peers in Argentina and contributed in various ways through the sharing of lessons and the exchange of materials, especially the manual of OWLA.[1]

Challenges in forging coherence were found with larger partners at a national and international level that had their own priorities and agendas. One key stakeholder mentioned the need of 'co-creating' or taking decisions jointly and more equally as partners. There were different levels of partnerships – including with the government, local CSOs, and large international organizations – and all of them required different types of procedure, engagement, and adaptation. There was therefore room for learning on how to engage with all of them more coherently.

[1] UN Women, 'Evaluation Report: Una Victoria Lleva a Otra´ in Argentina, 2022.

Effectiveness

Has the project been able to deliver its outputs and contribute to the higher-level outcomes? Has the project been able to promote capacity development in partner organizations?

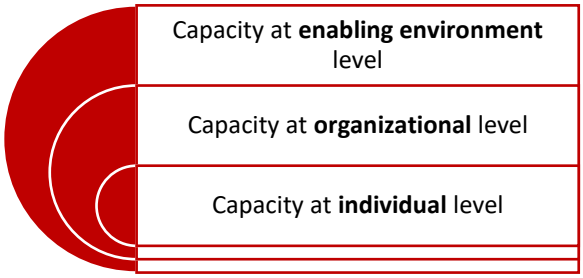
FINDING 5. The project was successful in mobilizing girls and organizations to be part of the project and in training organizations and facilitators. It was also successful in changing knowledge and attitudes of girls. Results were more visible in the project's 2019 cycle.

The project fully reached the target of enrolling girls and engaging grassroots organizations in the OWLA methodology (see Table 6 for full list of indicators). In total, from 2018 to 2021, 946 girls enrolled to participate in the OWLA project, 161 organizations were trained, and 13 organizations directly implemented the OWLA curriculum. In terms of overall performance, the project was able to achieve 21 of its targets (81%) and partially achieve 3 of them (12%). For the remaining 2 targets (7%) there was no data available.[2]

In terms of capacity development, the case study used a framework of three levels, namely individual, organizational, and enabling environment (Figure 2).[3] The three are interrelated: the development of capacity at an individual level would in theory reflect at an organizational level and be supported by an enabling environment, with influence going in both directions and different levels of capacity influencing other spheres.

Survey data indicated that the project was effective in developing capacity at an organizational level for the CSOs, and at an individual level for girls and facilitators, more so for the young leaders who received additional support and exposure to the contents of the curriculum. Capacity at enabling environment level was targeted through the media component of the project and the work with women influencers in sports.

Figure 2. Capacity development was assessed at three intersecting levels



Perspectives of participating girls were collected through baseline and endline surveys, conducted respectively before and after OWLA interventions, in selected areas of measurement for both the 2019 and 2021 project cycles (see Table 3 and Table 4). Among the areas targeted for capacity development with girls, survey data in the 2019 cycle indicated that activities were especially relevant in the areas of planning and decision-making, self-esteem and empowerment, and health. Data indicated that there were already very high scores in terms of gender equality at the baseline in certain areas, and in these cases, perceptions did not vary much (e.g., perspectives on income).

Table 3. Baseline and endline data for participating girls, 2019

Statements (response categories calculated as proportion of total responses per statement)	**Baseline**	**Endline**	**Percentage change**
I created or used a budget (yes)	28%	41%	46%
I am a leader (agree and totally agree)	53%	76%	43%

[2] OWLA project reporting, 2018-2021.

[3] See https://www.un.org/en/ecosoc/qcpr/pdf/sgr2016-deskreview-capdev.pdf

There are professions only women or men should have (false)	65%	83%	28%
I feel people do things better than me (disagree and totally disagree)	29%	36%	24%
I know what to do to avoid sexually transmitted infections (yes)	62%	76%	23%
I feel capable of taking a decision (agree and totally agree)	71%	84%	18%
Condom is the most effective way of preventing pregnancy and sexually transmitted infections (true)	77%	90%	17%
Budgeting is the planning of how much money I have and the money I will spend (true)	70%	79%	13%
I am good in the sport I practice (agree and totally agree)	65%	73%	12%
Two people hug each other (no risk of HIV infection)	74%	82%	11%
One day I will have the job I want (agree and totally agree)	88%	95%	8%
All girls start their period in the same age (false)	91%	97%	7%
A woman is capable of managing her own money (true)	95%	98%	3%

Source: OWLA project baseline and endline surveys, 2019 (N=129)

Data from the 2021 OWLA cycle showed lower levels of improvement comparatively, although still significant. Table 4 shows positive changes in the curriculum areas of health, self-confidence, leadership and gender relations, but mixed evidence in statements about VAWG. While 41% more girls learned to create a budget, 35% more of them reported they were a leader and, fewer girls (2%) disagreed that being violent was part of men's nature. Interestingly, cash food cards delivered for girls in response to the COVID-19 pandemic positively influenced attendance, which at a minimum was reported at 75% and increased from 2019.

These results showed that both project cycles were effective in positively contributing to changes in knowledge and perceptions on key issues such as self-esteem and health, while still facing challenges in changing deeply entrenched beliefs about such issues as VAWG, as seen in the 2021 cycle results. Survey data showed how capacity was built for girls at an individual level with notable differences across the curriculum, and that the 2019 cycle demonstrated more marked changes than in 2021.

Table 4. Baseline and endline data for participating girls, 2021[4]

Statements (response categories calculated as proportion of total responses per statement)	**Baseline**	**Endline**	**Percentage change**
I know how to avoid sexually transmitted infections (yes)	49%	69%	41%
I am a leader (agree and totally agree)	40%	54%	35%
Condom is the most effective way of preventing pregnancy and sexually transmitted infections (true)	67%	81%	21%
I know what to do not to get pregnant (yes)	81%	92%	14%
There are professions only women or men should have (false)	56%	64%	14%
Women who get beaten up by their husband is because they like it (totally disagree and disagree)	75%	84%	12%
I informed myself about the profession I want to have in the future (yes)	70%	76%	9%
I feel confident in saying no (agree and totally agree)	80%	85%	6%
It is the duty of a woman to take care of her home and children even if she must drop out school (disagree and totally disagree)	82%	88%	6%

[4] Negative changes in Table 4 are not statistically significant.

I feel capable of taking a decision (agree and totally agree)	85%	90%	6%
Men can take care of children as well as women (agree and totally agree)	71%	75%	6%
One day I will have the job I want (agree and totally agree)	96%	98%	2%
I planned goals for the future (yes)	87%	87%	0%
Women should have the same freedom as men (agree and totally agree)	95%	94%	-1%
Women should tolerate being beaten up to keep the family united (disagree and totally disagree)	94%	93%	-1%
Being violent is part of a man's nature (disagree and totally disagree)	83%	81%	-2%

Source: Project Baseline and Endline surveys, 2021 (N=248)

FINDING 6. Implementing partners increased organizational capacity in infrastructure, equipment, project management and gender policies.

The project helped organizations to improve financial systems due to the reporting demands of UN Women and to identify ways of providing better sports infrastructure and equipment to the girls as identified through focus groups with project staff and CSOs and reinforced via survey data. Most organizations were small and having a partnership with a large organization helped them improve their management systems. Facilitators and managers were also trained in the methodology of the project, which helped them incorporate a gender perspective within their organizations. This included creating a different approach to consider the need of privacy for girls training in sports and providing a safe environment for the girls involved where they could speak up about their concerns.

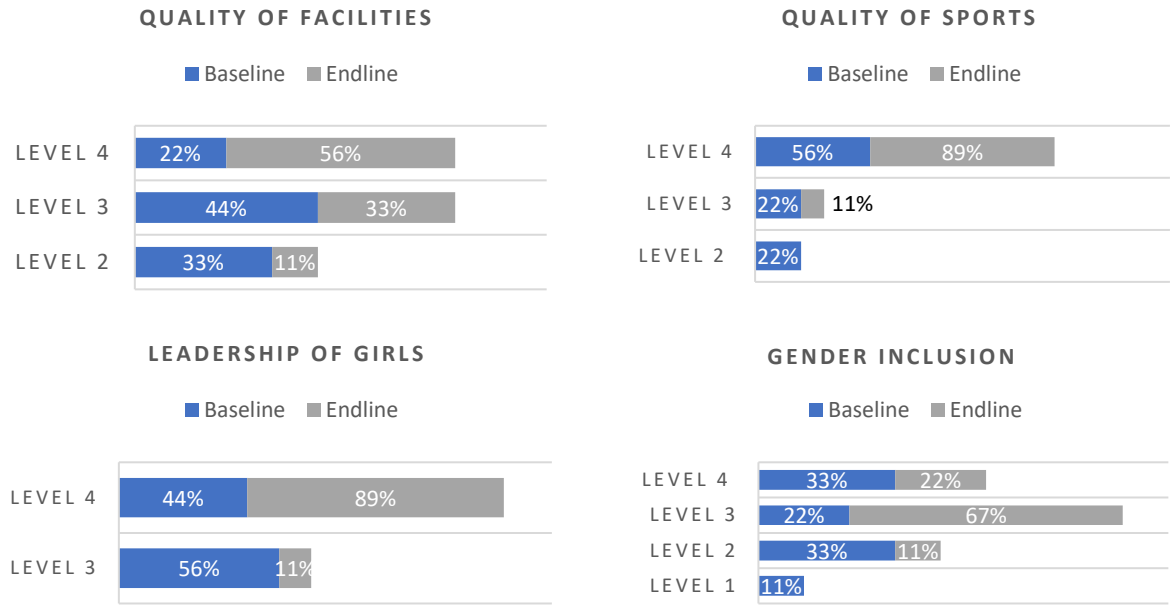
> "We are dealing with women; we became more sensitive towards their needs.
>
> – Interviewed trainer (April 2022)

The following set of figures show the reported improvement of surveyed organizations from the 2019 and 2021 project cycles.[5] Organizations answered questions on a four-point scale, where "level 1" was considered as the lowest organizational capacity and "level 4" the highest capacity.

In the 2019 project cycle, the greatest progress was seen in quality of facilities (56% reporting level 4 in end line as opposed to 22% in baseline), quality of sports (89% in level 4 in end line as opposed to 56% in baseline) and leadership of girls (89% in endline for level 4 as opposed to 44% in baseline). Organizations also developed their capacity to develop gender inclusion policies. Most organizations moved up from lower to higher levels. Indeed, as also reported in focus group discussion, collaboration with the OWLA project helped organizations become more gender sensitive in their project implementation.

[5] Note that there were differences in the 2019 and 2021 questionnaires.

Figure 3. Survey results for organizations in selected areas, 2019*



*4-point scale from Level 1 (lowest) to 4 (highest)

Source: Project Baseline and Endline surveys, 2019

The following Table 5 displays results for other areas of performance within surveyed organizations in 2019 and demonstrates how sustainability has improved along with specialization in gender. The area with lower performance is child protection, which nonetheless increased in 2021. Considering that some of the same organizations continued in the project from 2019 through 2021, it is likely that there was progress overall in the development of child protection policies.

Table 5. Survey results in higher level capacity of organizations in selected areas, 2019*

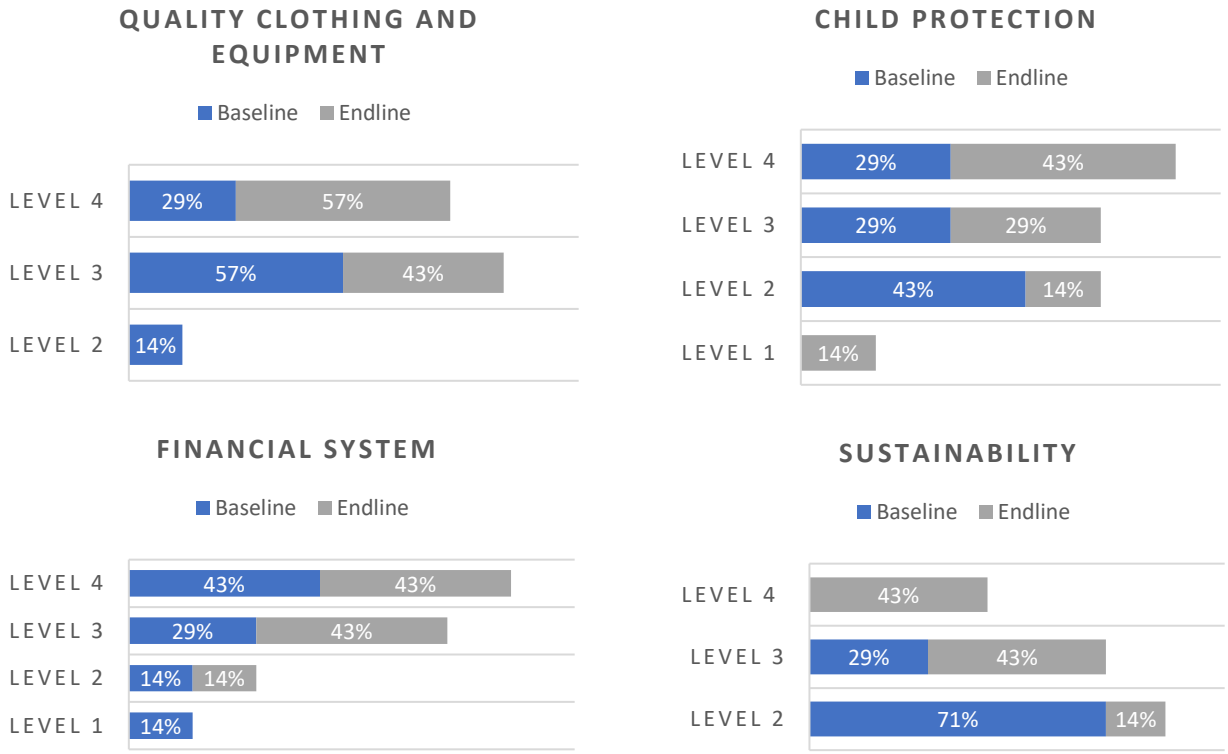
Area	Baseline	Endline	Percentage change
Specialization in gender	33%	67%	103%
Sustainability	44%	89%	102%
Child protection	56%	44%	-21%

Source: Project Baseline and Endline surveys, 2019

*Calculates proportion of organizations reporting levels 3-4 out of 4-point scale (i.e. higher level capacity)

In Figure 4, survey data from 2021 indicates that organizations increased their capacity in providing more quality clothing, equipment to girls, child protection policies and conditions of sustainability. There is no data available for how capacity on monitoring and evaluation was assessed for the 2021 implementation cycle.

Figure 4. Survey results for organizations in selected areas, 2021*



*4-point scale from Level 1 (lowest) to 4 (highest)

Source: Project Baseline and Endline surveys, 2021

The OWLA model also promoted trainings for CSOs that did not receive resources to implement the project. A survey of these organizations showed that the trainings were effective for organizations to include a gender perspective and/or promote gender and sports programmes: 68% reported they were using the contents of the OWLA curriculum, and 64% reported that they had made organizational changes due to training received.

In total, organizations reported benefiting 4,690 girls and women by delivering the OWLA curriculum. The implementation of the OWLA methodology took place in various ways, from creating safe spaces for the girls, to adopting trainings on women's health and diversity. 72% of surveyed organizations reported they intended to use the contents of the OWLA curriculum in 2022, and that the major obstacles for more effective implementation were related to shortage of financial, human resources and trainings.

Overall, there was a demand for trainings of this nature, and organizations surveyed reported the high quality of trainings and their willingness to engage in more capacity development activities. Changes reported included: 1) dividing the classes in smaller groups; 2) designing a gender and child protection policy; 3) adopting a policy on mental health; 4) offering training for teachers; and 5) using the curriculum to approach social inclusion issues with marginalized young people.

A highlight of the project has been the capacity development of Empodera, the main implementing partner who managed the other partner CSOs. The creation of Empodera was inspired in the pilot version of the OWLA project. The organization received training and coaching by the international non-profit Women Win. These capacity development activities helped Empodera mature from an organizational and technical point of view. The project envisioned Empodera as a learning hub to share knowledge with other organizations, and indeed, Empodera trained CSOs and coached them in project implementation. They also developed

the capacity to fundraise on their own. If it were not for the project, Empodera would not be as strong today as validated by the focus groups and the desk review.

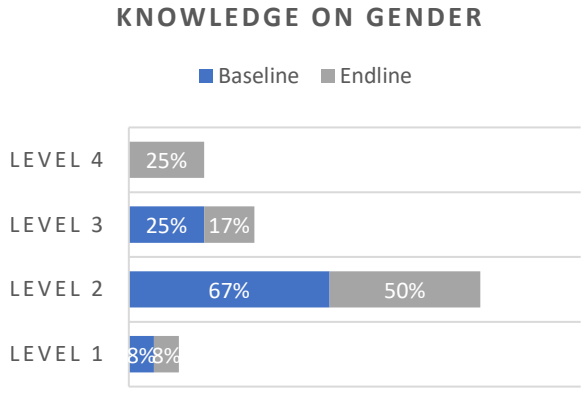
The capacity development component of the project for the organizations was reinforced during the pandemic. In 2020, in the face of the lockdowns and the suspension of classes, virtual trainings took place with the organizations and new themes emerged such as ethnicity. In addition, CSOs received grants that helped them cope, including to continue basic activities and retain personnel during the pandemic.

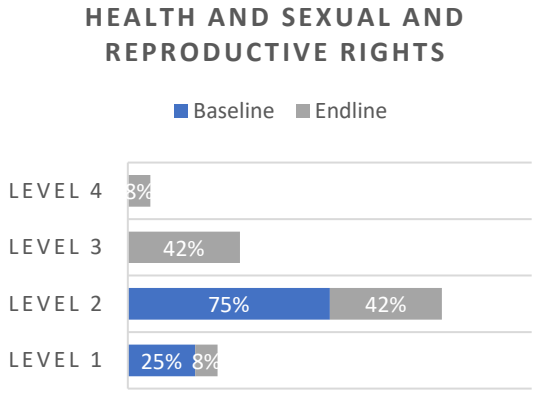
FINDING 7. Facilitators developed capacity in dealing with gender issues, increased knowledge on support networks available for women, and enhanced their facilitation skills. The experience of OWLA project has impacted behaviour of facilitators towards gender.

Facilitators were exposed to various capacity development opportunities. They took part in an initial course given by Empodera, they were coached in the first year of implementation with weekly meetings and received additional training during the pandemic. Facilitators answered baseline and endline surveys and assessed themselves in their knowledge on a four-point scale ranging from "Level 1" (I need to improve) to "Level 4" (I am very competent) in 2019. This changed to a five-point scale in 2021. Figure 5 demonstrates the evolution of self-reported competence by facilitators in selected items at the beginning and end of the project both in 2019 and 2021.

Knowledge on the difference between gender and sex and on sexual and reproductive rights increased for facilitators. While in 2019 only 25% declared to be very competent on the difference between gender and sex, this increased to 42% in 2021. Knowledge on the responsibility of monitoring and evaluation was already assessed with high competence in the baseline. Overall, the capacity developed in facilitators was high in the various areas covered by the curriculum. This was reinforced by the focus groups where facilitators reported their capacity development throughout the implementation of the project.

Figure 5. Survey results in selected competency areas for facilitators, 2019*





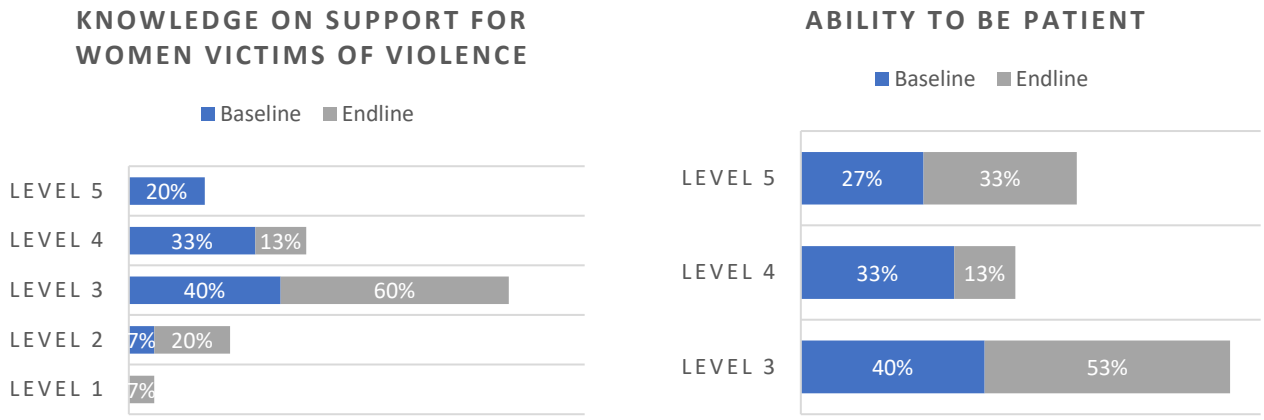
*4-point scale from Level 1 (lowest) to 4 (highest)

Source: Project Baseline and Endline surveys, 2019

Data from 2021 repeated trends in the 2019 project cycle, but facilitators started with higher self-assessments compared to the beginning, for example in areas such as health and sexual rights, gender and sex, and rights of women. In fact, many facilitators were the same in the second round of implementation, meaning that the knowledge was already there, and they were being exposed to the content for the second time. In 2021, the most significant areas of knowledge gained were on issues around VAWG and the development of strategies for creating safe spaces. Personal skills were also

developed such as the ability of facilitators of being patient to better facilitate the sessions with the girls.

Figure 6. Survey results in selected competency areas for facilitators, 2021*



*5-point scale from Level 1 (lowest) to 5 (highest)

Source: Project Baseline and Endline surveys, 2021

FINDING 8. Member organizations of the OWLA Collective Impact Coalition benefited from the exchange of experiences among themselves. However, the heterogeneity of organizations made the dialogue more difficult at times. The pandemic also impacted the network, which was less active from 2020 onward.

According to a focus group, interviews, and a survey with Collective Impact Coalition members, CSOs had the expectation of exchanging knowledge among themselves and increasing networking when they joined the Coalition. This was partially achieved. Knowledge was exchanged and small organizations benefited from ideas coming from larger organizations and guidance on areas such as: fundraising, increasing visibility (communication), group work, and guidance on counselling to the girls among others. There was one experience of a CSO that joined the coalition and received a reference from another organization within the group that helped the former access international funding. There were also cases where small organizations started implementing communications-oriented actions such as start taking photographs and documenting activities.

However, the evaluation also found that the group was heterogenous, and big organizations naturally participated more which made small organizations feel they were not being heard enough. Another point of concern reported was that the network did not have much visibility, which was an unfulfilled expectation of some members.

Overall, the group started with more meetings and energy, but was demobilized during the pandemic with fewer meetings and fewer people attending. There were efforts from Empodera to steer and motivate the group, but most organizations reported not having enough time to engage during the pandemic in a context where no resources were provided to participate in the group and in which there were many changes in the work environment. The pandemic was indeed a key factor impacting the group dynamics. It provided challenging to keep the group motivated online, and there was also limited interaction among organizations outside the Collective Impact Coalition meetings.

FINDING 9. The project was able to attract the attention of relevant media nationally and internationally, engage famous sports figures, and participate in relevant sports events, but the communication strategy was discontinuous overtime.

There were important communication efforts in the beginning of the project in a partnership between the donor and the National Olympic Committee. Girls participated in the Olympic games and the project attracted great attention due to its innovative design. Big media companies in Brazil reached out to Empodera for news and the project had a partnership with the major news company in Brazil (TV Globo) to launch joint campaigns for girls and women in sport.

In total, about 23.8 million people are estimated to have been reached by the project's communication activities. There were 30 sports events promoting gender equality through sports messaging, including HeForShe, 6 media campaigns promoting gender equality through sports messaging and 469 media news and reporting items promoting gender equality through sports.[6] In addition, 48 digital/audio stories were posted on the website of the project. These numbers indicated that partnerships forged with the media were significant. That said, the turnover of the team impacted this work. There was a change in the communication focal point in the period of the project and a change in communication strategy.

The project helped to promote the agenda of women in sports and gave the stage to the girls to produce their own stories via storytelling workshops. Their stories and videos will stay as a communication legacy of the project.

FINDING 10. Gender policy advanced in partner organizations as the result of the project as well as the wider enabling environment.

Evidence from key project partners indicated positive changes in gender policies. The Brazil National Olympic Committee (NOC) included gender issues in their transparency and management indicators and conditions for investments. UN Women had provided technical assistance in the preparation of a course on gender policies on sexual harassment and abuse with the attendance of 3,619 people online and engaged with them throughout the project. Additionally, 28% of implementing CSOs reported they had matured their gender policies in their organizations. In the context the Brazil NOC, beyond the contribution of the OWLA project, there was an enabling environment within the organization to talk about gender influenced by the wider international debate, the media and other influencing actors in the country as reported by key stakeholders.

Efficiency

To what degree did the project have appropriate organizational structure and capacity to support the efficient implementation of its programme of work? Which cycle of the project proved to be more effective in delivering results?

FINDING 11. Personnel was limited for the initial scope of the project and the modality of direct implementation. The project also faced staff turnover and suffered from lack of appropriate staff handover.

Project design was complex and worked through several modalities: 1) delivery of OWLA curriculum to girls; 2) delivery of capacity building activities to grassroots organizations; 3) dissemination of gender equality and sports messages through the media; as well as 4) advocacy and provision of technical assistance for the adoption of policies to promote a level playing field for girls in sports at the local and national levels. The project was placed under impact 3 of the UN Women Brazil Country

[6] OWLA Report 2021

Office in the thematic area of eliminating VAWG, and staff shared responsibilities between managing the project and engaging in other institutional duties of the office.

Considering the number of requirements part of the routine of the UN Women office – including from UN Women headquarters, regional offices, etc. – as well as challenges reported in the overall operation of the office, UN Women staff had multiple demands which did not always allow time for strategic thinking and engagement on the OWLA project as reported by stakeholders in focus groups and interviews. This improved as the team grew in size, but it still lacked the possibility of having a more strategic approach linked to the thematic area of VAWG, in part due the absence of a team leader for Impact 3 during part of project implementation period. As matter of fact, although the project was effective in developing capacity for girls, organizations, facilitators and young leaders, it was limited in having a more strategic approach towards the problem of violence.

The challenge of personnel turnover in the project was part of a larger issue of the office which impacted delivery. Information was lost on the way which impacted relationship with key partners, as documented in the data collection process through the interviews.

FINDING 12. Project management procedures were difficult for CSOs. Information was not always clear for partner organizations and daily working systems were overly complex and inefficient.

The project faced notable operational challenges such as difficulties in mobilizing girls to engage in the project and being unable to make small crucial purchases for which resources were not allocated in the beginning of the project (e.g., training materials for the girls). There were challenges with the transfer of resources and guidance given to the recipient organizations. The CSO who managed the resources in the first cycle left the project after the first year and many problems were reported, such as the lack of precise operational information for CSOs, delays in transferring resources, and difficulties in managing other relationships with CSOs.

In this respect, the type of accountability used for the project was not adapted to the reality of local organizations dealing with more informal operations, and this proved difficult to manage by consuming extra time of all actors involved. While for some organizations dealing with UN Women's bureaucratic requirements was helpful to increase knowledge on rigorous accountability, on the other hand, time could have been saved with better planning and adapted procedures for the context of 'favelas' or 'communities' of Rio de Janeiro.

There were also problems identified in the main management system chosen for the project Salesforce. It proved inadequate for the attendance sheets and data management for the monitoring and evaluation system. It was not an intuitive tool with which to work and demanded significant effort from project staff and implementing partners. The control sheet for food cards was also considered by stakeholders as inadequate. Monitoring and evaluation proved to be very time consuming and not fully useful for continuous improvement. Data was collected but not used for reflection and project iteration over time. More data than needed was collected and extraction from the management system proved to be highly time consuming leading to efficiency losses.

Other challenges identified were with the last initiative of the project where the leaders helped facilitate projects with younger girls. There were communication problems between the project focal point and girls, reimbursement procedures did not work, and the girls did not have proper guidance. Another challenge faced on the part of operations was the number of cancelled classes due to violence, including gang riots and confrontations between gangs and the police. The cancellation of classes impacted the delivery of the curriculum and stakeholders reported the need of having more flexibility in face of the circumstances.

Sustainability, human rights, and gender

What is the legacy the project will leave that will continue over time (in terms of capacity built, learning, influence, etc.)? To what extent has the project been able to tackle root causes of inequality between men and women?

FINDING 13. The project built capacity at an organizational level and individual level for facilitators and young leaders, and helped young girls think about their future with an expanded sense of possibility.

The project was able to develop capacity at an organizational level. Implementing organizations have developed more gender sensitive and focused programs, improved their managerial systems, and learned how adapt to UN Women accountability. They also benefited from exchange of information with other organizations that made some of them more aware of the need of improving communication and financial procedures. They received grants that helped them cope during the pandemic. In addition, the trained organizations now have tools to bring gender equality and women's empowerment to their sports programs and they are already using them. The knowledge provided helped them run more gender sensitive programs that look at the differentiated needs of women and men and address them with respect.

In addition to the capacities built at an organizational level, there was evidence of capacity built for girls, young leaders and facilitators. Young leaders had beyond their regular project participation, additional training, field trips and guidance. They became a role model for other girls, and this was the result proposed from the beginning. The focus group with the young leaders showed how the project helped them think about their future, choose a profession and be able to communicate better and express their opinions. They are now more confident about who they are and what they think. They are more confident about their personal appearance and choices. They were more assertive, and this is at the heart of women's empowerment.

A substantive change was also identified on the part of facilitators who are now better able to deal with gender issues, facilitate sports sessions and deal with other people. From the focus groups, it became clear that many facilitators had changed their attitude towards issues such as sexual diversity and that this was highly influenced by the OWLA's curriculum.

There was an important change identified on the part of the girls themselves with varying levels of impact. In the words of one participating girl of the project:

> "I wanted to be a doctor, but I thought this was a men's profession, then I found out that I could become whatever I chose, including being a doctor."
>
> – OWLA focus group participant

This quote, even if anecdotal, partially indicates the legacy of the project. It is important to note that education takes effort and continuity over time to be truly effective.

FINDING 14. The project has been able to disseminate a methodology on how to combine gender equality and women's empowerment with sports for girls. The project is gender transformative given the focus on education and its work at the level of social norms and deep structures.

The project further developed other training materials with an intersectoral approach, such as the module on ending racism in and through sport. These materials are openly available at the project's and in UN Women's website, and they are copyright free.

Many organizations were trained to use this methodology. The project leaves a legacy of knowledge and skills available which can have long-term effects. Empodera is also a way of speaking to the project's strong sustainability. With the end of the project, Empodera and other CSOs will continue to include gender equality and women's empowerment in their daily work. In this sense, the project was successful in developing capacity which will sustain overtime. Empodera has been able to fundraise on their own and now works independently of UN Women, which is an important result and evidence of OWLA's contribution including through the coaching work of Women Win.

6.1.4 Lessons learned

This section provides lessons that could be replicated and used in other projects implemented by UN Women and other implementing partners based on the OWLA case study.

LESSON LEARNED 1. Local implementation where an informal economy is the norm can be costly and challenging for adapting to UN Women procedures.

The United Nations System is better equipped to work with governments and international CSOs. Partnering with grassroots organizations presents challenges that may demand further tailored guidance and adaptation of procedures. In this respect, an increased focus of partnering by UN Women with local organizations should carefully consider such operational challenges, noting that when the structure is not adapted to such a relationship, there is a risk of inefficiency (i.e., high resource investment of staff time for potentially more limited results).

LESSON LEARNED 2. Food cards are an effective way of ensuring attendance from target groups.

The attendance rate of project beneficiaries in key activities can be incentivized in part through the use of strategies employing cash such as food cards. When timed appropriately with a project intervention, such mechanisms can dovetail well with other project objectives and enhance intended outcomes.

LESSON LEARNED 3. Complex problems such as violence demand a combination of holistic approaches and involvement of different sectors.

The project focused mostly on the target group to build skills and capacity to better deal with their circumstances. However, the problem of violence in the city of Rio de Janeiro is structural and a result of long-standing corruption at various levels, precarious living conditions of youth who get involved in gangs and drug trafficking as a way of making a living and having status in the community, poor education, precarious infrastructure, and other complex factors. The project taught the girls how they should refer to the police, but participants reported that there were no police available. As such, the problem of violence was addressed in a limited way by the project that targeted an impact pathway with lower feasibility for results. A more integrated approach with broader alliances is needed to help deal with such complex issues in other urban peripheries of big cities.

LESSON LEARNED 4. Knowledge of the institutions and its procedures and leadership are important assets of staff that need to be well taken care of.

Staff turnover can impact both overall performance of projects and impinge the continuity and extent of knowledge built over time. Although UN Women is attractive for many professionals, offices are not always able to retain talent due to the structure of certain contracts and challenges in the work environment. The ability to retain talents is crucial for the success of UN Women as an organization including effective project implementation.

LESSON LEARNED 5. Tangible results and takeaways are key to keep social movements and coalitions alive. Coalitions also need to be inclusive for both big and small organizations.

Although forums such as impact coalitions can be useful to help exchange information among the various organizations and develop capacity, they should be complemented with an orientation towards tangible results and concrete initiatives. In the face of the many demands that each organization must address, such coalitions such be structured around clear takeaways, projects and initiatives beneficial for the organization to help such networks continue and evolve. In addition, big organizations are often more heard given their structure and history, but it is important to involve and keep small organizations engaged so that there is buy in, contribution and impact.

LESSON LEARNED 6. Gender equality and women's empowerment curriculum needs to be adapted according to previous knowledge of target groups.

Baseline data for OWLA showed that girls already had high knowledge on some sexual and reproductive health issues and limited knowledge on issues such as budgeting. The endline as expected showed limited impact in areas in which girls already had knowledge. Adapting the curriculum based on such baseline data to address the needs of the girls is crucial to make it more relevant and impactful.

