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## **EVALUATION OF DEVELOPMENT ACCOUNT PROJECT 10/11 F**

**Improving quantification of women's  
unpaid work in support of poverty  
eradication policies**



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of poverty eradication policies**

**Final evaluation report**

Prepared by: Eva Otero

This report was prepared by Eva Otero, an external consultant, who led the evaluation. Ms. Otero worked under the general guidance of Alejandro Torres Lépori, Chief of the Programme Planning and Evaluation Unit of the Programme Planning and Operations Division of the Economic Commission for Latin America and the Caribbean (ECLAC), and Nurit Bodemann-Ostow, Programme Officer of the same unit, who provided strategic and technical guidance, coordination, and logistical support. The evaluation also benefited from the assistance of María Victoria Labra, Programme Assistant, Natalia Rodríguez, Team Assistant, and Alejandra Reyes, Programme Assistant, also of the Programme Planning and Evaluation Unit in the Programme Planning and Operations Division of ECLAC.

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All comments on the evaluation report by the Evaluation Reference Group and the evaluation team of the Programme Planning and Evaluation Unit were considered by the evaluator and duly addressed in the final text of the report, where deemed appropriate. The evaluator's responses to these comments are noted in a separate document submitted by the evaluator and circulated among ECLAC implementing partners. Moreover, as part of the follow-up to this evaluation, the response of the ECLAC management to the evaluation will be made publicly available.

The views expressed in this report are those of the author and do not necessarily reflect the views of the Commission.

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Carolina Cavada	ECLAC
Cecilia López	Parliamentarian, Colombia
Cirila Gutiérrez	National Institute of Statistics and Informatics (INEI), Peru
Clara Fassler	Red Género y Familia, Uruguay
Eddy de León	Presidential Secretariat for Women (SEPREM), Guatemala

Elizabeth Quiroa	Presidential Secretariat for Women (SEPREM), Guatemala
Elsa Carolina Mantilla García	National Administrative Department of Statistics (DANE), Colombia
Félix Vélez	National Institute of Statistics and Geography (INEGI), Mexico
Flor María Hernández	National Institute of Statistics (INE), Guatemala
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Lydia Gonzalez	National Institute of Statistics and Census, Costa Rica
Macarena Bolados	ECLAC
María Eugenia Gómez	National Institute of Statistics and Geography (INEGI), Mexico
María Eugenia Villamizar	Independent consultant
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## ACRONYMS

<b>AECID</b>	Spanish Agency for International Development Cooperation
<b>CAUTAL</b>	Classification of time-use activities for Latin America and the Caribbean
<b>CDO</b>	Capacity Development Office
<b>DANE</b>	National Administrative Department of Statistics (Colombia)
<b>ECLAC</b>	Economic Commission for Latin America and the Caribbean
<b>ENCOVI</b>	National Living Standards Survey (Guatemala)
<b>ICATUS</b>	United Nations International Classification of Activities for Time-Use Statistics
<b>ILO</b>	International Labour Organization
<b>IMU</b>	Institute of Investigation and Development of Women (El Salvador)
<b>INE</b>	National Institute of Statistics (Chile and Guatemala)
<b>INEGI</b>	National Institute of Statistics and Geography (Mexico)
<b>INEI</b>	National Institute of Statistics and Informatics (Peru)
<b>ISDEMU</b>	Salvadoran Institute for the Development of Women
<b>M&amp;E</b>	Monitoring and Evaluation
<b>NSO</b>	National statistical office
<b>ORMUSA</b>	Organization of Salvadoran Women for Peace
<b>SEPREM</b>	Presidential Secretariat for Women (Guatemala)
<b>SIDA</b>	Swedish Development Agency
<b>Umoja</b>	United Nations enterprise resource planning system
<b>UNDP</b>	United Nations Development Programme
<b>UNFPA</b>	United Nations Population Fund
<b>UN-Women</b>	United Nations Entity for Gender Equality and the Empowerment of Women

## EXECUTIVE SUMMARY

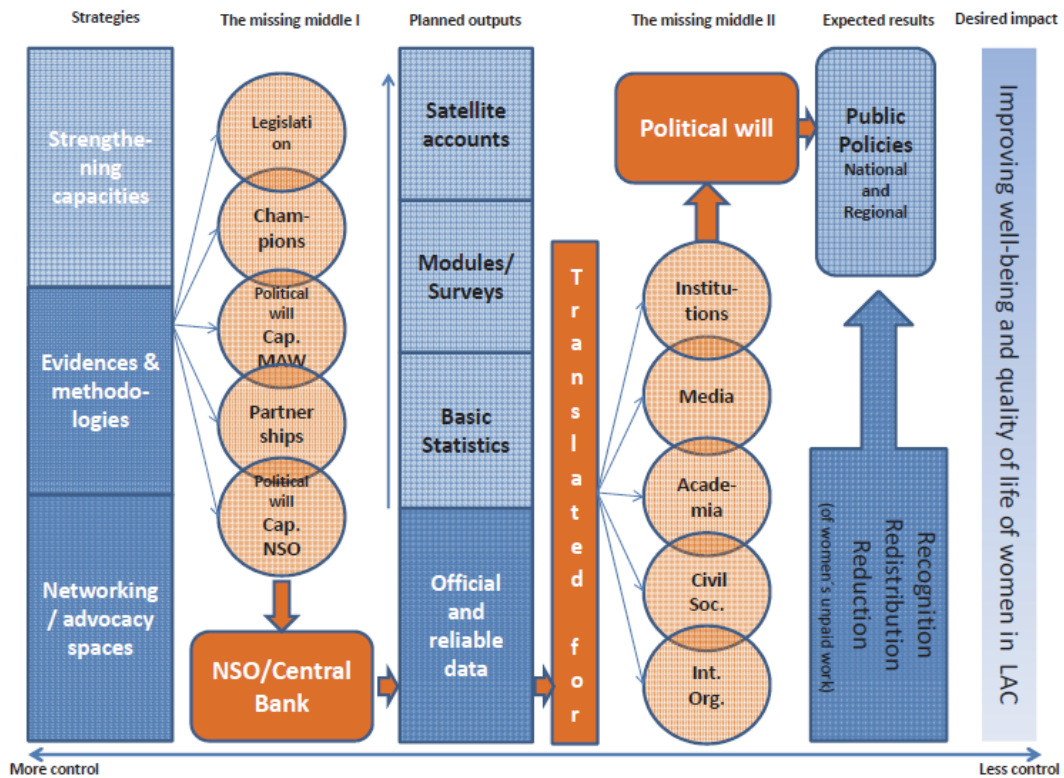
### 1.1 Approach and methodology

1. The object of this evaluation was the Development Account project 10/11 F “Improving quantification of women’s unpaid work in support of poverty eradication policies” implemented by the Division for Gender Affairs of the Economic Commission for Latin America and the Caribbean (ECLAC) between September 2010 and December 2013.
2. The main objective of the project was to increase the capacity of national governments in Latin America and the Caribbean to formulate public policies that promote gender equality and contribute to poverty reduction through implementation of time-use surveys for the measurement of women’s unpaid work, to demonstrate how this limits their access to economic resources.
3. This evaluation was summative in nature and focused on measuring and analysing the project’s contribution to the overall results attained in the region.
4. The specific purposes of the evaluation, according to the terms of reference were to: (1) take stock of the results obtained by the project and evaluate the extent to which it achieved its objectives; (2) analyse the design of the project as well as the relevance of its stated goals; (3) assess the project’s level of effectiveness and efficiency in implementing its activities, including the level of coordination among implementing partners and assess the project’s strategic partnerships; (4) evaluate the sustainability of the project; and (5) identify learning in the project implementation process that can serve to inform future development projects undertaken either by ECLAC or other United Nations entities.
5. The evaluation followed a six-step process: (1) engaging stakeholders and conducting a brief needs assessment; (2) defining the project and evaluation framework; (3) refining the evaluation framework and data collection tools; (4) gathering evidence; (5) consolidating data and writing the report; (6) sharing the draft report with the main users for feedback prior to finalization.
6. The evaluation used a mixed-method approach, combining qualitative and quantitative methods. The following research tools were used: desk review; stakeholder map analysis; field visits to three countries; in-depth interviews and focus group discussions with 58 people; an online survey completed by 300 stakeholders; and a debriefing meeting with the project’s managers.
7. The scope of the outputs and strategies was broad and spread across a large geographical area. Consequently, the evaluation focused on accomplishments during the course of the evaluation, emphasizing how change occurred.



## 1.2 Theory of change

Diagram 1  
THEORY OF CHANGE



Source: Prepared by the evaluator.

### Explaining the theory of change

8. During the evaluation, the evaluator developed a theory of change based on inputs from numerous stakeholders (see diagram). That theory of change offers a simple visual framework for understanding the contribution of each element of work and how each fits into the wider change processes. The ultimate goal of the project (desired impact) is at the far right and the concrete strategies implemented during the course of the initiative to achieve that goal are built up from the left.

### Expected results: public policies

9. The desired impact of the project, as expressed by most stakeholders, was to increase the quality of life and well-being of women in Latin America and the Caribbean. To do this, public policies seeking to achieve the redistribution, reduction and recognition of women's unpaid work were needed both at the national and decentralized levels. Such public policies can focus on social infrastructure for the care of children, persons with disabilities or older persons; transport and security; programmes for equipment and

goods, such as grants for domestic white goods; or changes to the legal and institutional framework and access to justice.

### **Planned outputs: the production of statistical data**

10. To ensure their relevance, public policies should be based on official empirical data (time-use surveys and satellite accounts), which should be produced consistently and at regular intervals by national statistical offices (NSOs).

### **The missing middle II**

11. Time-use surveys and satellite accounts have great potential to serve as inputs for policies on gender equality. However, there is a “missing middle” since statistical data do not transform automatically into public policies. A series of social forces needs to put pressure on legislators to effectively generate public policies based on that empirical evidence. Those social forces include State agencies, the media, academic institutions, civil society, and international organizations.

### **Strategies**

12. The most governable area of the project was that relating to the strategies designed to contribute to making the expected outputs a reality. The project followed three types of strategy: (1) capacity-strengthening (through technical assistance and online learning); (2) production of evidence (high-quality publications); and (3) facilitation of forums for networking and influencing policy (national and international meetings, workshops and events).

### **The missing middle I**

13. Nevertheless, even the full implementation of these strategies did not guarantee that the countries began (or continued) the process of producing reliable statistical data on the time that women spend on unpaid work. The people consulted identified a series of factors which contributed to the translation of capacity and evidence into official statistical data: (1) specific legislation to mandate and regulate the production of such statistics; (2) partnerships among users and producers of time-use statistics; (3) backing of “champions”; (4) a strong national machinery for the advancement of women with this issue high on its agenda; and (5) receptive and sensitized NSOs and central banks.

## **1.3 Main findings**

### **Design**

14. The logical framework approach used to formulate the project may not have been the most appropriate to capture the complexity of the changes needed to achieve gender equality. A more suitable approach might have been the theory of change model, which makes explicit the assumptions or theories about why a project is pursuing social change and how it can achieve that change.

15. Once the logical framework was negotiated, it became a rigid tool with little space for modification even when it became obvious that new dimensions, such as work on quantification, needed to be added.

16. A theory of change approach would have helped those implementing the project to take strategic rather than reactive decisions, for example, in relation to the selection of partners or the number of countries where the project was being carried out. Though it was recognized as being responsive and inclusive, according to many stakeholders, the project's geographical scope became too wide.

### **Relevance**

17. When the project was formulated the issue of the measurement and valuation of unpaid work was becoming increasingly relevant in Latin America and the Caribbean and has remained so throughout the project's implementation period, particularly among official producers of statistics, although less so among the women's movement.

### **Contributions of the project**

18. Enormous progress has been made on the measurement of unpaid work in the region in recent years and this project contributed significantly to these achievements, beyond the parameters set out in the project document.

19. Important contributions were made to the improvement of the quality of the measurement and quantification instruments in a number of countries, most significantly, through the provision of methodological and conceptual support.

20. Two methodological contributions should be highlighted. Firstly, the project contributed significantly to the incipient acceptance of the classification of time-use activities for Latin America and the Caribbean (CAUTAL) by NSOs in the region. Secondly, the project contributed to the adoption of the "total work time" indicator as an important policy tool in the region.

21. The Division for Gender Affairs also contributed through this project to placing and keeping the topic high on the agenda of the official producers of statistics in the region. This was done through platforms such as the Working Group on Gender Statistics of the Statistical Conference of the Americas, which has been an effective mechanism for coordinating and encouraging the production and analysis of gender statistics in Latin America.

22. At the national level, the project was successful in influencing decision makers inside the organizations entrusted with the production of official statistics and helped, in particular, to secure the participation of central banks.

### **Implementation of planned activities**

23. The activities carried out differed somewhat from those planned, though on the whole they were consistent with the established strategies: national and regional meetings were organized and promoted, technical assistance was carried out and specialist publications financed. In many cases, more activities were conducted within each strategic area than originally planned.

### **Quality of activities**

24. According to user feedback, the quality of the activities carried out under the project was perceived to be very high. Users were largely unanimous on this point when referring to the evidence-based research produced by ECLAC and to the online courses.

25. User perceptions of the quality of technical assistance were less favourable. Two reasons were identified for this. Firstly, on occasion there were conflicts of expectations between beneficiary institutions and ECLAC in relation to the duration, intensity and content of technical assistance. Secondly, many users did not perceive the activities to be part of a wider process.

### **Partnerships**

26. The ECLAC Division for Gender Affairs, together with the Statistics Division and the Statistical Conference of the Americas, has built a solid alliance with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), which has become a promotional force for keeping this issue firmly on the Latin American and Caribbean agenda. Although no formal links were created, the project complemented the work on this theme being carried out by other United Nations agencies, such as the United Nations Population Fund (UNFPA).

27. Under this project, ECLAC established just one partnership with a civil society organization working on this issue in Latin America and the Caribbean.

28. However, of more importance is how ECLAC promoted coordination between partners rather than how it interacted with partners. In this connection, there is solid evidence that the project contributed in various countries to the creation or strengthening of national technical teams working on the issue of measurement and valuation of unpaid work.

### **Value for money**

29. The project contributed significantly to the achievement of the expected outcomes, which is particularly impressive given the relatively small amount of funding spread across a large number of activities, countries and partners, and the limited time frame. It is therefore fair to conclude that the project represented good value for money.

30. The monitoring system, including for financial oversight, did not help those implementing the project to take informed strategic decisions. In fact, the different reporting tools were exclusively geared to meeting donor requirements (annual reports) and the internal administrative requirements of the organization (mission reports).

### **Sustainability**

31. The more permanent changes promoted by the project are those relating to changes in individual capacity, including the acquisition of knowledge, increased confidence and positive attitudes. Changes made in institutional capacity appear to be more fragile and vulnerable to erosion.

32. A fundamental factor in sustaining progress made at the institutional level is the dissemination of information with a view to stimulating demand for data from surveys and valuation analysis.

33. In general, the progress made is not sufficiently embedded to be fully sustainable at this stage. Progress in every aspect of this theme —legislation, personal and organizational capacity, and partnerships— depends on continued funding and support.

## **1.4 Key lessons learned**

### **The theory of change approach**

34. Perhaps the most important lesson learned is that a complete theory of change should be developed for any project and that the technical aspects of data production and comparability should be addressed meticulously and thoroughly.

35. Having a complete and well-defined theory of change does not mean that the project's executing agency has to be engaged in every step of the process. It is important to keep in mind that the mandate of ECLAC is finite and it is legitimate to demarcate the roles of the organization and of others involved in the project.

### **The importance of a monitoring and evaluation system geared to learning**

36. Project managers and principal representatives in each country should take into account the general theory of change and specific theories of change for each country, and should reflect on what action had been taken, why it had been taken and what follow-up was needed. Those three elements form the basis of a monitoring system that aims to inform strategic decisions.

### **The influence of ECLAC**

37. ECLAC is an influential actor in the processes of political advocacy at the national and regional levels. Its spheres of influence, such as the Statistical Conference of the Americas, have been essential to maintain the issue of measurement of unpaid work on regional and national agendas.

### **Key factors for achieving influence through national technical teams**

38. National technical teams have greater influence when they are made up of the right representatives from the proper institutions. In order to determine who should be part of these teams an analysis of the context and power dynamics is essential.

39. Machineries for the advancement of women must be involved in this process. They are the primary client of the statistical data and are responsible for translating that data for other audiences. If they do not fulfil that role, the sustainability of the accomplishments can be compromised.

### **Horizontal cooperation**

40. Exchanging knowledge through horizontal cooperation has been identified as the most effective way of building the necessary capacity in the countries and addressing common challenges together. ECLAC is uniquely placed to facilitate this exchange among national partners.

## **1.5 Recommendations**

### **(a) For the Department of Economic and Social Affairs**

#### **A theory of change approach should be applied when designing policy-influencing projects**

41. The Department of Economic and Social Affairs should initiate a dialogue with member States about the possibility of using different approaches depending on the nature of the project to be funded. For projects that aim to influence policy, it is recommended to adopt a design approach based on a revisable theory of change.

#### **Projects would benefit from a greater flexibility in how resources can be used during implementation**

42. More flexibility should be allowed in how resources are used within an approved budget.

#### **The topic of measuring and quantifying women's unpaid work should receive continued support**

43. Where feasible, funding should be continued and support given in this area of work, as it is key to sustaining the changes accomplished and to moving forward on the implementation of the theory of change.