LESSON LEARNED 7. Visibility and strong advocacy platforms of bigger organizations do not always translate into capacity to dialogue and implement, and accordingly a collaborative culture is an asset for such institutional partners.

Implementing partners are a cornerstone to build effective project arrangements, including as intermediaries with other smaller organizations. They have to be carefully chosen and offer a combination of hard and soft skills to be able to manage systems and also negotiate with CSOs. There are cases in which visible organizations do not always have the right skills to negotiate, mediate conflicts, and provide a careful and attentive service to small organizations. This is both a technical and human resource issue. Dealing with other organizations requires a collaborative culture that goes beyond only straightforward accountability issues.

LESSON LEARNED 8. Management tools used in global projects need to be adapted to local realities and issues. Monitoring systems can provide a fundamental tool for UN Women's capacity development work but need to be tailored to local capacity and institutional constraints.

The application of a global curriculum and management systems must be carefully adapted to the country context and UN Women institutional environment at project inception. For example, a new project team must be ready to deploy new management software tools effectively harmonized with UN Women monitoring requirements, and a global curriculum must be sensitive to local knowledge and issues. While efforts in OWLA to adopt a monitoring system allowed the project to track progress in its training activities, the gaps and challenges in implementing and using the new system were significant. Use of baseline and endline surveys for its training activities represents a good practice that UN Women should further refine in all of its capacity development work, including by focusing on generating data that will be proactively used for learning and adaptive management.

LESSON LEARNED 9. The creation of knowledge hubs and large-scale trainings are effective for generating sustainability.

A dedicated investment in creating a learning hub for women and sports, combined with training for organizations in the area, can prove effective in leaving a legacy of knowledge, tools, and networks. This can equally lead to capacity development on the ground. Such support in promising organizations can promote new streams of knowledge and collaboration that outlive a project lifecycle.

LESSON LEARNED 10. Investment in young women's leadership helps to generate visible results with a potential multiplier effect.

Investment in young women leaders can generate important results including, as evidenced through the OWLA project's approach, by providing dedicated training and support. Such young leaders intended to carry on the work initiated by the project with women and sports, or with sports and disabilities; but always with a sense of community and service pushed by the increased confidence that they developed. Education takes time and effort and investing in leadership has a strong potential to provide a multiplier effect which sustains and generates unexpected results.

6.1.5 Conclusions

This section presents the implications of the findings for future potential implementation of the OWLA project in Brazil and for other versions of the project supported by partner organizations in other countries.

CONCLUSION 1. The OWLA project was relevant to bring new knowledge and skills for girls, facilitators, and CSOs, while less relevant to the normative mandate of UN Women.

↳ *Based on case study findings 1-3*

The OWLA project focused more on outcome 1 (girls and organizations) and outcome 2 (media and sports events) and less on outcome 3 (gender policies in organizations and state institutions). This focus reflected UN Women Brazil Country Office's focus during the 2017-2022 Strategic Note in working with grassroots organizations. There was clear relevance of the project for girls and CSOs involved, and the girls who joined the project sought and benefitted from new knowledge. State institutions were less engaged, and the normative mandate of UN Women was not leveraged in the project.

CONCLUSION 2. The OWLA project contributed to capacity development at an individual and organization level and helped to promote an enabling environment.

↳ *Based on case study findings 4-9 and 13*

Overall, the OWLA project effectively worked to develop capacity at the individual, institutional and enabling environment levels. The project was particularly successful in developing capacity at an individual level for girls, facilitators, and young leaders. The self-esteem and capacity of girls and young leaders to look at their future improved along with awareness on how to report violence, although work in the sports area was more limited. Facilitators also increased their knowledge and skills.

At an institutional level, the project demonstrated notable results in helping CSOs to improve their managerial systems, infrastructure, and gender policies. Participating organizations reported contributions through implementing the OWLA curriculum, trainings and participating in the impact coalition. Finally, media engagement also increased visibility of the issue of women in sports, thus supporting to a more enabling environment for gender related policies and initiatives.

CONCLUSION 3. The project faced various operational challenges which compromised efficiency, including limited staffing at inception, strenuous direct implementation, turnover, and complex management and data systems.

↳ *Based on case study findings 10, 11 and 12*

The OWLA project engaged with organizations at various levels (grassroots, national and international), which created heavy demands for partnership engagement. Some of the project's key operational challenges were structural, including the high burden of direct implementation with grassroots organizations, and staff turnover that impacted continuity. Complex monitoring systems also resulted in data that was collected but not used for continuous improvement. In addition, the project also suffered from insufficient adaptation of the OWLA methodology to the national context. Despite such challenges, the project team managed to meet most targets and forge synergies with the media and other relevant partners.

CONCLUSION 4. The OWLA project left a legacy of capacity built through a transformative approach at various levels within civil society in Brazil recognizing the interlinkages between gender and sports.

Based on Finding 14

The OWLA project helped to develop knowledge on gender and sports in the country given the number of organizations involved and trained and the materials which are now publicly available in Portuguese and adapted to the Brazilian context. CSOs were strengthened to continue the work in promoting gender equality in sports and in promoting other types of gender equality initiatives, and the project was gender transformative due to its focus on education and social norms.

Table 6. Results of the OWLA project indicators showed full or partial achievement for most targets (81%)

Indicators	Indicator Status					
	2018	**2019**	**2020**	**2021**	**2022**	**Cumulative/** avg.. (2018-22)
OUTCOME 1: Girls have increased access to and benefit from quality sports and life-skills training with a gender equality perspective						
OC.1.1. Number of girls participating in projects that use OWLA methodology Project Target: 900	0	430	105 (online)	516 (+ 113 online)	254	1,200
OC.1.2. Percentage of girls showing positive changes in knowledge and attitudes (as determined by sub-indicators) Project Target: N/A						
▪ presented positive changes regarding gender norms and stereotypes	-	32%	-	41%	49%	39%
▪ presented positive changes regarding attitudes on violence against women and girls	-	44%	-	40%	26%	39%
▪ presented positive changes on their self-confidence	-	43%	-	44%	43%	44%
▪ presented positive changes on perceptions of self-efficacy	-	52%	-	44%	40%	46%
▪ presented increased knowledge in health and violence against women and girls	-	22%	-	22%	9%	20%
▪ presented positive changes in attitudes regarding planning for the future	-	21%	-	19%	10%	18%
OC.1.3. Number of organizations implementing quality sports programmes and life-skills training with a gender equality perspective for girls Project Target: 10	0	9	0	7	5	21
Percentage of girls accomplishing the programme Project Target: 60%	N/A	79%	N/A	89%	98%	87%

Output 1 – Strengthened capacities of organizations to implement quality sports and life skills training with a gender equality perspective for girls						
OP. 1.1 Number of organizations trained on OWLA methodology Project Target: 60	19	40	4	36	9	108
OP. 1.2. Number of professionals (facilitators, coaches, teachers, educators and others) by gender trained on OWLA methodology Project Target: 120	37 - 28 W 9 M[7]	72 - 63 W 9 M	21[29] - 21 W	70 - 61 W 9 M	70 - 25 W 2 M	226 - 198 W 28 M
OP.1.3. Number of New Master Trainers Project Target: 30	0	9	14	0	0	23
OP.1.4. Number of organizations coached by UN Women Project Target: 6	0	9	6	7	5	27
OP.1.5. Number of professionals (facilitators, coaches, teachers, educators and others) by gender coached by UN Women Project Target: 12	0	17 - 17 w	22- 22 w	23 - 23 w	4 – 4 w	66 – 66 W
OP.1.6. Number of organizations reporting improvement in designing/delivering quality sports and life skills training with a gender equality perspective for girls Project Target: 60%	N/A	3 (out of 8 – 38%)	N/A	5 (out of 7 – 71%)	1 (out of 1 – 100%)	9 (out of 17 – 56%)
OP.1.7. Percentage of professionals (facilitators, coaches, teachers, educators and others) reporting changes in Knowledge, Attitudes and Behaviours on gender equality and GBV Project Target: 30%	N/A	83%	N/A	83%	N/A	83%
Output 2 – Strengthened coordination of organizations that use sports to promote gender equality						
OP.2.1. Existence of a Gender and Sports Network Project Target: 1 (Yes)	NO	YES	YES	YES	YES	YES
OP.2.2. Number of organizations that participate in the Gender and Sports Network Project Target: 20	-	25	29	39	39	39
OP.2.3. Percentage of organizations reporting positive impact from participation in Network Project Target: 60%	-	N/A	69%	N/A	80%	N/A
OUTCOME 2: Media, events, sports organizations and role models (including girls themselves) promote gender equality through sports, including HeForShe messaging						
OC. 2.1 Number of athletes and sports role models who embrace gender equality through sports messaging, including HeForShe - Project Target: 10	0	3	1	5	2	11
OC. 2.2. Number of sports events promoting gender equality through sports messaging, including HeForShe Project Target: 15	4	9	17	12	7	38
OC. 2.3. Number of media campaigns promoting gender equality through sports messaging, including HeForShe - Project Target: 5	0	3	3	3	3	12
OC. 2.4. Number of media news and reporting promoting gender equality through sports messaging, including HeForShe - Project Target: 400	N/A	397	72	199	129	797
Output 3 – Increased visibility of OWLA and gender equality through sports messaging, including HeForShe						

[7] W refers to Women and M to Men.

OP.3.1. Number of press releases and communication pieces produced by UN Women and partners Project Target: 300	N/A	106	46	185	121	458
OP.3.2. Number of people reached (estimated) Project Target: 12,500	N/A	6,646,445	17,176,347	631,299	211,687	24,665,778
Output 4 – Increased visibility of girls as leaders and agents of change						
OP.4.1. Number of digital/audio stories posted on the One Win Leads to Another web platform Project Target: 50	0	27	20	0	0	47
OP.4.2. Number of girls participating in leadership roles in local, national and international sports and/or media events - Project Target: 150	10	79	92	60	350	591
OUTCOME 3: National and local policies and programmes promote girls' and women´s participation in all areas of sports (amateur and professional)						
OC. 3.1. Number of organizations adopting policies to promote a level playing field for women and girls Project Target: 30	N/A	27	9	8	N/A	44
OC. 3.2. Number of Women promoted into sports in leadership positions Project Target: N/A	N/A	7	2	3	11	23
Output 5 - Increased capacity of the Brazil NOC to incorporate gender into its policies and programmes						
OP.5.1. Number of Brazil NOC staff trained in gender equality Project Target: 20	0	4	253	46	16	319
OP.5.2. Extent to which gender policy is implemented by the Brazil NOC Project Target: between N2 and N3	N1	N2	N2	N2	N2	-

KEY:

Partially achieved: 3 targets (12%)	Achieved/exceeded: 21 targets (81%)	Information not available: 2 targets (7%)

6.2 Terms of reference

1. Background

The Brazil Country Office (CO) Strategic Note is the main planning tool for UN Women's support to normative, coordination and operational work in Brazil. The CO has been operational in Brazil since 1992, as the United Nations Development Fund for Women; and since 2011 as UN Women. This evaluation will consider the Strategic Note covering the period 2017-2021. The current Strategic Note was originally slated to end in 2021, with a likely extension to December 2022,[8] and a new Strategic Note is therefore due to be developed starting April 2022.

The Strategic Note is aligned with national priorities established in the Brazilian Government's *Plano PluriAnual* 2016-2019 and 2020-2023; and with the United Nations Partnership Framework for Sustainable Development (UNPFSD) 2017-2021 for Brazil. The UNPFSD has five axes that correspond to the five Ps of the 2030 Agenda for Sustainable Development (people, planet, prosperity, peace and partnerships), specifying the need to include commitments with gender and racial equality in all of its results. The Strategic Note is also aligned with the UN Women Global Strategic Plan 2018-2021, focusing on three Outcome Areas:

- Women lead, participate in and benefit equally from governance systems
- Women have income security, decent work and economic autonomy
- All women and girls live a life free from all forms of violence

The Strategic Note is also aligned with two Flagship Programmes: "Prevention and Access to Essential Services to End Violence against Women" and "Women's Leadership, Empowerment, Access and Protection in Crisis Response; and incorporates key elements of four other Flagship Programmes: "Stimulating Equal Opportunities for Women Entrepreneurs through Affirmative Procurement, Investment and Supply Chain Policies", "Income Security through Decent Work and Social Protection for Women", "Better Production and Use of Gender Statistics for Evidence-Based Localization of the SDGs" and "Transformative Financing for Gender Equality and Women`s Empowerment" (GEWE).

The Strategic Note is grounded in the standards, principles and obligations of the Convention to Eliminate all forms of Discrimination Against Women, Beijing Declaration and Platform for Action, Concluding Observations of the Commission on the Status of Women, Security Council Resolutions on Women, Peace and Security, the Convention to Eliminate Racial Discrimination, the Durban Action Plan and Agenda 2030 for Sustainable Development and the Human Rights Council Universal Periodic Review.

2. Description of the Country Portfolio

The work of UN Women is focused on responding to its three core mandates:

- **Normative**: to support inter-governmental bodies, such as the Commission on the Status of Women and the General Assembly, in their formulation of policies, global standards and norms;
- **Operational**: to help Member States to implement international standards and to forge effective partnerships with civil society through programmatic work; and

[8] This extension is likely following extension of the United Nations Partnership Framework for Sustainable Development. Neither extension was formally approved at the time of finalizing the TORs.

- **Coordination**: to both promote the accountability of the United Nations system on GEWE, including regular monitoring of system-wide progress, and more broadly mobilize and convene key stakeholders to ensure greater coherence and gender mainstreaming across the UN.

The main interventions undertaken under the Strategic Note 2017-2021 are summarized in the following table, including according to the three core mandates and the following outcome areas of work: Leadership and Political Participation (LPP); Governance; Women's Economic Empowerment (WEE); Elimination of Violence against Women (EVAW); and Organizational Effectiveness and Efficiency Framework (OEEF).

Intervention	Outcome area	Mandate area	Status
Support the implementation of Outcome 1.1; Output 1.1.2. on enhancing capacity of gender equality advocates (Austria)	LPP	Operational	Ongoing/ Initiating
Human Rights of Indigenous and Quilombola Women: A Governance Matter (Norway)	LPP	Operational	Ongoing/ Initiating
Strengthening Public Policies for Women	LPP, Governance, WEE, EVAW	Operational	Ongoing
Project City 50-50: Itabira	LPP, Governance, WEE, EVAW	Operational	Ongoing
AWP 2019-2020 - Raising political participation of women in Brazil (US National Committee)	LPP	Operational	Ongoing
Connecting Women, Defending Rights (European Union)	LPP and EVAW	Operational	Ongoing
AWP 2019-2020 Gender and Race e-learning course (UNOPS)	WEE	Operational (joint)	Ongoing
Support the implementation of UN Women Brazil CO Strategic Note 2017-2021 (UNOPS)	WEE	Operational (joint)	Ongoing
Building better lives through integrated early childhood interventions: investing in the Happy Child Programme to accelerate the achievement of SDGs in Brazil (MPTF-SDG)	WEE	Operational (joint)	Ongoing
Unstereotype Alliance	WEE	Operational	Ongoing
Orange Day/UNiTE/16 Days of Activism	EVAW, OEEF	Normative (campaign)	Ongoing
Vidas Negras	LPP, OEEF	Normative (campaign)	Ongoing
UNCT-UN SWAP Gender and Race Scorecards	OEEF	Coordination	Ongoing
Inter-Agency Thematic Group on Gender, Race and Ethnicity	OEEF	Coordination	Ongoing
Technical support to government officials and gender equality advocates	OEEF	Normative	Ongoing
UNCT contribution to the CEDAW Committee	OEEF	Normative	Completed
Win-Win: Gender Equality means Good Business (European Union)	WEE	Operational (joint)	Ongoing/ Closing
One Win Leads to Another (Phase 2)	EVAW	Operational	Ongoing/ Closing
Leadership, Empowerment, Access and Protection of Migrant, Asylum-Seeker and Refugee Women in Brazil (Luxembourg)	LPP, WEE, EVAW	Operational (joint)	Ongoing/ Closing

Making voices of Brazilian Indigenous Women Heard (Canada)	LPP	Operational	Completed
Black Women toward a Planet 50-50 in 2018 - 30 years of rights of black women in Brazil (Netherlands)	LPP	Operational	Completed
2018-2019 AWP - UNA Platform (Instituto C&A)	LPP	Operational	Completed
Advancement on the Empowerment of Girls and Women in Brazil, of the UN Women Office in Brazil (Smiles)	WEE	Operational	Completed
Partnership to advance Women Empowerment Principles in Brazil (Eletrobras Furnas)	WEE	Operational	Completed
Annual Workplan 2017-2018 - Third-edition of the event WEPs Award Brazil (Renner)	WEE	Operational	Completed
Women's Economic Empowerment and Prevention of Violence against Women and Girls (Avon)	WEE, EVAW	Operational	Completed
Case study on violence against and femicides of indigenous women in the state of Mato Grosso do Sul (UNDP)	EVAW	Operational	Completed
Methodology on the Costs of Violence Against Women (UNDP)	EVAW	Operational	Completed
Support to the Government of the Federal District on Ending Violence Against Women (UNDP)	EVAW	Operational (joint)	Completed
Promoting women's human rights in the context of the Zika epidemic (Ford Fundation)	EVAW	Operational	Completed
Access to Justice and to Protection from Sexual Exploitation and Trafficking to Venezuelan Migrant, Asylum Seeker and Refugee Women in Roraima, Brazil (CERF)	LPP, WEE, EVAW	Operational (joint)	Completed
HeForShe Arts Week Sao Paulo (Itau Unibanco)	OEEF	Operational	Completed
Promotion of the HeForShe Initiative in Brazil as part of the 2018 Annual Workplan of the UN Women Brazil Office (Atento)	OEEF	Operational	Completed
Implementation of the HeForShe initiative in Brazil (Bradesco)	OEEF	Operational	Completed
UNCT contribution to the CEDAW Committee	OEEF	Normative	Completed

As part of the United Nations Country Team (UNCT), UN Women promotes strengthened coordination, commitment to and accountability for GEWE, including through tools such as the UNCT SWAP Gender Equality Scorecard and the UNCT Gender Equality Marker. The CO leads the Inter-Agency Thematic Group on Gender, Race and Ethnicity, which coordinates the implementation of the work plan for the International Decade for People of Afro Descent 2015-2024. It actively participates in the UN Communication Group, the UNAIDS Working Group and Joint Team, the Youth Advisory Group, and the National Platform for Migrants and Refugees from Venezuela, providing substantive technical inputs to incorporate gender perspective. UN Women also leads the task force on Prevention of Sexual Harassment and Abuse and co-leads the task force to elaborate the new United Nations Sustainable Development Cooperation Framework.

A Mid-Term Review (MTR) of the Strategic Note was conducted by an independent consultant from December 2019 to June 2020, which sought to: assess the relevance, appropriateness and coherence of the CO's Strategic Note at national level; examine programme accessibility and adequacy of relevant

information; assess stakeholder involvement in programme design, implementation and monitoring; assess effectiveness and efficiency in progressing towards the achievement of results as defined in the CO's Strategic Note; assess sustainability; analyse how human rights approach and gender/racial equality principles are integrated in the CO's Strategic Note; and identify lessons learned, good/promising practices and innovations. In response to findings from the MTR exercise, the CO's Strategic Note and Integrated Results and Resources Framework with performance indicators were revised.

3. Purpose and use of the evaluation

The UN Women Evaluation Policy and the UN Women Global Evaluation Strategy 2018-2021 are the main guiding documents that set forth the principles and organizational framework for evaluation planning, conduct and follow-up in UN Women. These principles are aligned with the United Nations Evaluation Group (UNEG) Norms and Standards for Evaluation in the UN System, Ethical Guidelines and Code of Conduct. The UN Women Evaluation Handbook: How to Manage Gender-Responsive Evaluations defines the key principles for gender-responsive evaluation at UN Women: 1) National ownership and leadership; 2) UN system coordination and coherence with regard to GEWE; 3) Innovation; 4) Fair power relations and empowerment; 5) Participation and inclusion; 6) Independence and impartiality; 7) Transparency; 8) Quality and credibility; 9) Intentionality and use of evaluation; and 10) Ethics.

The Country Portfolio Evaluation (CPE) is a systematic assessment of the contributions made by UN Women to development results with respect to gender equality at the country level, through its Strategic Note. This CPE is led by the UN Women Independent Evaluation Services as a primarily **formative** (forward-looking) evaluation to support the CO and national stakeholders' strategic learning and decision-making for the next Strategic Note, due to be developed in 2021. The evaluation is expected to also have a **summative** (backwards looking) perspective, to support enhanced accountability for development effectiveness and learning from experience.

It is a priority for UN Women that the CPE will be **gender-responsive** and will actively support the achievement of GEWE. Accordingly, both the Guidance on Country Portfolio Evaluation and the UN Women Evaluation Handbook must be followed. Additionally, the CPE will be coordinated with the CO's portfolio of planned and ongoing evaluations in the current Strategic Note cycle.

The primary intended **users** of this evaluation are UN Women management and CO staff/personnel UN Women Executive Board, national government and civil society organizations. Secondary intended users are rights-holders representatives, development partners, implementing partners, regional offices and headquarter divisions, other UN entities working on gender equality.

Primary intended **uses** of this evaluation are:

- **Learning** and improved **decision-making** to support the development of the next Strategic Note 2022-2026;
- **Accountability** for the development effectiveness of the CO Strategic Note 2017-2021 in terms of UN Women's contribution to GEWE; and
- **Capacity development** and **mobilisation** of national stakeholders to advance GEWE.

4. Objectives, evaluation criteria and key questions

The evaluation has the following primary objectives:

- Assess **effectiveness** and **organizational efficiency** in progressing towards the achievement of GEWE as defined in the Strategic Note;
- Analyse how a **human rights** approach and **gender equality** principles are integrated in the design and implementation of the Strategic Note;
- Provide actionable **recommendations** with respect to the development of the next UN Women CO Strategic Note, taking into account the recovery and response to COVID-19; and
- Identify and validate **lessons learned**, **good practices** and examples of **innovation** that supports gender equality and human rights.

Given the recent completion and coverage of the MTR exercise, the following objectives will be considered as secondary priority and scoped accordingly during the inception phase of the evaluation:

- Assess the **relevance** of UN Women contribution to the intervention at national levels and alignment with international agreements and conventions on GEWE;
- Provide insights into the extent to which the UN Women CO has realized **synergies between its three mandates** (normative, coordination and operations) and internal as well as external **coherence**.

The evaluation will apply **evaluation criteria** of the Organisation for Economic Co-operation and Development's Development Assistance Committee (OECD/DAC), with a primary focus on effectiveness (including UN Women's normative, operational and coordination mandates), and secondary focus on relevance, efficiency, coherence and sustainability. Human rights and gender equality will comprise a cross-cutting evaluation criterion. There are eight key evaluation questions indicated in the table below according to evaluation criterion, which will be validated and complemented by evaluation sub-questions in the inception phase.

Table 2. Key evaluation questions

Criteria	Questions
Relevance	1. Is UN Women's approach, including its thematic focus and strategy for implementation, the most relevant for advancing GEWE in Brazil?
Effectiveness	2. What are the results of UN Women's contributions to the advancement of GEWE in Brazil?
	3. To what extent are UN Women's partnerships optimal for accelerating the advancement of GEWE?
	4. How has the COVID pandemic affected achievement of planned outcomes?
Efficiency	5. To what degree does UN Women have appropriate organizational structure, systems and capacity in place to support the efficient implementation of its programme of work?
Coherence	6. To what extent have interventions achieved internal and external coherence, including within the UN Women portfolio and vis-à-vis the UN Country Team's work?
Sustainability	7. How has UN Women ensured national ownership and sustainability of programming efforts?
Human rights and gender equality	8. To what extent has the portfolio been implemented according to human rights and development effectiveness principles?

5. Scope of the evaluation

The timing of this CPE is intended to assess the effectiveness and lessons approaching the end of the current 2017-2021 Strategic Note. The period covered by the evaluation will be 01 January 2017 to 01 May 2021. The CPE will consider all activities undertaken by the CO under the Strategic Note, including as part of the normative and coordination mandates. Programme work will be considered based on the thematic areas established by the UN Women Strategic Plan 2018-2021. The evaluation will not consider impact (as defined by United Nations Evaluation Group) as it is considered too premature to assess, but will aim incorporate where feasible secondary data for analysis on high-level outcome results.

Boundaries for the evaluation scope will be further delineated during the inception phase, especially in terms of which stakeholders and relationships will be included or excluded from the evaluation. Considering the MTR conducted in 2020, a selection of a distinct sample of representative stakeholders would be recommended. The final evaluation of the Regional Joint Programme "WinWin: Gender Equality Means Good Business", as well as the final evaluation of the United Nations Partnership Framework for Sustainable Development (UNPFSD 2017-2021) will take place in 2021 and provide an important input into the CPE exercise.

UN Women organisational structures and systems outside of the CO (such as regional architecture) are not within the scope of this evaluation and should be referenced only where a there is a clear implication for the design and implement of the CO Strategic Note. Joint programmes and programming are within the scope of this evaluation. Where joint programmes are included in the analysis, the evaluation will consider both the specific contribution of UN Women, and the additional benefits and costs from working through a joint modality.

The evaluation is expected to undertake a rapid evaluability assessment during the inception phase. This will include the following at a minimum:

- An assessment of the relevance, appropriateness and coherence of the implicit or explicit theory of change, strengthening or reconstructing it where necessary through a stakeholder workshop;
- An assessment of the quality of performance indicators in the DRF and OEEF, and the accessibility and adequacy of relevant documents and secondary data;
- A review of the conduciveness of the context for the evaluation;
- Ensuring familiarity with accountability and management structures for the evaluation.

The evaluation is expected to face constraints related to the COVID-19 pandemic and social isolation sanitary measures. This requires that the evaluation be conducted virtually, using innovative tools and techniques for distance data collection, interviewing, facilitating meetings, workshops and focus groups, taking into account the accessibility to Information and Technology requirements of all stakeholders, particularly those facing multiple forms of discrimination.

The preliminary evaluation report must be completed by April 2022, so that the findings, lessons, conclusions and recommendations can feed into the development of the new Strategic Note. Where the above identified constraints represent limitations in the data that can be collected, these limitations should be understood and generalizing findings should be avoided where a strong sample has not been used. In addition, cultural aspects that could impact the collection of data should be analysed and integrated into data collection methods and tools. Evaluators are expected to include adequate time for testing data collection tools.

6. Evaluation methodology

6.1 Overall design and conceptual framework

The evaluation will use a **theory-based**[9] and assess UN Women performance through the county portfolio according to the theory of change stated in the Strategic Note 2017-2021. The evaluation will adopt a **gender-responsive approach** by examining factors related to gender that promote/hinder GEWE while providing an analysis of the structures of political and social control that influence gender equality. This technique ensures that the data collected is analysed in several manners, including:

- Determining the claims of rights holders and obligations of duty bearers
- Assessing the extent to which the intervention was guided by the relevant international (national and regional) normative frameworks for gender equality and women's rights, UN system-wide mandates and organizational objectives
- Comparing with existing information on the situation of human rights and gender equality in the community, country, etc.
- Identifying trends, common responses and differences between groups of stakeholders (disaggregation of data), for example, through the use of graphs or illustrative quotes (that do not allow for identification of the individual)
- Integrating into the analysis the context, relationships, power dynamics, etc.
- Analysing the structures that contribute to inequalities experienced by women, men, girls and boys, especially those experiencing multiple forms of exclusion in line with United Nations principles of leaving no one behind (LNOB), including disability.
- Assessing the extent to which participation and inclusiveness (with respect to rights holders and duty bearers) was maximized in the interventions planning, design, implementation and decision-making processes
- Triangulating information to identify similarities and/or discrepancies in data obtained in different ways (i.e., interviews, focus groups, observations, etc.) and from different stakeholders (e.g., duty bearers, rights holders, etc.)
- Identifying the context behind the numbers and people (using case studies to illustrate broader findings or to go into more depth on an issue)
- Comparing the results obtained with the original plan (e.g., through the application of the evaluation matrix)
- Assessing the extent to which sustainability was built into the intervention through the empowerment and capacity building of women and groups of rights holders and duty bearers

In addition, the evaluation will apply **conceptual frameworks** to strengthen the analytical process, such as the Gender Results Effectiveness Scale to map the degree of transformative change,[10] and/or the Women's Empowerment Framework as a way to conceptualize the process of empowerment. This will help frame progressive steps towards increasing equality, starting from meeting basic welfare needs to equality in the control over the means of production.[11]

[9] A theory-based design assesses the performance of the Strategic Note based upon its stated assumptions about how change happens. These assumptions can be challenged, validated or expanded upon by the evaluation.

[10] See UNEG 'Guidance on Institutional Gender Mainstreaming', 2018: http://www.uneval.org/document/download/2885

[11] The five "levels of equality" in the Women's Empowerment Framework include: (1) *Welfare*, meaning improvement in socioeconomic status, such as income, better nutrition, etc. This level produces nothing to empower women; (2) *Access*, meaning increased access to resources. This is the first step in empowerment as women increase their access relative to men; (3)

6.2 Methods

The evaluation will employ a mixed-methods approach and conduct primary data collection using both qualitative and quantitative data and analysis. Methods may include the following:

- **Desk reviews and analyses** undertaken primarily during the inception phase will inform the evaluation approach and help to contextualize findings, conclusions and recommendations:
  - Contextual analysis: this will include an analysis of the key external influencing factors identified above and how they may affect realization of women's rights in Brazil;
  - Vulnerability assessment based on existing literature (identification of most marginalized groups and intersectionality of discrimination prevalent in Brazil) and an assessment of the extent to which UN Women is reaching these groups;
  - Network analysis based on information identified in UN Women and external partners documents to identify current and potential partners for UN Women;
  - Content analysis on the extent to which gender transformative approach is applied in key documentation such as the Strategic Note, Project Documents, UNDAF, and relevant national development plans;
  - Financial / donor trends for GEWE and related issues in Brazil based on UN Women Resource Mobilization strategy and review of other relevant external documents;
  - Financial portfolio analysis, including regarding the programme budget and delivery trends over the Strategic Note;
  - Portfolio analysis that includes a synthesis of results data from the Integrated Results and Resources Framework of the CO (during data collection).
- **Interviews, focus groups and consultation** with key groups identified through stakeholder analysis of key groups of UN Women in the country context.
- **Survey** of key external stakeholders through a purposive sampling, with an eye to reaching a representative sample of key implementing partners;
- **Outcome mapping** using a matrix to tag, analyse and visualize results obtained from different sources on the same outcome area, including UN Women reports (annual report, donor reports, evaluations and audits) and information collected through interviews.
- **Case study** lens will provide a source of information for the assessment of contributions to outcomes in areas; selection of areas will be made based on criteria related to relevance to the portfolio, innovation, and replicability during the inception phase in line with the below sampling criteria.

The evaluation will take measures to ensure data quality, reliability and validity of data collection tools and methods and their responsiveness to gender equality and human rights; for example, the limitations of the sample (representativeness) should be stated clearly and the data should be triangulated (cross-checked against other sources) to help ensure robust results. In this effort, a wide range of data sources should be employed, including documents, field information, institutional information systems, financial records, beneficiaries, staff, funders, experts, government officials and community groups.

Conscientisation, involving the recognition of structural forces that disadvantage and discriminate against women coupled with the collective aim to address these discriminations; (4) *Mobilization*, implementing actions related to the conscientisation of women; and (5) *Control*, involving the level of access reached and control of resources that have shifted as a result of collective claim making and action.

The evaluation will aim to employ **participatory methods** to ensure that all stakeholders are consulted as part of the evaluation process. At a minimum, this will include participatory tools for consultation with stakeholder groups and a plan for inclusion of women, individuals and groups, particularly those facing multiple forms of discrimination, in the consultation process. The use of participatory analysis, video, photography or other methods are particularly encouraged as means to include rights holders as data collectors and interpreters.

6.3 Sampling

It is proposed that the evaluation will use a cluster design[12] approach, with a sampling of interventions based on their alignment with Strategic Plan Goals. To achieve sufficient depth, the evaluation will cluster programming, coordination, and policy activities around the thematic areas stated in the UN Women Strategic Plan 2018-2021. A purposive sampling design will be based on the following minimum standards:

- One or two projects per thematic cluster of operational work;
- The most strategically important thematic interventions to the CO based on:
  - Relevance of the subject. Is the project a socioeconomic or political priority of the mandate and role of UN Women? Is it a key priority of the national plan, UN Women strategic note or the AWP? Is it a geographic priority of UN Women, e.g., levels of gender inequality and the situation of women in the country?
  - Risk associated with the project. Are there political, economic, funding, structural or organizational factors that present potential high risk for the non-achievement of results or for which further evidence is needed for management decision-making?
  - Significant investment. Is the intervention considered a significant investment in relation to the overall office portfolio (more than one-third)?
- The richest learning opportunities based on:
  - Potential for replication and scaling-up. Would the evaluation provide the information necessary to identify the factors required for the success in a thematic area and determine the feasibility of replication or scaling-up? Does the thematic area include a pilot and/or an innovative initiative?
  - Knowledge gap. Will the evaluation help to fill a pressing knowledge gap in relation to achieving gender equality or the empowerment of women?

7. Stakeholder participation

An Evaluation Reference Group (ERG) will be established by the CO, comprising a variety of key stakeholders. The ERG will be asked to engage and provide input at key stages of the evaluation process, from the design stage to the preliminary results and the final draft report phases. The ERG plays a critical role through remote meetings in ensuring a high quality, transparent process, providing insights on the key questions and approach, ensuring factual accuracy, ensuring gaps and misinterpretation of information is avoided.

In addition to the above, the evaluation will define in the inception phase how the process will ensure participation of stakeholders at all stages, with a particular emphasis on rights holders and their representatives: Design; Consultation of stakeholders; Stakeholders as data collectors; Interpretation; Reporting and use. The evaluation will validate findings through engagement with stakeholders at stakeholder workshops, debriefings or other forms of engagement.