### **(b) For ECLAC**

#### **ECLAC should take a theory of change approach to planning**

44. Regardless of donor requirements, it would be advisable for the ECLAC to take a theory of change approach to planning. This would help the organization to cope with ever greater challenges, such as the increasing demand for data from time-use surveys among policymakers. Particular attention should be paid to identifying partners who could help the organization achieve specific goals, such as the women's movement and, in particular, machineries for the advancement of women.

#### **ECLAC should increase its focus on policy-influencing strategies**

45. Advocacy was an important element in this project and an area in which ECLAC exerted considerable influence. A more deliberate emphasis should be placed on advocacy in future interventions.

#### **When designing and implementing activities, ECLAC should consider their potential impact within the wider theory of change**

46. ECLAC must consider the potential impact of its activities on their target audiences. Some stakeholders reported that the project's undertakings appeared to be unrelated to the project's mission. If staff members do not believe a particular activity will contribute to a desired impact, then they must go back to the drawing board.

#### **The design of monitoring and evaluation systems should be geared to informing strategic decisions**

47. ECLAC should seek to identify a quick and simple way to systematically follow up on project results and impacts. The monitoring and evaluation system cannot become an end in itself, but should have specific learning applications for the organization. An evaluative framework should be applied to

activities and actors should be encouraged to reflect on what action had been taken, why it had been taken and what follow-up was needed.

**Partners should be involved to a greater extent during the implementation of project activities**

48. ECLAC should increase communication with national partners in order to manage expectations, especially in relation to the intensity of technical assistance. A more tailored approach is recommended to building capacity in the countries, which could mean that the organization should consider working more closely with fewer countries.

**ECLAC should facilitate a horizontal cooperation programme among national partners to build necessary capacity in the countries**

49. Should facilitate exchange programmes among countries to promote the sharing of knowledge among counterpart organizations.

**The data acquired from measuring and quantifying women's unpaid work urgently requires systematization**

50. Knowledge management urgently needs to be undertaken for the purposes of institutional learning and to ease the workload by enabling partners to find the information they need autonomously.

**ECLAC staff members should proud of what they do**

51. When asked what it should do differently, many respondents urged ECLAC to continue what it was doing because it was making a difference.

## I. INTRODUCTION

1. The task of an evaluator is never an easy one. One can never presume to know an organization after a few weeks of interaction in the same manner as those who work in the organization day in and day out. An evaluation seeks to capture what was done and the impact of those outputs. Again, the organization will always know better than the evaluator what was done and, even before the evaluation, will have a good sense of the impact. However, the evaluator can offer a set of fresh eyes. By talking to other stakeholders, the evaluator can also offer feedback that others haven't been able to provide directly. In that respect, much of what will be said in this report will not be new to the Economic Commission for Latin America and the Caribbean (ECLAC), particularly the Division for Gender Affairs. As the organization already knows from its work in the region, there is much to celebrate but there is also room to grow. An evaluator's hope is that putting in writing what is already known by the organization can lead to an impetus for change.

## II. OBJECTIVES AND METHODOLOGY OF THE EVALUATION

### 1. Evaluation approach

2. This evaluation is summative in nature and focused on measuring and analysing the project's contributions to the overall results attained in the region.

3. The specific purposes of the evaluation, according to the terms of reference<sup>1</sup> were to: (1) take stock of the results obtained by the project and evaluate the extent to which it achieved its objectives; (2) analyse the design of the project as well as the relevance of its stated goals; (3) assess the project's level of effectiveness and efficiency in implementing its activities, including the level of coordination among implementing partners and assess the project's strategic partnerships; (4) evaluate the sustainability of the project; and (5) identify learning in the project implementation process that can serve to inform future development projects undertaken either by ECLAC or other United Nations entities.

4. The evaluation involved an examination of the project by managers, national stakeholders and wider audiences. The evaluation framework was people-centered, whereby stakeholders were the key actors in the evaluation process and not the mere objects of the evaluation.

5. The evaluation followed a six-step process: (1) engaging stakeholders and conducting a brief needs assessment; (2) describing the project and evaluation framework; (3) refining the evaluation framework and data collection tools; (4) gathering evidence; (5) consolidating data and writing the report; and (6) sharing the draft report with the main users for feedback prior to finalization.

### 2. Methodology

6. The evaluator designed an evaluation matrix<sup>2</sup> taking into account the questions posed in the terms of reference, with inputs from the needs assessment and from the data collection period. The matrix

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<sup>1</sup> See the terms of reference in annex 1.

<sup>2</sup> See the evaluation matrix in annex 2.



focuses on four criteria: relevance; effectiveness and early impact; efficiency and coordination; and sustainability.

7. It is safe to assume that this report does not contain an exhaustive list of all the impacts of the project. To achieve the expected accomplishments of the project, the Division for Gender Affairs conducted activities in line with an implicit theory of change, which was mapped out (see section IV below) after wide consultations with stakeholders.

8. The scope of the outputs and strategies was broad and spread across a large geographical area. Consequently, the evaluation focused on results and impacts during the course of the evaluation, emphasizing how changes happened.

9. The evaluation used a mixed-method approach, combining qualitative and quantitative methods. The following research tools were used:

- (a) Desk review: ECLAC and its partners provided a large body of documents, which included the project document and reports, which were examined together with additional relevant documentation gathered during field visits. The evaluator also reviewed a number of third party reports and official documents.<sup>3</sup>
- (b) Stakeholder map analysis: A comprehensive stakeholder map was drawn up to identify and classify the project's partners and other stakeholders, as well as the staff members involved in implementing the project.<sup>4</sup> Stakeholders were classified according to their relationship with the project and the type of organization to which they belonged. The map served two purposes: to provide a snapshot of the range of the project's partners and to select respondents for interviews and surveys.
- (c) Field visits: Central to the data collection strategy, visits were conducted to three of the countries where activities were carried out under the project: Chile, Colombia and Guatemala. In Chile, data collection activities took place mainly at ECLAC headquarters.
- (d) In-depth interviews: During the field missions and also by phone and Skype, the evaluator conducted semi-structured interviews and small focus group discussions with 58 respondents selected on the basis of the stakeholder map. Efforts were made to ensure that a range of voices were heard covering all the categories of the stakeholder map.
- (e) For each of the interview groups, questions pertinent to the respondents' background were drawn up to obtain answers to some of the core evaluation questions. Although the interview sheets were highly structured, the evaluator was free to follow up on any issues that emerged that were relevant to the core questions.<sup>5</sup>
- (f) Online survey: To ensure that a wide spectrum of views was represented and to collect more quantitative responses, all the partners and staff members identified in the stakeholders map

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<sup>3</sup> See the bibliographical references in annex 3.

<sup>4</sup> See the list of stakeholders in annex 4.

<sup>5</sup> See the interview guidelines in annex 5.

were invited to complete a web survey.<sup>6</sup> The questionnaire, prepared in collaboration with the Programme Planning and Evaluation Unit, was sent in Spanish to 300 stakeholders. Of these, 136 returned a completed or partially completed questionnaire, representing a response rate of 45%. The survey gathered the opinions of a wide range of stakeholders from a range of institutions in 20 Latin American countries.<sup>7</sup>

- (g) Debriefing meeting: a critical part of the analytical process involved sharing preliminary conclusions with the people who had provided the information and, to that end, a debriefing meeting was organized by videoconference with ECLAC staff.
- (h) An Evaluation Reference Group (ERG), comprising a representative of each project implementing partner, was set up to provide feedback on the evaluation's preliminary findings and review the draft evaluation report. Comments by all panel members were consolidated by the Programme Planning and Evaluation Unit and submitted to the evaluator, who addressed them in the revision process.

### **3. Limitations of the evaluation**

10. The project's boundaries were difficult to define for two reasons. Firstly, because the project's resources were used to contribute to the overall subprogramme of the Division for Gender Affairs, and therefore the Division sought to optimize resources by creating synergies with other projects. Secondly, because the project needs to be understood as a part of a wider effort to quantify women's unpaid work, which is a long-term process.

11. It is characteristic of this type of work, which feeds into complex, organic social change with many uncoordinated actors and trends, that its impact can be understood only as a contribution to that change.

12. Time and resource constraints on the evaluation limited the ability to capture all relevant information. This is common, and particularly notable in the face of complex interventions with a broad geographical scope. Though the project was regional, it was not possible to extrapolate the results found in the case study countries (Chile, Colombia, and Guatemala) to other national contexts.

## **III. BRIEF DESCRIPTION OF THE PROJECT**

13. The object of this evaluation is the project "Improving quantification of women's unpaid work in support of poverty eradication policies", implemented by the Division for Gender Affairs of ECLAC between September 2010 and December 2013.

14. The main objective of the intervention was to increase the capacity of national governments in Latin America and the Caribbean to formulate public policies that promote gender equality and contribute

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<sup>6</sup> See the online survey in annex 6.

<sup>7</sup> Argentina, Bolivarian Republic of Venezuela, Brazil, Chile, Colombia, Costa Rica, Cuba, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, Plurinational State of Bolivia, Puerto Rico and Uruguay.

to poverty reduction through implementation of time-use surveys for the measurement of women's unpaid work, to demonstrate how this limits their access to economic resources.

15. In pursuit of that objective, the project sought to accomplish two interim results:

Result 1: National statistical offices (NSOs) of Latin America and the Caribbean have enhanced knowledge and skills to implement time-use surveys to measure women's unpaid work.

Result 2: National machineries for the advancement of women and other governmental authorities enabled to use the information gathered from time-use surveys effectively in address key socioeconomic issues related to gender equality, such as social security gaps, income gaps and care policies.

16. The total budget of the project was US\$ 568,000. Activities were carried out in nine countries in Latin America<sup>8</sup> (according to the project document, the original plan was to implement the project in six countries in Latin America and two in the Caribbean). A further 21 countries and territories in Latin America and the Caribbean were indirect beneficiaries of the project, participating in e-learning activities, as well as workshops and seminars.<sup>9</sup>

17. The project was executed by the Division for Gender Affairs of ECLAC, in collaboration with the Statistics Division of ECLAC, and the Division for the Advancement of Women and the Capacity Development Office of the United Nations Department of Economic and Social Affairs.

18. Decisions on the project were taken by the Division for Gender Affairs, in line with its biennial work plan and often in close consultation with two major partners: the Working Group on Gender Statistics of the Statistical Conference of the Americas and UN-Women.

19. There was also a degree of coordination with the main beneficiaries of the project, the national statistical offices (NSOs) and the national machineries for the advancement of women, and to a lesser degree with other government entities and with a network of experts that assisted on occasion with the production of specific products.

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<sup>8</sup> Brazil, Colombia, Costa Rica, Chile, Ecuador, El Salvador, Guatemala, Peru and Uruguay.

<sup>9</sup> Antigua and Barbuda, Argentina, Bahamas, Barbados, Bolivarian Republic of Venezuela, Cuba, Dominica, Dominican Republic, Grenada, Honduras, Mexico, Montserrat, Nicaragua, Panama, Paraguay, Plurinational State of Bolivia, Puerto Rico, Saint Vincent and the Grenadines, Suriname, Trinidad and Tobago and Turks and Caicos Islands.

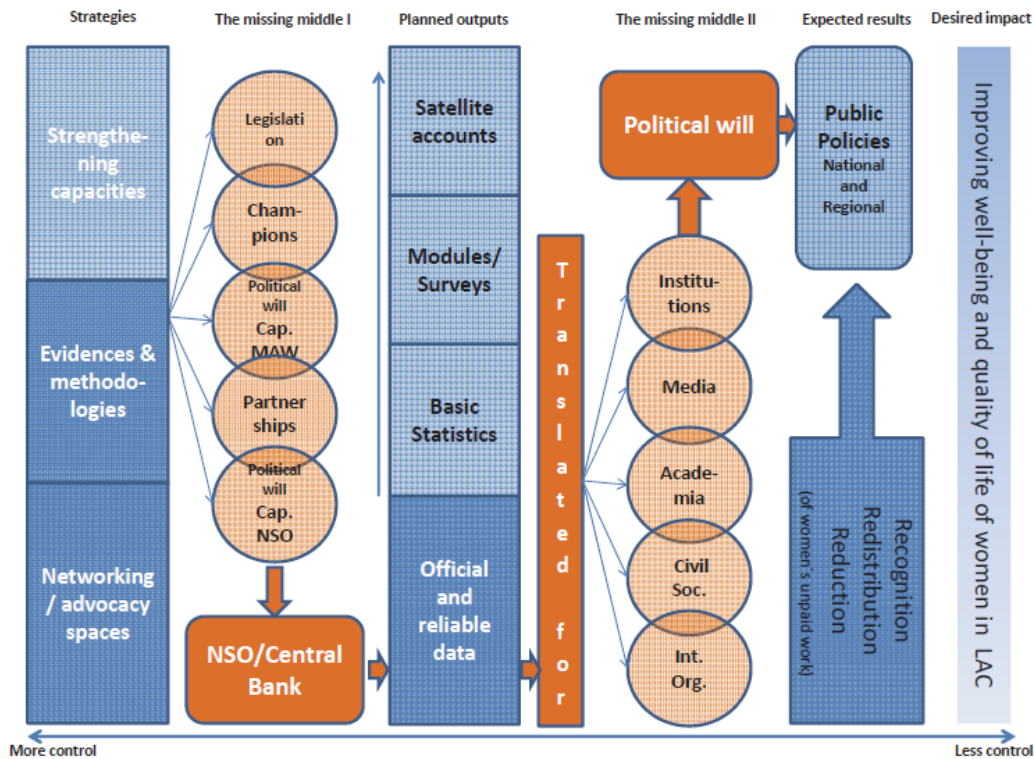
#### IV. THEORY OF CHANGE

*“It takes ten years to build an organization, twenty years to build a movement, and thirty years before you see lasting impact.” Ela Bhatt.<sup>10</sup>*

20. Theory of change goes beyond the logical framework approach. It provides a simple framework for understanding and evaluating the contribution of each element of work and how each fits into the wider change processes within and outside the realms of the project.

21. As part of the analytical process, the evaluator developed a theory of change (see diagram 1) based on inputs from numerous stakeholders, with the purpose of illustrating the linkages between project strategies and desired impact. The majority of those consulted shared a very similar vision of what the project was trying to achieve, and what had to happen to reach that aim.

Diagram 1  
**THE THEORY OF CHANGE**



Source: Prepared by the evaluator.

<sup>10</sup> Cited by Srilatha Batliwala, “A Critical Analysis of Current M&E Frameworks”, PowerPoint presentation, 13 December 2009.

### **Expected result: public policies**

22. The desired impact of the project, as expressed by most stakeholders, was to increase the quality of life and well-being of women in Latin America and the Caribbean, which was defined in the project document as “promote gender equality and contribute to poverty reduction” (project document, p. 15).

23. There is growing recognition that unpaid work (specifically unpaid care work) is impeding the achievement of gender equality and is an obstacle to women’s access to the labour market. States must therefore introduce public policies, both at the national and decentralized levels, that seek to achieve the redistribution, reduction and recognition of women’s unpaid work. Such public policies can focus on social infrastructure for the care of children, persons with disabilities or older persons; transport and security; programmes for equipment and goods, such as grants for domestic white goods; or changes to the legal and institutional framework and access to justice.

### **Planned outputs: the production of statistical data**

24. To ensure their relevance, public policies should be based on official empirical data produced by NSOs consistently and at regular intervals. This set of statistical data, in general, is made up of three important elements: (1) a set of basic disaggregated statistics with a gender perspective; (2) a system for measuring time use, which may be an independent survey or a module annexed to the national household survey; and (3) a system to quantify unpaid work and to complement national accounts. Frequently satellite accounts are used to provide economic calculations of unpaid productive activities carried out in households with a view to quantifying the scale of their contribution to family development in relation to the national economy.

25. The creation, production and analysis of this set of statistical data are plagued with the type of technical issues inherent to an area of study that is still under construction. Different methodologies and tools are being used to collect information. Countries are using different classifications of activities, namely the United Nations International Classification of Activities for Time-Use Statistics (ICATUS) and classification of time-use activities for Latin America and the Caribbean (CAUTAL), and a number of questions remain unanswered, such as how to reflect the time spent on tasks carried out simultaneously.

### **The missing middle II**

26. Time-use surveys and satellite accounts are useful instruments for analysing the social contract governing day-to-day interactions between men and women, which is why they have great potential to serve as inputs for policies on gender equality.

27. However there is a “missing middle”. Even if a State were to have all the available statistical data at its disposal, those data would not automatically translate into public policies. A series of social forces would need to put pressure on legislators to effectively generate public policies based on that empirical evidence.

28. Those consulted identified five categories of social agent who could exercise that influence: (1) State agencies, from senators, mayors and councillors to the technical staff of NSOs; (2) the mass communications media, including both traditional and online media; (3) academic institutions, including

think tanks; (4) civil society, and in particular the women's movement; and (5) international organizations such as the United Nations agencies, including UN-Women and ECLAC.

29. It is important to note that these five categories use very different types of language and the information should be presented to them accordingly. There needs to be an organization or coalition to interpret the findings from the statistical data and guarantee that the messages sent maintain an essential and coherent gender perspective. The entity that should fulfil this role was unanimously identified as the machinery for the advancement of women, which is the principal client for this statistical information.