[12] A cluster design evaluates a large number of interventions by 'grouping' similar interventions together into 'clusters', and evaluating only a representative sample of these in depth.

8. Management of the evaluation

UN Women evaluation exercises establish mechanisms to ensure high quality evaluation processes and products as outlined in the UN Women Evaluation Policy and Handbook. This CPE exercise will be led by IES and an independent evaluation team. The evaluation report will follow the standard outline as established in the UN Women Country Portfolio Evaluation Guidance and should also follow the United Nations Editorial Manual. The UN Women Evaluation Report Quality Assurance (GERAAS) criteria will be used to assure quality. All products are subject to quality review by the Peer Reviewer, Evaluation Reference Group, and IEAS management The final report will be approved by the Chief of IES and Director of IEAS.

This evaluation will have the following overall management structures:

1. **Regional Evaluation Specialist** of IES will act as the Evaluation Team Leader providing overall management and conduct of the exercise, including leading the methodological approach, overseeing the work of the evaluation team, and managing contracts and assuring the high quality of the work.
2. **Evaluation Reference Group** will provide substantive technical support and be composed of the UN Women Country Representative, Programme Manager, National government partners, Development partners/donors, UNCT representatives, and Civil Society Advisory Group.
3. **Peer Reviewer** from IES will be engaged for quality reviewing key outputs of the evaluation process, notably the Inception Paper and Draft Evaluation Report.
4. **IES management** will review and approve TOR, Inception report and Draft Evaluation Report. The Director of IEAS will issue the Final Evaluation Report.

The evaluation team will led by the RES and composed of a senior evaluator and research assistant, independently contracted by IES. The evaluator will assume responsibility for key aspects of data collection and analysis, supported throughout the evaluation process by the research assistant.

To maximize stakeholder participation and ensure a gender-responsive evaluation, the **UN Women Brazil CO** will support the evaluation team during data collection in the following ways:

- Consult partners regarding the evaluation and the proposed schedule for data collection.
- Arrange for a debriefing by the evaluator(s) prior to completion of data collection to present preliminary and emerging findings or gaps in information to the Evaluation Manager, Evaluation Management and Reference Groups.
- Ensure the stakeholders identified through the stakeholder analysis are being included, in particular the most vulnerable or difficult to reach, where feasible in the ongoing pandemic context.
- Ensure that a gender equality, human rights and disability perspective is streamlined throughout the approach, and that the evaluator(s) is abiding by the ethical principles outlined below.

9. Timeframe and key milestones

The evaluation will take place between May 2021 and June 2022, with core data collection and analysis planned between January and March 2022. Evaluation dissemination and management response should be finalized in May 2022. The planning stage was initiated in 2021 through the drafting of the TOR and initiation of the recruitment of the key evaluation team members. The inception phase will kick-off in November 2021 with key analyses, scoping interviews and the Evaluation Reference Group meeting that will inform the final evaluation approach.

Data collection will initiate in January 2022, and data analysis and report drafting are expected to be completed by July. The preliminary findings presentation will take place in April 2022 after which the draft evaluation report will be submitted to the Evaluation Reference Group. The evaluation report will be finalized in May 2022 based on feedback received from Evaluation Reference Group members and formatted according to corporate branding guidelines. An online learning session will be organized to disseminate findings, recommendations and the management response.

Table 3. List of key phases by indicative date, 2021-2022	
Tasks and deliverables	**Timeframe**
Preparation	
Management and Reference Groups ToRs	May 2021
Evaluation ToRs	
Recruitment of evaluation team	
Conduct	
Preparation and facilitation of inception workshop	Nov 2021 – Mar 2022
Draft Inception Report	
Final Inception Report	
Data collection and analysis	
Reporting	
Preparation and facilitation of workshop (preliminary findings, validation and participatory recommendations)	Mar – May 2022
Draft Evaluation Report Word format (first round of revision)	
Comment audit trail (first round of revision)	
Draft Evaluation Report Word format (second round of revision)	
Comment audit trail (second round of revision)	
Final report including case study annex	
Use and follow up	
Evaluation Brief	May – June 2022
Upload in GATE	
Copyedit and Design	
Dissemination of Evaluation Brief and Report	
Webinar	
Management Response	

10. Ethical code of conduct

UN Women has developed a UN Women Evaluation Consultants Agreement Form for evaluators that must be signed as part of the contracting process, which is based on the UNEG Ethical Guidelines and Code of Conduct. The UNEG guidelines note the importance of ethical conduct for the following reasons:

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

The evaluation will provide a detailed plan on how the following principles will be ensured throughout the evaluation (see UNEG Ethical Guidance for descriptions): 1) Respect for dignity and diversity; 2) Right to self-determination; 3) Fair representation; 4) Compliance with codes for vulnerable groups (e.g., ethics of research involving young children or vulnerable groups); 5) Redress; 6) Confidentiality; and 7) Avoidance of harm. This will be outlined in the Inception Report specifically.

Specific safeguards must be put in place to protect the safety (both physical and psychological) of both respondents and those collecting the data. These should include:

- A plan is in place to protect the rights of the respondent, including privacy and confidentiality, which will be outlined in the Inception Paper;
- The interviewer or data collector is trained in collecting sensitive information, and if the topic of the evaluation is focused on violence against women, they should have previous experience in this area;
- Data collection tools are designed in a way that are culturally appropriate and do not create distress for respondents; and
- Data collection visits (in situ or virtually) are organized at the appropriate time and place so as to minimize risk to respondents

The interviewer or data collector is able to provide information on how individuals in situations of risk can seek support. The evaluation's value added is its impartial and systematic assessment of the programme or intervention. As with the other stages of the evaluation, involvement of stakeholders should not interfere with the impartiality of the evaluation.

The evaluator(s) have the final judgment on the findings, conclusions and recommendations of the evaluation report, and the evaluator(s) must be protected from pressures to change information in the report. Additionally, if the evaluator(s) identify issues of wrongdoing, fraud or other unethical conduct, UN Women procedures must be followed and confidentiality be maintained.

The UN Women Legal Framework for Addressing Non-Compliance with UN Standards of Conduct, and accompanying policies protecting against retaliation and prohibiting harassment and abuse of authority, provide a cohesive framework aimed at creating and maintaining a harmonious working environment, ensuring that staff members do not engage in any wrongdoing and that all allegations of wrongdoing are reported promptly, investigated and appropriate action taken to achieve accountability. The UN Women Legal Framework for Addressing Non-Compliance with UN Standards of Conduct defines misconduct and the mechanisms within UN Women for reporting and investigating it. More information can be provided by the Evaluation Manager if required.

6.3 Evaluation governance

This evaluation was conducted by the UN Women Independent Evaluation Service (IES) and followed the standard mechanisms for high quality assurance of evaluation processes and products (GERAAS), as outlined in the UN Women Evaluation Policy and Handbook. The evaluation was formally approved and published by IES. The evaluation report followed the standard format set out in the UN Women Country Portfolio Evaluation Guide and should also follow the UN Women Editorial Manual. The evaluation was conducted using the following management structure:

- **Regional Evaluation Specialist** of IES acted as the Team Leader providing overall management and conduct of the exercise, including leading the methodological approach, overseeing the work of the evaluation team, and managing contracts and assuring the high quality of the work.
- **Evaluation Reference Group** provided substantive technical support and be composed of the representatives of the UN Women Country Office, national government, development partners/donors, United Nations Country Team, and civil society.
- **Peer Reviewer** from IES will conducted the quality review of key outputs of the evaluation process, notably the Inception Report and Draft Evaluation Report.
- **IES management** reviewed and approved the TOR, Inception report and Draft Evaluation Report. The Director of IEAS issued the Final Evaluation Report.
- **Evaluation team** was composed of a senior evaluator and research analyst, independently managed by IES. The senior evaluator assumed responsibility for key aspects of data collection and analysis, supported throughout the evaluation process by the research analyst.

Reference group role

The Reference Group was an integral part of the evaluation management structure and was constituted to facilitate the inclusion of relevant stakeholders in the design and scope of the evaluation, the sensitization of different information needs, quality assurance throughout the process and in the dissemination of evaluation results. The Reference Group was composed of UN Women management, national government partners, development partners, United Nations country team representatives, and Brazilian civil society organizations.

Responsibilities

- Act as a source of knowledge for the evaluation, and assist in identifying external stakeholders to be consulted during the process.
- Participate in all Reference Group meetings, including regarding the design and preliminary results of the evaluation.
- Participate in the collection of relevant information and documents.
- Provide input and ensure the quality of the main products of the evaluation, including the inception report, preliminary evaluation report, and final assessment report.

6.4 Stakeholders consulted

Table 1. Primary data collection coverage

Partner	Interviewees	Focus groups	Surveys	Total
UN Women	9	34	39	82
UN partners	6	0	13	19
Government	7	2	6	15
Donors and bilateral agencies	3	0	2	5
Civil society	2	31	56	89
Private sector / other partners	3	3	16	22
Beneficiaries	0	18	0	18
Total	30	88	132	250
Gender	Interviewees	Focus groups	Surveys	Total
Men	3	1	4	8
Women	27	87	95	209
Transgender	0	0	1	1
Prefer not to say / other	0	0	2	2
Information not collected	0	0	30	30
Total	30	88	132	250

List of institutions with consulted stakeholders (alphabetical order)

1. Agência Interagir e Renovar - AGIR
2. Articulação Nacional de Jovens Negras Feministas
3. Articulação Nacional das Mulheres Indígenas Guerreiras da Ancestralidade - ANMIGA
4. Associação Brasileira de Anunciantes
5. Ballet Manguinhos
6. Brazilian Army
7. Brazilian Cooperation Agency – ABC
8. Brazilian National Congress
9. Braìlian Supreme Electoral Court - TSE
10. Brazilian Olympic Committee - COB
11. Casa Dona Amélia
12. Criola
13. Delegation of European Union to Brazil
14. Ginastas do Futuro - AICEL
15. Government of the State of Roraima
16. Gray Siri Rebels
17. Grupo Pão de Açúcar
18. Empodera - Transformação Social pelo Esporte
19. Federação Nacional das Trabalhadoras Domésticas – FENATRAD
20. Instituto AMMA - Psiquê e Negritude
21. Instituto Carioca de Atividades – ICA
22. Instituto Lojas Renner
23. Instituto Migração e Direitos Humanos-IMDH
24. Instituto Patrícia Galvão
25. International Olympic Committee-IOC

26. Itabira Municipality
27. Ministry of Citzenship of Brazil
28. Observatório da Mulher na Política
29. Office of the United Nations High Commissioner for Human Rights – OHCHR
30. Promundo
31. Rede Feminista de Saúde, Rede de Saúde das Mulheres Latino-americanas e do Caribe
32. Rede de Mulheres Negras de Pernambuco
33. Resident Coordinator Office in Brazil
34. National Congress Women's Secretary
35. Gênero, Justiça e Direitos Humanos – THEMIS
36. TV Globo
37. Unilever
38. United Nations Development Programme - UNDP
39. United Nations Children's Fund - UNICEF
40. United Nations High Commissioner for Refugees - UNHCR
41. United Nations Population Fund - UNFPA
42. UN Women Brazil
43. UN Women's Regional Office for the Americas and the Caribbean
44. Vila Olímpica da Maré
45. XYZA - Comunicação e Pesquisa

6.5 Data Management Plan

Introduction

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

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

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

Collection of data and study materials

Type of data

The Independent Evaluation Service (IES) evaluates UN Women's work to assess the achievements and challenges and to support learning and decision-making for the next Strategic Note (SN) period of the Brazil Country Office. The evaluation team is comprised by the Regional Evaluation Specialist at the IES and two independent evaluation consultants.

The data collection process is organized via semi-structured interviews, on-line surveys and desk reviews. Therefore, digital statistical (surveys) and textual data (interview notes, documents) will be collected and stored using UN Women SharePoint/OneDrive accessible by evaluation team members only. The only personal data collected and used in this evaluation will be: names and last names of the interviewees, their function in the organization/institution and the affiliated institution. Personal names and last names will not be published in any of the reports and will be known only to the evaluation team members.

Desk review is focused on existing data collection and review (plans, programme and project reports, publications, video materials), most of them already publicly available. New sets of data include data collected from key informant interviews and survey.

Methods of data / materials collection

Interviews will be organized remotely using online communication tools (MS teams, zoom) or telephone lines. Meeting minutes will be taken (MS Word) and stored. No audio recordings will be made. Survey will be designed using MS forms and distributed to UN Women staff (WPS specialists) and targeted civil society

organizations via email link. Survey will ask for identification of UN Women Country Office / Presence or an organization but will not ask for the personal data of those filling the questionnaire.

Quality assurance and data validation

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

Treatment of consulted populations

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

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

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

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

Storage, security and backup

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

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

Archiving, preservation, and curation

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

Informed consent checklist

The following checklist aims to assist in elaborating the informed consent using criteria applicable to all IES projects (required), and additional criteria for certain projects (where applicable). The informed consent introduction can be found under the data collection tools (annex 7.2).

Checklist area	Yes	No
All IES evaluation projects (required)		
Evaluator introduces him/herself including affiliation	☐	☐
Describes the purpose of the evaluation and data collection	☐	☐
Consent is administered in a language that the participant understands, and that excludes jargon or confusing language, ensuring that phrasing is clear, comprehensible and concise	☐	☐
Statement of voluntary nature of participation and duration	☐	☐
Statement on confidential nature of participation to the extent possible	☐	☐
Contact information is provided for further questions about their rights as participants	☐	☐
Space for questions and verbal/written consent (yes/no)	☐	☐
IES evaluation projects involving vulnerable populations and/or covering sensitive topics (where applicable)		
Description of overall procedures to be followed, including selection of persons for voluntary participation	☐	☐

The individual and global benefits of the evaluation are described, as well as the contents of the survey/interview/focus group (i.e. demographics, education, savings behaviors, etc.)	☐	☐
A statement that the consultation or procedures may involve risks to the subjects (that are currently unforeseeable), and adequate description of such risks or discomforts (i.e. if some questions make respondents feel uncomfortable)	☐	☐
Clearly state if there are any costs associated with participation, and if so, specify what they are	☐	☐
Procedures for any recording including: • If recordings will be taken and what type (audio/video) • When and why the recordings will be taken • How the recordings will be kept confidential and when they will be destroyed • Whether being recorded in this manner is a requirement of participation, and if not, how participants can express that they would not like to participate	☐	☐
A statement about whether participants' information might be stripped of identifiers and used for future evaluation/research	☐	☐
Any compensation for participation, such as a payment or gift	☐	☐
Statement that refusal to participate or withdrawal at any time will not lead to penalty or loss of benefits	☐	☐

6.6 Data collection tools

6.6.1 Interview protocol

Standard information for all interviews:

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

Opening Statement

- This interview will inform the UN Women Country Office Brazil Country Portfolio evaluation. In other words, we are assessing the performance of the office and its achievements in line with its Strategic Note over the past 5 years.
- This evaluation, while of course it looks backwards over the past 5 years, is critical to shaping the strategic direction of the office for the future. It is important to us to get your perspective on the successes and strengths of the organization, as well as the challenges and potential opportunities for the future. We appreciate your time and your information to support this process.
- A number of program and project evaluations have already occurred during the past 5 years and we have studied these. We are hoping to avoid asking you the same questions that you have already answered but if we do, please forgive us. We are using the information you provide us to create a picture of the overall work and impact of the UN Women office.
- We are an independent team of evaluators – including the Regional Evaluation Specialist of the Independent Evaluation Service and two independent experts - one national and one international. [introduce members present]
- Any information that you provide to us will be held confidential - including our notes of this interview. We will not attribute any specific comments or information to you or your organization. We are taking notes for our own use, but we are not otherwise recording this conversation.
- For beneficiaries: You do not need to tell us any personal information or answer any of our questions if you do not wish to. If, at any time, you are uncomfortable or upset by our questions, we can take a break or simply stop the interview. We appreciate you taking part in our conversation but we believe your comfort is more important.
- Questions?

Table 2. Consolidated Interview Guide for stakeholders

	UNW	UNCT	GOVT	CSO	Other
Presentation					
Could you please indicate your engagement with UN Women´s activities in the period 2017-2021?	X	X	X	X	X
Relevance					
As you see it, how well does the Country Office SN and approach align to the country´s needs and policies?	X	X	X	X	X

Do you think the Country Office was able to adapt to the contextual changes in the country ?	X	X	X	X	X
What role did the Country Office play in response to major social disruptions such as the COVID 19 pandemic? In the current pandemic context what is your view on UN Women CO's approach? (Optional)	X	X	X	X	X
Coherence					
How do you assess the internal collaboration and synergy among the various areas?	X				
Does the Country Office benefit from or contribute to regional synergies or partnerships with RO and other UN WOMEN offices in the region? How?	X				
From a regional perspective, what priority areas of focus did not receive sufficient attention from the Country Office during the period of the SN? What is the reason? Should these areas be amplified in the next SN?	X				
What do you think is the key comparative advantage for UN Women in Brazil or in the specific area where you work?	X	X	X	X	X
Efficiency					
How were you able to understand the value and impact of your funding?					X
What is your perception of the human and financial capacities and resources of UN WOMEN Country Office in Brazil?	X	X	X	X	X
Does the office Country Office respond in a timely manner to external demands?		X	X	X	X
Are the CO´s procedures adequate to for the timely delivery of products?		X	X	X	X
To your view is UN Women overall well positioned to mobilize resources?	X	X			X
What is your view on the management of resources of the CO? Do you think resources are timely and efficiently implemented by the CO?					X
Are you familiar with the resource mobilization approach/strategy? What is your perception of it?					X
Effectiveness					
What do you see as major achievements of Country Office in the last strategic period?	X	X	X	X	X
From your perspective, what have been the main limitations of the Country Office to implement the mandate of UN Women during the last 5 years?	X	X	X	X	X
From your perspective, has Country Office made progress in addressing root causes of inequalities and reaching the most vulnerable groups in in the country? Could you please give us an example? How can this be improved to strengthen operationalisation of "No one is left behind" principles.	X	X	X	X	X

What opportunity for upscaling the benefits or innovative approaches? Were these discussed as part of your cooperation?	X	X	X	X	X
In your joint programmes, were there any unexpected outcomes? (Positive or negative) Who benefitted or did not benefit unexpectedly?	X	X	X	X	X
To which extent is UN System in Brazil better equipped to promote gender equity?		X			
What were the enabling or hindering factors to the achievement of the outcomes?	X	X	X	X	X
Sustainability					
What are the key achievements in terms of sustainability of the results of your joint programmes? What level of national and local ownership for achieved results has been created (if relevant, reflect on sustainability of HR and GEEW results)?	X	X	X	X	X
To which extent has capacity been built at an individual level?	X	X	X	X	X
To which extent has capacity been built at an institutional level (government and CSOs)?	X	X	X	X	X
Human Rights					
Has the Programme specifically considered disability in its interventions?	X	X	X	X	X
Closure					
What are your recommendations to UN WOMEN Country Office for the next strategic period?	X	X	X	X	X

6.6.2 Survey instruments

(A) UN Women personnel survey

KEY: 🔗 Question # shared with CPE stakeholder survey

Dear colleague:

The UN Women Independent Evaluation Service thanks you for participating in this survey, which is a key component of the **Country Portfolio Evaluation of UN Women Brazil**. The purpose of this evaluation is to assess for the implementation period 2017-2021 the results achieved and to document lessons learned for the future.

In this context, the survey seeks to **better understand your perspective on UN Women's work in the country**. The survey will take between 10-20 minutes to complete; certain questions are optional in the case you are unable to answer. Mandatory questions are those marked with an asterisk at the end of the sentence.

All data will be treated as confidential without any attribution to your identity. If you have any questions, please contact the independent evaluation team caio.csermak@unwomen.org; melissa.costa@unwomen.org; e michael.craft@unwomen.org.

*Required**

Working environment

1. ***MOTIVATION AND ENGAGEMENT** **

Please indicate the extent to which you agree with the following statements about working in the UN Women Country Office.

	Fully disagree	Disagree	Neither disagree nor agree	Agree	Fully agree
My workload is manageable.					
I am able to maintain a healthy balance between my work and personal life.					
If I were offered a comparable position with similar salary and benefits elsewhere, I would stay with the Office.					
The Office has sufficient financial and human resources to do its job effectively.					
The level of stress I experience in my job is acceptable.					

2. ***COLLABORATION AND COMMUNICATION** **

Please indicate the extent to which you agree with the following statements about working in the UN Women Country Office.

	Fully disagree	Disagree	Neither disagree nor agree	Agree	Fully agree

The people I work with collaborate to get the job done.					
Knowledge and lessons learned are shared in useful ways around the office.					
The people I work with share information and ideas to help others succeed.					
Leadership effectively communicates what the office is trying to accomplish.					
I have sufficient knowledge in my topic/operational area to perform my duties.					

3. ***INNOVATION AND AGILITY*** *

Please indicate the extent to which you agree with the following statements about working in the UN Women Country Office.

	Fully dis-agree	Disagree	Neither disagree nor agree	Agree	Fully agree
In our office, we are open to new ideas.					
In my office, we regularly try new ideas to improve our services, processes or programs.					
I have confidence in the ability of my office's management to make the decisions necessary to effectively carry out our mandate.					
My office is adapting well to changes in the way we operate.					

4. MANAGEMENT AND ADEQUACY TO THE PROCEDURES*

Please indicate to what extent you agree with the following statements about the work of UN Women Brazil Country Office.

	Fully dis-agree	Disagree	Neither disagree nor agree	Agree	Fully agree
Internal deadlines are properly met by the Country Office					
The response time to the demands I make to my colleagues is adequate					
I have the necessary knowledge of UN Women's management rules and procedures					
The trainings that I received from the Country Office were relevant for me to learn the UN Women's management rules and procedures					
My colleagues have adequate knowledge of UN Women's management rules and procedures					
The partners of the Country Office have adequate knowledge of UN Women's management rules and procedures					
The partners of the Country Office were adequately trained to take ownership of UN Women's management rules and procedures					

5.**For statements with which you do not agree, please provide additional comments, if applicable.**

Enter your answer

6.**Please select the TRAINING opportunities you have participated in since 2019 or after you joined the office, while indicating the number of those opportunities.**

	0	1-2	3-5	> 5
Country Office internal training session				
Regional Office webinar				
Headquarters webinar				
Other external training activity (online course, conference, etc.)				

7. **In what AREAS do you often seek support in your work?**
Select all that apply.

- ☐ Program and project development
- ☐ Resource mobilization
- ☐ Monitoring and reporting
- ☐ Evaluation
- ☐ Partner engagement
- ☐ UN System coordination
- ☐ Communication and advocacy
- ☐ Procurement
- ☐ Finance
- ☐ Recruitment and human resources
- ☐ Other

8. **Please rate your level of satisfaction with the support provided by the UN Women offices listed below.**

	Very unsat-isfied	Somewhat unsatisfied	Neither un-satisfied nor satisfied	Somewhat satisfied	Very sat-isfied
Country Office					
Regional Office					
Headquarters					

9. **Please indicate where and how UN Women's support can be improved, if at all.**

Enter your answer

10. **How often do you experience significant BOTTLENECKS in the following management areas, if at all?**

	Very often	Often	Sometimes	Rarely	Never
Recruitment of staff and consultants					
Partner management (agreements, transfer of funds, etc.)					
Internal approvals - Country Office					
Internal approvals - Regional Office and/or Headquar-ters					

Procurement					
Communication with partners					

Relevance and strategic priorities

11. **Please indicate your level of satisfaction with UN Women's work regarding the following assertions?**
[Q#11 CPE Stakeholder Survey]

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

12. **Please rate the level of value added by UN Women in the areas listed below.**
[Q#13 CPE Stakeholder Survey]

	Very low	Low	Medium	High	Very high
Governance and participation in public life					
Women's economic empowerment					
Elimination of violence against women					
Humanitarian action, risk and disaster management					
Women, peace and security					

13.**What areas, if any, require MORE ATTENTION from UN Women to advance its mission for the empowerment of women and gender equality?**
[Q#14 CPE Stakeholder Survey]

Enter your answer

Risk management

14. **Please highlight 1 or 2 of the main risks and mitigation strategies that your team has identified, if any.**

Enter your answer

15. **Please assess the extent to which UN Women has effectively ADAPTED its programme of work to the changing context in the country, including to COVID-19.**
[Q#18 CPE Personnel Survey]

Not at all ☆ ☆ ☆ ☆ ☆ Fully

16. **Please provide 1 or 2 examples of where the Office's work has been effectively adapted to the changing context.**

[Q#19 CPE Stakeholder Survey]

Enter your answer

Coordination and partnerships

17. **How effectively has UN Women contributed to STRENGTHENING COORDINATION on gender with the UN system in the following areas?**

UN Women's work in coordination aims to promote UN system accountability on gender equality and women's empowerment, and more broadly to mobilize key stakeholders to ensure greater coherence and gender mainstreaming across the UN.

[Q#7 CPE Stakeholder Survey]

	Very ineffective	Somewhat ineffective	Neither ineffective, nor effective	Somewhat effective	Very effective
Mobilisation around the gender agenda through ADVOCACY with the government					
Technical support for gender mainstreaming in UN INTERVENTIONS					
COHERENCE of UN gender interventions					
Conceptualisation and implementation of JOINT UN PROGRAMMES on gender					
ACCOUNTABILITY on gender (e.g. with the UNCT-SWAP Gender Equality Scorecard)					

18. **Please indicate the extent to which you agree with the following statements regarding UN Women's coordination role.**

[Q#8 CPE Stakeholder Survey]

	Fully disagree	Disagree	Neither disagree nor agree	Agree	Fully agree
UN Women's UN Gender Coordination MANDATE is clear to me					
UN Women's leadership in the GENDER THEMATIC GROUP has been effective in strengthening UN coordination					
There is a CLEAR DELIMITATION of responsibilities regarding the gender agenda between UN agencies					
UN Women's work does not duplicate that of other agencies					

UN Women has effectively fulfilled its co-ordination role on gender					

19. **In your opinion, to what extent does the UN system mainstream gender?**
[Q#9 CPE Stakeholder Survey]

Not at all integrated ☆ ☆ ☆ ☆ ☆ Fully integrated

20. **Please indicate how UN Women's support in coordination can be improved, if at all.**
[Q#10 CPE Stakeholder Survey]

Enter your answer

21. UN Women works to strengthen the capacity of its partners to develop and implement gender-responsive policies, strategies, frameworks and programmes. **Please assess UN Women's effectiveness in its CAPACITY BUILDING efforts with the following partners.**
[Q#17 CPE Stakeholder Survey]

	Very ineffective	Somewhat ineffective	Neither ineffective, nor effective	Somewhat effective	Very effective
United Nations System					
National government					
Sub-national government					
Civil society					

22. **Please assess the effectiveness of UN Women's MANAGEMENT OF PARTNERSHIPS with the following actors in order to effectively fulfil its mandate.**

	Very ineffective	Somewhat ineffective	Neither ineffective, nor effective	Somewhat effective	Very effective
United Nations System					
National government					
Sub-national government					
Civil society					
International non-governmental organisations					
Donors					
International financial institutions					

23. **Please indicate your level of satisfaction with the SUPPORT PROVIDED TO PARTNERS by UN Women in the following areas.**
[Q#15 CPE Stakeholder Survey]

	Very unsatisfied	Somewhat unsatisfied	Neither unsatisfied nor satisfied	Somewhat satisfied	Very satisfied
Integrated normative support					
Integrated policy advice					
Comprehensive and disaggregated data					
Advocacy and social mobilisation					

Direct support and service delivery					

24. **Can you give examples of where UN Women's partnerships could be strengthened, if at all?** [Q#16 CPE Stakeholder Survey]

Enter your answer

Overall improvement

25. **Please use this space to suggest 2-3 ACTIONS for UN Women regarding its approach to achieving gender equality and women's empowerment in the country.** [Q#20 CPE Stakeholder Survey]

Enter your answer

(B) Stakeholder survey

KEY: Question # shared with CPE UN Women personnel survey

Dear Madam/Sir:

The UN Women Independent Evaluation Service thanks you for participating in this survey, which is a key component of the **Country Portfolio Evaluation of UN Women Brazil**. The objective of this evaluation is to assess for the implementation period 2017-2021 the results achieved and to document lessons learned for its next Strategic Note.

In this context, the survey seeks to **better understand your perspective on UN Women's work in the country**. The survey will take between 10-20 minutes to complete; certain questions are optional in the case you are unable to answer. However, only data from questionnaires in which all mandatory questions have been adequately answered will be computed. Mandatory questions are those marked with an asterisk at the end of the sentence.

All data will be treated confidentially without any attribution to your identity. If you have any questions, please contact the independent evaluation team at: caio.csermak@unwomen.org; melissa.costa@unwomen.org; michael.craft@unwomen.org.

*Required**

1. **How long have you been collaborating with UN Women in the country?**

- I have not worked with UN Women in the country
- Less than one year
- 1-3 years
- 3-5 years
- More than 5 years

2. **Sex***

Man

Woman

Prefer not to say

Other

3. **Your position in your organization**

Senior Manager (Director, Representative, or Deputy Representative)

Program Manager

Program Specialist

Project staff

Other

4. **Your organization type***

United Nations agency → **Survey branching logic:** *Goes to next Q#5*

Civil Society Organization

Bilateral agency or donor

Government

Other

→ *Skips to Q#11*

5. **Your United Nations agency**

[See online Microsoft Form for full list of agencies]

6. **Since 2017, what UN coordination mechanisms, if any, have you participated in?**

Select all that apply

- ☐ United Nations Country Team (UNCT)
- ☐ Gender Thematic Group
- ☐ Programme Team
- ☐ Operations Management Team (OMT)
- ☐ Communication Group
- ☐ Monitoring and Evaluation Working Group
- ☐ Other

7. **How effectively has UN Women contributed to STRENGTHENING COORDINATION on gender with the UN system in the following areas?**

UN Women's work in coordination aims to promote UN system accountability on gender equality and women's empowerment, and more broadly to mobilize key stakeholders to ensure greater coherence and gender mainstreaming across the UN.

[Q#16 CPE Personnel Survey]

	Very ineffective	Somewhat ineffective	Neither ineffective, nor effective	Somewhat effective	Very effective
Mobilisation around the gender agenda through ADVOCACY with the government					
Technical support for gender mainstreaming in UN INTERVENTIONS					
COHERENCE of UN gender interventions					
Conceptualisation and implementation of JOINT UN PROGRAMMES on gender					
ACCOUNTABILITY on gender (e.g. with the UNCT-SWAP Gender Equality Scorecard)					

8. **Please indicate the extent to which you agree with the following statements regarding UN Women's coordination role.**
[Q#17 CPE Personnel Survey]

	Fully disagree	Disagree	Neither disagree nor agree	Agree	Fully agree
UN Women's UN Gender Coordination MANDATE is clear to me					
UN Women's leadership in the GENDER THEMATIC GROUP has been effective in strengthening UN coordination					
There is a CLEAR DELIMITATION of responsibilities regarding the gender agenda between UN agencies					
UN Women's work does not duplicate that of other agencies					
UN Women has effectively fulfilled its coordination role on gender					

9. **In your opinion, to what extent does the UN system mainstream gender?**
[Q#18 CPE Personnel Survey]

Not at all integrated ☆ ☆ ☆ ☆ ☆ Fully integrated

10. **Please indicate how UN Women's support in coordination can be improved, if at all.**
[Q#19 CPE Personnel Survey]

Enter your answer

11. **Please indicate your level of satisfaction with UN Women's work regarding the following assertions?**
[Q#10 CPE Personnel Survey]

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

12. **How effectively has UN Women contributed to NORMATIVE work in the following areas?**

UN Women's normative work aims to contribute to the advancement and implementation of key international instruments on gender equality and women's empowerment.

	Very ineffective	Somewhat ineffective	Neither ineffective, nor effective	Somewhat effective	Very effective
Technical support for discussions in international processes (CSW, Beijing +25, SCR 1325)					
Support for the Universal Periodic Review and CEDAW processes					
Monitoring the implementation of CEDAW recommendations					
The implementation of the national gender equality policy in the country					

13. **Please rate the level of value added by UN Women in the areas listed below.**

[Q#11 CPE Personnel Survey]

	Very low	Low	Medium	High	Very high
Governance and participation in public life					
Women's economic empowerment					
Elimination of violence against women					
Humanitarian action, risk and disaster management					
Women, peace and security					

14. **What areas, if any, require MORE ATTENTION from UN Women to advance its mission for the empowerment of women and gender equality?**

[Q#12 CPE Personnel Survey]

Enter your answer

15. **Please indicate your level of satisfaction with the SUPPORT PROVIDED TO PARTNERS by UN Women in the following areas.**
[Q#22 CPE Personnel Survey]

	Very unsatisfied	Somewhat unsatisfied	Neither unsatisfied nor satisfied	Somewhat satisfied	Very satisfied
Integrated normative support					
Integrated policy advice					
Comprehensive and disaggregated data					
Advocacy and social mobilisation					
Direct support and service delivery					

16. **Can you give examples of where UN Women's partnerships could be strengthened, if at all?**
[Q#23 CPE Personnel Survey]

Enter your answer

17. UN Women works to strengthen the capacity of its partners to develop and implement gender-responsive policies, strategies, frameworks and programmes. **Please assess UN Women's effectiveness in its CAPACITY BUILDING efforts with the following partners.**
[Q#20 CPE Personnel Survey]

	Very ineffective	Somewhat ineffective	Neither ineffective, nor effective	Somewhat effective	Very effective
United Nations System					
National government					
Sub-national government					
Civil society					

18. **Taking into account the period from 2017 to the end of 2021, please indicate to what extent you agree with the following statements about UN Women's work in Brazil.**

	Fully disagree	Disagree	Neither disagree nor agree	Agree	Fully agree
UN Women in Brazil gives proper attention to the demands and issues of my daily work or of my organization					
I consider UN Women a legitimate voice on gender issues in Brazil					
I consider UN Women a center of expertise in gender in Brazil					
Through its publications, UN Women was able to provide new knowledge or tools for me and/or my organization					
Through its trainings, UN Women was able to provide new knowledge or tools for me and/or my organization					
I and/or my organization have an open dialogue channel with UN Women in Brazil					

UN Women in Brazil is a partner with whom I intend to have a long-term relationship					

19. **Please assess the extent to which UN Women has effectively ADAPTED its programme of work to the changing context in the country, including to COVID-19.**
[Q#14 CPE Personnel Survey]

Not at all ☆ ☆ ☆ ☆ ☆ Fully

20. **Please provide 1 or 2 examples of where the Office's work has been effectively adapted to the changing context.**
[Q#15 CPE Personnel Survey]

Enter your answer

21. **Please use this space to suggest 2-3 ACTIONS for UN Women regarding its approach to achieving gender equality and women's empowerment in the country.**
[Q#24 CPE Personnel Survey]

Enter your answer

6.6.3 Focus group protocol

Questionnaire/Guide for the Focus group discussions among beneficiaries and partner organizations

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

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

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

Part I
Round of introductions.
Please tell us your name, age (in the case of beneficiaries) and how you have been engaged in the program.