### **Strategies**

30. The most concrete and governable area of the project is that relating to the strategies designed to contribute to making the expected outputs a reality. The project followed three types of strategy: (1) capacity-strengthening, through a series of technical assistance missions and the design of three online learning modules for surveys on time use and the care economy, aimed mainly at staff from NSOs and machineries for the advancement of women; (2) production of evidence, in particular publications of a high academic level; and (3) facilitation of forums for networking and influence providing opportunities for interaction and exchange of knowledge between different groups.

### **The missing middle I**

31. In line with the logic outlined above, even the full implementation of these strategies did not guarantee that the countries began (or continued) the process of producing reliable statistical data on the time that women spend on unpaid work. Those consulted identified a series of factors which contributed to the translation of capacity and evidence into official statistical data.

- (a) Specific legislation to mandate and regulate the preparation of these types of statistics can be fundamental to ensuring their effective development by national agencies (this was the case in Colombia).
- (b) Relevant partnerships among users and producers of time-use statistics (sometimes with the participation of non-governmental agencies).
- (c) Champions, people who are well-positioned in terms of influence and knowledge, to serve as public ambassadors for the cause, influencing legislation, connecting partner organizations to decision makers and resources, and providing behind-the-scenes support.
- (d) Priority position of the issue on the agenda of machineries for the advancement of women, which must campaign continually with the pertinent institutions. They must also have the capacity for technical debate.
- (e) The entities responsible for preparing the national accounts (NSOs and central banks), must understand the importance of preparing this type of statistics, which calls for a certain degree of gender awareness inside these institutions.

## V. EVALUATION

### 1. Relevance

#### (a) Design

**Finding 1: The logical framework approach used to formulate the project may not have been the most appropriate to capture the complexity of the changes needed to achieve gender equality.**

32. Rather than a theory of change approach, the project was designed using a classic logical framework approach, which aimed to systematize and identify a logical hierarchy, outlining how project objectives were to be reached. The design process consisted of multiple steps, including a user analysis, a cause and effect problem analysis, an objectives tree, an implementation strategy and monitoring mechanisms.

33. The project document included a matrix detailing objectives, expected accomplishments, indicators of achievement, sources of verification and main activities. Under the logical framework approach, a detailed description of the project's activities was provided with a breakdown of the budget for each of them. It also identified the key risks that could hinder the achievement of the project's goals.

34. This planning approach suffers from severe limitations. Most relevantly, it did not capture the complexity of the topic at hand and ECLAC worked in complex and shifting environments that did not allow for activities to be implemented exactly as originally planned.

35. Additionally, there was no opportunity for negotiating with donors and partners on an ongoing basis in response to events on the ground. Once the framework was negotiated, it became a rigid tool with little space for modification even if it became obvious that new dimensions, such as the work on quantification, needed to be added.

36. Most importantly, there was a logical fallacy embedded in the framework: namely, it was assumed that simply by implementing the project's activities the expected accomplishments and objective would be achieved. This assumption lacks traction, as the process of implementing the project was not made explicit (the "missing middle") and the only way to know if an accomplishment had been achieved was through the indicators of achievement.<sup>11</sup> However, this provided no mechanism for understanding how the accomplishments had been achieved, and how or if the project's activities had contributed.

37. It is possible that activities were planned without much definition as a strategy to counteract the limitations of the rigid logical framework as this then allowed those executing the project to seize new opportunities and adjust to changing environments, while remaining faithful to the broad strategies set out

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<sup>11</sup> Expected accomplishment I will be measured by two indicators: (i) Increased knowledge of technical tools for the implementation of time-use surveys or modules included in household surveys in eight countries of the region; (ii) Implementation of time-use surveys or modules in eight countries of the region. Expected Accomplishment II will be measured by the following indicators: (i) At least four countries will integrate the results of their national time-use surveys in the design of policies and programmes and/or have initiated programmes or proposed legislation which take into account the economic value of non-remunerated work; (ii) At least eight countries use time-use surveys data to report on accomplishment of Millennium Development Goals (project document, pp. 15-16).

for the project. Nevertheless, this affected the clarity of the strategies implemented (see below for a more detailed examination of this issue).

**Finding 2: Though recognized as being responsive and inclusive, the project’s geographical scope became too wide.**

38. The exact selection of countries and partners was not explicitly established in the project document, which meant that the project executors could react to the evolution and needs of each national context. However, there is no evidence that partners and countries were selected on the basis of any strategic analysis taking into account the available resources and the theory of change.

39. According to the original plan, activities under the project would be carried out in eight Latin American and Caribbean countries. Map 1 illustrates the intensity of the work carried out in various countries in the region. The countries where the project devoted more efforts were: Guatemala, El Salvador, Costa Rica and Ecuador (shaded in dark blue), followed closely by Peru and Colombia. Mexico and Uruguay (shaded in green) frequently assisted other countries with less developed processes for the measurement and valuation of unpaid work. Uruguay is shaded in green and blue to indicate that it was both a contributor to and a beneficiary of the project’s outputs.

40. Almost the whole continent benefited from some activities under the project (the countries shaded in light blue), such as online courses (which considerably increased the outreach of the project), the distribution of publications, the organization of some national and international meetings and to a lesser extent the provision of technical assistance.

Map 1  
**GEOGRAPHICAL SCOPE OF THE PROJECT**



Source: Prepared by the evaluator.

Note: The boundaries and names shown on this map do not imply official endorsement or acceptance by the United Nations.



41. The geographical scope of the project (in line with the original design) was very broad, particularly in relation to the quantity of resources available (see the section on efficiency for more detail) and the time frame. Although the effort to be inclusive is commendable, many stakeholders perceived an atomization caused by the diffusion of resources and suggested that it could have been better to focus efforts on a few strategic countries, which could have been given more intense and tailored assistance.

**(b) Alignment with the development objectives of the region and of ECLAC**

The meetings on time-use surveys have gained momentum and grown in importance over the past decade. (Aguirre and Ferrari, 2013 (see bibliographical references in annex 3)).

**Finding 3: When the project was formulated the issue of women’s unpaid work was becoming increasingly relevant in Latin America and the Caribbean and has remained so throughout the project’s implementation period, particularly among official producers of statistics.**

42. In 2009/10 when the project was formulated there was evidence that promoting the visibility of women’s unpaid work through time-use surveys and valuation instruments, such as satellite accounts, was becoming ever more relevant in the region.<sup>12</sup>

43. The issue did not lose relevance during the project implementation period, in fact, the Santo Domingo Consensus of 2013 urges “States to establish satellite accounts for unpaid domestic work in the countries of the region”.

44. In individual countries the issue has also been relevant since the beginning of the project. All the countries in which the project made direct interventions were already conducting measurements at some level, which made the issue relevant to the key actors. Furthermore, three of these countries (Ecuador, Colombia and Peru) already had specific legislation in place, which is a strong indicator that the topic was high on national agendas.

45. In summary, the measurement and quantification of women’s unpaid work is highly relevant in Latin America and the Caribbean, above all for the institutions that generate official statistics and for the majority of the machineries for the advancement of women (with the exception of that body in Colombia). However, it is worth reflecting on some nuances surrounding the issue of relevance.

**Finding 4: Women’s unpaid work is not firmly on the agenda of the women’s movement in Latin America and the Caribbean**

46. During the course of the evaluation it was revealed that the analysis of women’s unpaid work was not a priority across the board for the women’s movement in the region, though the issue proved to be particularly high on the agenda in El Salvador, Peru and, above all, Uruguay. This is important because if the drafting of public policy is to be a democratic exercise then it is not enough to emphasize only the

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<sup>12</sup> In 2007, the parties to the Quito Consensus agreed “To adopt measures in all spheres of institutional democratic affairs and, in particular, in economic and social areas, including legislative measures and institutional reforms, to ensure recognition of unpaid work and its contribution to families’ well-being and to countries’ economic development, and to promote its inclusion in national accounts”. In the Brasilia Consensus of 2010, the emphasis was transferred to specific valuation mechanisms and it was decided “To encourage the establishment, in national accounts, of a satellite account for unpaid domestic and care work performed by women”.

technical capacity-building of government bodies. The women's movement should play a fundamental role in the monitoring of public policies to ensure that they incorporate a gender perspective and benefit Latin American women.

**Finding 5: A major challenge is to increase the demand for data from time-use surveys among policymakers**

47. One of the great challenges of this project was to ensure that the government institutions that could potentially require the information generated by the surveys and satellite accounts were aware that it was available. During the evaluation it became clear that more needs to be done to this end, despite the efforts made to disseminate the project's findings and analysis among national institutional actors (such as planning ministries) and thus to promote the relevance of the issue within these organizations.

**Finding 6: The project is fully aligned with the Commission's strategic objectives**

48. Increasing the visibility of women's unpaid work as a tool to achieve their economic autonomy has been firmly rooted in the work programme of the Division for Gender Affairs since about 2005 and more broadly in the work of ECLAC as a whole. This is clear in subprogramme 5 (mainstreaming the gender perspective in regional development) of the programme of work of the ECLAC system, 2010-2011, implemented by the Division for Gender Affairs, and particularly in relation to expected accomplishment 2, which reflects a commitment to provide support to countries in the region to "progress in the implementation of the agreements reached at the tenth session of the Regional Conference on Women in Latin America and the Caribbean, especially in relation to political participation, recognition of women's unpaid work and the eradication of poverty and gender violence".

**2. Impact and effectiveness**

**(a) Achievements in the region**

49. The region's experience suggests that the way forward will be promising in terms of both political advocacy, with a view to securing the issue on the public agenda, and the production of new knowledge to contribute to the design of better instruments and a more in-depth analysis of the information available (Aguirre and Ferrari, 2013).

**Finding 7: Despite the great challenges involved, enormous progress has been made in recent years on the measurement and valuation of women's unpaid work in Latin America and the Caribbean.**

50. Gender equality advocates frequently encounter a disjuncture between change measures and time frames. This is for the simple reason that the changes they are trying to achieve may not be visible within the time frame in which donors are required to assess them. As a result, donor support for certain efforts to achieve women's empowerment has decreased, at least partly because the progress made is considered too slow, amorphous or intangible. There is growing evidence that the largest share of investment in gender equality has shifted to a handful of "magic bullets", such as microfinance,<sup>13</sup> precisely because the results of these interventions are easier to assess.

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<sup>13</sup> Katherine N. Rankin (2001), "Governing Development: Neoliberalism, Microcredit, and Rational Economic Woman"; Srilatha Batliwala (2010), "Women's Empowerment in 21st Century India", in K. Shiva Kumar and others (Eds), Handbook of Population and Development, New Delhi, Oxford University Press; Thomas W.

51. Like most of the changes sought by gender equality activists, raising the profile of women's unpaid work is a long-term goal that aims to transform a system of cultural, social and economic values which is entrenched within patriarchal societies. Moreover, the topic of the sexual division of labour and its visibility has to compete for attention in the region with serious, urgent issues such as femicides and violence against women in general.
52. Despite these challenges, enormous progress has been made in recent years on the measurement and valuation of unpaid work and the translation of those data into public policies in the region.
53. Described in detail by Aguirre and Ferrari (2013) in their book published within the framework of this project, 18 countries in Latin America and the Caribbean have conducted measurements of time use, of which 11 did so during the years of implementation of this project.<sup>14</sup> This shows that great strides are being made even if, as stated by Flavia Marco (2012) (see bibliographical references in annex 3), beyond the progress made and the lessons learned, the institutionalization of time-use surveys in the NSOs continues to present significant challenges.
54. In terms of quantification, Mexico has been the pioneer in the region, having compiled a satellite account for unpaid work for the period 2006-2010, just prior to the start of the project. Seven other countries (Bolivarian Republic of Venezuela, Colombia, Ecuador, El Salvador, Guatemala, Peru and Uruguay) are currently engaged in different stages of valuation exercises. These efforts are largely led by intergovernmental technical teams.
55. However, despite these great strides made, the measurement and valuation of unpaid work is still resulting but infrequently in the drafting of relevant public policies.
56. The countries that have been most successful in putting these data to use are Costa Rica, Ecuador, Uruguay and above all Mexico, although even these countries have produced few examples considering the quality of their national statistics. As highlighted by Marco (2012), in Costa Rica, the data were used to formulate the National Gender Equality and Equity Policy, a bill on a satellite account for unpaid work and as support for a proposed National Care Programme. In Ecuador data from time-use surveys were used to inform discussions on and lay the foundation of the articles of the 2008 Constitution relating to the economic system and the care economy, as well as the policies and strategic lines in the National Plan for Good Living, the Public Service Organization Act and the Organization Act on the People's Solidary Economy and the People's Solidary Financial Sector. Uruguay represents a paradigmatic case, frequently mentioned by stakeholders during the course of the evaluation process, as time-use surveys were a basic input for the construction of the National Care System. In Mexico, the national Oportunidades programme (formerly Progresa) has managed to reduce child domestic and unpaid work through financial grants aimed at increasing girls' access to and completion of cycles in formal education. This policy was based on empirical data from measurement and valuation exercises.

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Dichter 2003. "Despite Good Intentions: Why Development Assistance to the Third World has Failed", Amherst, University of Massachusetts Press; and "Hype and Hope: The Worrisome State of the Microcredit Movement."

<sup>14</sup> Guatemala in 2011; Plurinational State of Bolivia in 2010 and 2011; Costa Rica in 2011; Argentina in 2010; El Salvador in 2011; Ecuador in 2010 and 2012; Panama in 2011; Peru in 2010; Colombia in 2010 and 2012; Bolivarian Republic of Venezuela in 2011; and Honduras in 2011 (Aguirre and Ferrari, 2013).

**(b) General contributions of the project**

**Finding 8: This project contributed significantly to the regional achievements on the measurement and valuation of women’s unpaid work, beyond the parameters set out in the project document.**

57. The stated objective of the project was "to increase the capacity of national Governments in Latin America and the Caribbean to formulate public policies that promote gender equality and contribute to poverty reduction through implementation of time-use surveys for the measurement of women’s unpaid work, to demonstrate how this limits their access to economic resources" (project document, p. 15). The actual accomplishments of the project went further than this stated objective for two reasons:

- (a) The project invested considerable efforts in outputs that went beyond increasing the capacity of national governments in the strictest sense.
- (b) The project did more than contribute to the implementation of time-use surveys, as many of its contributions were documented in the sphere of valuation.

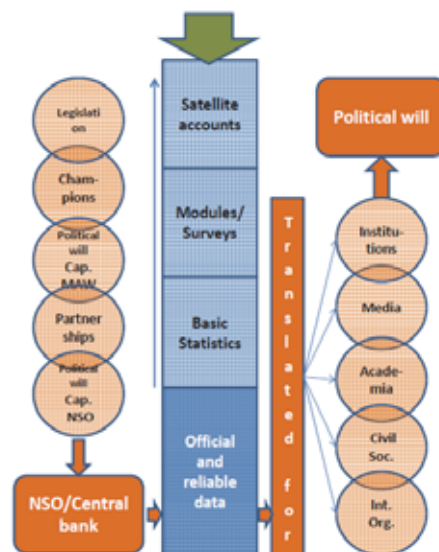
**(c) The quality of measurement processes and national valuations**

*We were driving with square wheels until ECLAC came along.  
(Representative of the machinery for the advancement of women, Guatemala)*

**Finding 9: The project contributed significantly to improving the quality of the measurement and quantification instruments in a number of countries, including Chile, Colombia, Costa Rica, Ecuador, Guatemala, Peru and Uruguay.**

58. The project contributed significantly to improving the quality of the measurement and quantification tools in several countries. This corresponds to the area in the theory of change on “official and reliable data” (see diagram 2) and the project’s expected outputs.

Diagram 2  
**PRODUCING OFFICIAL AND RELIABLE DATA**



Source: Prepared by the evaluator.

59. In Chile, the respondents from the National Institute of Statistics (INE) considered that the time-use survey they had designed was “now 60% better” thanks to their interactions with members of the Division for Gender Affairs of ECLAC and to what they had learned through the online courses on time-use surveys.

60. In Colombia, although the technical assistance efforts in 2013 focused on the quantification process being carried out by the National Administrative Department of Statistics (DANE), several individuals pointed out that the assistance from ECLAC also influenced the quality of the survey. In particular, according to DANE officials, the organization is now revising the number of questions in the time-use surveys and their focus in order to improve future versions.

61. In Guatemala, the proposal to develop a time-use module and include it in the employment survey was the direct result of ECLAC assistance. The project’s outputs and specifically the technical assistances and the meetings organized in the country thus contributed significantly to the quality of the valuation exercise, according to respondents from the NSO, the machinery for the advancement of women and the central bank.

62. Several testimonies, also supported by the findings of Aguirre and Ferrari (2013), indicate that the national and international meetings were key in the design and implementation of measurement and quantification exercises in the countries that participated regularly at these events, such as Colombia, Ecuador and Uruguay.

63. According to testimonies from Costa Rica, the interaction with the ECLAC Division for Gender Affairs influenced the application of the time-use survey in the Greater Metropolitan Area in 2011, as well as the elaboration of documents and agreements that contributed to the process of quantifying women’s unpaid work.

64. Finally, there are indications that the 2010 survey in Peru was developed with a significant contribution from technical assistance from ECLAC. This example illustrates the ill-defined boundaries of this initiative. The result was seen within the project time frame, but the activities which contributed to the improvement of the survey were conducted before the project started. The project evaluated here then built on this result during the technical assistance provided in 2011 to analyse the 2010 time-use survey.

**Finding 10: One of the areas in which the project made the most significant contribution to the quality of the processes for the measurement and quantification of unpaid work was through the provision of methodological and conceptual support.**

*The work of ECLAC has been a facilitative and steadfast collective effort, which has led to the construction of very solid conceptual and analytical frameworks.  
(Representative of the machinery for the advancement of women, Mexico)*

65. In recent years there has been an explosion of academic interest and demand for concrete instruments to support countries in formulating, implementing and analysing these complex statistical exercises. In this context, the Commission’s established credibility and positioning in the sphere of macroeconomic statistics in Latin America and the Caribbean stood the Division for Gender Affairs in good stead. It is therefore understandable that several of the stakeholders interviewed agreed that the outputs of this project had contributed to an increase in the volume and quality of the body of knowledge, training materials and academic research on the topic.

66. Through this project, the Division for Gender Affairs contributed to defining and differentiating between certain basic concepts, such as unpaid work and domestic work. Aguirre and Ferrari (2013) point out that it is important to consider family care separately from domestic work, which can include unpaid work benefiting other family members, because the two are distinct fields of social research with their own actors and institutions. One of the survey respondents commented that the way in which the objectives and definitions were described had been very useful, as were the criteria to concretely distinguish what constituted “care” and to differentiate between personal, family and social well-being.

67. The project worked systematically with an informal network of well-respected experts (some of whom were members of universities in the region), which became the main vehicle through which the project contributed to the proliferation of knowledge. It is important to highlight that as well as contributions to technical and theoretical development, this expert network created personal relationships and channels for information exchange which will transcend the limits of this intervention (see section 5.4 on sustainability).

68. Survey respondents highlighted two concrete methodological contributions by ECLAC: the classification of time-use activities for Latin America and the Caribbean (CAUTAL) and the statistical gender indicators, specifically the indicator for total work time. Although both of these initiatives already existed before the project began, the project’s work extended their dissemination and influence in the region.

#### **Classification of time-use activities for Latin America and the Caribbean (CAUTAL)**

69. CAUTAL is a tool for classifying activities in time-use surveys that allows for international comparison and was designed with the specific regional context in mind. Although, the current reference for Latin America continues to be the International Classification of Activities for Time-Use Statistics (ICATUS) system, developed by the United Nations in the 1990s, according to Aguirre and Ferrari (2013, p.40), CAUTAL has been used in more recent studies, marking the beginning of a process towards greater recognition of this instrument.

70. There were no specific planned project outputs on CAUTAL. However, during the course of the evaluation it became clear that the project had contributed significantly to the incipient acceptance of this instrument by NSOs in the region. CAUTAL was a recurrent theme both in the technical assistance and during national and international meetings. Furthermore, at times specific reflections arose on this instrument, for example, technical observations were exchanged between the Division for Gender Affairs and the Colombian NSO (DANE) on the challenges and advantages of applying CAUTAL to the country’s measurement exercises (*DANE, “Observaciones DANE a la Clasificación de Actividades de Uso del Tiempo para América Latina y el Caribe (CAUTAL)”, 2011*).

71. However, CAUTAL is still far from being unanimously accepted as a working tool by the NSOs. Some of those consulted mentioned conceptual difficulties and argued the need to frame the implementation of CAUTAL through a wider process involving intense horizontal cooperation with the countries that have already applied it.

#### **Indicator on total work time**

72. The “total work time” indicator shows the difference in the total number of hours spent on paid and unpaid work between men and women, while also expressing the difficulties that women face regarding in balancing their participation in work and family life.

73. The indicator was developed by the ECLAC Gender Equality Observatory for Latin America and the Caribbean and did not fall strictly within the remit of the project. However, as with CAUTAL, a considerable number of stakeholders claimed that the project's activities (training, assistance, meetings and publications) contributed to making the indicator an important policy tool in the region.<sup>15</sup> The indicator is also credited widely with being an effective tool for the analysis of comparable data across countries.

**Finding 11: The project encouraged the exchange of knowledge among key stakeholders and provided a source of inspiration in the region by organizing and promoting highly specialized technical debates.**

*The presentation by Soledad Salvador in Antigua was illuminating.  
(Representative of the machinery for the advancement of women, Guatemala)*

74. At a regional level, the project contributed significantly to the exchange of knowledge through the promotion of high-level technical debates at different levels, notably in regional and international meetings. These discussions boosted the comparability of data and harmonization of methods, although full harmonization is still far from being achieved in the region.

75. Stakeholders highlighted that their interactions with members of the Division for Gender Affairs and with officials from other countries through the project's activities served as a sounding board with a view to ascertaining whether they are going in the right direction.<sup>16</sup>

76. The events organized promoted concrete exchanges of technical knowledge and were a source of inspiration.

**(d) Policy-influencing processes**

**Finding 12: Even though influencing policy was not explicitly established as an objective in the project document, this initiative had a considerable impact in this area.**

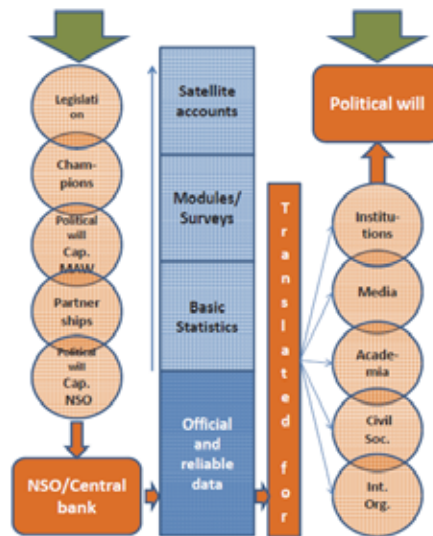
77. The areas coloured in orange in the theory of change (see diagram 3) represent the moments in the process when it is necessary to exert political influence to move forward. In the first instance (see the green arrow on the left in diagram 3), this means influencing those mandated with the production of official statistics to develop the appropriate statistical data and analysis on women's unpaid work. In the second instance (see the green arrow right in diagram 3) it means putting pressure on decision makers to develop public policies based on the empirical data produced in the country.

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<sup>15</sup> For example, Colombia integrated "total work time" as a basic indicator into the 2012 time-use survey; other countries such as Ecuador used the indicator in the preparation of public policy. Ecuador integrated it into the National Plan for Good Living 2009-2013.

<sup>16</sup> For example, the Colombian NSO ascertained that they had to give appropriate weight to low-prevalence activities after an exchange with Uruguay. After an exchange with Guatemala they learned that they were right not to incorporate activities aimed at home consumption.

Diagram 3  
INFLUENCING POLICY



Source: Prepared by the evaluator.

78. The original project document did not devote sufficient attention to these policy-influencing areas (the “missing middle”). Only one indicator referred to specific legislation.<sup>17</sup> Three countries (Colombia, Ecuador and Peru) introduced specific legislation on the measurement and quantification of women’s unpaid work during the course of the project, but there are no indications that the project had any substantial role in that process.

79. Nonetheless, there was considerable evidence suggesting that the project had contributed significantly in other identified policy-influencing areas. There was a general sense, in the feedback, that, as one survey respondent put it, ECLAC currently offers the best international forum to discuss public policies in this field.

**Finding 13: At the international level, this project contributed greatly to placing the topic and keeping it high on the agenda of the official producers of statistics in the region and to influencing key regional agreements.**

80. Evidence, in the form of testimonies from NSO staff and others and reports from the Working Group on Gender Statistics, suggests that regional events promoted or supported through the project had a strong influence on the decision makers from the official statistics-producing entities in the region.

81. The most significant advance is the establishment of the Working Group on Gender Statistics of the Statistical Conference of the Americas, which has been an effective mechanism for the coordination

<sup>17</sup> “At least four countries will integrate the results of their national time-use surveys in the design of policies and programmes and/or have initiated programmes or proposed legislation which takes into account the economic value of non-remunerated work” (project document, p. 16).



of inter-institutional efforts with a view to encouraging the production and analysis of gender statistics in Latin America.

82. Senior managers of central banks and NSOs manifested their respect for this forum and indicated that presenting the results of surveys and quantification exercises at the Statistical Conference of the Americas was an important milestone and reinforced the work done in the countries on measuring and valuing women's unpaid work.

*Going to the Statistical Conference of the Americas was a prize in itself because it shone a spotlight on our work and made us feel proud.*  
(Staff member, Bank of Guatemala)

83. The Regional Conference on Women in Latin America and the Caribbean, organized by ECLAC has, since the tenth session held in Quito in 2007, undoubtedly been instrumental in keeping this theme firmly on the agenda in the region, especially among producers of statistics and machineries for the advancement of women. This project played no part in the official organization of the conferences, however, the activities implemented under this initiative helped to set the tone of some of the recent agreements adopted by the representatives of the member States at such events.

84. For example, the international seminar "Policies on time, time for policies", held during the forty-sixth meeting of the Presiding Officers of the Regional Conference in 2011, was supported by this project and contributed to a number of key agreements on time-use surveys and care policies.

85. The seminar was organized precisely to capitalize on this unique space, and thus maximize the potential impact of the project through the key agreements mentioned above. In fact, these agreements helped shape the resolution adopted in paragraph 54 of the Santo Domingo Consensus in 2013 to "recognize the value of unpaid domestic work and adopt the necessary measures, including legislative measures, and public policies that recognize the social and economic value of domestic work". During the course of this research the evaluator had access to records of online discussions among delegates supporting the inclusion of this paragraph.

86. In addition to the events organized by ECLAC, the project supported the participation of national experts in two key regional meetings: the International Meeting on Gender Statistics in Aguascalientes (Mexico) and the International Meeting on Time-use Surveys in Mexico City. For more than a decade these meetings have been providing a unique regional forum to exchange regional knowledge and experience on these issues and have been a key driver of motivation and commitment for staff working in this field in the NSOs.

**Finding 14: At the national level, the project was successful in influencing the decision makers in the organizations entrusted with the production of official statistics and in persuading central banks to participate.**

87. In Guatemala, the assistance received from ECLAC in 2010 was credited with having been pivotal in the decision taken by the NSO to use the more complete module of 2000 rather than that of 2006 for the 2011 measuring exercise. In Chile, a workshop organized in August 2012 involving Latin American opinion leaders on care policies stimulated national discussions on unpaid work and prompted the realization that the country was well behind its neighbours in respect of measuring and analysing women's unpaid work. According to one respondent, ECLAC workshops and technical assistance provided by ECLAC opened the door to inter-institutional empathy.

88. It is worth adding that the inter-institutional agreements promoted by ECLAC, such as the framework agreement on inter-institutional cooperation signed in El Salvador between the Ministry of Economy, the NSO and the machinery for the advancement of women in August 2012, also helped greatly to get key institutions on board and cement relevant alliances.

89. The project helped in particular to encourage the participation of central banks. In Guatemala, Costa Rica and El Salvador the direct action taken under the project contributed to the central banks joining (Costa Rica and El Salvador) or strengthening their role (Guatemala) in the intergovernmental technical teams which were created to work on the issue.

**Finding 15: At the personal level, the project succeeded in sensitizing key stakeholders and boosting the commitment of national institutions and ECLAC.**

90. A number of people consulted during this evaluation said that their involvement with the project had helped them embrace or reinforce their commitment to the concept of gender statistics as an essential part of their work. This meant that many stakeholders, including gender equality advocates working within machineries for the advancement of women, were able to see beyond the apparent gender neutrality of macroeconomic statistics.

91. Awareness was raised among stakeholders through the acquisition of new knowledge, including terminology, concepts and techniques, which they were able to subsequently apply in their daily work.

92. This increased awareness was documented across the board in NSOs, machineries for the advancement of women and central banks. Furthermore, ECLAC staff members, particularly from the Statistics Division, also reported increased awareness.

93. The project led to a significant intensification of the collaboration between the Statistics Division and the Division for Gender Affairs on macroeconomic statistics and gender. This was key to increasing the Commission's institutional commitment to the field, as shown, for example, in the increased focus on gender statistics by the Statistical Conference of the Americas (organized by the Statistics Division as its secretariat).

94. However, even though the Statistics Division has now fully assimilated the concept, financial support for the issue of statistical measurement and the valuation of women's unpaid work still comes wholly from the Division for Gender Affairs.

**Finding 16: Considerable efforts were devoted to sharing the results of statistical exercises with key players, but the project did not conduct any systematic follow-up to assess whether such sharing produced results.**

95. It is still too early to be able to gather evidence on how statistical data informs decision makers to produce public policies seeking to achieve the recognition, reduction and redistribution of women's unpaid work. Nevertheless, the project devoted considerable efforts to sharing results from measurement and valuation exercises, decoding the information for two main audiences: government bodies and academic institutions. For example, in Brazil a two-day meeting was held to present the results of the pilot time-use survey implemented by the national statistical office (Brazilian Institute of Geography and Statistics (IBGE)) in 2009. In Colombia, a national workshop was organized to present the results of the 2012 time-use survey and the process of quantifying unpaid work using the survey results. In Costa Rica,

two national workshops were held in 2012. The second one aimed at presenting the results of the country's first time-use survey, which was implemented in 2010 in the Metropolitan Area of San José.

96. Although it is likely that these events had an impact on their target audiences, the project did not conduct the follow-up required in order to assess whether they translated into concrete results.

**Finding 17: The Commission's approach to influencing policy was commended by stakeholders.**

97. A wide variety of approaches can be taken to influencing policy. One way to categorize them, according to a guide to monitoring and evaluating policy influence prepared by the Overseas Development Institute, is to distinguish between approaches that take the "inside track", that is, working closely with decision makers, and "outside track" approaches that seek to influence change through pressure and confrontation. There is also a distinction between approaches that are led by evidence and research versus those that involve, primarily, values and interests.

98. In this case, the project took the inside track, working in collaboration rather than confrontationally with the producers of statistics, NSOs and central banks. The approach was also heavily evidence-based, involving thorough research from an impartial point of view. The approach taken by ECLAC was praised by all stakeholders.

**(e) Deviation from planned activities**

**Finding 18: The activities carried out differed from the activities planned on numerous occasions, although the strategies employed remained consistent.**

99. Project implementation is typically measured against the project plan. Under such an accountability framework, innovative and adaptive activities that seize new opportunities and adjust to changing conditions are evaluated negatively; however, this evaluation takes a positive view of activities that demonstrate the opportunism required to influence policy.

100. As table 1 illustrates, there were many deviations from the project's planned activities, but the strategies employed remained consistent. This means that the structure of the intervention was largely maintained: national and regional meetings were organized and promoted, technical assistance was carried out and specialist publications were financed. In many cases, more activities were carried out under each strategic area than originally planned.

Table 1  
IMPLEMENTATION OF ACTIVITIES

Planned activities	Activities carried out	Comments on deviation
(a) Two workshops for eight experts (six from Latin America and two from the Caribbean) specialized in the design, implementation and analysis of time-use surveys.	<ul style="list-style-type: none"> <li>• Two-day workshop with eight experts held in Santiago on “Gender statistics, time-use surveys and unpaid work”.</li> <li>• Two-day workshop held in Antigua, Guatemala, in June 2013, with the participation of three international experts and representatives of NSOs, machineries for the advancement of women and central banks from five countries.</li> <li>• Three-day workshop for the Caribbean countries held in Trinidad and Tobago in November 2013.</li> <li>• Expert workshop held in Chile in December 2013 to mark the end of the project.</li> <li>• The twelfth, thirteenth and fourteenth sessions of the International Meeting on Gender Statistics organized with UN-Women, the National Institute of Statistics and Geography of Mexico (INEGI) and the National Women’s Institute of Mexico (INMUJERES).</li> <li>• In 2012 and 2013, the project supported the participation of a number of experts at the tenth and eleventh sessions of the International Meeting of Experts on Time-Use Surveys and Unpaid Work in Mexico City.</li> <li>• In 2013, the project supported participants in a conference organized by the International Association for Time-Use Research (IATUR) in August 2013.</li> </ul>	<p><b>More activities carried out than initially planned</b></p> <p>The activities listed under the final three bullet points were reported under different headings in the annual reports of 2012 and 2013, indicating that new activities were being undertaken in response to contextual opportunities.</p>
(b) Technical assistance missions to eight selected countries of Latin America and the Caribbean, to evaluate the resources available and needs expressed, assist in coordinating a national training workshop and ensure follow-up.	<ul style="list-style-type: none"> <li>• <u>Peru</u> (May 2011): support for a gender analysis of the results of the first time-use survey and revision of the need for further technical assistance in 2012/3.</li> <li>• <u>Colombia</u> (August 2011): key aspects in the implementation of the time-use survey.</li> <li>• <u>Ecuador</u> (November 2011): designing the methodology for preparing a satellite account.</li> <li>• <u>Guatemala</u> (January 2013): preparation of a satellite account.</li> <li>• <u>El Salvador</u> (February 2013): calculating the value of unpaid work.</li> <li>• <u>Costa Rica</u> (May 2013): support for the valorization of unpaid work.</li> <li>• <u>Chile</u> (June 2013): response to a request for support from the National Institute of Statistics of Chile for the implementation of a time-use survey.</li> <li>• <u>Colombia</u> (October 2013): taking steps towards the valorization of unpaid work.</li> </ul>	<p><b>Activities completed according to plan</b></p> <p>The target of eight countries was met, though a deviation from the plan might have been beneficial in this instance. Many thought that this target was too ambitious given the amount of resources. This issue is examined in greater detail in section 7.2.6 on the quality of activities and outputs.</p> <p>The missions were supposed to assess available resources and particular needs for national workshops. However, the focus of the assistances shifted frequently to technical discussions on what was needed to forge ahead with the processes in the countries.</p>