Part II
Question 1: Please, tell us to which extent your engagement in the program was useful to you/the beneficiaries´ group and why? Why was it relevant and why not?

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

Question 3: What have you/your organization taken from participating in the program? What were the main benefits?

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

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

6.6.4 Project sampling

The following criteria guided the evaluation's selection of projects for more in-depth review, as indicated in the methodology.

Table 7. Rationale for choice of project sample that was analysed in depth

Area	Projects Selected	Overall Rationale	Budget - USD	Percentage over total	Availability of information	Potential for replication
Outcome 1 – Governance and Participation	Black women toward a Planet 50-50 in 2030 - 30 years of rights of black women in Brazil in 2018	Although a relatively low-budget project, its relevance derives from the centrality of the intersection between gender and race issues as well as from its relationship with UN normative frameworks	55,811,61	~0,003%	High	High
	Strengthening leadership and voices of black women and indigenous groups	Important focus across multiple projects of the office through cooperation with Canada, Norway, MPTF Covid-19, and Norway.	n/a	n/a	n/a	n/a
Outcome 2 – women's economic empowerment	Women's Economic Empowerment and Prevention of Violence against Women and Girls*	The office has a strong relationship with the private sector. This project was developed to meet the needs of a large firm in Brazil.	98,513	1,85%	High	High
	Building better lives through integrated early childhood interventions: investing in the Happy Child Projectto accelerate the achievement of SDGs in Brazil	Project focusing on health and developed with other agencies through a request from the government. The aim is to explore the relationship built with the agencies of the national government.	358,450	1,85%	High	n/a
Outcome 3 – EVAW	One Win Leads to Another	It will be the object of the study case. It has a high budget and has been a key project in the office.	2,736,720	14,16%	High	High
	Connecting women, defending rights	It has a high budget; high availability of information and an innovative design.	1,672,101	8,65%	High	n/a

Operation Effectiveness – UN System	Gender, Race and Ethnicity Inter-agency Group (inclusive UN-SWAP Scorecards)	Key contribution of the office to the system	n/a	n/a	High	High
Cross-cutting	Leadership, Empowerment, Access and Protection of Migrant, Asylum-Seeker and Refugee Women in Brazil (Luxembourg-Joint Programme)	It is the original project with the government of Luxembourg which was extended and turned into a new project with the highest budget within the initiatives with the Venezuelan refugees. The new project has just started. The original project has a consolidated experience to look at.	805,357	4%	n/a	n/a
	Project City 50-50: Itabira	It is an innovative initiative and part of the strategic shift of the office to work more closely with municipal governments.	166,797	0,86%	High	High
	Programme Document for the Brazil / UN Women Partnership for the Promotion of South-South Cooperation in the Area of Gender Equality	Large project for which very limited information is available and which should be further explored.	2,079,002	10,76%	n/a	n/a

*Linked to other outcome areas of the office

6.7 Evaluation matrix

The following evaluation matrix allowed to operationalize the evaluation design to respond to each evaluation criterion and answer each evaluation question through corresponding indicators, methods, and data sources.

Table 10. Evaluation design matrix

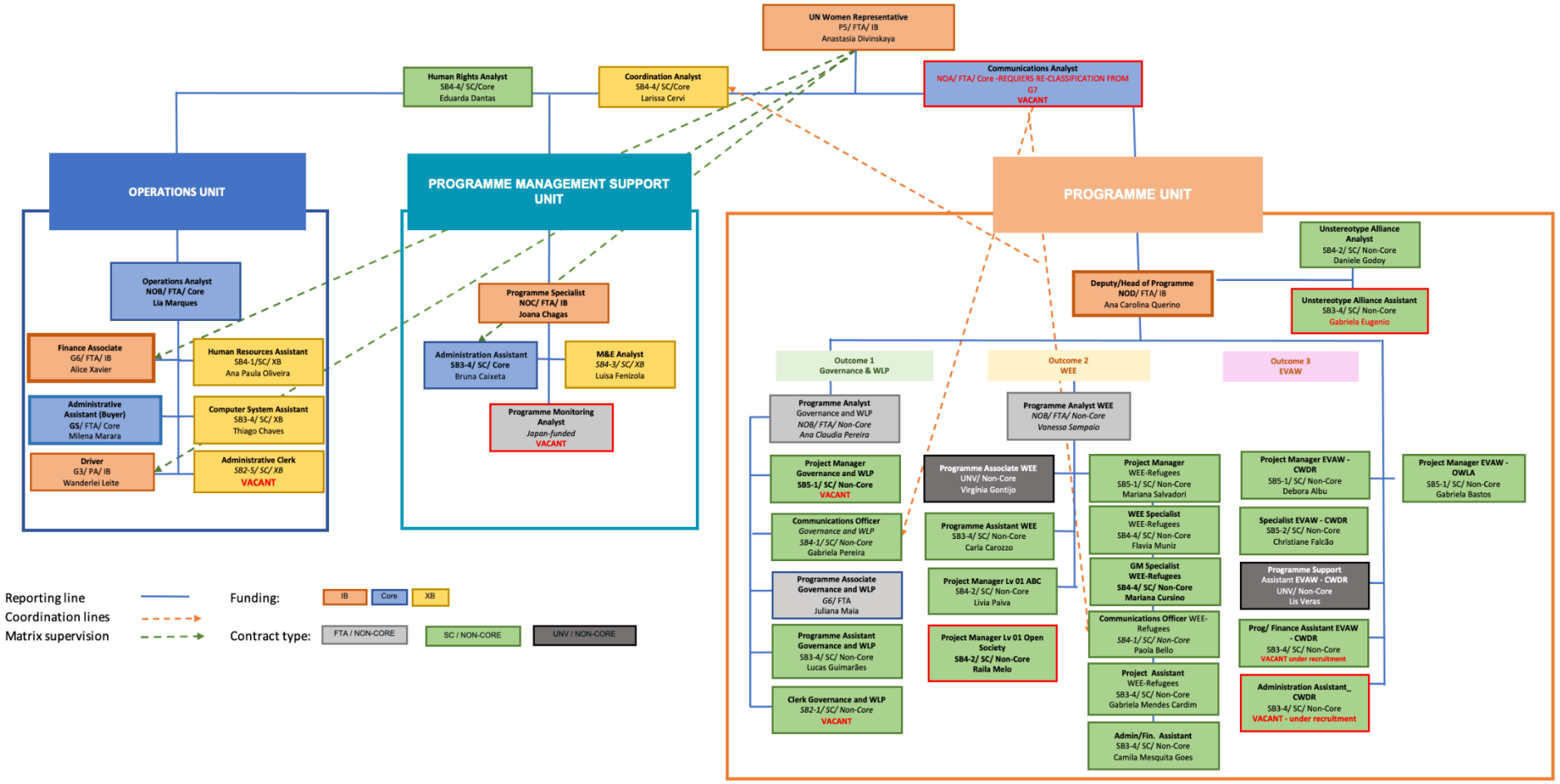
Evaluation Criteria / Evaluation Questions	Indicators	Data Collection Methods	Information Sources
1. RELEVANCE: Is UN Women's approach, including its thematic focus and strategy for implementation, the most relevant for advancing gender equality and women's empowerment in Brazil?			
1.1. Has UN Women been able to adapt and remain relevant in face of contextual changes?	• Extent to which UN Women is aligned with demands from the government and civil society • Extent to which UN Women has adapted to contextual changes	Semi-structured interviews Focus Groups Surveys	Government partners at various levels UN Women personnel Civil Society Organizations
1.2. Has UN Women's portfolio been relevant to the needs of women and girls?	• Extent to which UN Women responds to the needs of women and girls in the country	Desk Review Semi-structured interviews Focus Groups	UN Women personnel Civil Society Organizations Rights holders
2. EFFECTIVENESS: What are the results of UN Women's contributions to the advancement of gender equality and women's empowerment in Brazil?			
2.1. What are the contributions of UN for advancing gender equality and women's empowerment at a national, state and municipal levels?	• Progress of UN Women´s strategic note for each outcome and output of the Theory of Change • Evidence of contribution of UN Women´s to normative change at a national, state or local level	Desk review Semi-structured interviews	Progress reports Government partners at various levels UN Women personnel
2.2. To which extent has research generated follow-up actions to promote gender equality and women's empowerment?	• Evidence of use of UN Women´s funded research by stakeholders • Extent to which research produced was disseminated	Semi-structured interviews Desk review Surveys	Government partners at various levels UN Women personnel Civil Society Organizations Progress reports
2.3. To which extent has UN Women enabled the UN System to more coherently and systematically	• Evidence of good practices on gender mainstreaming by other UN agencies • Evidence of increased knowledge on gender equity by UN	Semi-structured interviews Surveys	Other UN Agencies UN Women personnel

promote gender equality and women´s empowerment?	Agencies		
2.4. To what extent are UN Women's partnerships optimal for accelerating the advancement of gender equality and women's empowerment?	• Evidence of partnership renewals over the period of the strategic note • Evidence of synergy created by partnerships in place bringing increased results to all parties involved	Semi-structured interviews Desk review Surveys	Private companies Civil Society Organizations Donors
2.5. How has the COVID pandemic affected achievement of planned outcomes?	• Delivery rates in 2020 and 2021 • Progress of outputs in the COVID years 2020 and 2021	Desk review Semi-structured interviews	Progress reports UN Women personnel
2.6. Has UN Women been able to adapt and assist women in greatest need during COVID?	• Evidence of actions benefiting the most vulnerable women groups during COVID • Evidence of reprogramming aligned to the needs of the most vulnerable groups	Desk review Semi-structured interviews	Progress reports UN Women personnel Rights-holders
3. EFFICIENCY: To what degree does UN Women have appropriate organizational structure, systems and capacity in place to support the efficient implementation of its programme of work?			
3.1. Is staff adequate in quantity and profile to deliver the programme ?	• Number of staff members in relation to annual budget per year • Average Staff performance rates per year	Desk review	One App System
3.2. Does the office Country Office respond in a timely manner to external demands?	• Evidence of timely response from the office to external parties • Evidence of timely internal reporting	Desk review Semi-structured interviews Surveys	One App System Donors Civil Society Organizations
3.3. Are the Country Office´s procedures adequate to for the timely delivery of products?	• Evidence of procedures being known and followed by staff • Evidence of capacity of external parties to comply with UN Women´s procedures	Semi-structured interviews Surveys	UN Women Donors Civil Society Organizations
4. COHERENCE: To what extent have interventions achieved internal and external coherence, including within the UN Women portfolio and vis-à-vis the UN Country Team's work?			
4.1. What synergies have been identified between UN Women internally and other agencies work?	• Evidence of programme alignment between UN Women´s work and the UN System • Evidence of internal programmatic coherence	Desk review Semi-structured interviews Surveys	Annual Reports UN Women personnel Other agencies personnel
5. SUSTAINABILITY: How has UN Women ensured national ownership and sustainability of programming efforts?			

5.1. To which extent has capacity been built at an individual level?	• Evidence of new knowledge, skills and attitude from the part of women participating in the programme • Evidence of follow-up actions with the enhanced capacity of women taking part in the programme	Semi-structured interviews Focus Groups	Women taking part in trainings and other activities UN Women staff
5.2. To which extent has capacity been built at an institutional level (government and CSOs)?	• Evidence of new knowledge, skills and attitude from the part of organizations participating in the programme • Evidence of follow-up actions with the enhanced capacity of organizations taking part in the programme	Semi-structured interviews Focus Groups Surveys	Partners taking part in trainings and other activities UN Women staff
5.3. To which extent has the CObeen able to generate ownership of the results achieved?	• Evidence that the actions started within the SN continue on partner´s own efforts. • Evidence of the design of clear exit strategies for the programmes.	Semi-structured interviews Focus Groups x	Partners at the various projects x
6. GENDER AND HUMAN RIGHTS: To what extent has the portfolio been implemented according to human rights and development effectiveness principles?			
6.1. To which extent has the principle of Leaving No One Behind taken into account by the programme?	• Evidence that programme has been able to reach the most vulnerable women • Evidence of project design aiming to reach the most vulnerable	Desk review Semi-structured interviews	Annual Reports UN Women staff
6.2. Has the Programme specifically considered disability in its interventions?	• Evidence that programme has included disability in its design and implementation • Evidence that the programme is responsive to the needs of people with disabilities.	Desk review Semi-structured interviews Focus groups	Annual Reports UN Women staff People with disabilities

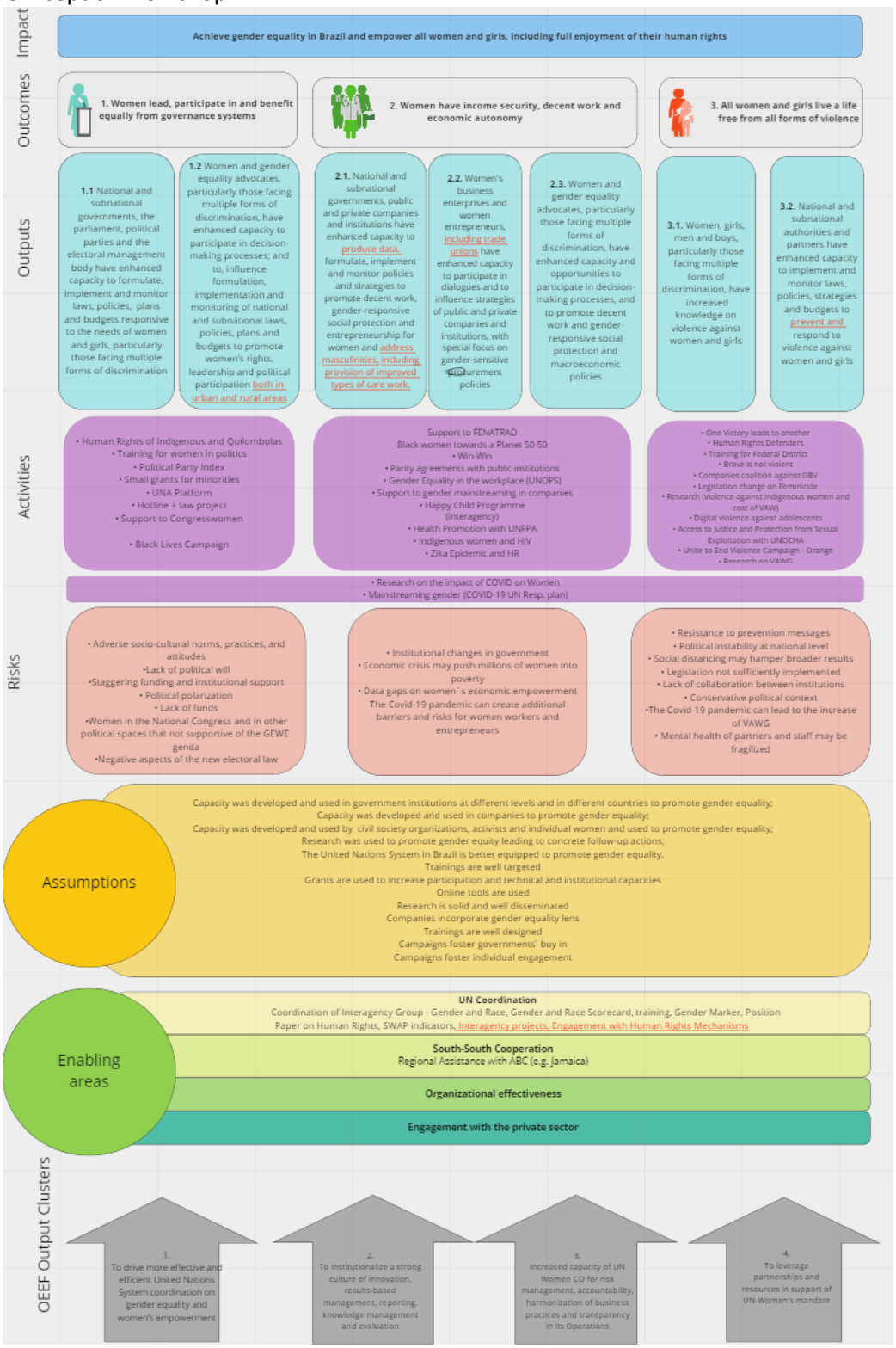
6.8 Country Office Organigram

As of 8 July 2022



6.9 Reconstructed theory of change

The following theory of change was constructed based on the Office's revised Strategic Note and discussion in the inception workshop.



6.10 Participatory workshops

The evaluation facilitated several participatory workshops with the Office to present the inception analysis, preliminary findings, and the recommendations. The information below provides an overview of the methodology and results of these interactive sessions.

6.10.1 Inception workshop

Overall objectives

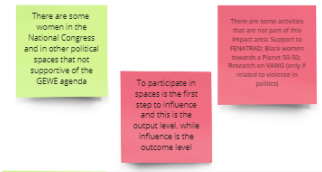
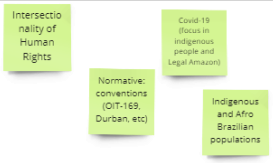
- Present the Country Portfolio Evaluation to the Office team
- Facilitate a space for collective strategic thinking and reflection
- Understand the team's opinions on UN Women Brazil's work priority areas of Strategic Note 2017-2021 and in the different roles of the agency
- Gather specific information on the work carried out at the national level to achieve the expected impacts according to framework documents

Programme of workshop, 18 Jan 2022

What/Why
1. **Opening, purpose and rules of the session:** Initiation and establishment of norms
2. **Welcome to the staff by the Representative:** Welcoming staff and communicating CO management perspective
3. **Introduction of participants:** Getting to know each other through a timeline
4. **Introduction to the evaluation:** Introduce the evaluation exercise, including overall methodology, approach, stakeholder mapping and project sampling
5. **Discussion on the theory of change:** Allow for a common reflection and understanding of the overall vision of the CO and the importance of its contribution to the overall vision through validation of draft theory of change to be used in the evaluation • Evaluation team presents virtual workspace (Miro) with a draft theory of changing incorporating basic elements of the UN Women Brazil programme (thematic areas, outcomes, impact) • The country office team breaks into three groups by overall office theme – including a mix of project leaders, specialists, program managers and personnel from cross-cutting functions (HR, operations, M&E) – that address the following guiding questions for 15-20 minutes in each breakout group: • **Testing the logic:** Does the SN theory of change reflect well how the thematic area contributes to the realization of the office's vision of change? Note the TOC elements that remain valid or may now be outdated. • **What has changed:** What has evolved since the TOC revision in 2019-2020 with the Strategic Note that may require changes? How have these affected underlying assumptions about change in this thematic area of work? • **Cross-cutting areas:** What are the most important cross-cutting activities related to this thematic area? And how are UN Women's normative and coordination work related to this thematic area? • Each group presents in a discussion in plenary for debriefing facilitated by the evaluation team for the remainder of the session
Follow-up and next steps: Briefly discuss next steps for data collection to ensure alignment with the CPE calendar

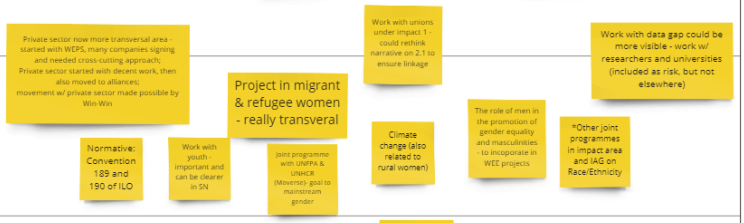
The following three extracts from the interactive online board show the discussion for each of the three impact areas of the Office.

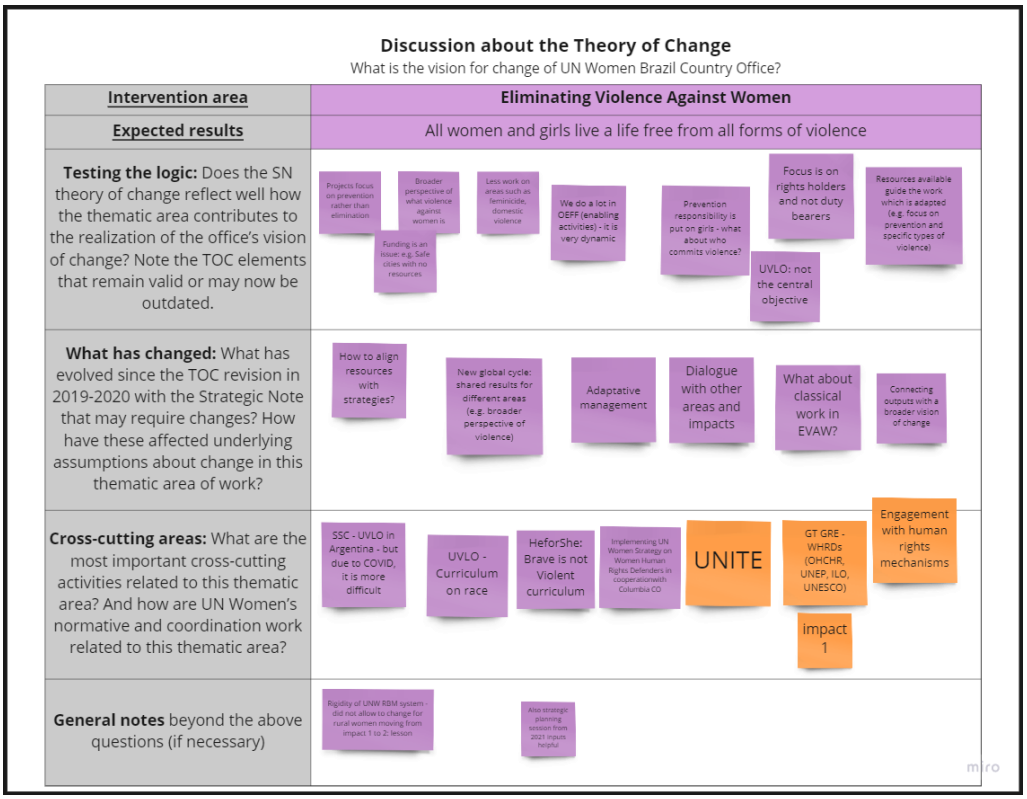
Discussion about the Theory of Change

Intervention area	**Leadership and Political Participation**
Expected results	Women lead, participate in and benefit equally from governance systems
Testing the logic: Does the SN theory of change reflect well how the thematic area contributes to the realization of the office's vision of change? Note the TOC elements that remain valid or may now be outdated.	
What has changed: What has evolved since the TOC revision in 2019-2020 with the Strategic Note that may require changes? How have these affected underlying assumptions about change in this thematic area of work?	
Cross-cutting areas: What are the most important cross-cutting activities related to this thematic area? And how are UN Women's normative and coordination work related to this thematic area?	
General notes beyond the above questions (if necessary)	

Discussion about the Theory of Change

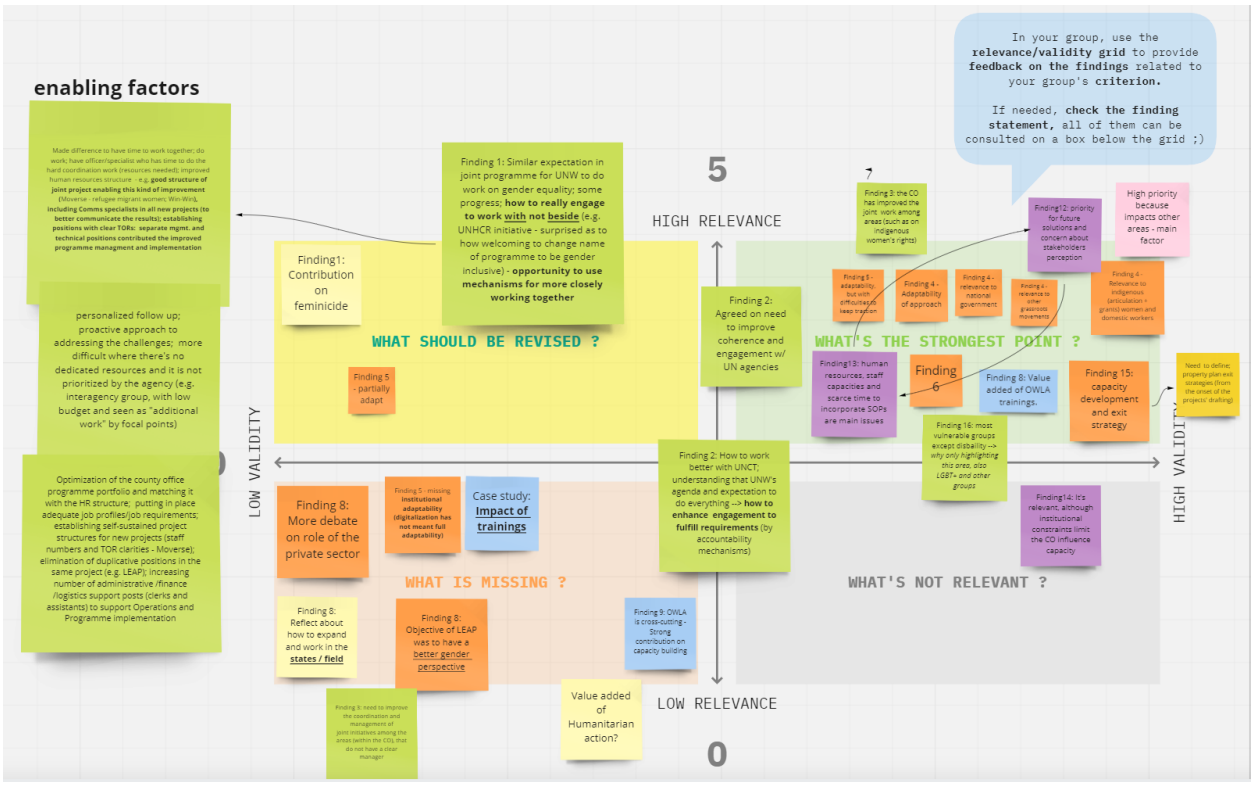
What is the vision for change of UN Women Brazil Country Office?

Intervention area	**Economic Empowerment**
Expected results	Women have income security, decent work and economic autonomy
Testing the logic: Does the SN theory of change reflect well how the thematic area contributes to tization of the office's vision of change? Note the TOC elements that remain valid or may now be outdated.	
What has changed: What has evolved since the TOC revision in 2019-2020 with the Strategic Note that may require changes? How have these affected underlying assumptions about change in this thematic area of work?	
Cross-cutting areas: What are the most important cross-cutting activities related to this thematic area? And how are UN Women's normative and coordination work related to this thematic area?	
General notes beyond the above questions (if necessary)	



6.10.2 Preliminary findings workshop

Upon presenting the exercise's emerging findings, the evaluation team facilitated breakout groups organized by main evaluation criteria that discussed the perceived level of validity and relevance of corresponding findings, as presented below from the interactive online board.



6.10.3 Recommendations session

An internal recommendations session was organized with the Office to facilitate a focused discussion on the feasibility and importance of the proposed recommendations, as well as support UN Women's elaboration of a management response. After a presentation on the recommendations and potential action points, Office senior management provided feedback on key areas of potential use and elaboration as indicated in the notes used in the interactive online board below.

1: Measures in the conceptualization, implementation and monitoring of its next strategy to further enhance its programmatic focus building on the notable gains made since the Midterm Review

2: Review partnership framework for fostering links with the government, systematizing private sector engagement, clarifying the role of CSAG, and engaging with CSOs and other partners to coalesce opportunities with UN Women

3: Further promote a culture of collaboration and innovation, while also strengthening its RBM practices to embed systematic data, monitoring and reporting ecosystem for capturing and communicating its results and fine-tuning its programming

4: Develop a training menu for external partners which can be delivered upon demand and used as a fundraising opportunity and develop a training calendar for the cycle of the Strategic Note considering the electoral cycle and key dates for the GEWE agenda in the country.

5: Build on the Office's track record of programming the LNOB principle with a stronger focus in the next Strategic Note on intersecting types of vulnerability.

Other areas / points at strategic level ?

6.11 Evaluability assessment

To be updated in next draft.

Assessment of the Country Office SN Theory of change/logic model

Country Office SN Theory of change/logic model	
Does the SN clearly identify the problem and target population (context analysis)?	[Yes] **Observation:** **Problem** (according to the SN Theory of Change): (i) women are under-represented in decision-making processes, and have lack of influence in the formulation, implementation and monitoring of national and subnational laws, policies, plans and budgets; (ii) public and private companies and institutions have not adopted, implemented and monitored policies and strategies to strengthen women's economic rights and opportunities and (iii) an enabling legislation, policy and social environment is not in place to end violence against women and girls. **Target population**: Women and girls, especially those facing multiple forms of discrimination. Highlight to: Women's organizations, especially regional and national networks of black, *quilombolas* and indigenous women; *quilombolas* and indigenous leaderships; women candidates; gender equality advocates; women human rights defenders; women entrepreneurs; women workers' associations; and Venezuelan migrants and refugees.
Are gender inequality factors and women's needs clearly and explicitly identified?	[Yes] **Observation:** In addition to the structural causes of gender inequality in Brazil, the SN also addresses the multiple barriers and the diverse factors of exclusion faced by Brazilian women and girls, especially the intersectionality between gender, income, race, and ethnic inequalities.
Does the SN have a clear strategic intent and a theory of change?	[Yes] **Observation:** According to the SN Theory of Change: IF (i) women participate in decision-making processes, and influence formulation, implementation and monitoring of national and subnational laws, policies, plans and budgets; IF (ii) policies and strategies of public and private companies and institutions to strengthen women's economic rights and opportunities are adopted, implemented and monitored; and IF (iii) an enabling legislation, policy and social environment is in place to end violence against women and girls; THEN (iv) more just levels of gender equality and women's empowerment will be reached in Brazil so that women and girls, especially those facing multiple forms of discrimination, will be able to exercise their human rights on an equal footing with men and boys and to equally contribute to and benefit from development BECAUSE (v) structural and intersected inequalities and discrimination will have been addressed.
Does the SN have clear goals, objectives and results?	[Yes] **Observation:** According to the SN Theory of Change: **Main goal**: To reach better levels of gender equality and women's empowerment in Brazil so that women and girls, especially those facing multiple forms of discrimination, will be able to exercise their human rights on an equal footing with men and boys and to equally contribute to and benefit from development. **Outcome 1 goal**: To increase the participation of women, particularly those facing multiple forms of discrimination, in decision-making processes, and their influence in the formulation, implementation and monitoring of national and subnational laws, policies, plans and budgets;

	Outcome 2 goal: To reach the adoption, implementation and monitoring of policies and strategies of public and private companies and institutions to strengthen women's economic rights and opportunities; and **Outcome 3 goal**: To create an enabling legislation, policy and social environment to prevent and respond to violence against women and girls.
Does the SN articulate levels of activities, financial resources, results and strategies?	[Yes] **Observation:** The SN has 3 outcomes, 8 outputs and 34 indicators, which corresponds to 35 completed or ongoing projects and dozens of activities articulated through the SN DRF.

Conduciveness of the context to conduct the CPE

What is the level of UN Women Country Office key stakeholders' involvement and perspective towards the CPE?	[High] **Observation:** The SN Mid-Term Review concluded that UN Women has a solid reputation among its stakeholders in Brazil and this results from the implementation of programmes in close dialogue with its main stakeholders and the building of longstanding relationships with them. The exploratory interviews of this CPE showed that even in a challenging scenario, UN Women managed to maintain a close dialogue with its main stakeholders, including the Federal Government of Brazil, and expanded its base of partnerships.
What is the overall socio-political context and conduciveness to conduct the CPE?	[Medium] **Observation:** Since 2015, Brazil has been passing through an economic crisis that combines low or negative GDP growth and rising inflation, especially for food and fuel. In addition to the economic crisis, the period from 2016 - the year in which UN Women designed and approved its current Strategic Note - until 2021 has been marked by political instability and transition. Besides that, the country has been facing a political context of growing conservatism, which have been resulting in setbacks for women activists and organizations.

Accountability

Does the Country Office have a clear management structure to implement the SN?	[Yes] **Observation:** Although the Country Office has faced challenges such as staff turnover, positions which are still not filled and the allocation of a local team in Roraima, the management structure and the chain of command for the implementation of the Strategic Note are clear in the office's administrative documents and organigram.
Are there any significant leadership issues that have influenced the SN implementation	[Yes] **Observation:** The Brazil Country Office was without an official Representative throughout the year of 2019, when one of the Project Managers took on the role of Interim Representative. In addition, due to staff turnover, some outcome areas and projects were without leadership for several months, as is the case of the EVAW area (Outcome 3).
Does the programme have a transparent performance assessment and reporting system?	[Yes] **Observation:** Despite some challenges for the reporting system – such as the high number of indicators before the SN revision in 2020 and missing information in the monitoring of some projects –, there is a transparent assessment and reporting system in place at the Brazil Country Office. The main reporting tools are the Quarterly and Annual Reports and they have been filled out carefully and completely.