<p>(c) Organizing national training workshops in eight selected countries for staff from national statistics offices and staff from gender offices, in the design, implementation, interpretation and use of time-use surveys.</p>	<ul style="list-style-type: none"> <li>• <u>Brazil</u> (October 2010): two-day meeting to present the results of the pilot time-use survey implemented by the Brazilian Institute of Geography and Statistics (IBGE) in 2009.</li> <li>• <u>Colombia</u> (December 2013): workshop to present the results of the 2012 time-use survey and the process to quantify unpaid work using the survey results.</li> <li>• <u>Costa Rica</u> (2012): two national workshops held. The first one focused on the care policies being implemented in the region. The second one presented the results of the first time-use survey, which was implemented in 2010.</li> <li>• <u>Chile</u> (August 2012): workshop to spur on discussions on unpaid work through a presentation of the results of the regional consultation of Latin American opinion leaders on care policies.</li> <li>• <u>Ecuador</u>: two workshops were organized. The first (November 2011) was on the experiences of Mexico and Ecuador regarding the quantification of women's unpaid work. The second (March 2012) focused on the implementation of public care policies.</li> <li>• <u>El Salvador</u> (August 2012): a high-level forum took place in run-up to the thirty-fourth session of ECLAC held in the country in August 2012.</li> <li>• <u>Uruguay</u> (August 2013): a series of events were held on the national care system.</li> </ul>	<p><b>More activities carried out than initially planned</b></p> <p>Nine workshops were held, surpassing the target, but they covered just seven countries. The focus of the workshops went beyond “the design, implementation, interpretation and use of time-use surveys”. Many of them focused on the quantification process and others were designed to influence policy.</p>
<p>(d) Promoting exchanges of staff among statistical offices to encourage the implementation of common methodologies and to facilitate exchanges of information on international statistical standards, in the areas of management of statistical systems, economic statistics, vital statistics, labour statistics and data management.</p>	<ul style="list-style-type: none"> <li>• The technical assistance provided to Ecuador in October 2011 served to promote exchange between the NSOs of Ecuador (INEC) and Mexico (INEGI), whose representative participated in the technical assistance.</li> <li>• National workshops in Brazil, Costa Rica and Colombia were used to exchange the experiences of staff from NSOs in the region in measuring unpaid work.</li> <li>• The project supported the exchange of best practices and experiences through the participation of staff from NSOs at the twelfth and thirteenth sessions of the International Meeting on Gender Statistics in Aguascalientes, and at the tenth International Meeting of Experts on Time-Use Surveys and Unpaid Work, held in Mexico City in 2012.</li> <li>• A workshop held in Guatemala permitted exchange between representatives of the NSOs of Colombia, Costa Rica, El Salvador and Guatemala.</li> <li>• A subregional workshop held in the Caribbean encouraged exchange between offices from six Caribbean countries.</li> <li>• At a seminar on gender statistics, held during the seventh meeting of the Statistical Conference of the Americas in November 2013, representatives of Guatemala, Colombia, Ecuador and Brazil shared their experiences of collecting data on time use and quantifying unpaid work.</li> </ul>	<p><b>Activities completed according to plan</b></p> <p>A number of activities were implemented under the project in this area. However, it is worth highlighting that the planned activity in fact described the outcome of an activity or output rather than a product or service that could be delivered by the project.</p>

(e) Promoting exchanges of staff among national mechanisms for the advancement of women to encourage policymaking in the area of family work conciliation.	<ul style="list-style-type: none"> <li>• Two national workshops held in Costa Rica facilitated dialogue between machineries for the advancement of women from Costa Rica, Ecuador, Uruguay and Peru.</li> <li>• Representatives from Guatemala and Uruguay shared their experiences on quantifying unpaid work at a national workshop in Brazil.</li> <li>• At a subregional workshop held in Guatemala in June 2013 representatives of the machineries for the advancement of women of Guatemala, El Salvador, Costa Rica and Ecuador exchanged experiences.</li> <li>• The project supported the participation of representatives of machineries for the advancement of women at the twelfth and thirteenth sessions of the International Meeting on Gender Statistics in Aguascalientes in 2011 and 2012</li> </ul>	
(f) Preparing and publishing a comparative analysis of the harmonization of definitions and the international compatibility of time-use surveys as carried out in eight selected countries based on their existing experiences and other international experiences.	<ul style="list-style-type: none"> <li>• Redistributing care: the policy challenge was published in both English and Spanish.</li> <li>• The following studies were published as part of the <i>Mujer y Desarrollo series</i>: <ul style="list-style-type: none"> <li>○ Pablo Sauma, “Protección social y trabajo no remunerado: Redistribución de las responsabilidades y tareas del cuidado. Estudio de caso Costa Rica”</li> <li>○ Alison Vásquez, “Protección social y trabajo no remunerado: Redistribución de las responsabilidades y tareas del cuidado. Estudio de caso Ecuador”</li> <li>○ Atenea Flores-Castillo, “Cuidado y subjetividad. Una mirada a la atención domiciliaria”</li> <li>○ Flavia Marco, “La utilización de las encuestas de uso del tiempo en las políticas públicas”</li> <li>○ Patricia Provoste, “Protección social y redistribución del cuidado en América Latina y el Caribe: el ancho de las políticas”</li> <li>○ Liudmila Ortega, “Las relaciones de género entre la población rural del Ecuador, Guatemala y México”</li> </ul> </li> <li>• The following studies were published under the <i>Asuntos de Género series</i>: <ul style="list-style-type: none"> <li>○ Rosario Aguirre and Fernanda Ferrari, “Las encuestas sobre uso del tiempo y trabajo no remunerado en América Latina y el Caribe. Caminos recorridos y desafíos hacia el futuro”</li> <li>○ Karina Batthyany, Natalia Genta and Valentina Perrotta, “La población uruguaya y el cuidado: Persistencias de un mandato de género. Encuesta nacional sobre representaciones sociales del cuidado: Principales resultados”</li> <li>○ Karina Batthyany, Natalia Genta and Valentina Perrotta, “El cuidado de calidad desde el saber experto y su impacto de género. Análisis comparativo sobre cuidado infantil y de adultos y adultas mayores en el Uruguay”</li> </ul> </li> </ul>	<p><b>More activities carried out than initially planned</b> The number of publications financed wholly or in part under the project far exceeded the number planned, which made a major contribution to the theory of change. However, the strategy behind this variation, that is, the basis on which research decisions were taken, was not clear (see section 7.2.6).</p>

(g) Organizing one international expert meeting to assess existing knowledge of information and learning initiatives in eight selected countries of Latin America and the Caribbean.	<ul style="list-style-type: none"> <li>• The international seminar “Policies on time, time for policies”, was held during the forty-sixth meeting of the Presiding Officers of the Regional Conference on 28-30 November 2011.</li> <li>• A substantive seminar entitled “Progress and challenges regarding gender mainstreaming in producing statistics within national statistical systems” was held during the seventh meeting of the Statistical Conference of the Americas of ECLAC in November 2013.</li> </ul>	<p><b>More activities carried out than initially planned</b></p> <p>The project organized and supported more international meetings than originally planned. The topics covered at these meetings were consistent with the very broad theme stated in the original plan.</p>
(h) Two subregional seminars to share knowledge and experiences acquired by national statistical officers with policy makers and other stakeholders in order to formulate recommendations regarding key socioeconomic issues.	<ul style="list-style-type: none"> <li>• A subregional seminar on time-use surveys as input for the calculation of satellite accounts for the Andean subregion was held in Peru in October 2012.</li> <li>• A subregional workshop was held in Guatemala in June 2013, involving the participation of representatives from Guatemala, Costa Rica, El Salvador, Colombia and Ecuador.</li> <li>• A subregional workshop was held in Port of Spain, with the participation of eight countries in August 2013. The workshop provided training on gender statistics and indicators, with a whole afternoon devoted to time-use surveys.</li> </ul>	<p><b>Possible deviation</b></p> <p>This is the only activity that represented a major departure from the project’s strategy. This is examined in the text below.</p>
(i) Development of an interactive platform to build knowledge, share data and good practices and carry out e-learning.	<ul style="list-style-type: none"> <li>• A virtual course on time-use surveys was held between 3 November and 22 December 2011.</li> <li>• Owing to the overwhelmingly positive response from Governments in the region to the first series of e-learning courses organized by the Division for Gender Affairs, a new course was developed on public care policies in 2012.</li> <li>• A second edition of the course on time–use surveys was held from 23 September 2013 to 15 November 2013.</li> </ul>	<p><b>Possible deviation</b></p> <p>This is the only activity that represented a major departure from the project’s strategy. This is examined in the text below.</p>

**Finding 19: The knowledge produced under the project urgently needed to be systematized, managed and shared using techniques that went further than the e-learning activities conducted.**

101. As noted in the table above, this was the only area in which there was a deviation in terms of strategy. According to the plan, the project was to develop an interactive knowledge management platform to provide a virtual space for sharing information and best practices. Under this activity the project implemented a virtual platform for three online courses to pave the way for technical assistance missions.

102. However, during the course of the evaluation, there was only anecdotal evidence to suggest that the online courses had complemented the technical assistance provided. Many participants said that, in order to really complement the technical assistance, the online courses would need to be adapted to the specific needs and audiences of each country.

103. While these e-learning activities did build knowledge and promote sharing among participants, the formulation of the activity fuelled an expectation for the platform to have a wider scope. Perhaps instead of “Development of an interactive platform to build knowledge, share data and good practices and carry out e-learning”, a better formulation might have been “Development of e-learning courses that will promote the building and sharing of knowledge”.

104. During the evaluation, stakeholders were emphatic that more work needed to be done to systematize knowledge on the measurement, valuation and analysis of women’s unpaid work. This need was identified at the planning stage, but the project did not precisely consider the scope of this task.

105. Knowledge management involves much more than designing a web platform. It requires a constant reflection on working dynamics and collective learning. It also requires the organization to take a political stance on what should be democratized and how, and to decide how to evaluate knowledge and its diverse sources, which include academic institutions, think tanks, civil society organizations and government bodies. A single project activity is insufficient for a task of such scale, although it is clear that such a process urgently needs to be undertaken.

106. The Division for Gender Affairs is not the ideal executor of such a task for two reasons. Firstly, because knowledge management requires a higher level of specialization and resources than the Division has at its disposal. Secondly, because within a centralized structure such as ECLAC it would be difficult to create a knowledge platform which runs in parallel to the organization’s central platform.

**(f) Quality of activities and outputs**

*For me, it is very important to soak up all the ideas that ECLAC puts forward... ECLAC serves as a guide and sets important standards in relation to both unpaid work and all issues relating to time-use. (NSO representative, Mexico)*

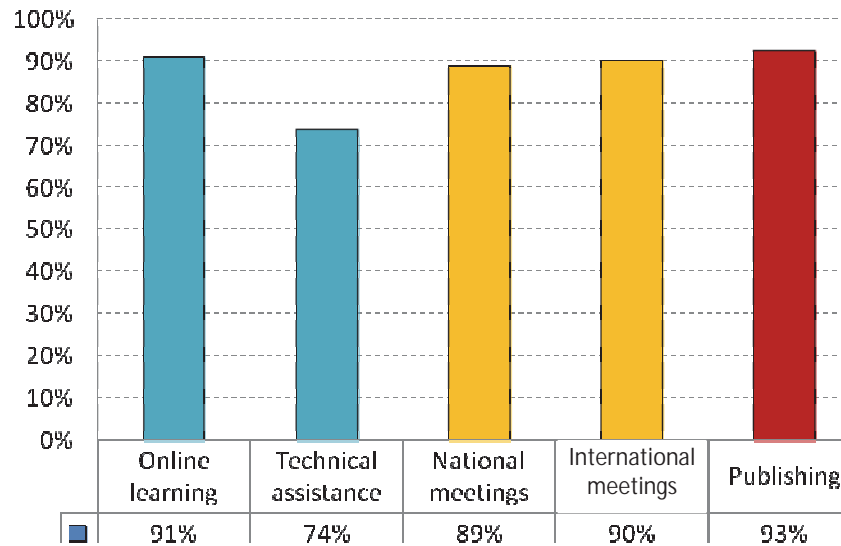
**Finding 20: The quality of the activities carried out under the project was deemed to be very high.**

107. In general, users perceived the quality of the activities developed under the project to be very high, with 88% of survey respondents rating the average quality of the outputs and activities as very good or excellent.



108. Users were largely unanimous on this point when referring to the evidence-based research produced by ECLAC: 93% of survey respondents (see figure 1) rated the quality of the publications as very good or excellent, which was consistent with the opinions expressed by those consulted during the field missions and remote interviews.

Figure 1  
QUALITY OF ACTIVITIES



Source: Online survey.

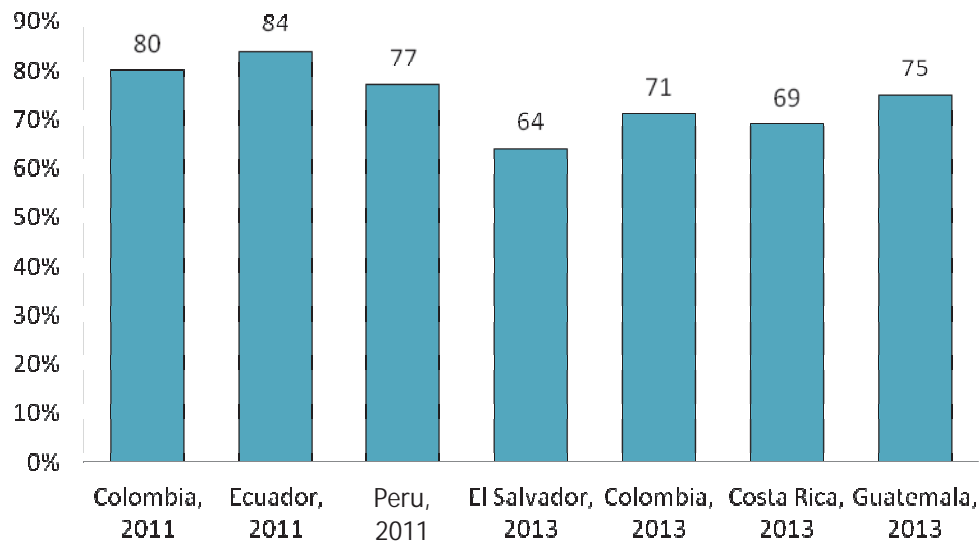
109. A number of publications were praised highly for their thoroughness, usefulness and credibility, in particular “Las encuestas sobre uso del tiempo y trabajo no remunerado: Caminos recorridos y desafíos hacia el futuro” by Rosario Aguirre and Fernanda Ferrari, and “La utilización de las encuestas de uso del tiempo en las políticas públicas” by Flavia Marco.

110. Online courses, and especially the 2012 edition of the course on care policies, closely followed the publications in terms of perceived quality: 91% of those who responded to the survey (see figure 1) considered that the online courses were of good or excellent quality.

**Finding 21: There was greater variation in the perceived quality of the technical assistance.**

111. There were greater disparities in the feedback on technical assistance (see figure 2). In the survey, respondents from El Salvador, Colombia and Costa Rica gave the least favourable feedback, which is consistent with the findings from the field work and telephone interviews. Nevertheless to put this finding into perspective, more than 64% of the 11 respondents from El Salvador, 69% of the 13 respondents from Costa Rica, and 71% of the 14 respondents from Colombia rated the assistance received as very good or excellent.

Figure 2  
**QUALITY OF TECHNICAL ASSISTANCE**



Source: Online survey.

112. During the remote interviews, and above all during the field work in Colombia, two key reasons for this variation in the perceptions of quality of technical assistance were unveiled, which might be applicable to other activities.

#### **Managing expectations on what technical assistance can deliver**

*Perhaps more regular face-to-face contact with advisers would have been helpful. Although electronic communications were very good, more visits from the advisers to the national technical team were needed.*  
 (Survey respondent)

113. Sometimes there was a conflict of expectations between the beneficiary institutions and ECLAC in relation to the duration, intensity and content of technical assistance. One case which illustrates this imbalance of expectations was seen in Colombia where a review of internal documentation, including communications with ECLAC, and in-depth interviews with DANE officials made it was clear that the Colombian NSO (DANE) had expected to work more intensively and to have a more fluid dialogue with ECLAC on how to close the gaps identified in relation to gender statistics.

114. Disparities between the expectations of the countries with respect to the intensity of the technical assistance and what ECLAC could provide were also mentioned by other countries.

### **The need to follow up**

*Sending an expert to provide technical assistance without it being part of a wider process might limit the impact.  
(Survey respondent).*

115. The perception that activities were atomized or not part of a wider process arose frequently throughout the evaluation process.

116. This atomization was the result of a working dynamic that became reactive as a consequence of the pressure to respond to all the opportunities arising in a context of growing interest. This meant that the team had insufficient opportunity to reflect on what had been done, why it had been done and what follow-up was needed. According to one respondent, the activities sometimes seemed to become an end in themselves.

117. The need for follow-up also arose in connection with the project's publications, specifically with regard to the distribution strategy. Those involved in the production of publications should reflect on the intended readership and the message they are trying to convey. During the evaluation, some stakeholders questioned the outreach strategy employed and expressed concern about the underuse of these publications. For example, one survey respondent said that the studies should be shared much more widely and that they should be made available to users of statistics, academic institutions and the general public.

**Finding 22: The success of the project was attributable entirely to the commitment and expertise of the staff.**

118. During the evaluation, many external and internal respondents praised the staff from the Division for Gender Affairs. The success of the project was attributable entirely to the passion, commitment and expertise of the people who worked on it. The project would not have achieved such far-reaching results if it were not for the calibre of the staff.

### **3. Coordination and efficiency**

#### **(a) Synergies with other actors in the region**

**Finding 23: Under the project, a solid partnership was forged with UN–Women, which has become a promotional force for keeping this issue firmly on the agenda in Latin America and the Caribbean. Equivalent synergies were not apparent with other actors, such as the women's movement.**

*We value this alliance like gold dust.  
(UN-Women).*

119. Since the late 1990s, Mexico has been a trailblazer in the region on the issue of the valuation of the unpaid work of women. The country's NSO, machinery for the advancement of women and some academic institutions have worked hand in hand with UN–Women on this issue.

120. The Commission's Division for Gender Affairs, alongside the Statistics Division of ECLAC and the Statistical Conference of the Americas, has built a solid alliance with UN-Women, which has become a promotional force for keeping this issue firmly on the region's agenda.

121. Those consulted for this evaluation said that this partnership represents a shining example of complementarity and unity, where UN-Women (and its predecessors) provides clear, substantive leadership and positioning underpinned by over two decades of work, and ECLAC provides technical credibility and unique opportunities for high-level political cooperation, above all through the Statistical Conference of the Americas.

122. Other United Nations agencies have also implemented initiatives relating to unpaid work in the region and some of the project's activities complemented those initiatives, despite having no formal link. For example, during the field work in Guatemala, the technical assistance provided by ECLAC to the Presidential Secretariat for Women (SEPREM) was facilitated by previous training that had been provided to the statistical unit of that institution with funding from UNFPA.

As noted in the section on relevance, the measurement and valuation of unpaid work is not a priority across the board for the women's movement in the region. In fact, many of the testimonies collected for this evaluation pointed to the opposite, suggesting that the women's movement did not engage with the mainstream economy. However, there are important exceptions which should be highlighted, including the Manuela Ramos Movement in Peru<sup>18</sup>, the Organization of Salvadoran Women for Peace (ORMUSA), among others, in El Salvador,<sup>19</sup> Mujeres por la Vida in Ecuador<sup>20</sup> and, most prominently, Red Género y Familia in Uruguay.<sup>21</sup> However, these organizations work largely in parallel to ECLAC and, by extension, the Division for Gender Affairs, and no apparent partnerships were fostered.

123. This evaluation documented only one case of intentional collaboration with a civil society organization, although that example did not strictly come under the framework of this project. The feminist coalition Articulación Feminista MARCOSUR, in collaboration with the Division for Gender Affairs, created an initiative, referred to as "ISO-Quito", to monitor the implementation of the Quito Consensus using official information available from the ECLAC Gender Equality Observatory for Latin America and the Caribbean.

124. However, ECLAC may not be best positioned to lead such alliances with civil society, although many respondents said that it would be beneficial to keep track of such alliances in a more coordinated manner.

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<sup>18</sup> In Peru the Manuela Ramos Movement played an important role in the advocacy process that led to the adoption of Act No. 29700. This organization also made methodological contributions such as a recent study entitled "El uso del tiempo de las mujeres. Análisis metodológico de la valoración económica del trabajo gratuito de las personas y datos de la I Encuesta Nacional de Uso del Tiempo. Dos estudios y dos reflexiones", Lima, 2013.

<sup>19</sup> In El Salvador, the Concertación Feminista Prudencia Ayala, which includes the Women's Institute for Research, Training and Development (IMU) and the Organization of Salvadoran Women for Peace (ORMUSA), has also been working on the issue. For example, ORMUSA presented a study on the progress and challenges associated with the economic labour situation of women in August 2013, which showed that women continued to experience inequalities in employment and pay.

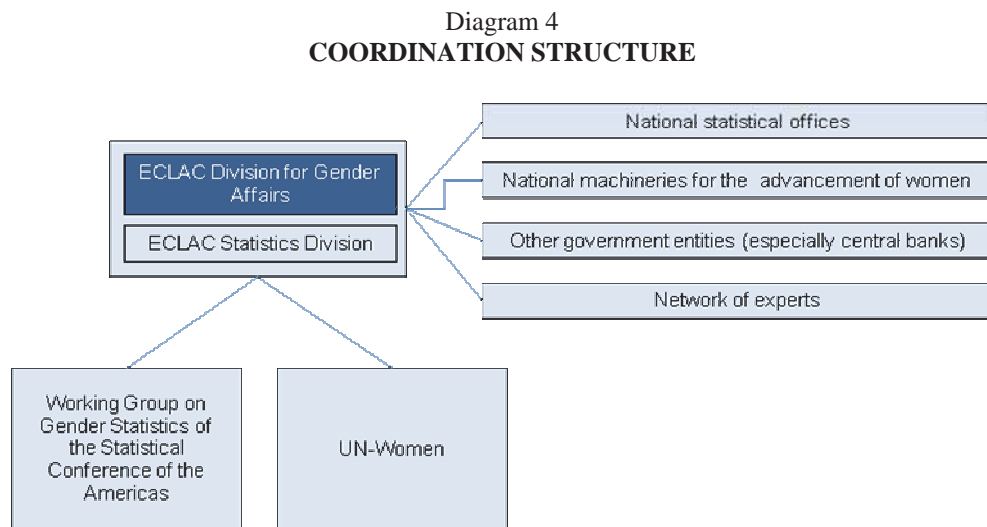
<sup>20</sup> In Ecuador, the organization Mujeres por la Vida was mentioned in a recent study by the humanitarian agency CARE as a strategic ally for disseminating the results of the Ecuadorian time-use survey in 2010.

<sup>21</sup> Uruguay is a paradigmatic and well-documented case where the women's movement has collaborated for over two decades in a solid alliance led by academic institutions. This alliance was influential in the process of establishing a national care system. In this process, both the National Women's Institute (INMUJERES) and Red Género y Familia (a national NGO) participated actively in translating statistical data into public policy.

(b) Coordination with partners and among partners

**Finding 24: The project contributed in various countries to the creation or strengthening of national technical teams working on the measurement and the valuation of unpaid work.**

125. This project was implemented exclusively by the Division for Gender Affairs of ECLAC in the sense that no funds were transferred to other partners and all decisions about the outputs were taken by ECLAC in Santiago. However, the Division did work closely with a number of organizations and departments based in various countries (see diagram 4).



Source: Prepared by the evaluator.

126. However, more important than how ECLAC coordinated with partners, was how it promoted coordination between partners. There is solid evidence that the project contributed in various countries to the creation or strengthening of national coordination mechanisms for the measurement and the valuation of unpaid work.

127. In most cases these technical teams have specific functions, for example, developing the bases for statistical instruments or making calculations on the basis of time-use surveys. These technical teams tend to form naturally to perform particular tasks, rather than being set up officially.

**Finding 25: National technical teams have greater influence when they are made up of the right representatives from the right institutions.**

128. In order for these teams to wield influence, they must be made up of relevant actors. They must have a balanced representation of members with the power to influence the producers of statistics and members with a deep technical knowledge of and unshakable commitment to gender statistics.

129. Guatemala is an example of best practice, illustrating how a technical team comprising the right people and institutions can take ownership of the process of developing a valuation instrument, in this case using the time-use module of the National Living Standards Survey (ENCOVI) 2011. The team in

Guatemala is made up of technically competent and committed individuals from the Presidential Secretariat for Women (SEPREM), influential NSO personnel with a high level of gender awareness and staff from the central bank who are open to integrating gender into national accounts, all of whom have the support of their institutions at the highest level.

130. In Chile, any technical team would have to include other ministries that produce statistics, as well as the NSO, as this is a country with decentralized statistics and the commitment of the NSO may not be enough to give impetus to the institutionalized measurement and valuation of unpaid work. A representative of the Chilean NSO referred to this as “the institutional variable”.

131. In Peru, Act No. 29700 of 2011 makes provisions for a satellite account on unpaid work. However, the push for specific legislation, which was essential for progress in Colombia, has encountered some opposition in Peru. The Ministry of Economic Affairs and Finance is questioning the regulation of the law and any technical team would therefore have to include representatives of that Ministry.

**Finding 26: Machineries for the advancement of women must play a key role in the technical teams in this process.**

132. Machineries for the advancement of women are essential partners in the process towards achieving the aims of the theory of change and their role deserves special consideration.

133. The role of these bodies is to guarantee the strategic dissemination of the results of the measurement and analysis of time use so that this information can influence public policies. They also play a fundamental role in all the countries consulted (except Colombia) in terms of influencing NSOs and central banks to produce official statistics and valuation analysis in the form of satellite accounts.

134. A significant number of machineries for the advancement of women in the region are capable of playing a role in the management of complex statistics. Technical capacity-building is an essential ingredient to their becoming actors with influence.

135. The process of internal capacity-building among these actors has not been short. The statistical unit of the machinery for the advancement of women in Guatemala, for example, was created in 2008, even though statistics had been an important issue for the organization for a number of years before that. Since then the machinery for the advancement of women in Guatemala has been exerting persistent pressure both on the NSO and the central bank to participate in the measurement and valuation process. This process has had ups and downs, and has involved a steep learning curve. The team, which has had a very low turnover among its members, has improved its technical knowledge, increased its capacity to engage and built more harmonious relationships.

136. The Colombian NSO, the National Administrative Department of Statistics (DANE), has almost singlehandedly taken ownership of the process. Thanks to the efforts of key champions over a number of years, the institution gradually began to study gender-related issues. Act No. 1413 of 2010, the commitment of the management and the support of international institutions (such as UNFPA, UN-Women and ECLAC) have given the NSO a further boost and consequently it has made extraordinary progress.

137. It was therefore not necessary for the Colombian machinery for the advancement of women, which is not a particularly strong institution, to struggle to build its capacity and press the NSO to take ownership of the issue. In fact, the issue of gender statistics is not a priority on the political agenda of the machinery for the advancement of women and the institution lacks the technical capacity and the

resources to support the NSO in its task. Nevertheless, the machinery for the advancement of women is trying to formalize strategic partnerships with universities, civil society and other governmental institutions to disseminate the data from the valuation exercise.

(c) Value for money

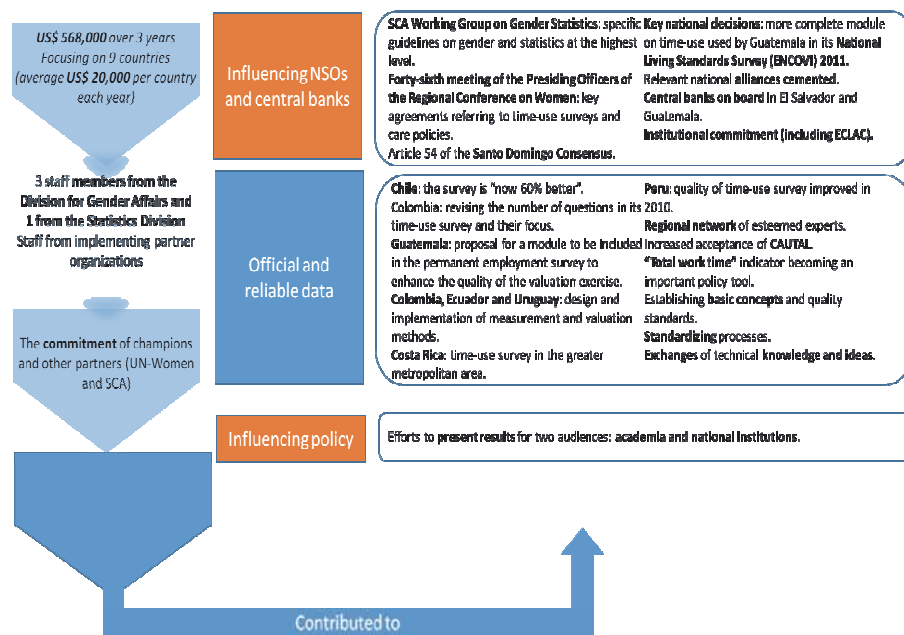
**Finding 27: The achievement of the expected outcomes despite the small amount of funding invested make it fair to conclude that the project represented good value for money.**

138. Overall, the information and analysis shared above in this report show that ECLAC contributed significantly to the achievement of the expected outcomes, which is particularly impressive given the relatively small amount of funding spread across a large number of activities, countries and partners, and the limited time frame. It is therefore fair to conclude that the project represented good value for money.

139. Diagram 5 presents a simplified and visual representation of the relationship between overall inputs and contributions. The total budget of US\$ 568,000, funded by the Development Account, divided between the main countries involved over the duration of the project averaged at just under US\$ 20,000 per country per year.

140. A snapshot of the types of change to which the project contributed (in line with the theory of change) shows the relative weight of inputs to outcomes, while also demonstrating the challenges associated with this type of analysis given the complex nature of these changes.

Diagram 5  
VALUE FOR MONEY



Source: Prepared by the evaluator.

Note: Abbreviations: CAUTAL, Classification of time-use activities for Latin America and the Caribbean; NSO, national statistical office; SCA, Statistical Conference of the Americas of ECLAC.

141. Despite giving a general impression of representing good value for money, it was not possible to make a more exhaustive analysis of efficiency. Although the original project document specified the amounts budgeted per activity, these activities were subsequently adapted to the needs and opportunities of each national context, and the amounts invested therefore varied considerably.

### **MONITORING, EVALUATION AND LEARNING**

The financial monitoring system of the organization as a whole makes it very difficult to track the amount spent on each output under the project and, perhaps most significantly, to define of the value of each output.<sup>22</sup> The design and implementation of the monitoring, evaluation and learning framework should ensure that the value is not considered in the achievement of an output, but in the occurrence of change, progress towards the outcomes and final vision, as defined in the theory of change.

The monitoring system in general, including financial oversight, did not help to inform strategic decisions. The project managers observed that the different reporting tools were exclusively geared to meeting donor requirements (annual reports) and the internal administrative requirements of the organization (mission reports).

#### **Finding 28: The project added value above and beyond the amount invested.**

142. Despite the challenges outlined, the evaluator was able to identify a number of examples that illustrated how the project had added value above and beyond the investments made.

143. The project frequently optimized the use of resources by sharing resources with related initiatives.<sup>23</sup>

144. While this optimization of resources could have created limitations, it can also be valued positively as it led to important synergies with other interventions, such as those financed by the Swedish Development Agency (SIDA) in Costa Rica and Ecuador, a project financed by the Spanish Agency for International Development Cooperation (AECID), the work of the Gender Equality Observatory and the project financed with Norwegian aid on poverty indicators.

145. As well as promoting synergies with some of the Division's other initiatives, the project also mobilized resources from partners in different countries during the organization of workshops and from other donors (especially UN-Women) in the form of grants for online courses.

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<sup>22</sup> The implementation of the United Nations' new enterprise resource planning system, Umoja, presents an opportunity to break down expenditure, as is the practice already in a number of United Nations agencies.

<sup>23</sup> Examples of this include: (1) an international workshop organized in Costa Rica in February on unpaid work and social protection for women built on work undertaken during a previous project financed using Swedish aid; (2) the expert workshop held in Chile in December 2013, which was reported as the closing workshop of this project, obtained resources from the project financed using Norwegian aid focused on developing an indicator for time poverty; (3) from August to December 2013 the project co-financed, together with another project funded by UN-Women, the post of a communication official to work on the dissemination of products from this project and others —a post which could not be ascribed to any particular activity; (4) according to feedback from senior staff in the Division for Gender Affairs, the funds allocated to staff travel were insufficient for the needs of the project and the Division mobilized funds from other initiatives to cover this item.



#### 4. Sustainability

**Finding 29: The more permanent changes brought about by the project include increased individual capacity, the acquisition of knowledge, higher confidence and more positive attitudes.**

146. Overall, it is reasonable to assume that changes in the personal sphere are likely to be sustainable. Many respondents acknowledged changes in their capacity and confidence which will endure beyond the cut-off date of the project.

147. These transformations happen from within: new conceptual knowledge leads to new expectations, new expertise, new ways of thinking, and new skills and awareness. Also, very importantly, in a number of countries the project established, built and supported intergovernmental technical teams and an informal network of regional experts. This had an impact on the capacity, confidence and influence of individual members of these working groups, which will remain in place after the project concludes.

148. Though more sustainable, these types of changes tend to be slow and gradual, and are the result of multiple inputs and influences. Also, as these changes occur at an individual rather than an institutional level, there is a risk that key people might change jobs, resulting in a potential loss of allies for ECLAC within the institutions it wants to influence.

**Finding 30: Changes achieved in the institutional sphere are key to sustainability, but also more fragile and vulnerable to erosion.**

149. Section 7.2 includes examples of how the project contributed to boosting the institutional commitment of implementing organizations, including ECLAC, which the research conducted for the evaluation showed is key to sustainability.