Quality and completeness assessment rating scale of DRF/OEEF

The quality analysis of the results, outputs and indicators of Brazil Country Office results frameworks (DRF and OEEF) was conducted using the SMART criteria - specific, measurable, achievable, realistic and time-bound - and the Results Based Management principles. The following table

provides the methodological basis for the evaluation and scoring of results, products and indicators.

Table 14. Rating guidance for Results Framework

Rating Guidance[13]		
Weak = few attributes (~1-3)	**Adequate** = some attributes (~4-6)	**Strong** = many attributes (~6+)
Where limited feedback is written, assess based on provided feedback.		
Key successful attributes		
Outcomes	**Outputs**	**Indicators**
• UN Women can influence or contribute to change • Intermediate-level scope of change • Change in behavior, institutional performance, attitude, beliefs • Singular Focus • Specific • Measurable • Achievable • Time-bound	• Within control of UN Women or partners (responsible party) • Immediate-level change (during programme) • Change in any of the following, among others: skills, abilities, knowledge, awareness, capacity, accountability; availability of products, data, or services; something created, built or repaired; Institutional arrangements, leadership, efficiency; advocacy or dialogue mechanisms. • Singular focus • Specific (Sets precise criteria for success) • Uses change language (not action language)	• Clearly measures change (output) or potential for change (outcome) • Logical direct (preferred) or proxy (acceptable) indication of change • Clearly aligned to output(s) • Singular Focus • Specific (Sets precise criteria for success) • Plain language • Valid / Reliable • Measurable • Available & Timely

[13] This rating table is credited to the Cambodia CPE evaluation team.

DRF Quality and Completeness Assessment

Table 15. DRF Outcomes, Outputs and Indicators

OUTCOMES/ OUTPUTS		QUALITY SCORE	INDICATORS	QUALITY SCORE
SP Outcome 1	**Women lead, participate in and benefit equally from governance systems**			
SN Outcome 1.1	**Women, particularly those facing multiple forms of discrimination, increasingly participate in decision-making processes; and influence formulation, implementation and monitoring of national and subnational laws, policies, plans and budgets.**	**Rating:** Adequate **Pro:** UN Women can contribute to change; and the target population is defined. **Con:** Needs better definition: which decision-making processes, laws and policies should be in focus?	***SN Indicator 1.1G Percentage of women elected for the Lower House, disaggregated by race and ethnicity*** ***Targets*** ***Value:*** *15 (2018) [White 7; Black; 7; Indigenous: 1]* ***Target year:*** *2021* ***Value:*** *15 (2018) [White 7; Black; 7; Indigenous: 1]* ***Target year:*** *2020* ***Value:*** *15 [White 7; Black; 7; Indigenous: 1]* ***Target year:*** *2019* ***Value:*** *15 [White 7; Black; 7; Indigenous: 1]* ***Target year:*** *2018* ***Value:*** *9,94 [disaggregation is not available]* ***Target year:*** *2017* ***Baseline*** ***Value:*** *9.94 [disaggregation is not available]* ***Year:*** *2014* ***Source:*** *Superior Electoral Court* ***SN Indicator 1.1M Number of initiatives on Parity Democracy implemented by the government, the parliament, the electoral justice, and political parties with UN Women's support (each year)*** ***Targets*** ***Value:*** *2* ***Target year:*** *2021* ***Value:*** *3* ***Target year:*** *2020* ***Value:*** *10* ***Target year:*** *2019* ***Value:*** *10* ***Target year:*** *2018* ***Value:*** *10* ***Target year:*** *2017* ***Baseline*** ***Value:*** *0* ***Year:*** *2016* ***Source:*** *UN Women records* ***SN Indicator 1.1N Number of national and subnational M&E***	**Rating:** **1.1G**: Adequate **Pros:** Strong alignment with outcome; clearly measures change; and data is reliable. **Cons:** Measured every four years. It does not capture other types of participation and influence. **1.1M**: Adequate **Pros:** Achievable; measurable; time-bound; and shows UN Women's contribution to change. **Cons:** Non-specific; lack of a clear source; and multiple focus. **1.1N**: Weak **Pros:** Clearly related to the outcome; and reliable source of data.

OUTCOMES/ OUTPUTS		QUALITY SCORE	INDICATORS	QUALITY SCORE
SP Outcome 1	**Women lead, participate in and benefit equally from governance systems**			
			mechanisms of plans of policies for women in full operation ***Targets*** ***Value:*** *2* ***Target year:*** *2021* ***Value:*** *2* ***Target year:*** *2020* ***Value:*** *2* ***Target year:*** *2019* ***Value:*** *2* ***Target year:*** *2018* ***Value:*** *2* ***Target year:*** *2017* ***Baseline*** ***Value:*** *2* ***Year:*** *2016* ***Source:*** *National Secretariat for Policies for Women*	**Cons:** Non-specific; what is meant by full operation?; and UN Women contribution to change is not evident.
Output 1.1.1	**National and subnational governments, the parliament, political parties and the electoral monitoring body have enhanced capacity to formulate, implement and monitor laws, policies, plans and budgets responsive to the needs of women and girls, particularly those facing multiple forms of discrimination.**	**Rating:** Strong **Pro:** Within control of UN Women; proposes an immediate-level changing; and uses change language. **Con:** Multi focused (laws, policies, plans and budgets).	***Indicator 1.1.1A*** *Number of knowledge products on Parity Democracy developed by UN Women (each year)* ***Targets*** ***Value:*** *3* ***Target year:*** *2021* ***Value:*** *10* ***Target year:*** *2020* ***Value:*** *not available* ***Target year:*** *2019* ***Value:*** *not available* ***Target year:*** *2018* ***Value:*** *not available* ***Target year:*** *2017* ***Baseline*** ***Value:*** *0* ***Year:*** *2019* ***Source:*** *UN Women records*	**Rating:** **1.1.1 A**: Weak **Pros:** Achievable; measurable; and singular focus. **Cons:** Weak alignment with output; doesn't specify whether knowledge products translate into duty bearers enhanced capacity; and less than two indicator per output.
Output 1.1.2	**Women and gender equality advocates, particularly those facing multiple forms of discrimination, have enhanced capacity to participate in decision-making processes; and to influence formulation, implementation and monitoring of national and subnational laws, policies, plans and budgets to promote women's rights, leadership**	**Rating:** Adequate **Pro:** Within control of UN Women; proposes an immediate-level changing; and uses change language. **Con:** The target population could have been defined more precisely; and multi focused (national and subnational laws, policies, plans and budgets).	***Indicator 1.1.2A*** *Number of women candidates with increased knowledge and skills on the electoral system and on Parity Democracy, with UN Women's support (cumulative)* ***Targets*** ***Value:*** *700: [White: 300; Black: 300; Indigenous: 100]* ***Target year:*** *2021* ***Value:*** *700 [White: 300; Black: 300; Indigenous: 100]* ***Target year:*** *2020* ***Value:*** *not available* ***Target year:*** *2019* ***Value:*** *not available* ***Target year:*** *2018*	**Rating:** **1.1.2 A**: Adequate **Pros:** Specific; measurable; time-bound; and achievable. **Cons:** Doesn't measure whether increased knowledge on the electoral system and on Parity Democracy leads to enhanced capacity to influence formulation, implementation and monitoring of national and subnational

OUTCOMES/ OUTPUTS		QUALITY SCORE	INDICATORS	QUALITY SCORE
SP Outcome 1	**Women lead, participate in and benefit equally from governance systems**			
	and political participation.		***Value:*** *not available* ***Target year:*** *2017* ***Baseline*** ***Value:*** *100* ***Year:*** *2019* ***Source:*** *UN Women records* ***Indicator 1.1.2B*** *Number of women and gender equality advocates with increased knowledge and skills to influence and monitor national and subnational policies and plans to promote women's rights, leadership and political participation, with UN Women's support (cumulative)* ***Targets*** ***Value:*** *40 [White: 15; Black: 15; Indigenous: 10]* ***Target year:*** *2021* ***Value:*** *20 [White: 10; Black: 10; Indigenous: 0]* ***Target year:*** *2020* ***Value:*** *not available* ***Target year:*** *2019* ***Value:*** *not available* ***Target year:*** *2018* ***Value:*** *not available* ***Target year:*** *2017* ***Baseline*** ***Value:*** *0* ***Year:*** *2019* ***Source:*** *UN Women records*	laws, policies, plans and budgets **1.1.2 B**: Strong **Pros:** Clearly aligned with output; measurable; time-bound; and achievable. **Cons:** Targets should be more robust in order to achieve the level of results desired.

OUTCOMES/ OUTPUTS		QUALITY SCORE	INDICATORS	QUALITY SCORE
SP Outcome 2	**Women have income security, decent work and economic autonomy**			
SN Outcome 2.1	**Policies and strategies of public and private companies and institutions to strengthen women's economic rights and opportunities are adopted, implemented and monitored.**	**Rating:** Weak **Pros:** UN Women can contribute to change; and intermediate-level scope of change. **Cons:** It doesn't use plain language and neither singular focus; the duty bearer is not clear in the sentence; it needs better	***SN Indicator 2.1A*** *Number of companies that adopted, implemented and monitored gender equality action plans (each year)* ***Targets*** ***Value:*** *100* ***Target year:*** *2021* ***Value:*** *100* ***Target year:*** *2020* ***Value:*** *not available* ***Target year:*** *2019* ***Value:*** *not available* ***Target year:*** *2018*	**Rating:** **2.1 A**: Weak **Pros:** Achievable; measurable. **Cons:** No specific and not singular focus. Lack of data available; resource consuming indicator. Adopting is

OUTCOMES/ OUTPUTS		QUALITY SCORE	INDICATORS	QUALITY SCORE
SP Outcome 2	**Women have income security, decent work and economic autonomy**			
		specification (which kind of companies and institutions?).	***Value:*** *not available* ***Target year:*** *2017* ***Baseline*** ***Value:*** *0* ***Year:*** *2019* ***Source:*** *Questionnaire* ***SN Indicator 2.1C Percentage of women not contributing to the national social security scheme*** ***Targets*** ***Value:*** *32% [White: 32; Black: 36; Indigenous: not available]* ***Target year:*** *2021* ***Value:*** *33% [White: 33; Black: 38; Indigenous: not available]* ***Target year:*** *2020* ***Value:*** *34% [White: 34; Black: 40; Indigenous: not available]* ***Target year:*** *2019* ***Value:*** *35% [White: 35; Black: 42; Indigenous: not available]* ***Target year:*** *2018* ***Value:*** *36% [White: 36; Black: 43; Indigenous: not available]* ***Target year:*** *2017* ***Baseline*** ***Value:*** *37,4* ***Year:*** *2014* ***Source:*** *PNAD (IBGE)* ***SN Indicator 2.1E Percentage of gender pay gap*** ***Targets*** ***Value:*** *27% [White: 27.5; Black: 55.5; Indigenous: not available]* ***Target year:*** *2021* ***Value:*** *27.5% [White: 28; Black: 56; Indigenous: not available]* ***Target year:*** *2020* ***Value:*** *28 [White: 28.5; Black: 56.5; Indigenous: not available* ***Target year:*** *2019* ***Value:*** *28,5 [White: 29; Black: 57; Indigenous: not available* ***Target year:*** *2018* ***Value:*** *29 [White: 30; Black: 59; Indigenous: not available* ***Target year:*** *2017*	different from monitoring. **2.1 C**: Weak **Pros:** Specific; measurable; and reliable data source. **Cons:** Proxy indicator; needs stronger alignment with output in order to clearly measure change; and UN Women contribution isn't evident. **2.1 E**: Weak **Pros:** Specific; measurable; and reliable data source. **Cons:** Proxy indicator; needs stronger alignment with output in order to clearly measure change; and UN Women contribution is not evident.

OUTCOMES/ OUTPUTS		QUALITY SCORE	INDICATORS	QUALITY SCORE
SP Outcome 2	**Women have income security, decent work and economic autonomy**			
			Baseline ***Value:*** *29.7 [disaggregation is not available]* ***Year:*** *2014* ***Source:*** *PNAD (IBGE)*	
Output 2.1.1	**National and subnational governments, public and private companies and institutions have enhanced capacity to formulate, implement and monitor policies and strategies to promote decent work, social protection and entrepreneurship for women, particularly those facing multiple forms of discrimination.**	**Rating:** Adequate **Pros:** Within control of UN Women; promotes change in duty bearer's capacity; uses change language. **Cons:** Multi focused (national and subnational governments, public and private companies and institutions); challenge to measure diverse results (decent work, social protection and entrepreneurship).	***Indicator 2.1.1A*** *Number of companies and institutions that developed gender equality action plans with UN Women's support (each year)* ***Targets*** ***Value:*** *40* ***Target year:*** *2021* ***Value:*** *40* ***Target year:*** *2020* ***Value:*** *not available* ***Target year:*** *2019* ***Value:*** *not available* ***Target year:*** *2018* ***Value:*** *not available* ***Target year:*** *2017* ***Baseline*** ***Value:*** *0* ***Year:*** *2019* ***Source:*** *Questionnaires* ***Indicator 2.1.1B*** *Number of policy frameworks in support of gender-responsive social protection systems and decent work developed and implemented with UN Women's support (cumulative)* ***Targets*** ***Value:*** *2* ***Target year:*** *2021* ***Value:*** *1* ***Target year:*** *2020* ***Value:*** *not available* ***Target year:*** *2019* ***Value:*** *not available* ***Target year:*** *2018* ***Value:*** *not available* ***Target year:*** *2017* ***Baseline*** ***Value:*** *0* ***Year:*** *2019* ***Source:*** *UN Women records*	**Rating:** **2.1.1 A**: Weak **Pros:** Specific; and measurable. **Cons:** Lack of data available; and resource consuming indicator. **2.1.1 B**: Weak **Pros:** Clearly related to output; and measurable. **Cons:** Lack of data available; lack of reliable data.

OUTCOMES/ OUTPUTS		QUALITY SCORE	INDICATORS	QUALITY SCORE
SP Outcome 2	**Women have income security, decent work and economic autonomy**			
Output 2.1.2	**Women's business enterprises and women entrepreneurs have enhanced capacity to participate in dialogues and to influence strategies of public and private companies and institutions, with special focus on gender-sensitive procurement policies.**	**Rating:** Strong **Pros:** Within control of UN Women; uses change language; and proposes changes in right holder's skills; singular focus (gender-sensitive procurement policies). **Cons:** Needs to better define its target population, especially in terms of marginalized groups.	***Indicator 2.1.2A*** *Number of women entrepreneurs who participated in dialogues with UN Women's support (each year)* ***Targets*** ***Value:*** *150 [White: 100; Black: 45; Indigenous: 5]* ***Target year:*** *2021* ***Value:*** *150 [White: 130; Black: 18; Indigenous: 2]* ***Target year:*** *2020* ***Value:*** *not available* ***Target year:*** *2019* ***Value:*** *not available* ***Target year:*** *2018* ***Value:*** *not available* ***Target year:*** *2017* ***Baseline*** *Value: 146 [disaggregation not available] Year: 2019* *Source: Questionnaires and attendance lists*	**Rating:** **2.1.2 A**: Adequate **Pros:** Clearly related to output; specific; measurable; and singular focus. **Cons:** Lack of data available; lack of reliable data; and less than two indicators per output.
Output 2.1.3	**Women and gender equality advocates, particularly those facing multiple forms of discrimination, have enhanced capacity and opportunities to participate in decision-making processes, and to promote decent work and gender-responsive social protection and macroeconomic policies.**	**Rating:** Adequate **Pros:** Within control of UN Women; uses change language; proposes changes in right holder's skills; and target population is well defined. **Cons:** Multiple focus (decision-making processes, decent work, gender-responsive social protection and macroeconomic policies).	***Indicator 2.1.3A*** *Number of advocacy initiatives to promote decent work and social protection led by women's organizations with UN Women's support (each year)* ***Targets*** ***Value:*** *1* ***Target year:*** *2021* ***Value:*** *1* ***Target year:*** *2020* ***Value:*** *not available* ***Target year:*** *2019* ***Value:*** *not available* ***Target year:*** *2018* ***Value:*** *not available* ***Target year:*** *2017* ***Baseline*** ***Value:*** *0* ***Year:*** *2019* ***Source:*** *UN Women records*	**Rating:** **2.1.3 A**: Weak **Pros:** Specific; and measurable. **Cons:** lack of data available; and less than two indicators per output.

OUTCOMES/ OUTPUTS		QUALITY SCORE	INDICATORS	QUALITY SCORE
SP Outcome 3	**All women and girls live a life free from all forms of violence of violence**			
SN Outcome 3.1	**An enabling legislation, policy and social environment is in place to prevent and respond to violence against women and girls.**	**Rating:** Weak **Pros:** Intermediate-level scope of change. **Cons:** Duty bearers are not defined (legislation, policy and social environment); needs to be more specific about the changes proposed; and what is meant by "is in place"?; and doesn't use the formula (duty bearers/right holders + verb + change in performance/behavior/policies).	***SN Indicator 3.1A: Number of states that use protocols to investigate feminicides (cumulative)*** ***Targets*** ***Value:*** *8* ***Target year:*** *2021* ***Value:*** *8* ***Target year:*** *2020* ***Value:*** *8* ***Target year:*** *2019* ***Value:*** *7* ***Target year:*** *2018* ***Value:*** *5* ***Target year:*** *2017* ***Baseline*** ***Value:*** *0* ***Year:*** *2016* ***Source:*** *UN Women survey with partners* ***SN Indicator 3.1B: Number of formal and non-formal education institutions that use one or more of UN Women's curricula on gender equality (cumulative)*** ***Targets*** ***Value:*** *50* ***Target year:*** *2021* ***Value:*** *40* ***Target year:*** *2020* ***Value:*** *30* ***Target year:*** *2019* ***Value:*** *20* ***Target year:*** *2018* ***Value:*** *10* ***Target year:*** *2017* ***Baseline*** ***Value:*** *0* ***Year:*** *2016* ***Source:*** *UN Women survey with partners*	**Rating:** **3.1 A**: Adequate **Pros:** Specific; achievable; measurable; and singular focus. **Cons:** Does not specify the UN Women contribution to change; and targets should be more robust in order to achieve the level of results desired. **3.1 B**: Strong **Pros:** Clearly aligned to output; measurable; and singular focus. **Cons:** None.
Output 3.1.1	**Prevention strategies (education, awareness raising, community mobilization, evidence-based advocacy) increase the knowledge of women, girls, men and boys on violence against women and girls.**	**Rating:** Weak **Pros:** Within control of UN Women; and immediate-level change (during programming). **Cons:** Does not use plain language; needs better definition of duty bearers or right holders; does not use the formula (duty bearers/right holders + verb + change in	***Indicator 3.1.1A*** *Percentage of people who received one of UN Women's curricula on gender equality that disagree that men are naturally aggressive and therefore tend to be violent when they get nervous* ***Targets*** ***Value:*** *57 (Baseline + 3)* ***Target year:*** *2021* ***Value:****57 (Baseline + 3)* ***Target year:*** *2020* ***Value:*** *57 (Baseline + 3)* ***Target year:*** *2019*	**Rating:** **3.1.1 A**: Weak **Pros:** Clearly related to output; and specific. **Cons:** The design of the indicator is not capable of measuring change, since the baseline is fixed in 2017 and the group under analysis changes every year;

OUTCOMES/ OUTPUTS		QUALITY SCORE	INDICATORS	QUALITY SCORE
SP Outcome 3	**All women and girls live a life free from all forms of violence of violence**			
		performance/behavior/policies); and multiple focus (education, awareness raising, community mobilization and evidence-based advocacy).	***Value:*** *57 (Baseline + 3)* ***Target year:*** *2018* ***Baseline*** ***Value:*** *53.4* ***Year:*** *2017* ***Source:*** *Pre- and post-intervention questionnaire* ***Indicator 3.1.1B*** *Number of people reached by UN Women's communication initiatives on Ending Violence Against Women and related issues (each year).* ***Targets*** ***Value:*** *6 million* ***Target year:*** *2021* ***Value:*** *6 million* ***Target year:*** *2020* ***Value:*** *not available* ***Target year:*** *2019* ***Value:*** *not available* ***Target year:*** *2018* ***Value:*** *not available* ***Target year:*** *2017* ***Baseline*** ***Value:*** *6,055,130* ***Year:*** *2019* ***Source:*** *Media clipping*	resource consuming indicator. **3.1.1 B**: Strong **Pros:** Specific; achievable; measurable; and singular focus. **Cons:** Lack of data available.
Output 3.1.2	**Strengthened capacities of national and subnational authorities and partners to implement and monitor laws, policies, strategies and budgets to respond to violence against women and girls (Maria da Penha Law, Feminicide Law, Network of Services, Ligue/Clique 180, Justice Reform).**	**Rating:** Adequate **Pros:** Within control of UN Women; immediate-level change (during programming); uses change language; and proposes changes in duty bearers capacities; **Cons:** Needs better definition of duty bearers (which national and subnational authorities and partners?); and multiple focus (implement and monitor laws, policies, strategies and budgets).	***Indicator 3.1.2A*** *Number of partners that adapt the guidance on essential services for women and girls in situation of violence with UN Women's support (cumulative).* ***Targets*** ***Value:*** *6* ***Target year:*** *2021* ***Value:*** *3* ***Target year:*** *2020* ***Value:*** *not available* ***Target year:*** *2019* ***Value:*** *not available* ***Target year:*** *2018* ***Value:*** *not available* ***Target year:*** *2017* ***Baseline*** ***Value:*** *0* ***Year:*** *2019* ***Source:*** *UN Women records*	**Rating:** **3.1.2 A**: Weak **Pros:** Clearly related to output; and shows UN Women contribution to chance. **Cons:** Non-specific: which partners?; language is not plain: what is meant by adapt?; and targets should be more robust in order to achieve the level of results desired. **3.1.2 B**: Weak

OUTCOMES/ OUTPUTS		QUALITY SCORE	INDICATORS	QUALITY SCORE
SP Outcome 3	**All women and girls live a life free from all forms of violence of violence**			
			Indicator 3.1.2B *Percentage of partners who benefit from UN Women's initiatives, who report being better prepared to defend rights, and sustain prevention and response to violence against women and girls.* ***Targets*** ***Value:*** *60* ***Target year:*** *2021* ***Value:*** *60* ***Target year:*** *2020* ***Value:*** *not available* ***Target year:*** *2019* ***Value:*** *not available* ***Target year:*** *2018* ***Value:*** *not available* ***Target year:*** *2017* ***Baseline*** ***Value:*** *Baseline study is underway, to be completed in September 2020* ***Year:*** *2020* ***Source****: UN Women records*	**Pros:** Clearly related to output; and specific. **Cons:** Lack of data available; challenge to measure change and resource consuming indicator.

OEEF Quality and Completeness Assessment

Table 16. OEEF Output Clusters and Indicators

OUTPUTS		QUALITY SCORE	INDICATORS	QUALITY SCORE
Output Cluster 1: To drive more effective and efficient United Nations System coordination on gender equality and women's empowerment				
Output 1.1	**UN Women Country Office effective leads, coordinates and promotes accountability for the implementation of gender and racial equality commitments across the UN System**	**Rating:** Strong **Pros:** Within control of UN Women; achievable; and responsibilities are well defined. **Cons:** Needs better specification: which gender and racial equality commitments?	***Indicator 1.1B*** *UNCT conducts assessment on performance indicators on gender and racial equality (Gender and Race Score cards)* ***Targets*** ***Value:*** *Yes* ***Target year:*** *2021* ***Value:*** *Yes* ***Target year:*** *2020* ***Value:*** *No* ***Target year:*** *2019* ***Value:*** *No* ***Target year:*** *2018* ***Value:*** *No* ***Target year:*** *2017* ***Baseline*** ***Value:*** *No* ***Year:*** *2016* ***Source:*** *UN Women records* ***Indicator 1.1E*** *Number of joint initiatives implemented by the IATG on Gender, Race and Ethnicity (each year)* ***Targets*** ***Value:*** *10* ***Target year:*** *2021* ***Value:*** *10* ***Target year:*** *2020* ***Value:*** *10* ***Target year:*** *2019* ***Value:*** *10* ***Target year:*** *2018* ***Value:*** *10* ***Target year:*** *2017* ***Baseline*** ***Value:*** *12* ***Year:*** *2015* ***Source:*** *UN Women records*	**Rating:** **1.1B**: Adequate **Pros: S**ingular focus; some change measured; and aligned with output. **Cons:** Impact not measured, since the assessment results are not taken into account. **1.1E**: Strong **Pros:** Clearly aligned to output; logical indication of change; singular focus; and plain language. **Cons:** None.

OUTPUTS		QUALITY SCORE	INDICATORS	QUALITY SCORE
Output Cluster 2: To institutionalize a strong culture of innovation, results-based management, reporting, knowledge management and evaluation				
Output 2.1	**UN Women practices results-based management in all phases of programming cycle (formulation, implementation, monitoring and evaluation)**	**Rating:** Strong **Pros:** Within control of UN Women; achievable; and specific. **Cons:** Needs better definition of responsibilities.	***Indicator 2.1A*** *Percentage of programme staff trained in RBM* ***Targets*** ***Value:*** *100%* ***Target year:*** *2021* ***Value:*** *100%* ***Target year:*** *2020* ***Value:*** *not available* ***Target year:*** *2019* ***Value:*** *not available* ***Target year:*** *2018* ***Value:*** *not available* ***Target year:*** *2017* ***Baseline*** ***Value:*** *42%* ***Year:*** *2019* ***Source:*** *UN Women HR records*	**Rating:** **2.1A**: Adequate **Pros:** Singular focus; some change measured; and aligned with output. **Cons:** Indication of change could be more explicit; and less than two indicators per output.
Output 2.2	**UN Women is a recognized hub of knowledge on achieving gender equality and women's empowerment**	**Rating:** Adequate **Pros:** Achievable; and singular focus. **Cons:** Needs better specification: Recognized by whom?	***Indicator 2.2A*** *Number of knowledge products (each year)* ***Targets*** ***Value:*** *15* ***Target year:*** *2021* ***Value:*** *15* ***Target year:*** *2020* ***Value:*** *15* ***Target year:*** *2019* ***Value:*** *15* ***Target year:*** *2018* ***Value:*** *15* ***Target year:*** *2017* ***Baseline*** ***Value:*** *32* ***Year:*** *2016* ***Source:*** *UN Women records*	**Rating:** **2.2A**: Adequate **Pros:** Singular focus; some change measured; and aligned with output. **Cons:** Indication of change could be more explicit; and less than two indicators per output.
Output 2.3	**A clear evidence base is generated from high quality programme evaluations for learning, decision-making and accountability**	**Rating:** Adequate **Pros:** Achievable; and specific. **Cons:** Needs better specification: What kind of evidence base should be generated? Whose responsibility is this?	***Indicator 2.3B*** *Number of decentralized evaluations completed (each year)* ***Targets*** ***Value:*** *1* ***Target year:*** *2021* ***Value:*** *1* ***Target year:*** *2020* ***Value:*** *1* ***Target year:*** *2019* ***Value:*** *1* ***Target year:*** *2018* ***Value:*** *0* ***Target year:*** *2017* ***Baseline*** ***Value:*** *0* ***Year:*** *2016* ***Source:*** *UN Women GATE*	**Rating:** **2.3B**: Adequate **Pros:** Clearly related to output; measurable; and time-bound. **Cons:** it does not address use and less than two indicators per output.

OUTPUTS		QUALITY SCORE	INDICATORS	QUALITY SCORE
Output Cluster 3: To enhance organizational effectiveness, with a focus on management of financial and human resources in pursuit of results				
Output 3.1	**Increased capacity of UN Women Country Office to deliver on results**	**Rating:** Strong **Pros:** Uses plain language; and measurable. **Cons:** None	***Indicator 3.2A*** *Delivery Rate* ***Targets:*** ***Value:*** *85%* ***Target year:*** *2021* ***Value:*** *85%* ***Target year:*** *2020* ***Value:*** *92%* ***Target year:*** *2019* ***Value:*** *92%* ***Target year:*** *2018* ***Value:*** *90%* ***Target year:*** *2017* ***Baseline*** ***Value:*** *89,29%* ***Year:*** *2016* ***Source:*** *UN Women Executive Dashboard and Atlas* ***Indicator 3.2B*** *Percentage of Brazil Country Office staff members completing mandatory trainings* ***Targets*** ***Value:*** *100%* ***Target year:*** *2021* ***Value:*** *100%* ***Target year:*** *2020* ***Value:*** *not available* ***Target year:*** *2019* ***Value:*** *not available* ***Target year:*** *2018* ***Value:*** *not available* ***Target year:*** *2017* ***Baseline*** ***Value:*** *68%* ***Year:*** *2019* ***Source:*** *UN Women HR records*	**Rating:** **3.2A**: Strong **Pros:** Clearly related to output; specific; and measurable. **Cons:** None. **3.2B**: Adequate **Pros:** Singular focus; some change measured; and specific. **Cons:** Lack of data available; and indication of change could be more explicit.
Output 3.2	**Increased capacity of UN Women Country Office for risk management, accountability, harmonization of business practices and transparency in its operations**	**Rating:** Strong **Pros:** Uses plain language; measurable. **Cons:** Not specific.	***Indicator 3.3C*** *Percentage of Brazil Country Office compliance with UN Security Risk Management requirements* ***Targets*** ***Value:*** *100%* ***Target year:*** *2021* ***Value:*** *100%* ***Target year:*** *2020* ***Value:*** *100%* ***Target year:*** *2019* ***Value:*** *100%* ***Target year:*** *2018* ***Value:*** *100%* ***Target year:*** *2017* ***Baseline***	**Rating:** **3.3C**: Strong **Pros:** Clearly related to output; specific; measurable; and time-bound. **Cons:** None.

OUTPUTS		QUALITY SCORE	INDICATORS	QUALITY SCORE
Output Cluster 3: To enhance organizational effectiveness, with a focus on management of financial and human resources in pursuit of results				
			Value: *98%* ***Year:*** *2016* ***Source:*** *UN Women records* ***Indicator 3.3D*** *Percentage of Brazil Country Office compliance with audit recommendations* ***Targets*** ***Value:*** *100%* ***Target year:*** *2021* ***Value:*** *100%* ***Target year:*** *2020* ***Value:*** *not applicable* ***Target year:*** *2019* ***Value:*** *not applicable* ***Target year:*** *2018* ***Value:*** *not applicable* ***Target year:*** *2017* ***Baseline*** ***Value:*** *0%* ***Year:*** *2019* ***Source:*** *Audit Report Management Action Plan*	**3.3D**: Strong **Pros:** Clearly related to output; specific; measurable; and time-bound. **Cons:** None.

OUTPUTS		QUALITY SCORE	INDICATORS	QUALITY SCORE
Output Cluster 4: To leverage partnerships and resources in support of UN-Women's mandate				
Output 4.1	**Resource base is expanded to fully implement UN Women Country Office Strategic Note and Annual Work Plan**	**Rating:** Adequate **Pros:** Uses plain language; measurable; and specific. **Cons:** Needs better specification: Financial and/or human resources? Whose responsibility is this?	***Indicator 4.2A*** *Amount in USD of non-core contributions per year* ***Targets*** ***Value:*** *1,483,445.45* ***Target year:*** *2021* ***Value:*** *2,491,375.16* ***Target year:*** *2020* ***Value:*** *2,585,996.81* ***Target year:*** *2019* ***Value:*** *2,660,585.80* ***Target year:*** *2018* ***Value:*** *1,863,699.00* ***Target year:*** *2017* ***Baseline*** ***Value:*** *1.695.699,00* ***Year:*** *2016* ***Source:*** *UN Women Atlas* ***Indicator 4.2B*** *Percentage of timely and quality reports submitted to donors*	**Rating:** **4.2A**: Strong **Pros:** Clearly aligned with output; logical indication of change; singular focus; and plain language. **Cons:** None. **4.2B**: Adequate

OUTPUTS		QUALITY SCORE	INDICATORS	QUALITY SCORE
Output Cluster 4: To leverage partnerships and resources in support of UN-Women's mandate				
			Targets ***Value:*** *100%* ***Target year:*** *2021* ***Value:*** *100%* ***Target year:*** *2020* ***Value:*** *100%* ***Target year:*** *2019* ***Value:*** *100%* ***Target year:*** *2018* ***Value:*** *100%* ***Target year:*** *2017* ***Baseline*** ***Value:*** *100%* ***Year:*** *2015* ***Source:*** *UN Women DAMS*	**Pros:** Singular focus; specific; time-bound; and plain language. **Cons:** None.
Output 4.3	**Increased UN Women Country Office communication capacity**	**Rating:** Weak **Pros:** Uses plain language. **Cons:** Non-specific: What is meant by communication capacity? What are the means of verification? Whose responsibility is this?	***Indicator 4.3E*** *Number of followers of HeforShe social networks (cumulative)* ***Targets*** ***Value:*** *68,000* ***Target year:*** *2021* ***Value:*** *66,000* ***Target year:*** *2020* ***Value:*** *64,000* ***Target year:*** *2019* ***Value:*** *62,000* ***Target year:*** *2018* ***Value:*** *60,000* ***Target year:*** *2017* ***Baseline*** ***Value:*** *10,000* ***Year:*** *2016* ***Source:*** *Facebook, Twitter, Instagram* ***Indicator 4.3F*** *Number of mentions of UN Women in the media (each year)* ***Targets*** ***Value:*** *900* ***Target year:*** *2021* ***Value:*** *900* ***Target year:*** *2020* ***Value:*** *900* ***Target year:*** *2019* ***Value:*** *900* ***Target year:*** *2018* ***Value:*** *900* ***Target year:*** *2017* ***Baseline*** ***Value:*** *900* ***Year:*** *2016* ***Source:*** *Media clipping* ***Indicator 4.3G*** *Number of followers of Brazil Country*	**Rating:** **4.3E**: Strong **Pros:** Logical indication of change; clearly related to output; singular focus; measurable; and plain language. **Cons:** None. **4.3F**: Adequate **Pros: C**learly related to output; singular focus; measurable; and plain language **Cons:** Not specific, does not disaggregate whether mentions are by official accounts of partners or private individuals and nature of content in which UN women is mentioned. **4.3G**: Strong

OUTPUTS		QUALITY SCORE	INDICATORS	QUALITY SCORE
Output Cluster 4: To leverage partnerships and resources in support of UN-Women's mandate				
			Office social networks (cumulative) ***Targets*** ***Value:*** *400,000* ***Target year:*** *2021* ***Value:*** *350,000* ***Target year:*** *2020* ***Value:*** *300,000* ***Target year:*** *2019* ***Value:*** *250,000* ***Target year:*** *2018* ***Value:*** *200,000* ***Target year:*** *2017* ***Baseline*** ***Value:*** *161,164* ***Year:*** *2016* ***Source:*** *Facebook, Twitter, Instagram*	**Pros:** Logical indication of change; clearly related to output; singular focus; measurable; and plain language. **Cons:** Does not measure engagement of followers.
Output 4.4	**Gender equality advocates, particularly those facing multiple forms of discrimination, have enhanced capacity to participate in and influence intergovernmental processes and fora (B+25, 1325+20, CSW, CEDAW, UPR, International Decade of People of African Descent)**	**Rating:** Adequate **Pros:** Within control of UN Women; uses plain language; and specific. **Cons:** It looks like a DRF output.	***Indicator 4.4A*** *Number of gender equality advocates who participate in Conferences and/or parallel events with UN Women support each year* ***Targets*** ***Value:*** *3 [White: 1; Black: 1; Indigenous: 1]* ***Target year:*** *2021****Value:*** *3 [White: 1; Black: 1; Indigenous: 1]* ***Target year:*** *2020* ***Value:*** *3 [White: 1; Black: 1; Indigenous: 1]* ***Target year:*** *2019* ***Value:*** *3 [White: 1; Black: 1; Indigenous: 1]* ***Target year:*** *2018* ***Value:*** *3 [White: 1; Black: 1; Indigenous: 1]* ***Target year:*** *2017* ***Baseline*** ***Value:*** *2 [disaggregation is not available]* ***Year:*** *2015* ***Source:*** *UN Women records*	**Rating:** **4.4A**: Strong **Pros:** Clearly related to output; measurable; singular focus **Cons:** Could be more specific about the types of events; and less than two indicators per output.