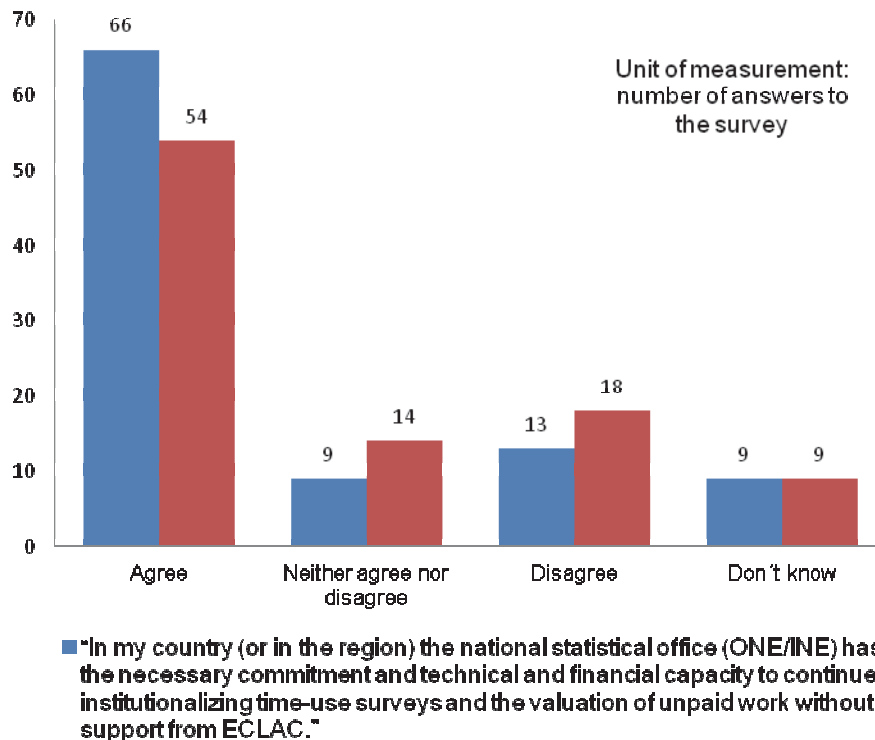
150. As figure 3 indicates, the technical and financial capacity of NSOs and the machineries for the advancement of women is quite high, though the evidence shows large variations within the region.

151. The progress made through national and institutional policy decisions on strengthening the statistics and gender units and strengthening measurement and valuation tools for unpaid work is susceptible to variations in the political context and to changes in the management of the institutions.<sup>24</sup>

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<sup>24</sup> In Chile a budget allocation was approved to carry out a national measurement exercise in 2013, only to be withdrawn months later owing to changes in the policy priorities of the NSO. In Guatemala, the quality and scope of the module applied in 2006 were substantially inferior to the module designed in 2000.

Figure 3  
**CAPACITY OF NATIONAL STATISTICAL OFFICES AND MACHINERIES FOR THE  
 ADVANCEMENT OF WOMEN TO CONTINUE WORK ON THE MEASUREMENT  
 AND EVALUATION OF UNPAID WORK**



Source: Online survey.

**Finding 31: A fundamental factor in sustaining progress made at the institutional level is the dissemination of data with a view to stimulating demand for data from surveys and valuation analysis.**

152. Flavia Marco (2012, p.9) indicates that the dissemination and use of the results of time-use surveys is related to their institutionalization in the NSOs, by generating social expectations and demand for information. Throughout the evaluation the stakeholders highlighted two main obstacles to such institutionalization:

- (a) Firstly, the region is characterized by a low level of institutionalization, with institutions subject to strong political fluctuations depending on the commitment and priorities of governing parties.
- (b) Secondly, many pointed to a political culture in which empirical data, and consequently statistical analysis, are not necessarily required for the preparation of public policy.

**Finding 32: Further discussions should be held with partners on the sustainability of the changes brought about by the project.**

153. The project devoted considerable efforts to discussing and securing continuity. Those responsible for implementing the project held formal exchanges with stakeholders regarding the continuation of technical support in Guatemala, El Salvador, Costa Rica and Colombia. Moreover, certain activities, such as e-learning courses, have been announced for 2014.

154. It is also worth noting that the plan of work of the Working Group on Gender Statistics of the Statistical Conference of the Americas identifies concrete activities to promote time-use surveys in the region. That plan of work was devised on the basis of discussions among the group members, which include NSOs from a number of the countries that participated in the project. One of the tasks that the working group has set itself is to finalize and disseminate guidelines on the valuation of unpaid work and satellite accounts.

155. However, the primary focus of the project was the completion of activities and the implementation of immediate strategies, such as providing training courses and technical assistance, publishing good-quality research and promoting discussion. The project did not follow up systematically on the changes that those activities brought about or could inspire, which meant that there could not be any comprehensive discussions on the sustainability of the changes produced by the outputs.

**Finding 33: Ultimately, sustainability in every aspect depends on continued support.**

156. In summary, the advances made over the three years of the project are not well enough embedded to be fully sustainable at this stage. Several respondents recognized that progress on all fronts (legislation, personal and organizational capacity, alliances) depends on continued funding and support.

## VI. LESSONS LEARNED

**Lesson 1: A complete theory of change should be developed for any project and the technical aspects of data production and comparability should be addressed meticulously and thoroughly.**

157. It is important to keep in mind that the mandate of ECLAC is finite and it is legitimate to clearly demarcate the roles of the organization and of others involved in the project. Always bearing in mind the theory of change does not mean that the project's executing agency has to be engaged in every step of the process, rather, it means reflecting with other actors on the distribution of responsibilities and identifying any gaps or potential bottlenecks that might endanger the sustainability of the change.

158. Furthermore, a constant reflection on the theory of change allows time-bound initiatives such as this one to be situated within a long-term framework, that is, a change process that transcends the time boundaries of any given project.

159. Project managers and principal representatives in each country should take into account the general theory of change and specific theories of change for each country, and should reflect on (1) what action was taken, (2) why it was taken and (3) what follow-up was needed. Within an agreed theory of change an examination of those three elements forms the basis of a monitoring system that goes beyond

seeking accountability to donors or fulfilling administrative requirements and aims to inform strategic decisions. Such a system is orientated towards learning.

**Lesson 2: In order for national technical teams to exert influence they must have balanced, relevant representation and leadership from the machinery for the advancement of women.**

160. There are two moments in the theory of change (represented in diagram 1 by the parts in orange) where progress requires efforts to be concentrated on political influence. The first is the use of capacity built in the country to persuade the entities charged with producing official statistics to work on and institutionalize the measurement of unpaid work and value the results. For this to occur a technical team must exist to take charge of the issue and catalyse the process.

161. An important lesson learned from the project is that these technical teams have greater influence when they are made up of the right representatives from the right institutions.

162. Machineries for the advancement of women must be involved in this process, as they are the primary client for the statistical data and play the essential role of translating that data for other audiences.

**Lesson 3: Horizontal cooperation is the most effective strategy for building the necessary technical capacity in the countries.**

163. The exchange of knowledge in the form of horizontal cooperation was identified as the most effective way of building the necessary capacity and of addressing common challenges.

164. This is a particularly opportune moment to promote horizontal cooperation. Many countries have made considerable progress in the process of measuring and valuing unpaid work, but all are facing two great challenges: (a) data compatibility; and (b) the creation of national demand, meaning the translation of data into public policy.

**Lesson 4: The influencing potential of ECLAC should be taken explicitly into account when planning and implementing projects on this topic.**

165. ECLAC is an influential actor in the processes of political advocacy at the national and regional levels. Its spheres of influence, such as the Statistical Conference of the Americas, have been essential to maintain the issue of measurement of unpaid work on regional and national agendas.

166. However, the Commission's potential for influence has developed organically rather than strategically, following a dynamic which is more implicit and intuitive than explicit and intentional. A more deliberate use of this advocacy potential could have enhanced the results.

## VII. CONCLUSIONS

167. The logical framework approach used to formulate the project may not have been the most appropriate to capture the complexity of the changes needed in relation to women's rights in order to achieve gender equality. A more suitable approach might have been the theory of change model, which makes explicit the assumptions or theories about why a project is pursuing social change and how it can

achieve that change. Such an approach would have helped those implementing the project to take strategic rather than reactive decisions.

168. When the project was formulated the issue of unpaid work was becoming increasingly relevant in Latin America and the Caribbean and has remained so throughout the project's implementation period.

169. Enormous progress has been made on the measurement and valuation of unpaid work in the region in recent years and this project contributed significantly to these achievements, beyond the parameters set out in the project document.

170. The project made important contributions to improving the quality of the measurement and quantification instruments in a number of countries, most significantly, through the provision of methodological and conceptual support.

171. At the international level, the Division for Gender Affairs contributed through this project to placing and keeping this topic high on the agenda of the official producers of statistics in the region. At the national level, the project was successful in influencing decision makers inside the organizations entrusted with the production of official statistics and helped, in particular, to secure the participation of central banks.

172. There were considerable discrepancies between the activities planned and those carried out, but the strategies employed remained consistent and the structure of the project was largely maintained. In many cases, more activities were carried out under each strategic area than originally planned.

173. According to user feedback, the quality of the activities carried out under the project was perceived to be very high. Users were largely unanimous on this point when referring to the evidence-based research produced by ECLAC and to the online courses. Some user perceptions of the quality of technical assistance were less favourable for two reasons. Firstly, on occasion there were conflicts of expectations between beneficiary institutions and ECLAC in relation to the duration, intensity and content of technical assistance. Secondly, many users did not perceive the activities (particularly with regard to technical assistance) to be part of a wider process.

174. The ECLAC Division for Gender Affairs has built a solid alliance with UN–Women, which has become a promotional force for keeping this issue firmly on the Latin American and Caribbean agenda. In terms of other United Nations agencies, although no formal links were created, the project complemented the work on this theme being carried out by other agencies. ECLAC did not foster partnerships with any of the few civil society organizations working on this issue in Latin America and the Caribbean.

175. In various countries, the project contributed to the creation or strengthening of national coordination entities on the measurement and valuation of unpaid work.

176. The project contributed significantly to the achievement of the expected outcomes, which is particularly impressive given the relatively small amount of funding spread across a large number of activities, countries and partners, and the limited time frame. It is therefore fair to conclude that the project represented good value for money. However, the monitoring system was not able to track investment in a way that helped to inform strategic decisions.

177. The more permanent changes promoted by the project are those relating to individual capacity, including the acquisition of knowledge, increased confidence and positive attitudes. Changes made in institutional capacity appear to be more fragile and vulnerable to erosion.

178. A fundamental factor in sustaining progress made at the institutional level is the dissemination of information with a view to stimulating demand for data from surveys and valuation analysis.

179. In general, the progress made is not sufficiently embedded to be fully sustainable at this stage. Progress in every aspect of this theme —legislation, personal and organizational capacity, and partnerships— depends on continued funding and support.

## VIII. RECOMMENDATIONS

### 1. For the United Nations Department of Economic and Social Affairs

**Recommendation 1: A theory of change approach is recommended for the design of policy-influencing projects.**

180. The Department of Economic and Social Affairs should initiate a dialogue with member States about the possibility of using different planning approaches depending on the nature of the project to be funded. For projects that aim to influence policy, it is recommended to adopt a design approach based on a revisable theory of change, which would allow for more flexibility in the design of outputs that can respond to changing environments and emerging opportunities.

**Recommendation 2: Projects would benefit from a greater flexibility in how resources can be used during implementation.**

181. Since Development Account projects focus on developing local capacity and limit the use of external expertise, more flexibility should be allowed in how resources can be used within an approved budget. This is particularly important for policy-influencing projects such as this one where the percentage of funds allocated to staff travel may not be sufficient.

**Recommendation 3: The topic of measuring and quantifying women's unpaid work should receive continued support.**

182. Where feasible, funding should be continued and support given in this area of work, as it is key to sustaining the changes accomplished and to moving forward on the implementation of the theory of change.

### 2. For ECLAC

**Recommendation 4: ECLAC should take a theory of change approach to planning.**

183. Regardless of donor requirements, it would be advisable for the ECLAC to take a theory of change approach to planning. This would help the Division to paint a picture of how things stand and identify how it can tackle significant challenges, such as the rising demand for data from time-use surveys among policymakers. Particular attention should be paid to identifying partners who could help the

Division to achieve specific goals, such as the women's movement and, in particular, machineries for the advancement of women.

184. There are a number of software programmes that can aid the planning process (for one example, see [online] <http://www.doview.com/>), but often all that is required is a flipchart and well-structured, documented meetings to reflect on the current situation and future aims.

185. When using a theory of change approach ECLAC needs to account realistically for the extra commitment of staff and the time required to map change processes and to communicate regularly with key national stakeholders nationally in relation to the theory of change and the distribution of responsibilities.

**Recommendation 5: ECLAC should increase its focus on policy-influencing strategies.**

186. Advocacy was an important element of this project and an area in which ECLAC exerted considerable influence. The Commission should place a more deliberate emphasis on advocacy in future interventions and explicitly map how the organization can contribute to influencing decision makers.

**Recommendation 6: When designing and implementing concrete activities, ECLAC should consider their potential impact within the wider theory of change.**

187. ECLAC must consider the potential impact of its activities on their target audiences, including readers of research papers, trainees on capacity-building courses and participants at conferences. Some stakeholders reported that the project's undertakings appeared to be unrelated to the project's overall aims. For each activity, staff members must reflect on how the activity will impact those involved, whether the Commission's core message is being transmitted and what follow-up should be carried out. If staff members do not believe a particular activity will contribute to a desired impact, then they must go back to the drawing board.

**Recommendation 7: The design of monitoring and evaluation systems should be geared to informing strategic decisions.**

188. ECLAC should seek to identify a quick and simple way to systematically record project results and impacts. As a starting point, staff members should reflect on what information they need to gather and what they are trying to learn from the exercise. The monitoring and evaluation system must not become an end in itself, but should have specific learning applications for the organization. An evaluative framework should be applied to activities and actors should be encouraged to reflect on what action was taken, why it was taken and what follow-up was needed.

**Recommendation 8: Partners should be involved to a greater extent during the implementation of project activities.**

189. ECLAC should increase communication with national partners in order to manage expectations, especially in relation to the intensity of technical assistance. A more tailored approach is recommended to building capacity in the countries, which could mean that ECLAC should consider working more closely with fewer countries.

**Recommendation 9: ECLAC should facilitate horizontal cooperation programmes among national partners to build necessary capacity in the countries.**

190. Horizontal cooperation is a valuable resource for moving forward on the institutionalization of measuring and quantification exercises. ECLAC should facilitate exchange programmes among countries to promote the sharing of knowledge among counterpart organizations.

**Recommendation 10: The data acquired from measuring and quantifying women's unpaid work urgently requires systematization.**

191. Knowledge management urgently needs to be undertaken for the purposes of institutional learning and to ease the workload by enabling partners to find information autonomously. ECLAC is encouraged to explore possible strategic alliances either within the United Nations system (ECLAC Caribbean Knowledge Management Centre, UN-Women or the United Nations Development Programme (UNDP) Regional Centre) or outside the system (INEGI or relevant universities) to design and implement an interactive knowledge platform on the topic.

**Recommendation 11: ECLAC staff members should feel proud of what they do.**

192. When asked what it should do differently, many respondents urged ECLAC to continue what it was doing because it was making a difference.





## **Annexes**

Annex 1  
**TERMS OF REFERENCE**

**ECONOMIC COMMISSION FOR LATIN AMERICA AND THE CARIBBEAN (ECLAC)**

**Evaluation of the Development Account Project 1011F  
Improving quantification of women's unpaid work in support of poverty eradication policies**

**TERMS OF REFERENCE**

**I. EVALUATION BACKGROUND AND TOPIC**

*The Development Account*

The Development Account (DA) is a programme of the United Nations Secretariat aimed at enhancing capacities of developing countries in the priority areas of the United Nations Development Agenda<sup>25</sup>. It is financed through the Secretariat's regular budget and has a biennial budget of \$19 million, funding approximately 28 projects implemented by 10 entities of the Executive Committee of Economic and Social Affairs (DESA, the five UN Regional Commissions, UNCTAD, UNEP, UN-HABITAT and UNODC). Since its establishment in 1997, 256 projects have been funded from the Account, with a total envelope of \$156.9 million. The present project being evaluated, entitled "*Improving quantification of women's unpaid work in support of poverty eradication policies*" was approved under the 7<sup>th</sup> tranche of the Development Account for the 2010-2011 biennium, and was implemented by the Division for Gender Affairs of the Economic Commission for Latin America and the Caribbean (ECLAC), in collaboration with the Division for the Advancement of Women (DAW) of the UN Department of Economic and Social Affairs (DESA).

*Project Overview*

These terms of reference describe the final evaluation to be conducted of this Development Account project. The key objective of the project was to increase the capacity of national Governments in Latin America and the Caribbean to formulate public policies that promote gender equality and contribute to poverty reduction through implementation of time-use surveys for the measurement of women's unpaid work, to demonstrate how this limits their access to economic resources.

The project sought to reinforce the regular production and use of Time-use surveys by strengthening the capacity of countries to generate indicators that measure women's paid and unpaid work, which should serve to inform policy-makers in formulating more effective public policies. The

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<sup>25</sup> Development Account projects are implemented in the following thematic areas: advancement of women; population/ countries in special needs; drug and crime prevention; environment and natural resources; governance and institution building; macroeconomic analysis, finance and external debt; science and technology for development; social development and social integration; statistics; sustainable development and human settlement; and trade. See also UN Development Account website: <http://www.un.org/esa/devaccount/projects/active/theme.html>.

project aimed to gather information from country experiences and compile good practices in measuring women's unpaid work and the dual burden of care activities and work carried out by women.