6.12 Stakeholder analysis

Stakeholder mapping and analysis by mandate and area

Stakeholder group	OPERATIONAL				COORDINATION	NORMATIVE
	LPP	WEE	EVAW	Humanitarian Action, Health and OEEF		
UN Women	• Program Manager	• Program Manager	• Program Manager	• Program Manager and former pro-gram manager (2017 onward)	• Representative • Regional Office	
UN Agencies	• CERF	• UNOPS • MPTF-SDG • CERF	• UNDP • CERF	• UNHRC • UNFPA • IOM	• RCO/RC • Interagency Group on Gender and Race • UN Communication Group • UNAIDS Working Group • Youth Advisory Group	
Central Government	• Ministry of Women, Family and Human Rights	• Ministry of Health • Ministério Público do Trabalho – MPT	• Ministry of Women, Family and Human Rights	• Welcome Operation (*Operação Acolhida*)	• Brazilian Coop. Agency • Ministry of Women & HR	• Federal Dept - Head of Women's Caucus
Local Government	• Secretary of Policies for Women – Government of Bahia	• Government of the state of Bahia, • Government of the Municipality of São Paulo	• Secretary of Policies for Women – Government of Bahia.	• Government of Roraima • Municipality of Pacaraima		• Government of Itabira • Court of Mato Grosso do Sul
CSOs	• Networks of black, quilombolas and indigenous women (CONAQ, APIB, AMNB, Criola)	• Women workers' associations (FENATRAD)	• Empodera • Fundo Elas • Women Win • FUNDO ANGELA BORBA • Fundo Baoba • CONTAG • Themis • Odara	• IMDH.		

			• Redeh, Plan International Brazil • Papo de Homem • Instituto Papai • Instituto Promundo, • CLAM • Geledes • Acao Educativa, • CAMTRA • CEPIA • Instituto Maria da Penha • Xaraes Consultoria • Fundação Angélica Goulart, • Censotraco, • Federação Fluminense de Rugby • Ginastas do Futuro • Instituto Companheiros das Américas • Vila Olímpica da Maré • Associação Miratus de Badminton • Rio Rugby Football Club • Associação Integrada de Cultura, Esporte e Lazer; • Centro Social para Trabalhos Comunitários; • Escola Politécnica de Saúde Joaquim Venâncio • Grupo Central Cultura Urbana, Federação			

			• Associação dos Meninos de Rua – REME • Ballet Manguinhos, • Casa Dona Amélia • ASSOCIAÇÃO CRAQUES SÓ DE BOLA • Atleta Bom de Nota • Centro Esportivo Miécimo da Silva • Comitê do Esporte/Federação das Indústrias do Estado de São Paulo • Colégio Pedro II • Comitê Olímpico do Brasil • Confederação Brasileira de Futebol • Confederação Brasileira de Rugby; • Ecos dos Futuro • Escola Politécnica de Saúde Joaquim Venâncio – FIOCRUZ • Federação de Futebol do Estado do Rio de Janeiro • Fundação Amazônia Sustentável • Fundação Tênis • Gray City Rebels SP • Grupa/Universidade Federal do Espírito Santo • Instituto Cidadania Através do Esporte			

			• Instituto Circuito Inclusão • Instituto Esporte Mais • Instituto Patrícia Medrado • Instituto Rumo Náutico • Luta Pela Paz; • Meninas em Campo • Nossa Arena; • Pelado Real Futebol Clube; • Rede Meninas pela Igualdade; • Projeto na Ponta dos Pés; • Potencia Diversa; • Rio Rugby / Rugby é Nossa Paixão; • Secretaria Municipal de Esportes de Ribeirão Preto/SP; • Universidade Estadual de Campinas; • Universidade Federal Fluminense.			
Private sector, foundations, academia	• Renner • Avon • Instituto C&A .	• Electrobras Furnas	• Ford Foundation • TV Globo	• Bradesco • Itau Unibanco		
Donors	• Canada • Luxembourg • Netherlands • Norway • Austria	• EU • Luxembourg • Avon	• Luxembourg • IOC • European Commission	• Luxembourg • US National Committee • Norway		
Individuals	• Women candidates	• Women entrepreneurs	• OWLA beneficiary girls	• Venezuelan migrants / refugees		

	• Gender equality advocates • Women human rights defenders		• Women trained in Connecting Women, Defending Rights • Daiane dos Santos, Marta, Fabi and Joana Maranhão • Journalist Carol Barcellos • Professor Silvana Goellner Federal University of Rio Grande do Sul • Venezuelan migrants / refugees			

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6.14 Survey results

6.14.1 Personnel survey – 39 respondents

1. What is your current position in the office?

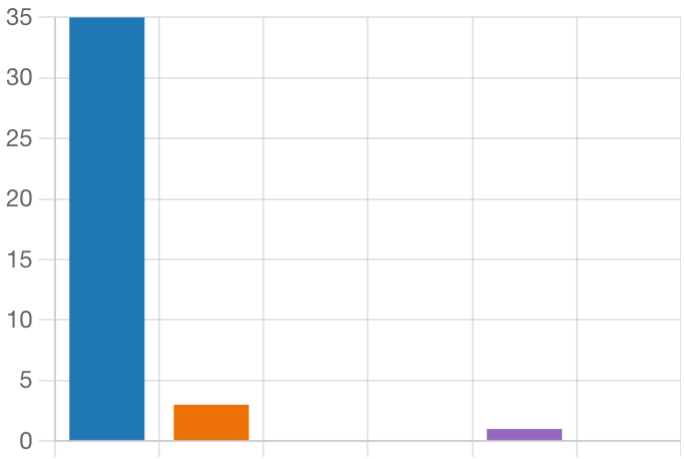
Senior staff (Representative, Deputy)	2
Programme staff	20
Operations staff	8
Other	9

2. What type of contract do you have?

SSA (Special Services Agreement)	13
SC (Service Contract)	16
FTA (Fixed Term Appointment)	8
UNV (UN Volunteer)	2
Other	0

3. Your gender identification

Female	35
Male	3
Non-binary	0
Transgender	0
Prefer not to say	1
Other	0

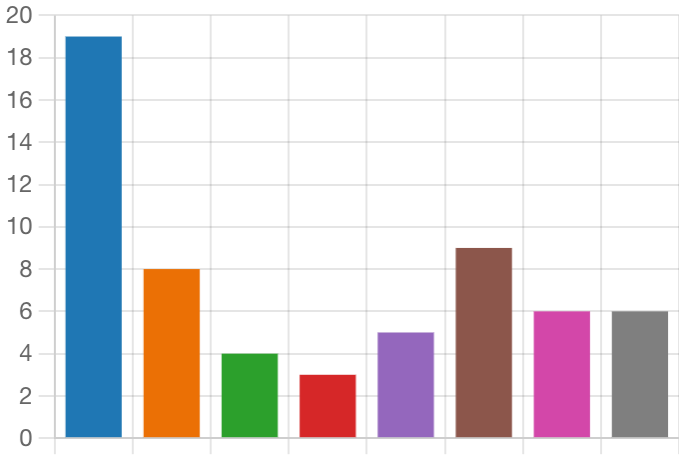


4. How long have you worked at the UN Women Country Office?

Less than 1 year	10
1-3 years	20
3-5 years	3
More than 5 years	6

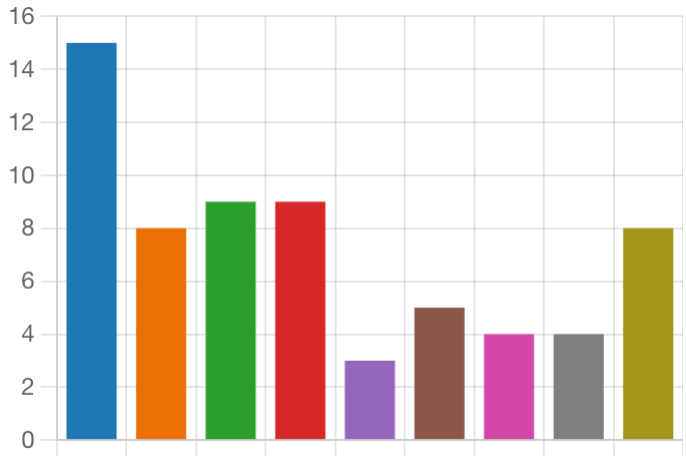
5. What is your main operational area of work?

Project Management and Implementation	19
Strategic Planning	8
Human Resources	4
Finances	3
Administration	5
Operations	9
Communications	6
Other	6

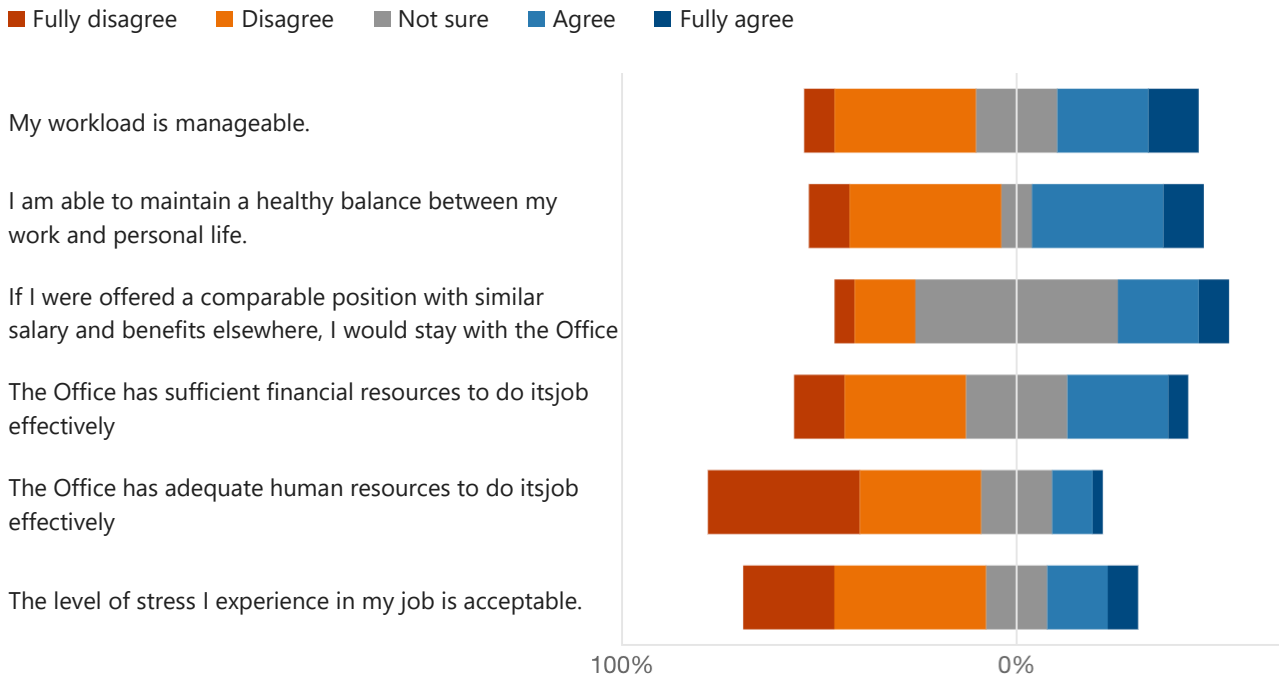


6. What is your main thematic area of work?

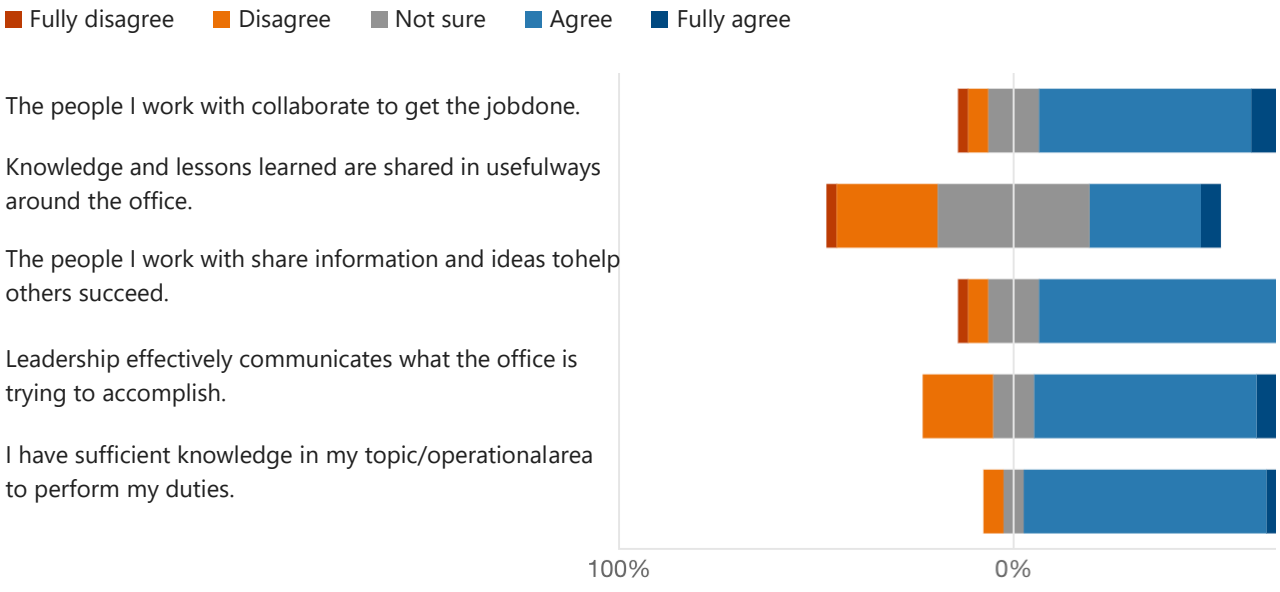
Ending violence against women	15
Women's political empowerment	8
Governance, planning and budgeting	9
Women's economic empowerment	9
Women Peace and Security	3
Normative	5
Coordination	4
Not applicable	4
Other	8



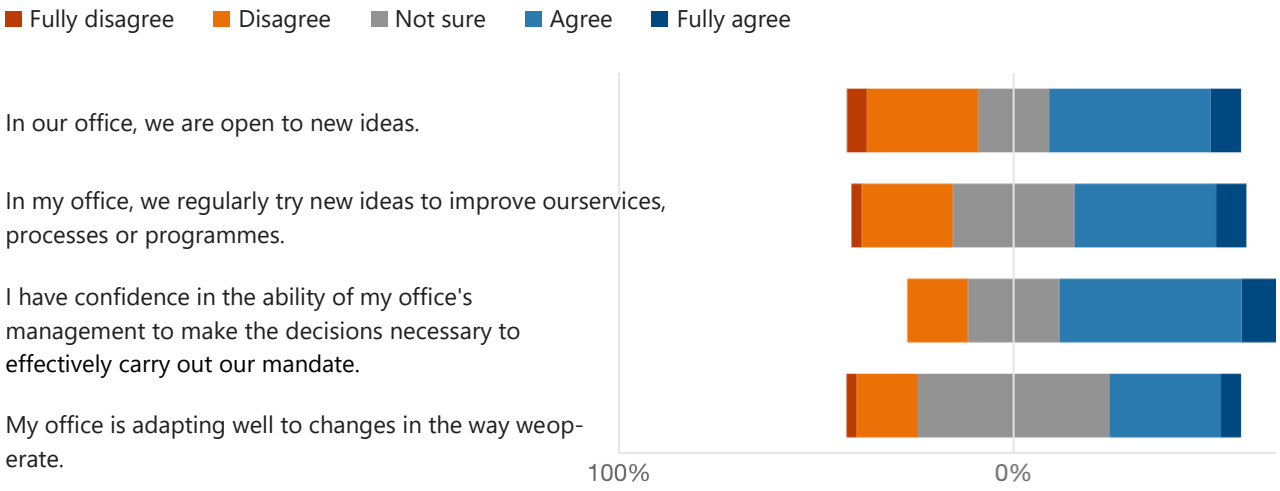
7. Please indicate the extent to which you agree with the following statementsabout working in the UN Women Country Office.



8. Collaboration and Communication



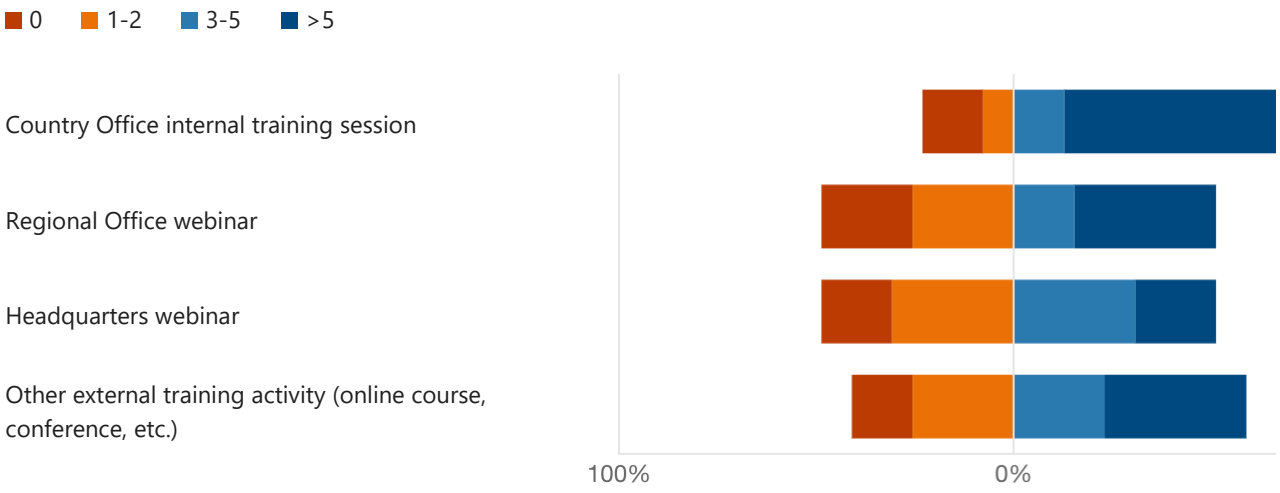
9. Innovation and Agility



10. For statements with which you do not agree, please provide additionalcomments, if applicable.

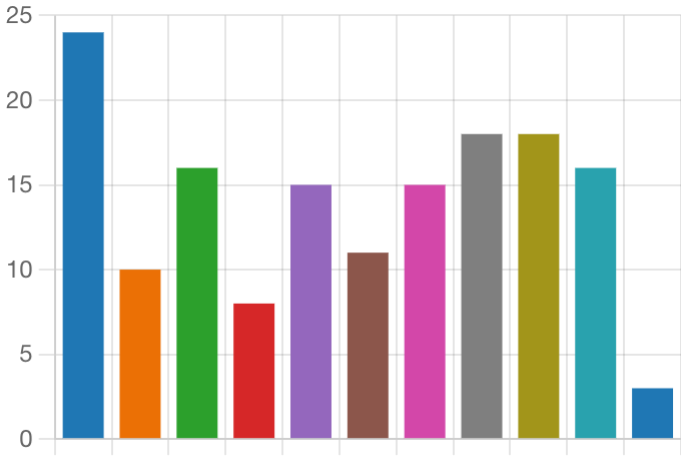
Answers to this question were considered confidential.

11. Please select the TRAINING opportunities you have participated in since 2019or after you joined the office, while indicating the number of those opportunities.

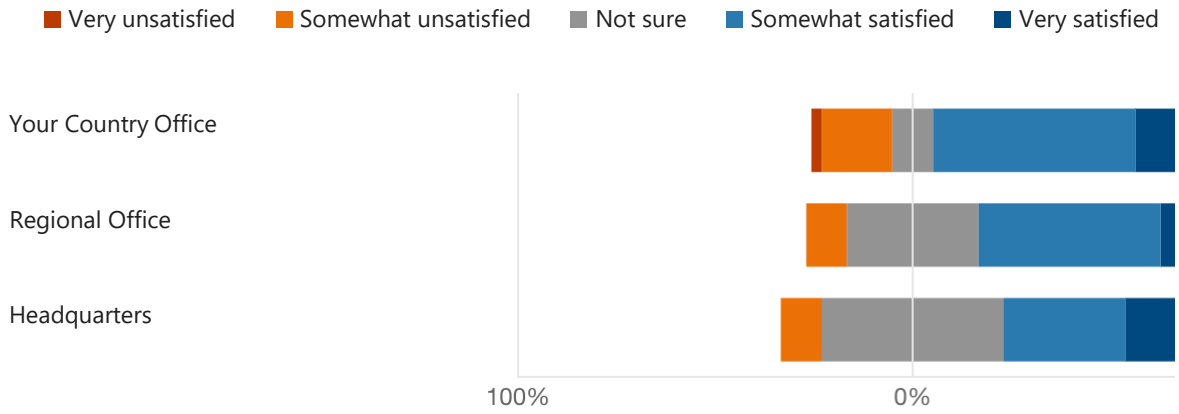


12. In what AREAS do you often seek support in your work?

Program and project development	24
Resource mobilization	10
Monitoring and reporting	16
Evaluation	8
Partner engagement	15
UN System coordination	11
Communication and advocacy	15
Procurement	18
Finance	18
Recruitment and human resources	16
Other	3



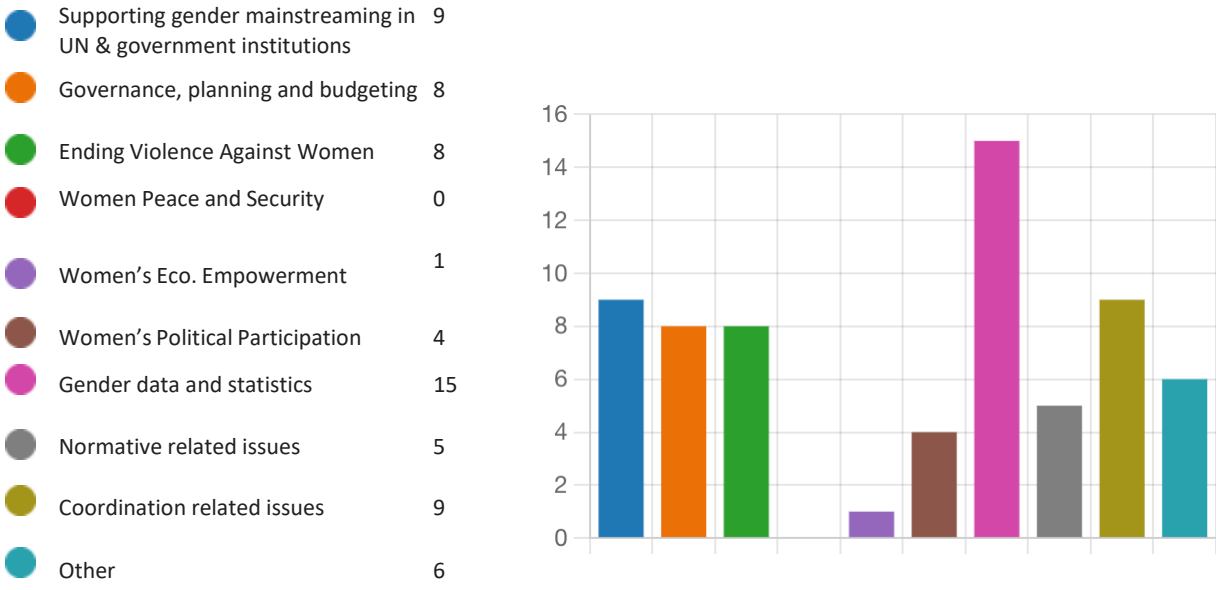
13. Please rate your level of satisfaction with the support provided by the UNWomen offices listed below.



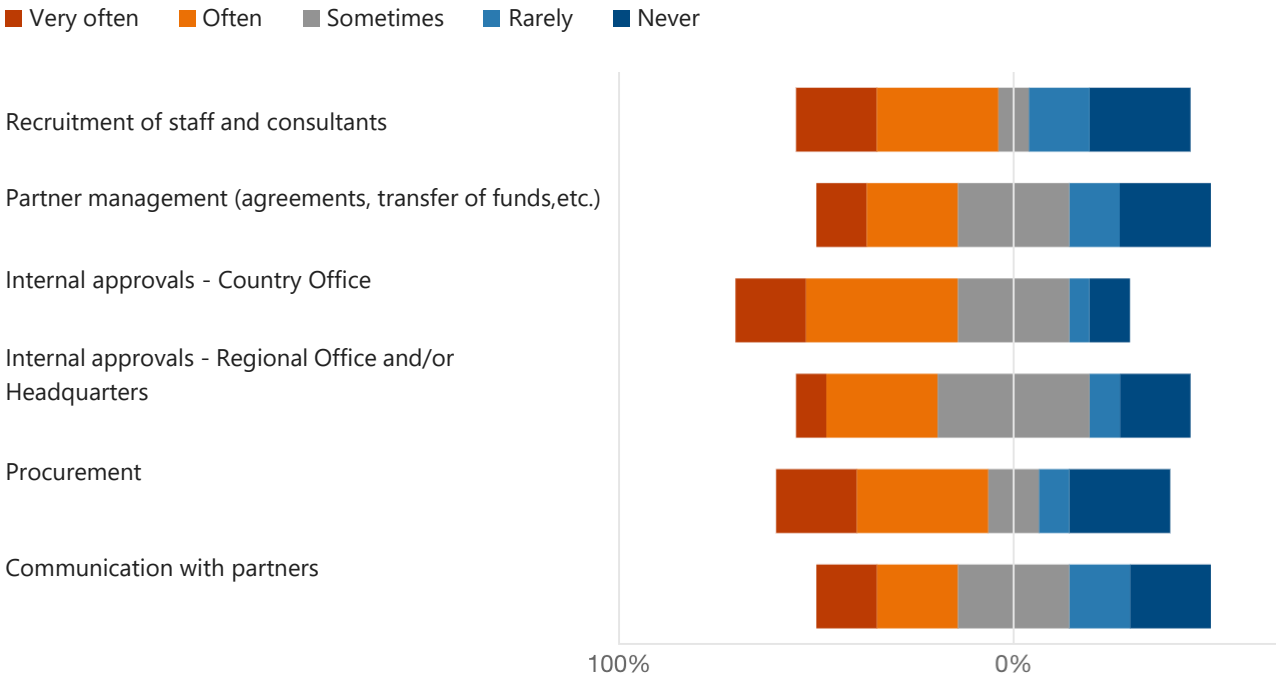
14. Please indicate where and how UN Women's support can be improved, if at all.

Answers to this question were considered confidential.

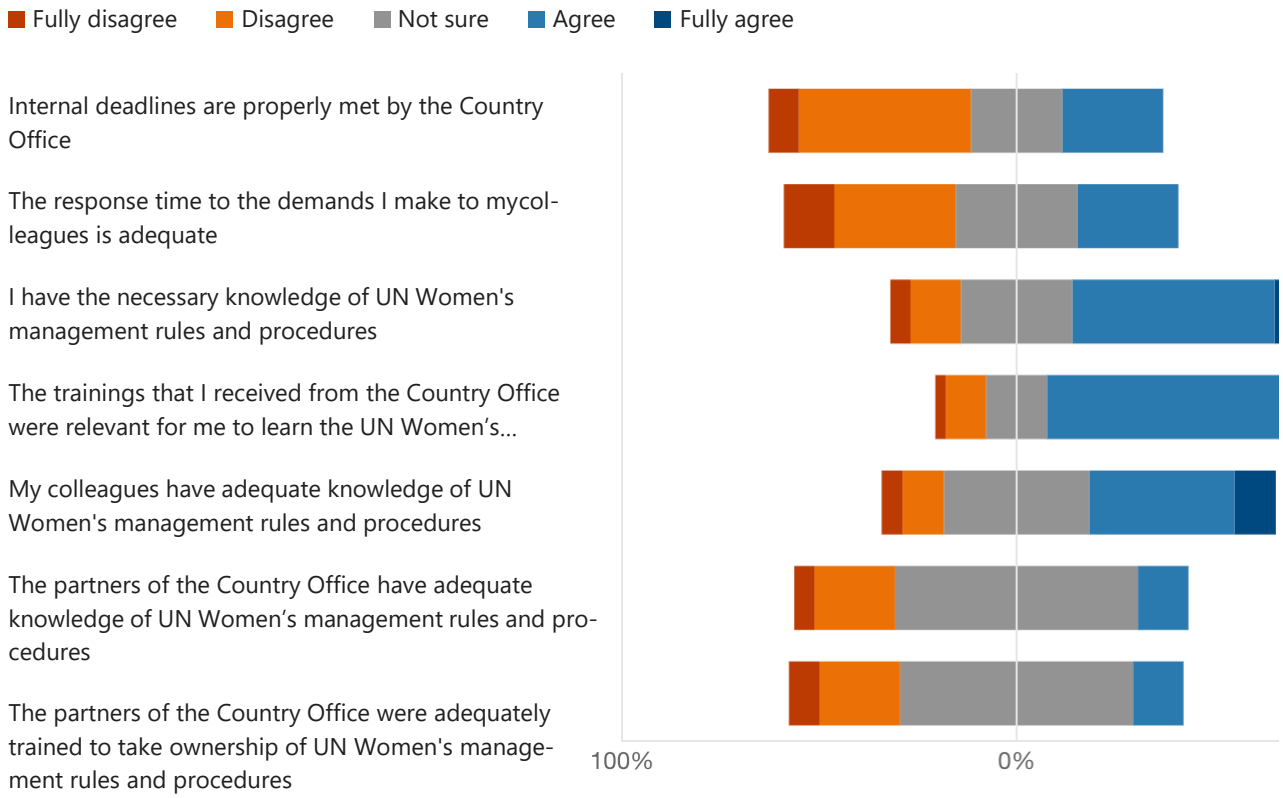
15. Do you think the Country Office requires additional technical support in any ofthe following areas?



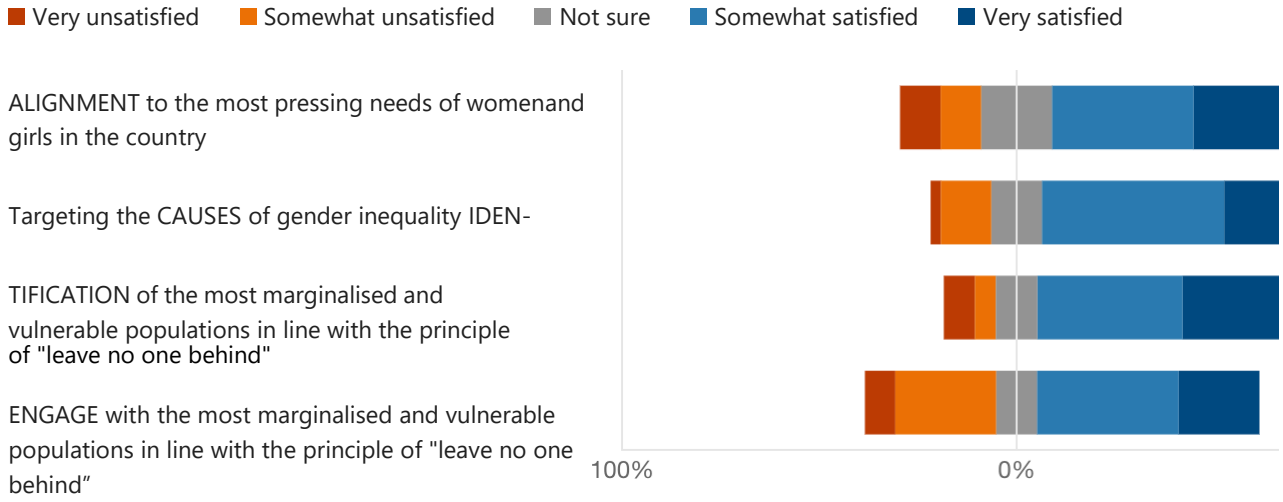
16. How often do you experience significant BOTTLENECKS in the followingmanagement areas, if at all?



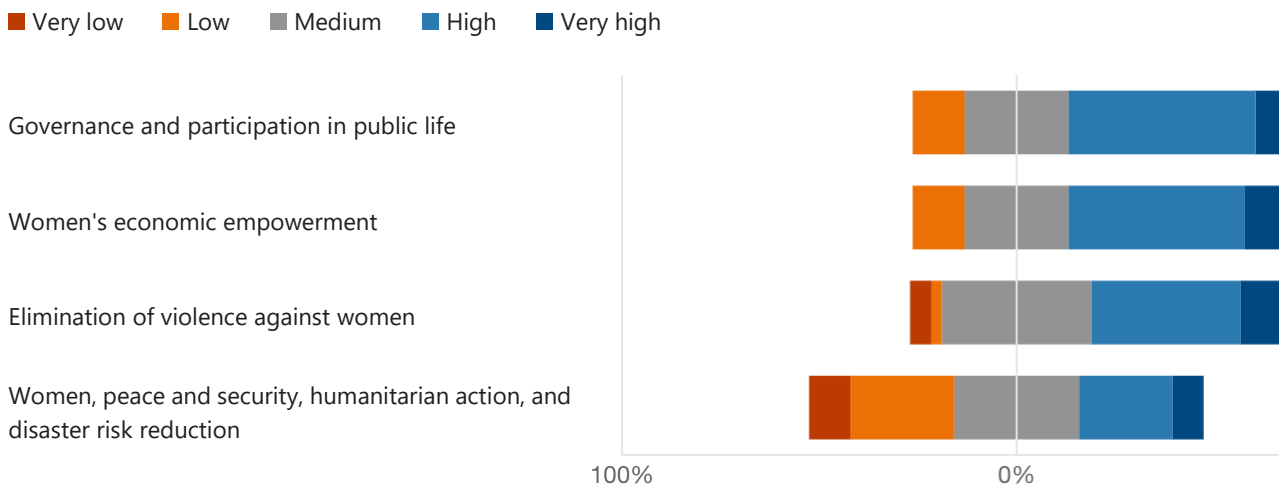
17. Please indicate to what extent you agree with the following statements aboutthe work of UN Women Brazil Country Office.



18. Please indicate your level of satisfaction with UN Women's work regarding thefollowing assertions?



19. Please assess the level of value added by UN Women in the areas listed below.



20. What areas, if any, require MORE ATTENTION from UN Women to advance itsmission for the empowerment of women and gender equality?

Answers to this question were considered confidential.

21. Please highlight 1 or 2 of the main risks and mitigation strategies that you haveidentified during the implementation of the current Strategic Note, if any

Answers to this question were considered confidential.

22. Please assess the extent to which UN Women has effectively ADAPTED itsprogramme of work to the changing context in the country, including to COVID-19.

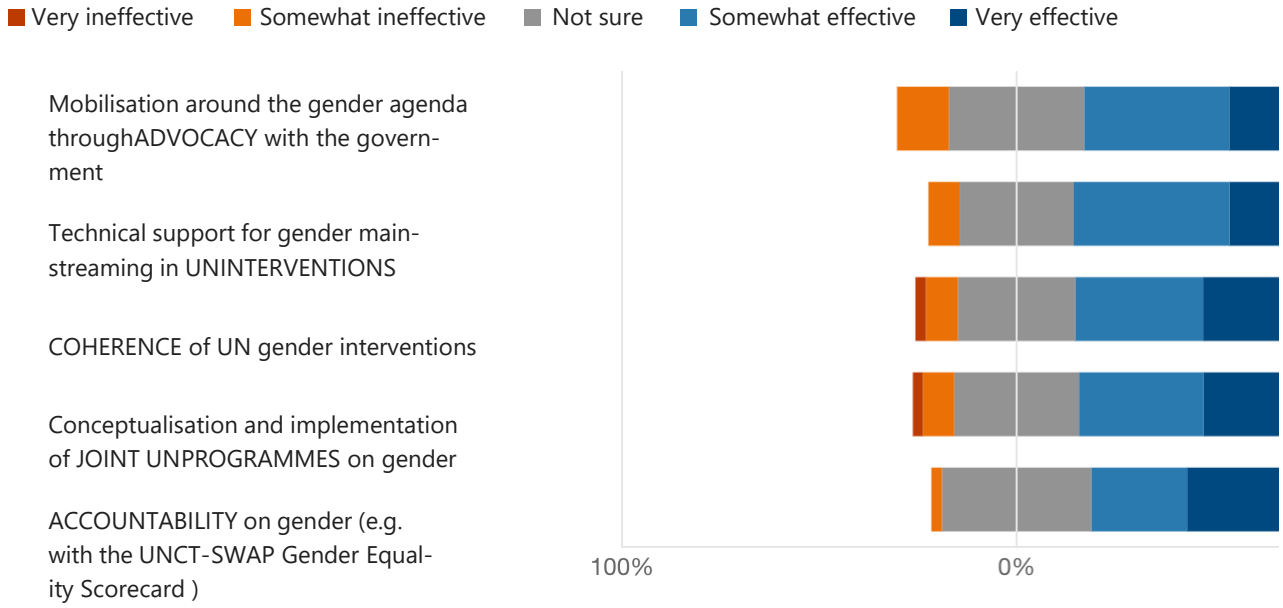
39
Responses

3.95 Average Rating

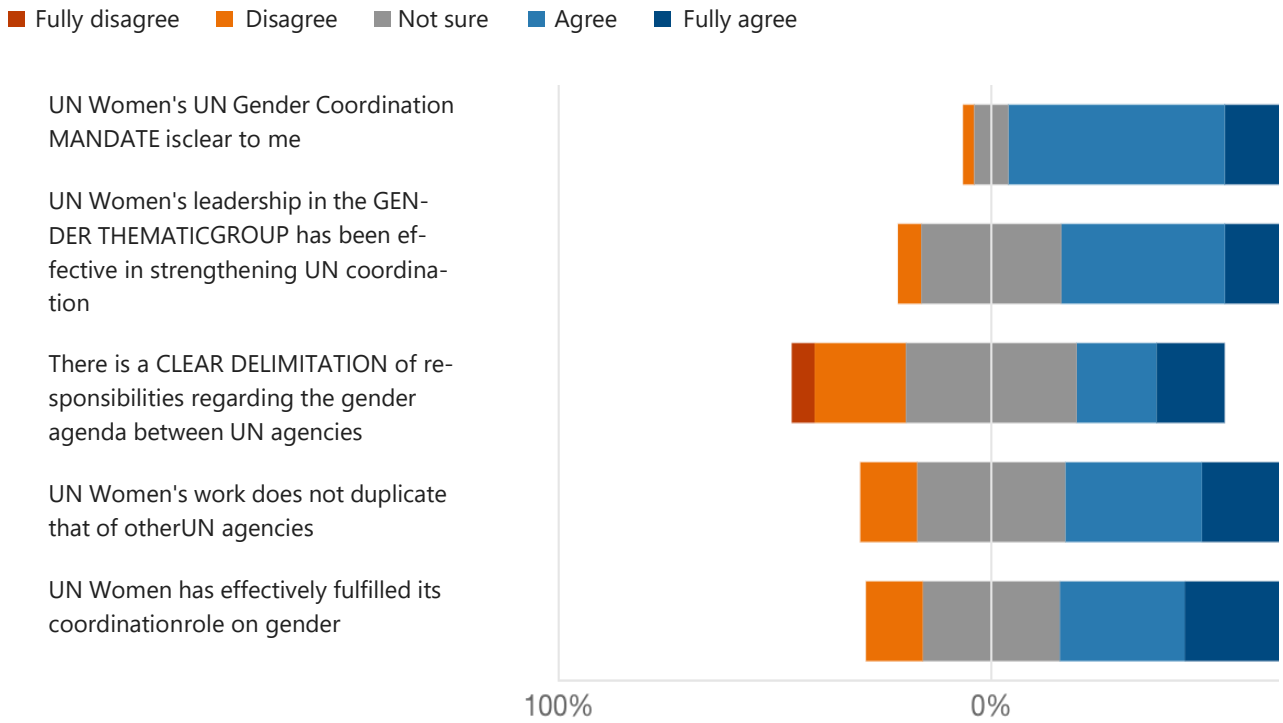
23. Please provide 1 or 2 examples of where the Office's work has been effectivelyadapted to the changing context.

Answers to this question were considered confidential.

24. How effectively has UN Women contributed to STRENGTHENING CO-ORDINATION on gender with the UN system in the following areas?



25. Please indicate the extent to which you agree with the following statements regarding UN Women's coordination role.



26. In your opinion, to what extent does the UN system mainstream gender?

39
Responses

3.33 Average Rating

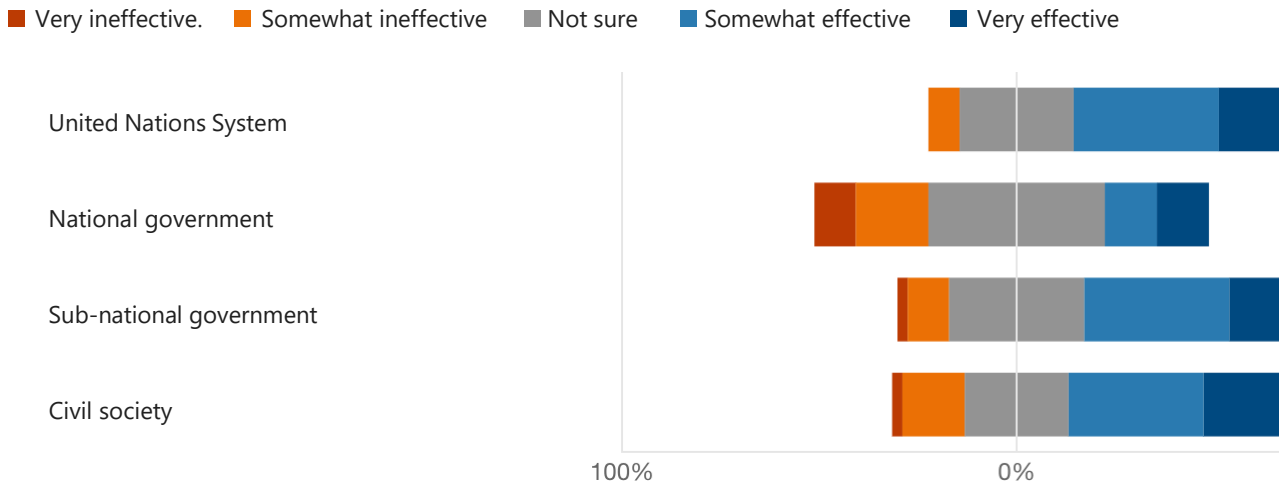
27. What are the enablers and barriers affecting gender mainstreaming in the UN system?

Answers to this question were considered confidential.

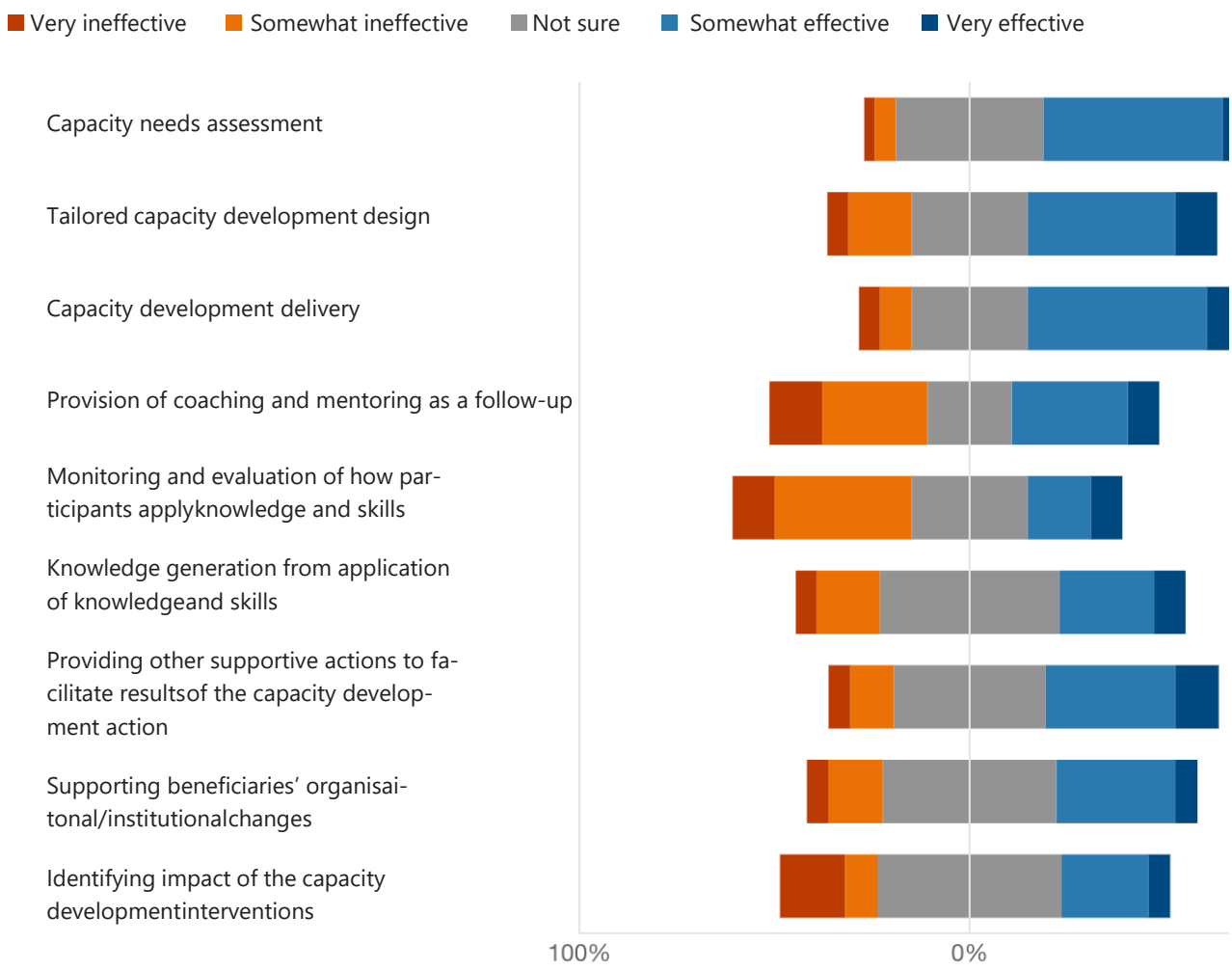
28. Please indicate how UN Women's support in coordination can be improved, if at all.

Answers to this question were considered confidential.

29. UN Women works to strengthen the capacity of its partners to develop andimplement gender-responsive policies, strategies, frameworks and programmes. Please assess UN Women's effectiveness in its CAPACITYBUILDING efforts with the following partners.



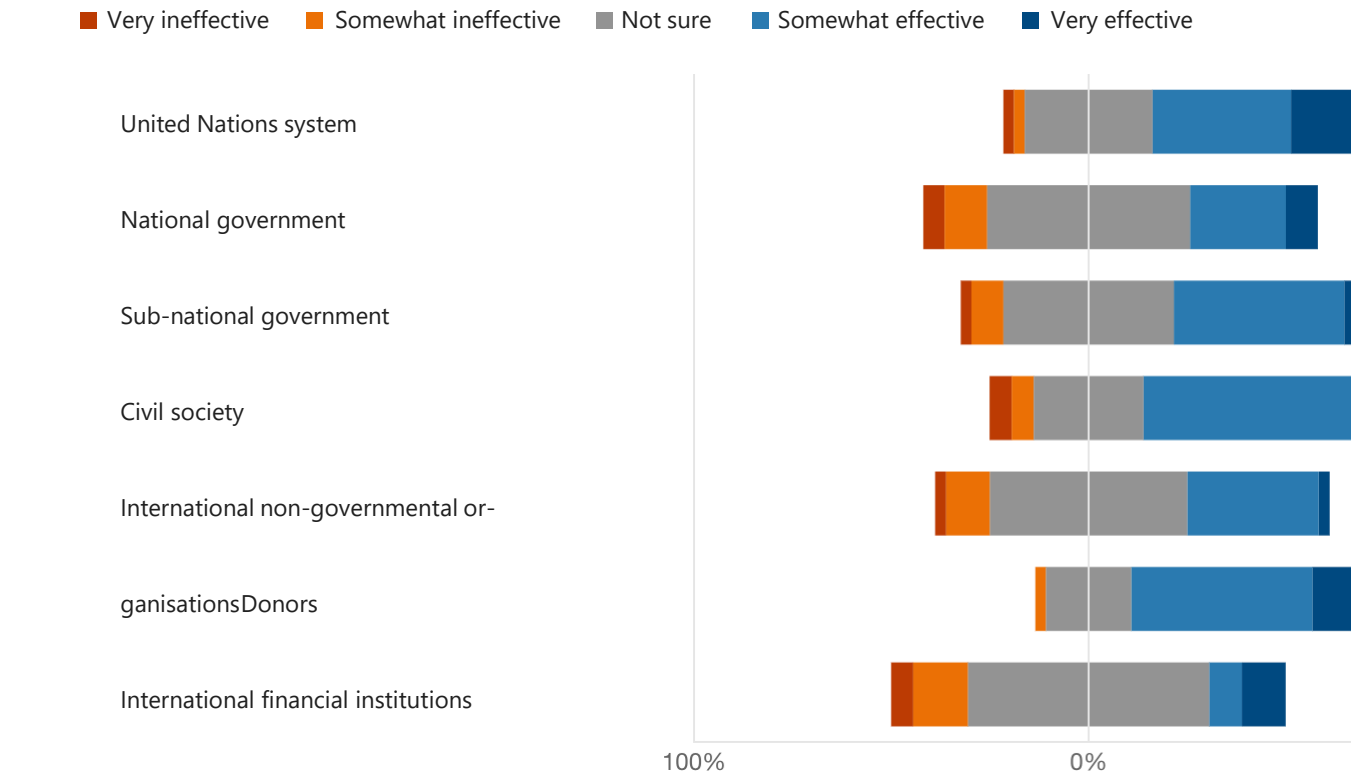
30. With regards to capacity building management, to what extent is the Country Office effective in the following?



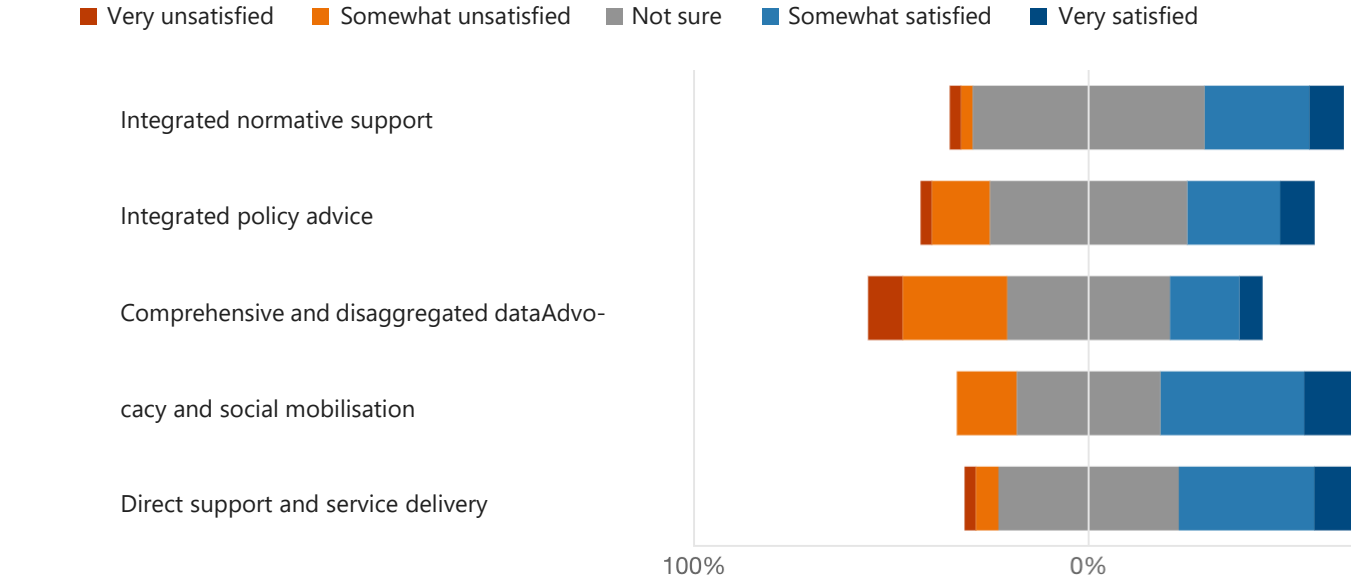
31. Please share one of the results of the capacity development provided by UN Women that you are most proud off?

Answers to this question were considered confidential.

32. Please assess the effectiveness of UN Women's MANAGEMENT OF PARTNERSHIPS with the following actors in order to effectively fulfil its mandate.



33. Please indicate your level of satisfaction with the SUPPORT PROVIDED TO PARTNERS by UN Women in the following areas.



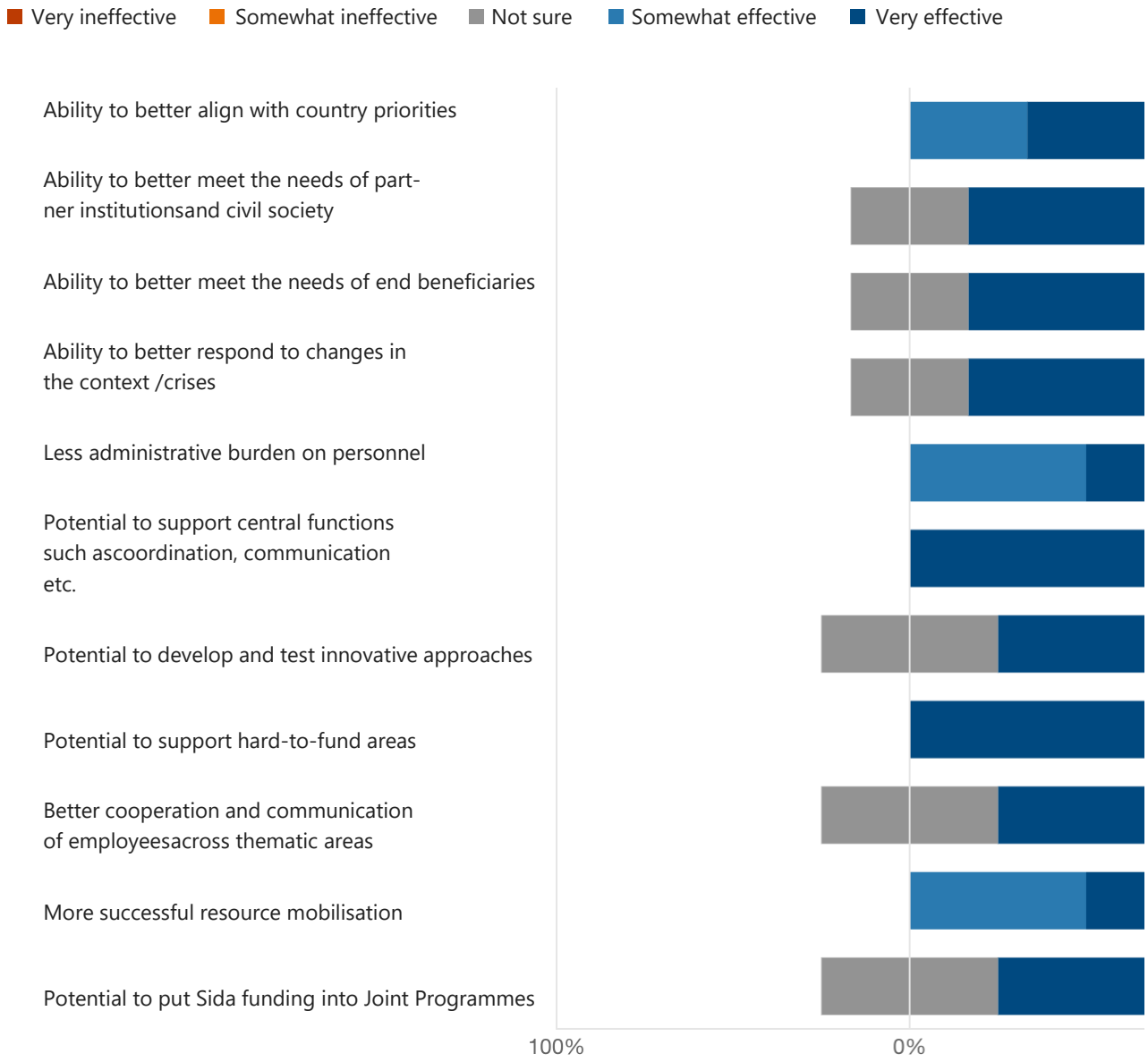
34. Can you give examples of where UN Women's partnerships could bestrengthened, if at all?

Answers to this question were considered confidential.

35. Are you aware of the Sida (Swedish International Development Cooperation Agency) modality of flexible funding for the implementation of UN Women's Strategic Note?

Yes	3
No	35

36. To what extent have you seen the Sida modality affected the following aspects of UN Women's CO performance?



37. Are there any other strengths of that modality you have noticed?

Answers to this question were considered confidential.

38. What are the challenges that this funding modality poses for the Country Office?

Answers to this question were considered confidential.

39. Please use this space to suggest 2-3 ACTIONS for UN Women regarding its approach to achieving gender equality and women's empowerment in the country.

Answers to this question were considered confidential.

6.14.2 Stakeholder survey – 63 respondents

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

I have not worked with UN Women in the country	3
Less than one year	4
1-3 years	22
3-5 years	12
More than 5 years	22

2. In which area have you collaborated with UN Women?

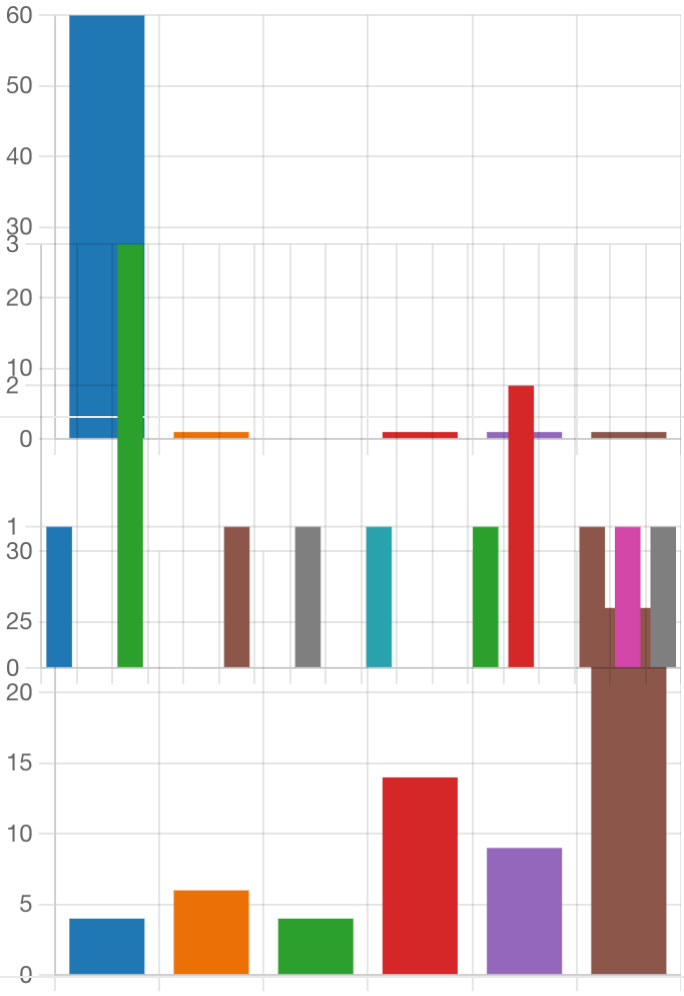
Governance and participation in public life	19
Women's economic empowerment	31
Elimination of violence against women	39
Women, peace and security, humanitarian action, and disaster risk reduction	7
Other	16

3. Was this for specific project, programme, or other initiative? If yes, please writeits name bellow

Answers to this question were considered confidential.

4. Gender identification

Female	60
Male	1
Non-binary	0
Transgender	1
Prefer not to say	1
Other	1



5. Your position in your organization

Senior Manager (Director, Representative, or Deputy Representative)	4
Program Manager	6
Program Specialist	4
Project staff	14
Director	9
Other	26

6. Your organization type

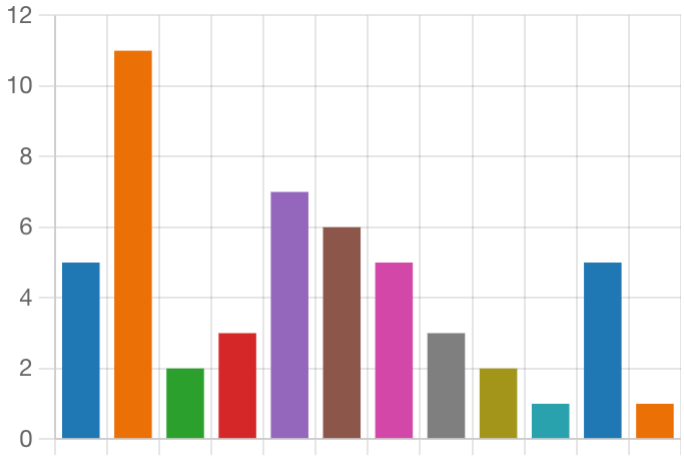
United Nations agency	13
Civil Society Organization	26
Bilateral agency or donor	2
Government	6
Other	16

7. Your United Nations agency

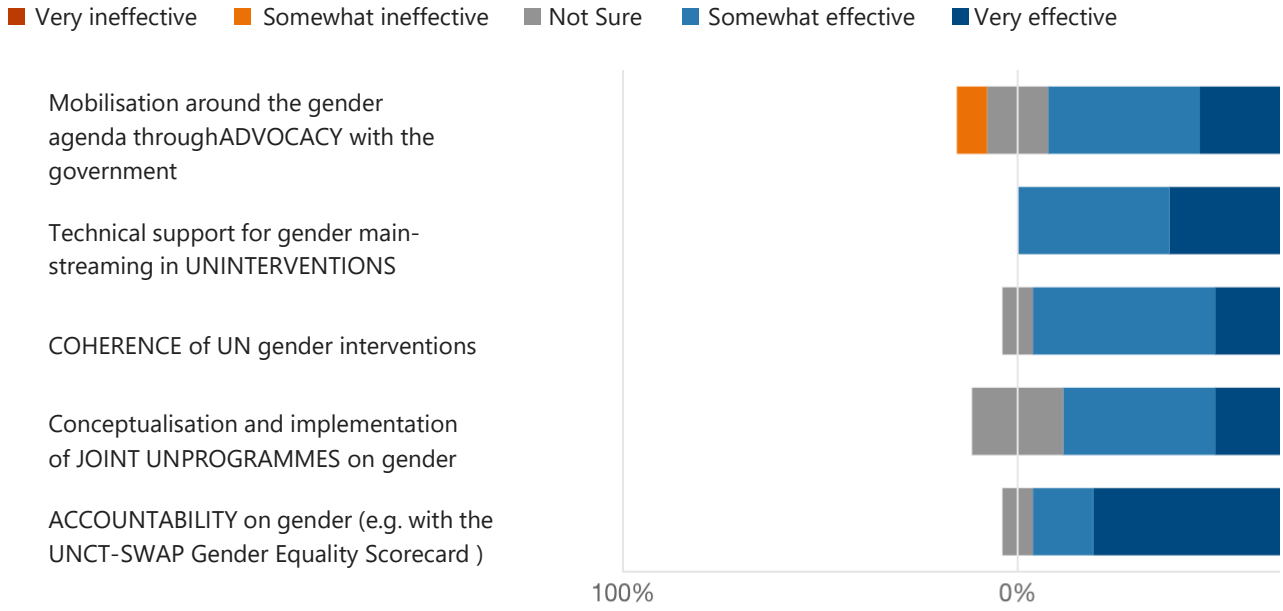
Resident Coordination Office	1
FAO	0
OHCHR	3
IFAD	0
OCHA	0
IOM	1
ILO	0
WHO	1
UN Environment	0
UNAIDS	1
WFP	0
UNDP	0
UNESCO	1
UNFPA	2
UNHCR	0
UNICEF	1
UNOPS	1
Other	1

8. Since 2017, what UN coordination mechanisms, if any, have you participated in?

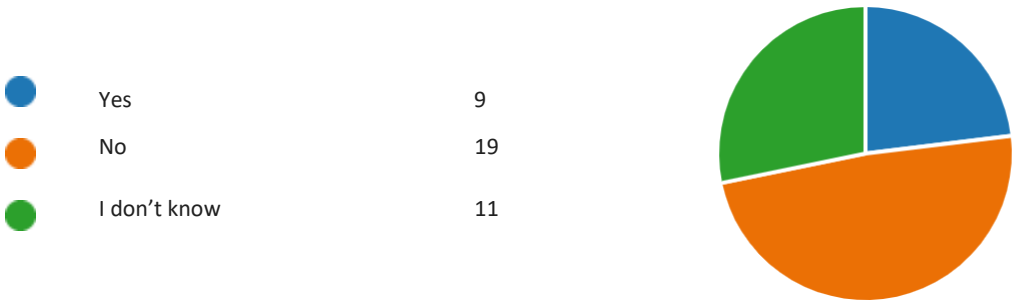
United Nations Country Team (UNCT)	5
Inter-Agency Thematic Group on Gender, Race & Ethnicity (IATG-GRE)	11
Operations Management Team (OMT)	2
Communications Group (UNCG)	3
Youth Advisory Group	7
Joint Team on HIV/Aids	6
Working Group UNAIDS (GT UNAIDS)	5
Programme Management Team (PMT)	3
PSEAH Network (Prevention of sexual exploitation, abuse and harassment)	2
Inter-Agency Theme Group on the Sustainable Development of Legal Amazon (SDLA)	1
Inter-Agency Coordination Platform for Refugees and Migrants from Venezuela (R4V)	5
Other	1



9. How effectively has UN Women contributed to STRENGTHENING CO-ORDINATION on gender with the UN system in the following areas?

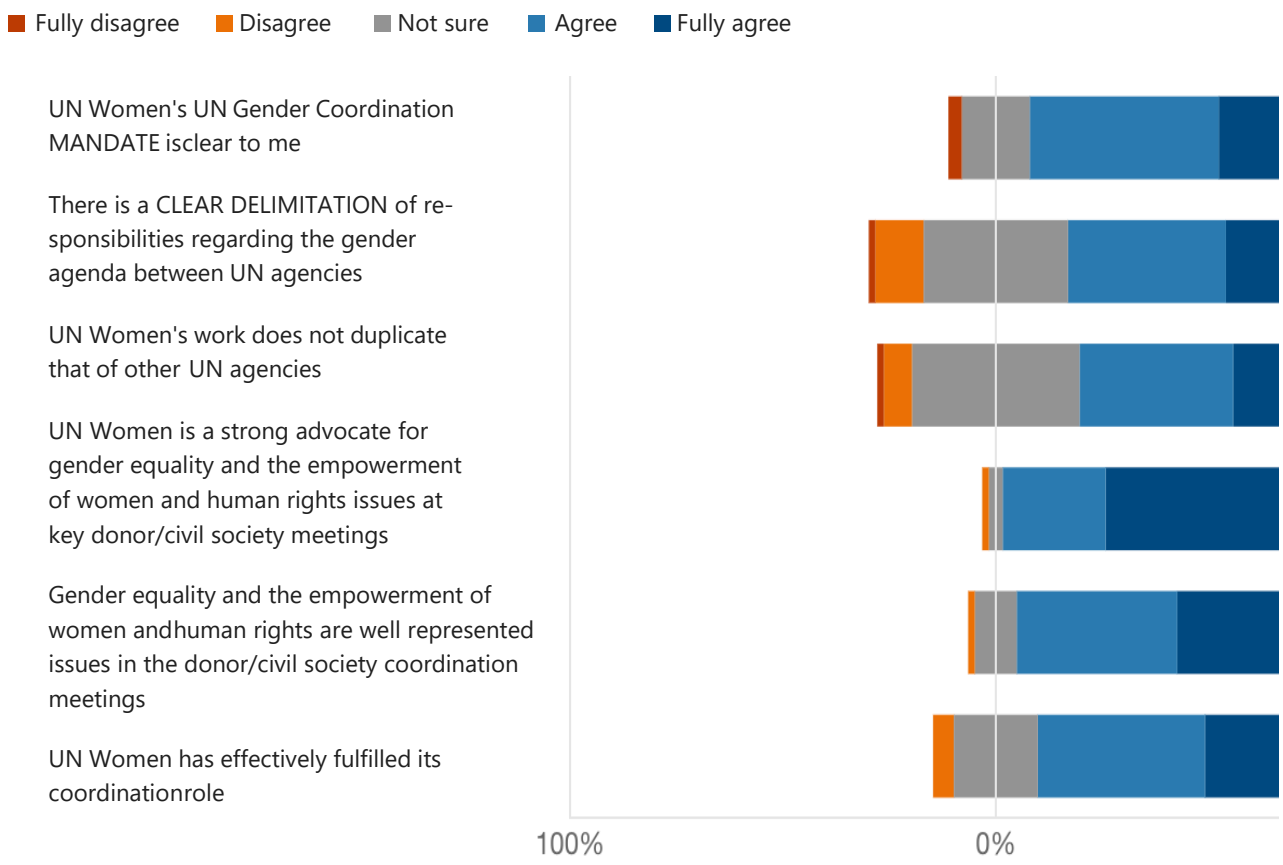


10. Since 2017, has your organisation been a member of the Civil Society Advisory Group established by UN Women?



11. How are gender equality and human rights positioned in your organisation's priorities?

12. Please indicate the extent to which you agree with the following statements regarding UN Women's coordination role.



13. In your opinion, to what extent does the UN system mainstream gender?

62

Responses

3.89 Average Rating

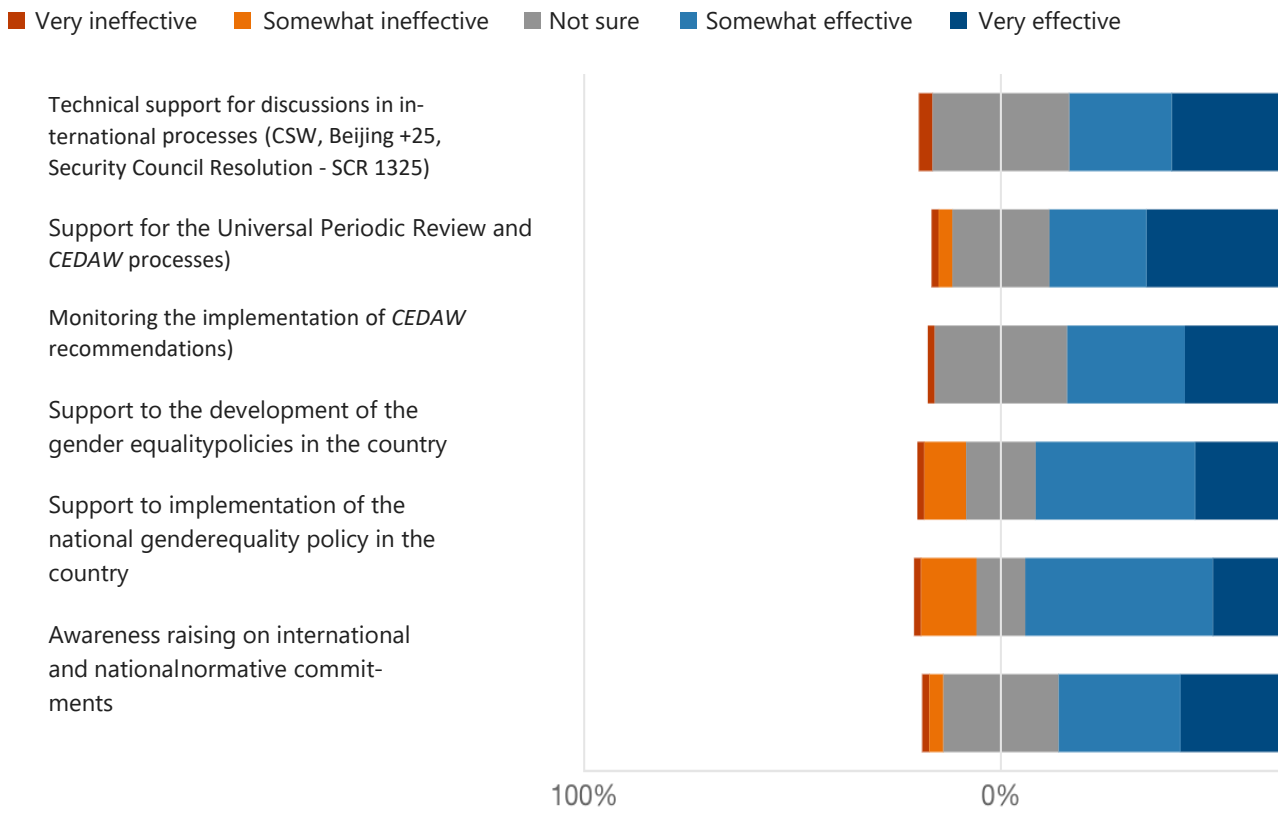
14. Please indicate how UN Women's support in coordination can be improved, if at all.

Answers to this question were considered confidential.

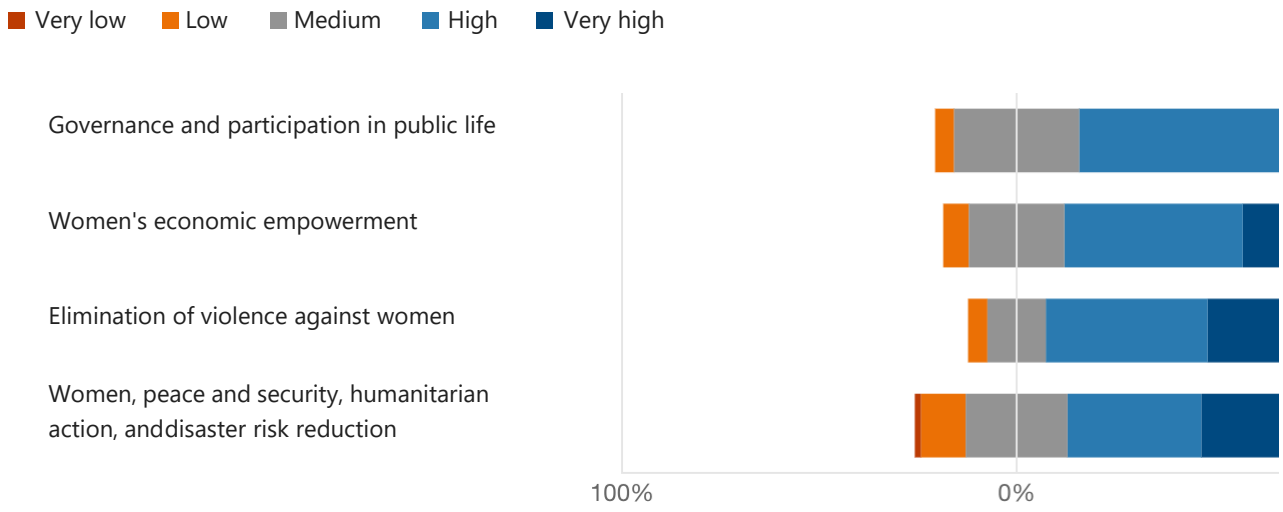
15. Please indicate your level of satisfaction with UN Women's work regarding the

following assertions?

16. How effectively has UN Women contributed to NORMATIVE work in the following areas?



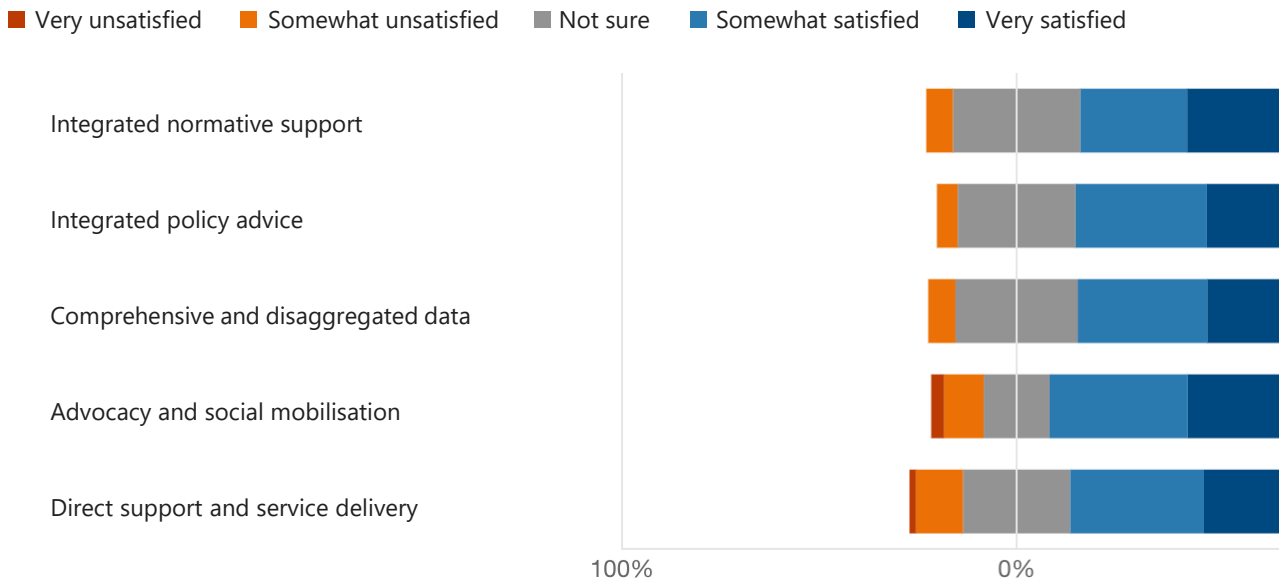
17. Please rate the level of value added by UN Women in the areas listed below.



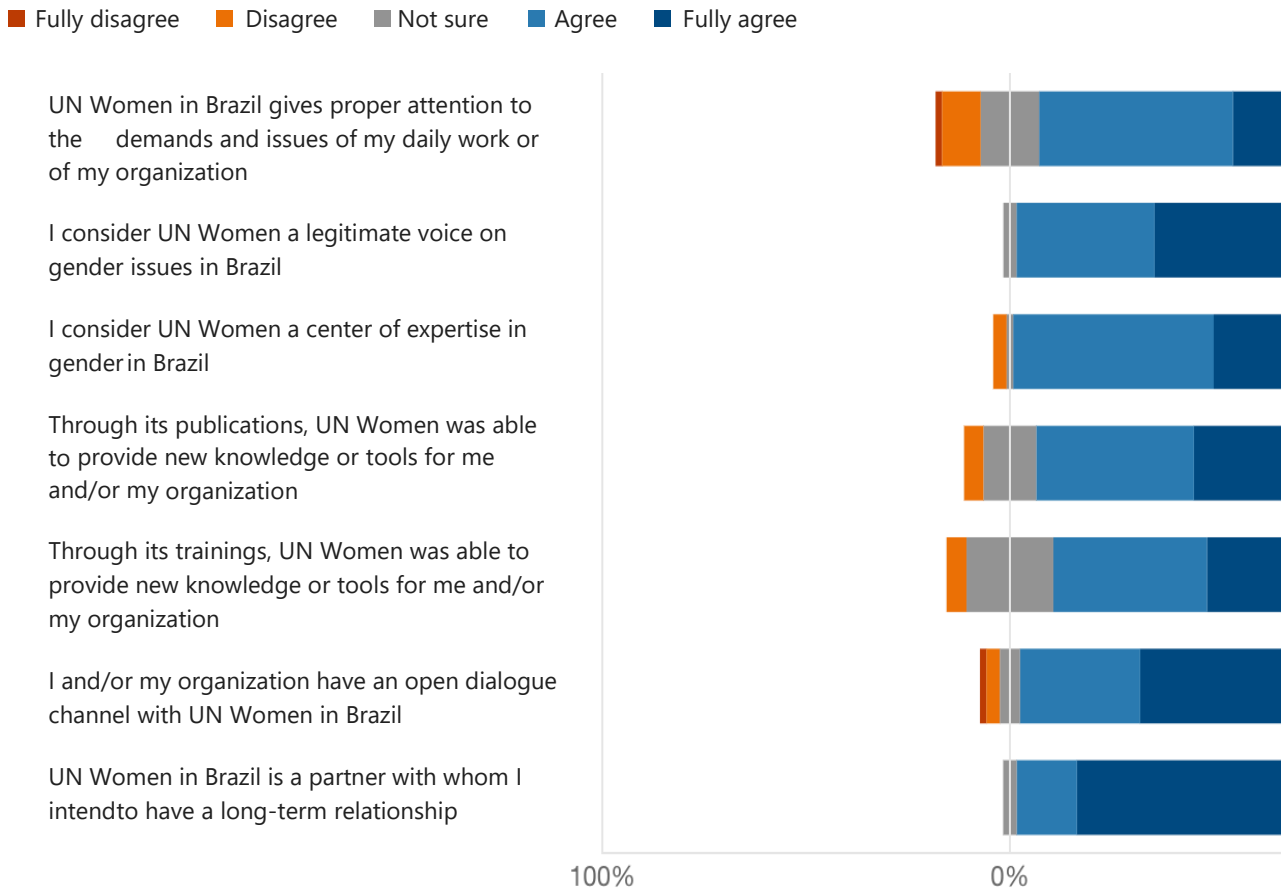
18. What areas, if any, require MORE ATTENTION from UN Women to advance its mission for the empowerment of women and gender equality?

Answers to this question were considered confidential.

19. Please indicate your level of satisfaction with the SUPPORT PROVIDED TO PARTNERS by UN Women in the following areas.



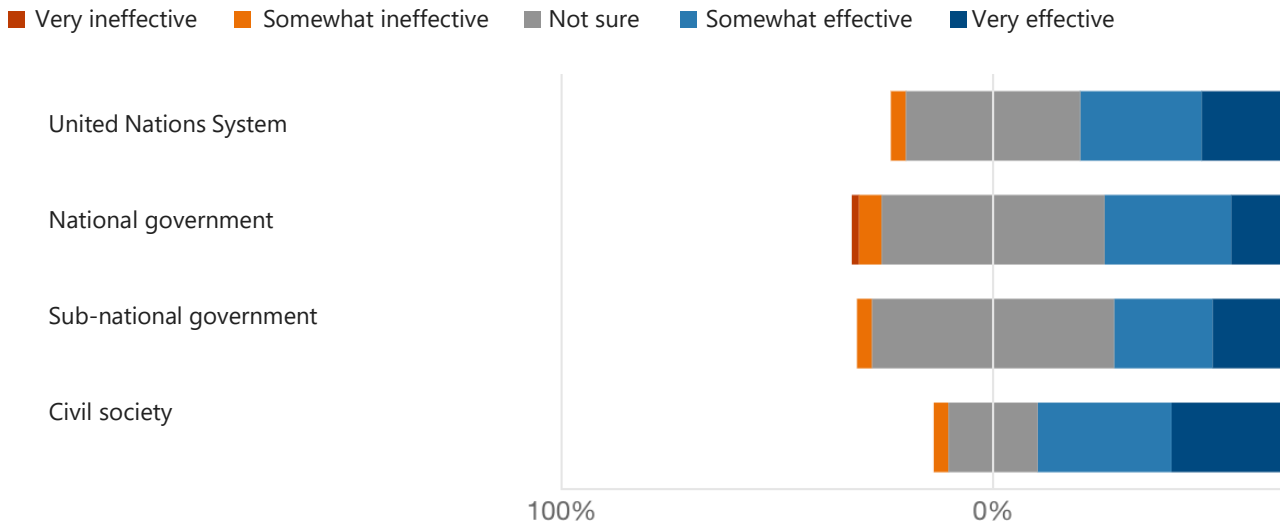
20. Taking into account the period from 2017 to the end of 2021, please indicate to what extent you agree with the following statements about UN Women's work in Brazil.



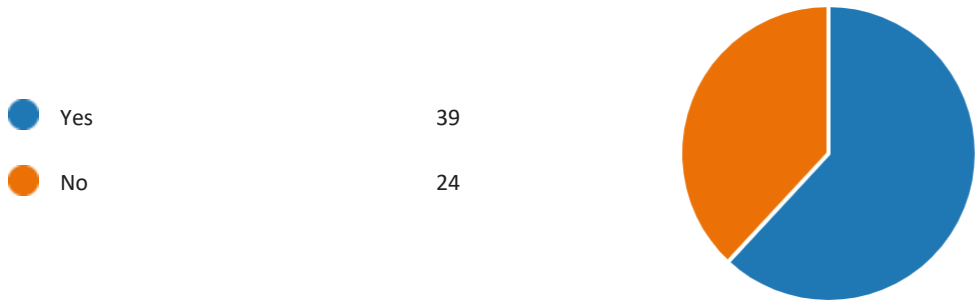
21. Can you give examples of where UN Women's partnerships could bestrengthened, if at all?

Answers to this question were considered confidential.

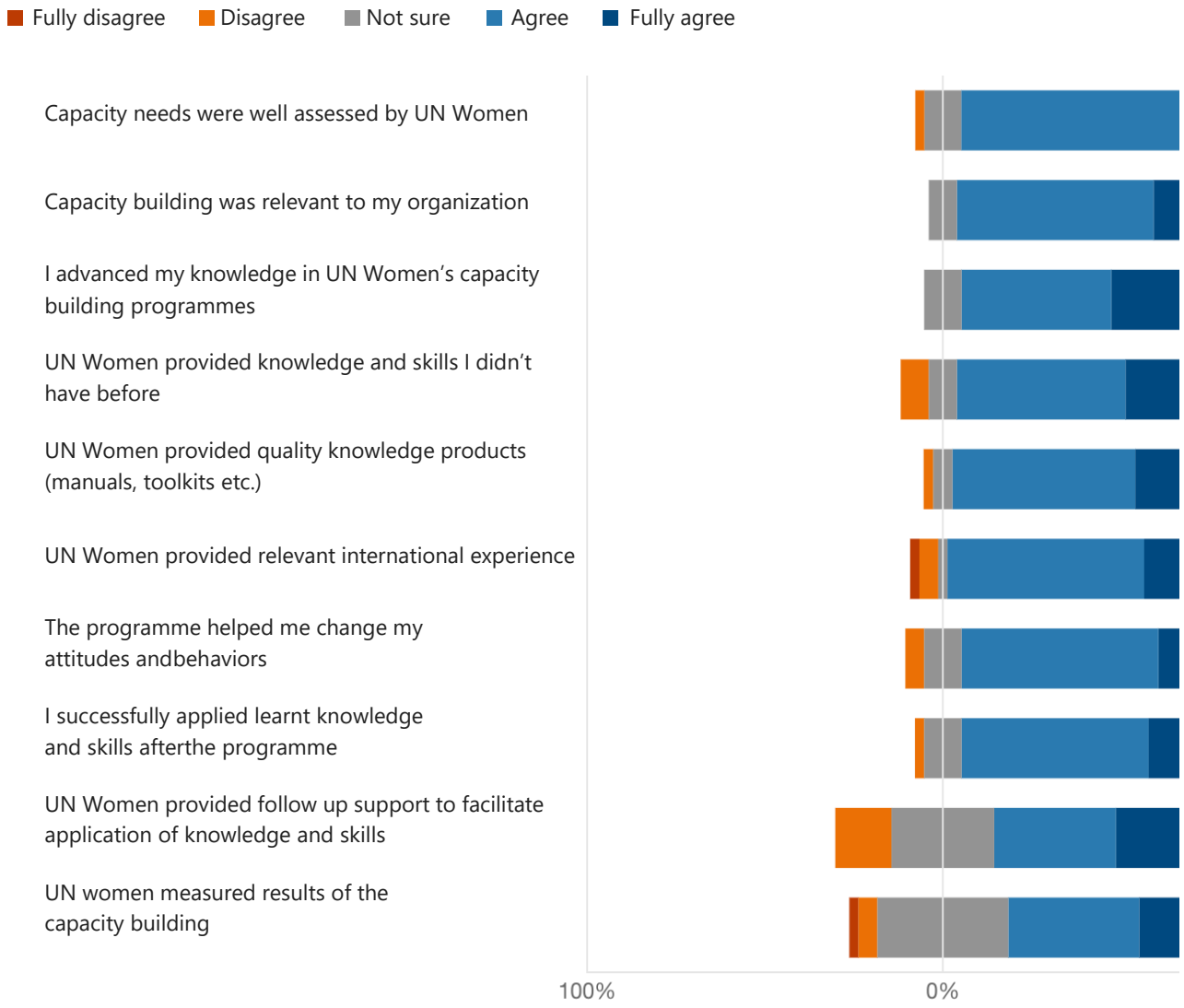
22. UN Women works to strengthen the capacity of its partners to develop andimplement gender-responsive policies, strategies, frameworks and programmes. **Please assess UN Women's effectiveness in its CAPACITYBUILDING efforts with the following partners.**



23. Have you participated in UN Women's training and capacity building activities?



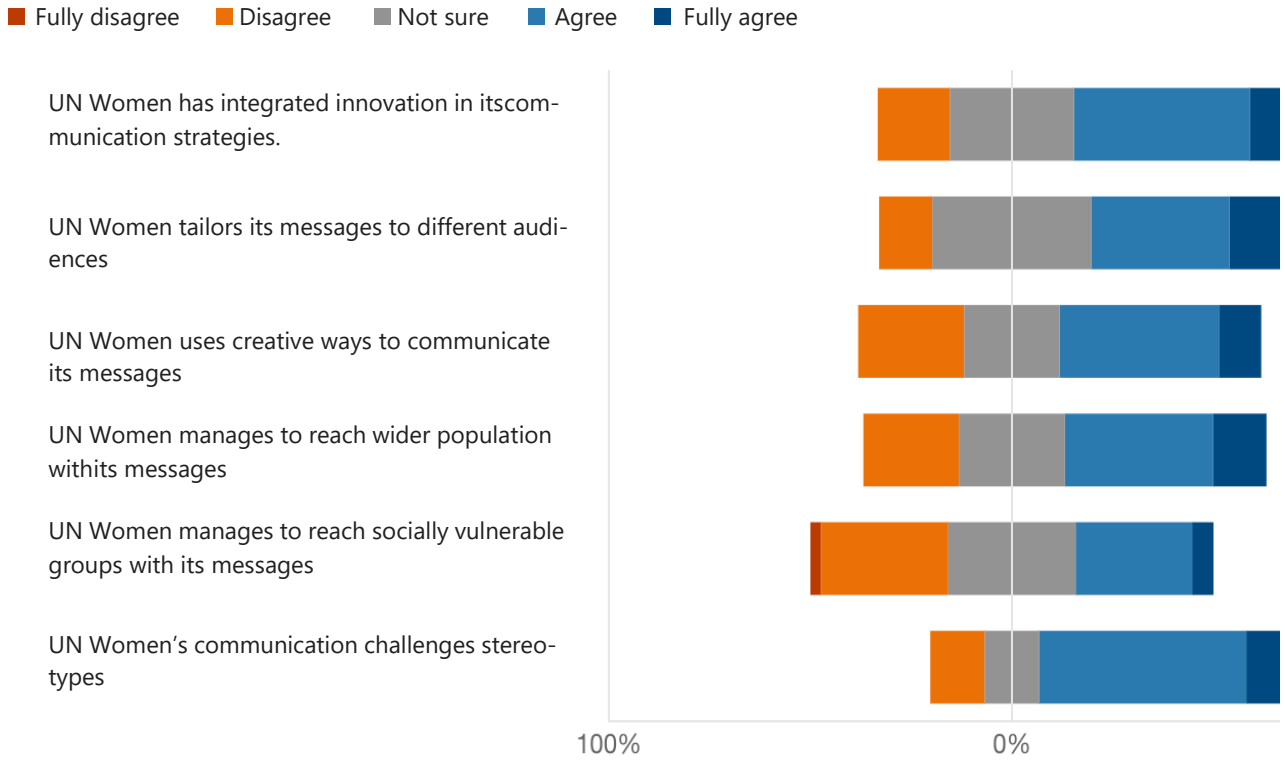
24. To what extent do you agree with the following?



25. Please expand on your answer on any of the above aspects

Answers to this question were considered confidential.

26. To what extent do you agree with the following statements about UN Women's approach to communication?



27. Have you used any research, knowledge products or other documents produced by UN Women in your work? If yes, please provide more informationon what publication or data you used and how.

Answers to this question were considered confidential.

28. Please assess the extent to which UN Women has effectively ADAPTED its programme of work to the changing context in the country, including to COVID-19.

Answers to this question were considered confidential.

29. Please provide 1 or 2 examples of where the Office's work has been effectively adapted to the changing context, if at all.

Answers to this question were considered confidential.

30. Please use this space to suggest 2-3 ACTIONS for UN Women regarding itsapproach to achieving gender equality and women's empowerment in thecountry.

Answers to this question were considered confidential.

6.15 Additional figures and tables

6.15.1 Reported achievement of indicators – Impact 1

Self-reported achievement of indicators by the Office related to Governance and Participation largely exceeding targets, although these were not representative nor accurate; higher level contribution to public policy was less visible.

Level	Indicator	Target	% of target met
Impact 1: Women lead, participate in and benefit equally from governance systems			
Outcome 1.1: Women, particularly those facing multiple forms of discrimination, increasingly participate in decision-making processes; and influence formulation, implementation and monitoring of national and subnational laws, policies, plans and budgets	1.1G Percentage of women elected for the Lower House, disaggregated by race and ethnicity	15%	100%
	1.1M Number of initiatives on Parity Democracy implemented by the government, the parliament, the electoral justice, and political parties with UN Women's support (each year)	35	54%
	1.1N Number of national and subnational M&E mechanisms of plans of policies for women in full operation	2	100%
Output 1.1.1: National and subnational governments, the parliament, political parties and the electoral monitoring body have enhanced capacity to formulate, implement and monitor laws, policies, plans and budgets responsive to the needs of women and girls, particularly those facing multiple forms of discrimination	1.1.1A Number of knowledge products on Parity Democracy developed by UN Women (each year)	13	162%
Output 1.1.2: Women and gender equality advocates, particularly those facing multiple forms of discrimination, have enhanced capacity to participate in decision-making processes; and to influence formulation, implementation and monitoring of national and subnational laws, policies, plans and budgets to promote women's rights, governance and participation	1.1.2A Number of women candidates with increased knowledge and skills on the electoral system and on Parity Democracy, with UN Women's support (cumulative)	700	200%
	1.1.2B Number of women and gender equality advocates with increased knowledge and skills to influence and monitor national and subnational policies and plans to promote women's rights, Governance and Participation, with UN Women's support (cumulative)	40	3,537%

Source: Annual Reports 2017-2021 reported by the office.

6.15.2 Reported achievement of indicators – Impact 2

Self-reported achievement of about half of indicators related to economic empowerment were achieved or exceeded during the period.

Result	Indicator	Target	% of target met
Impact 2: Women have income security, decent work and economic autonomy			
Outcome 2.1: Policies and strategies of public and private companies and institutions to strengthen women's economic rights and opportunities are adopted, implemented, and monitored	2.1A Number of companies that adopted, implemented and monitored gender equality action plans (each year)	200	84%
	2.1C Percentage of women not contributing to the national social security scheme	32%	82%
	2.1E Percentage of gender pay gap	27%	322%
Output 2.1.1: National and subnational governments, public and private companies and institutions have enhanced capacity to formulate, implement and monitor policies and strategies to promote decent work, social protection and entrepreneurship for women, particularly those facing multiple forms of discrimination	2.1.1A Number of companies and institutions that developed gender equality action plans with UN Women's support (each year)	80	36%
	2.1.1B Number policy frameworks in support of gender-responsive social protection systems and decent work developed and implemented with UN Women's support (cumulative)	3	33%
Output 2.1.2: Women's business enterprises and women entrepreneurs have enhanced capacity to participate in dialogues and to influence strategies of public and private companies and institutions, with special focus on gender-sensitive procurement policies	2.1.2A Number of women entrepreneurs who participated in dialogues with UN Women's support (each year)	300	303%
Output 2.1.3: Women and gender equality advocates, particularly those facing multiple forms of discrimination, have enhanced capacity and opportunities to participate in decision-making processes, and to promote decent work and gender-responsive social protection and macroeconomic policies	2.1.3A Number of advocacy initiatives to promote decent work and social protection led by women's organizations with UN Women's support (each year)	2	150%

Source: Annual Reports 2017-2021

6.15.3 Reported achievement of indicators – Impact 3

Self-reported achievement of most targets in the area of elimination of violence against women were largely exceeded over the period**.**

Level	Indicator	Target	% of target met
Impact 3: All women and girls live a life free from all forms of violence of violence			
Outcome 3.1: An enabling legislation, policy and social environment is in place to prevent and respond to violence against women and girls	3.1A: Number of states that use protocols to investigate feminicides (cumulative)	8	113%
	3.1B: Number of formal and non-formal education institutions that use one or more of UN Women's curricula on gender equality (cumulative)	50	194%
Output 3.1.1: Prevention strategies (education, awareness raising, community mobilization, evidence-based advocacy) increase the knowledge of women, girls, men and boys on violence against women and girls	3.1.1A Percentage of people who received one of UN Women's curricula on gender equality that disagree that men are naturally aggressive and therefore tend to be violent when they get nervous	57%	148%
	3.1.1B Number of people reached by UN Women's communication initiatives on Ending Violence Against Women and related issues (each year)	12,000,000	846%
Output 3.1.2: Strengthened capacities of national and subnational authorities and partners to implement and monitor laws, policies, strategies and budgets to respond to violence against women and girls (Maria da Penha Law, Feminicide Law, Network of Services, Ligue/Clique 180, Justice Reform)	3.1.2A Number of partners that adapt the guidance on essential services for women and girls in situation of violence with UN Women's support (cumulative)	6	0%
	3.1.2B Percentage of partners who benefit from UN Women's initiatives, who report being better prepared to defend rights, and sustain prevention and response to violence against women and girls	60%	100%

Source: Annual Reports 2017-2021

6.15.4 Reported achievement of indicators – Communications

Self-reported achievement of all targets related to communications capacity were nearly or fully met.

Result level	Indicator	Target	% of target met
Output 4.3: Increased UN Women Country Office communication capacity	4.3E Number of followers of HeforShe social networks (cumulative)	68,000	94%
	4.3F Number of mentions of UN Women in the media (each year)	4,500	201%
	4.3G Number of followers of Brazil CO social networks (cumulative)	400,000	115%

Source: Annual Reports 2017-2021