Key in this process was the development of a knowledge-management system using information and communication technologies such as virtual networking tools to increase access, widen distribution and communication networks to enhance national capacity to develop time-use surveys.

The project was implemented in nine countries in the Latin America and the Caribbean region: Brazil, Colombia, Costa Rica, Chile, Ecuador, El Salvador, Guatemala, Peru, and Uruguay. A further 11 countries were indirect beneficiaries of the project, participating in e-learning activities as well as workshops and seminars: Argentina, Bolivia, Cuba, Dominican Republic, Honduras, Mexico, Nicaragua, Panama, Paraguay, Puerto Rico, and Venezuela.<sup>26</sup> Countries were selected in consultation with the Working Group on Gender Statistics of the Statistical Conference of the Americas of ECLAC on the basis of having had prior experience in carrying out time-use surveys and a willingness to share their databases. The overall budget of the project, totaling US\$ 568,000, was financed by the UN Development Account. Implementation of the project was led by the Division for Gender Affairs of the Economic Commission for Latin America and the Caribbean, and was carried out in collaboration with the Division for the Advancement of Women (DAW) of the UN Department of Economic and Social Affairs (DESA).

Implementation of the project began in September 2010 and completed in December 2013.<sup>27</sup> The overall duration of the project was therefore 39 months, with progress reports prepared on a yearly basis.

#### *Expected Accomplishments, Indicators of Achievement, and Planned Activities*

As part of its results framework, the project contained a set of expected accomplishments, their corresponding indicators of achievement, as well as specific activities aimed at achieving these accomplishments. These are listed below as follows:

#### **Expected accomplishments**

- I. National statistical offices of Latin America and the Caribbean have enhanced knowledge and skills to implement time-use surveys to measure women's unpaid work.
- II. National mechanisms for the advancement of women and other governmental authorities enabled to use the information gathered from time-use surveys effectively in addressing key socio-economic issues related to gender equality, such as social security gaps, income gaps and care policies.

#### **Indicators of achievement**

##### *Expected accomplishment I:*

- (i) Increased knowledge of technical tools for the implementation of time-use surveys or modules included in household surveys in eight countries of the region.
- (ii) Implementation of time-use surveys or modules in eight countries of the region.

<sup>26</sup> Additional countries benefited from further activities, including a virtual course and an expert meeting on time use.

<sup>27</sup> The project was initially planned to start in the beginning of 2010, yet based on the date of disbursement of funds, was begun in September and completed December 2013.

*Expected Accomplishment II:*

- (i) At least four countries will integrate the results of their national time-use surveys in the design of policies and programmes and/or have initiated programmes or proposed legislation which take into account the economic value of non-remunerated work.
- (ii) At least eight countries use time-use surveys data to report on accomplishment of Millennium Development Goals.

**Planned activities**

- (a) Two workshops for eight experts (six from Latin America and two from the Caribbean) specialized in the design, implementation and analysis of time-use surveys;
- (b) Technical assistance missions to eight selected countries of Latin America and the Caribbean, to evaluate the resources available and needs expressed, assist in coordinating a national training workshop and ensure follow-up;
- (c) Organizing national training workshops in eight selected countries for staff from national statistics offices and staff from gender offices, in the design, implementation, interpretation and use of time-use surveys;
- (d) Promoting exchanges of staff among statistical offices to encourage the implementation of common methodologies and to facilitate exchanges of information on international statistical standards, in the areas of management of statistical systems, economic statistics, vital statistics, labour statistics and data management;
- (e) Promoting exchanges of staff among national mechanisms for the advancement of women to encourage policy making in the area of family work conciliation
- (f) Preparing and publishing a comparative analysis of the harmonization of definitions and the international compatibility of time-use surveys as carried out in eight selected countries based on existing their experiences and other international experiences.
- (g) Organizing one international expert meeting to assess existing knowledge of information and learning initiatives in 8 selected countries of Latin America and the Caribbean.
- (h) Two sub-regional seminars to share knowledge and experiences acquired by national statistical officers with policy makers and other stakeholders in order to formulate recommendations regarding key socioeconomic issues.
- (i) Development of an interactive platform to build knowledge, share data and good practices and carry out e-learning

**II. PURPOSE AND OBJECTIVES OF THE EVALUATION***Context*

This evaluation is in accordance with the General Assembly resolutions 54/236 of December 1999 and 54/474 of April 2000, which endorsed the Regulations and Rules Governing Programme Planning,

Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (PPBME).<sup>28</sup> In this context, the General Assembly requested that programmes be evaluated on a regular, periodic basis, covering all areas of work under their purview. As part of the general strengthening of the evaluation function to support and inform the decision-making cycle in the United Nations Secretariat in general and ECLAC in particular and within the normative recommendations made by different oversight bodies<sup>29</sup> endorsed by the General Assembly<sup>30</sup>, ECLAC's Executive Secretary is implementing an evaluation strategy that includes periodic evaluations of different areas of ECLAC's work. This is therefore a discretionary internal evaluation managed by the Programme Planning and Evaluation Unit (PPEU) of ECLAC's Programme Planning and Operations division (PPOD).

### *Objectives*

As the final evaluation of the present project, this exercise is summative in nature. Specifically, it seeks to:

1. Analyze the design of the project as well as the relevance of its stated goals to the thematic area and region within which it operated, with particular emphasis on the needs of its beneficiaries.
2. Assess the project's level of efficiency in implementing its activities, including its governance and management structures and use of resources. Moreover, the evaluation will examine the level of coordination among implementing partners and assess the project's strategic partnerships.
3. Take stock of the results obtained by the project and evaluate the extent to which it achieved its objectives. To the extent possible, assess initial impact attributable to the project.
4. Evaluate the sustainability of the project, considering its financial, political, institutional and technical dimensions. Identify prospects for scale-up and replication of its activities and outputs to other countries.
5. Identify best practices and lessons learned in the project implementation process that can serve to inform future development projects on the topic, undertaken either by ECLAC or other UN entities.

### **III. SCOPE OF THE EVALUATION**

The evaluation's *unit of analysis* is the project itself — including both the design and implementation of planned activities as well the results and impacts achieved. The *timeframe* to be studied corresponds to the period beginning with the project's initial design through the completion of its final activities, amounting to three years and three months in total.

This project aimed to reach a range of beneficiaries at national, regional, and global levels, by strengthening statistical capacity in measuring women's unpaid work, building institutional links between the users and producers of data, and contributing towards South-South cooperation. The main beneficiaries of the project were the National Statistical Offices and National Mechanisms for the

<sup>28</sup> ST/SGB/2000/8 Articles II, IV and VII.

<sup>29</sup> OIOS report entitled "Assessment of Evaluation Capacities and Needs in the United Nations Secretariat" (IED-2006-006, 24 August 2007); The Joint Inspection Unit report entitled "Oversight Lacunae in the United Nations System" (JIU/REP/2006/2).

<sup>30</sup> Including GA resolutions 54/236 and 54/474 endorsing the PPBME rules and regulations (ST/SGB/2000/8).

Advancement of Women of the project's participating countries, which benefitted from improved methodological tools and institutional capacities to integrate the gender perspective to measure women's unpaid work. The project also aimed to benefit the academic community as well as civil society organizations through the provision of gender data and indicators. A third group of beneficiaries consisted of UN entities such as UNWOMEN, UNICEF, UNFPA, ILO, and other development agencies (OPS, PAHO), who will be able to make use of the statistical tools developed by the project in their own gender-related research and operational activities.

The *target audience and principal users* of the evaluation include all project implementing partners and beneficiaries, as well as other Regional Commissions and agencies of the UN system and government counterparts active in the Latin America and Caribbean region and on the topic of measurement of women's unpaid work in support of poverty reduction.

#### IV. GUIDING PRINCIPLES AND ETHICS

##### **ECLAC guiding principles**

The evaluator will apply ECLAC's guiding principles to the evaluation process.<sup>31</sup> In particular, special consideration will be taken to assess the extent to which ECLAC's activities and products respected and promoted *human rights*, equity and justice. This includes a consideration of whether ECLAC interventions treated beneficiaries as equals, safeguarded and promoted the rights of minorities, and helped to empower civil society. Moreover, the evaluation process itself, including the design, data collection, and dissemination of the evaluation report, will be carried out in alignment with these principles.

Given the objective and activities of the project, it is considered that *gender issues*, including the needs and priorities of women, the promotion of gender equality, and women's empowerment were taken in to account. The evaluation will nonetheless seek to confirm the extent of incorporation of gender issues in various aspects of the project's design, implementation, and results achievement.

##### **Development Account criteria**

Finally, the evaluation will place particular emphasis on measuring the project's adherence to the following key *Development Account criteria*<sup>32</sup>:

- Result in durable, self-sustaining initiatives to develop national capacities, with measurable impact at field level, ideally having multiplier effects;
- Be innovative and take advantage of information and communication technology, knowledge management and networking of expertise at the sub regional, regional and global levels;
- Utilize the technical, human and other resources available in developing countries and effectively draw on the existing knowledge/skills/capacity within the UN Secretariat;
- Create synergies with other development interventions and benefit from partnerships with non-UN stakeholders.

<sup>31</sup> See ECLAC, "Preparing and Conducting Evaluations: ECLAC Guidelines" (2009) for a full description of its guiding principles.

<sup>32</sup> UN GA, "Guidelines for the Preparation of Concept Notes for the 7<sup>th</sup> Tranche of the Development Account (2010-2011)"

## Norms, Standards, and Ethics

The evaluation will be conducted in line with the norms and standards laid out in the “Norms for Evaluation in the UN System” and “Standards for Evaluation in the UN System”. Moreover, the evaluation will apply UNEG’s ethical principles as per its “Ethical Guidelines for Evaluation”.

## Coordination

Any previous reviews or assessments undertaken by units or divisions participating in the project will be taken into account in carrying out the evaluation. To this end, coordination with project partners will be critical to access relevant information.

## V. EVALUATION CRITERIA AND QUESTIONS

This evaluation encompasses the different stages of the given project, including its design, process, results, and impact, and is structured around four *main criteria*: relevance, efficiency, effectiveness, and sustainability. Within each of these criteria, a set of *evaluation questions* will be applied to guide the analysis<sup>33</sup>. The responses to these questions are intended to explain “the extent to which,” “why,” and “how” specific outcomes were attained.

### 1. Relevance

- (a) Were the programme’s objectives relevant to the implementing countries’ development needs and priorities?
- (b) Were the project’s objectives aligned with the mandate of ECLAC and that of the Gender Affairs subprogramme?
- (c) Were there any synergies or complementarities between planned outputs and other measurement tools on women’s unpaid work being developed by relevant actors in the region?
- (d) Was project design carried out through active involvement of all implementing partners?

### 2. Efficiency

- (a) Did the governance and management structures of the project contribute to effective implementation of its operations?
- (b) Were services provided in a reliable and timely manner?
- (c) Were resources used efficiently and cost-effectively?
- (d) Did the project apply protocols and practices to ensure that workflows were carried out effectively and coherently?
- (e) To what extent did implementing partners successfully coordinate in the implementation of project activities?

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<sup>33</sup> The questions included here will serve as a basis for the final set of evaluation questions, to be presented by the evaluator in the inception report.



## **Effectiveness**

- (a) What were the intended and unintended, direct and indirect results of the project?
- (b) To what extent did the project achieve the goals and objectives outlined in the project document?
- (c) How satisfied were the project's main beneficiaries with the quality and timeliness of the services they received?
- (d) What are the preliminary impacts of the project? Has it contributed to increasing access to information, technical skills, and resources of the beneficiaries?

### **3. Sustainability**

- (a) Are project results expected to have a lasting impact on beneficiaries' access to knowledge and technical capacity in the medium- to long term?
- (b) Have national counterparts demonstrated the political will and commitment to carry project activities forward?
- (c) Do beneficiaries have the financial, technical, and institutional capacities to take over the implementation of project activities?
- (d) Has the project contributed to the development of concrete policies aimed at strengthening statistical measurement of women's unpaid work in its target countries?
- (e) Does the project demonstrate potential for replication and scale-up of successful practices?

## **VI. METHODOLOGY**

### **1. Desk review and stakeholder mapping**

All relevant project information will be reviewed as part of the data collection process, including DA project criteria, the project document, annual progress reports, the final project report, workshop and meeting reports and surveys, country reports, and the project webpage. Furthermore, a stakeholder mapping will be carried out to chart project managers, implementing partners within the UN system and among national and civil society institutions at country level, as well as programme beneficiaries.

### **2. Electronic surveys**

Self-administered electronic surveys will be developed and disseminated to three different types of stakeholders: a) project managers within the Commission, b) project partners within the United Nations System and the nine participating countries, and c) project beneficiaries.

### **3. Country visits: stakeholder interviews, and focus groups**

The evaluator will undertake an initial visit to ECLAC Headquarters in Santiago to meet with evaluation managers in the Programme Planning and Operations Division (PPOD) and focal points in ECLAC's Division for Gender Affairs responsible for implementing the project. In addition, the evaluator will visit

one or two participating countries of the project within the Latin America and Caribbean region (as needed) to speak with key project stakeholders.

The main data collection methods to be used during country visits are semi-structured interviews and focus groups, which will be conducted with a range of project stakeholders including implementing agencies, partner institutions, and project beneficiaries, to discuss the activities, results, and impacts of the project. Additional interviews may be carried out via tele- or videoconference in countries that the evaluator is not able to visit. Information from these interviews will be validated and triangulated against the desk review and electronic survey.

## **VII. EVALUATION PROCESS**

### **1. Inception**

First, the ECLAC Evaluation Unit will establish an *Evaluation Reference Group* (ERG), composed of representatives of the Department for Economic and Social Affairs' (DESA) Capacity Development Office (as the managing unit of the Development Account) and of the project's main implementing partners.

The evaluator will begin the evaluation process by undertaking a *desk review and data analysis* of all relevant project documentation as well as a *stakeholder mapping* of key actors. Based on the desk review, the evaluator will prepare an *inception report* describing the background and context of the evaluation, its scope, methodology, and key questions.

### **2. Data collection**

After the inception report has been submitted, the evaluator, with the assistance of the ECLAC Evaluation Unit, will conduct an *electronic survey*, which will be distributed among key project stakeholders.

Moreover, as mentioned above, the evaluator will undertake *country visits* to ECLAC Headquarters in Santiago as well as one or two participating countries within the region, as needed. During country visits, the evaluator will conduct *interviews and focus groups* with implementing partners, national partners, and beneficiaries to discuss the activities, results, and impacts of the project. Additional interviews will be conducted via tele- or videoconference.

Upon completion of the country visits and the overall data collection process, the evaluator will present the evaluation's preliminary findings in a *stakeholder debriefing* via videoconference. During this meeting, project stakeholders, including the ERG, will be invited to provide comments and feedback to the evaluator.

### **3. Analysis and report drafting**

After completion of the data collection process, the evaluator will conduct an *analysis* of the various sources of data collected, including project documents, survey results, and interview and focus group findings. This analysis serves as the basis for the evaluation findings, conclusions, lessons learned, and recommendations.

The analysis will be followed by the preparation of the *draft evaluation report*, which will be reviewed by both the evaluation task manager and the ERG for comments. These comments will be

addressed by the evaluator in the *revision process*, and will be responded to formally by the evaluator in a *revision matrix*, indicating what adjustments were made according to each comment and why. Once the revision is complete, the evaluator will submit the *final evaluation report*.

Upon finalization of the evaluation report, the evaluator will formally present the evaluation findings, conclusions, and recommendations to programme stakeholders in a *closing meeting*. The report is then sent for *editing and translation* and is *disseminated* via ECLAC's intranet system as well as ECLAC's public webpage. The evaluation report is also shared with DESA's Capacity Development Office, the management unit of the Development Account, so as to contribute to the accountability and learning process of the evaluation.

#### **4. Follow-up**

ECLAC's Evaluation Unit will undertake a follow-up process to the evaluation for an initial period of two years so as to ensure that the Commission benefits institutionally from the lessons learned and recommendations developed through the exercise. Once the evaluation is finalized and disseminated, the Evaluation Unit will convene a meeting with all implementing partners to formulate a *management response* to each evaluation recommendation and determine *key actions* to carry the recommendations forward.

Follow-up actions will be reported on by assigned division focal points on a six-monthly basis over the two-year period, with meetings held after the first year as well as at the end of the two-year period. Throughout the follow-up process, the PPEU will issue *annual reports* to all ECLAC divisions summarizing the recommendations and actions of all evaluations. Additionally, evaluation recommendations and follow-up actions will be incorporated in to *programme implementation guidelines* on an annual basis and will be included in guidance provided in the programme "kick-off" meetings at the outset of the implementation of planned activities.

### **VIII. KEY PRODUCTS**

#### **1. Inception report**

The evaluation inception report provides a background and overview of the project and defines the purpose, scope and key questions of the evaluation. It also describes the methodology, key stakeholders, and data collection instruments to be used in the analysis. Interview guides and survey questionnaires are also included in this first report.

#### **2. Stakeholder debriefing**

Once the data collection process and country visits have been completed, a summary of preliminary findings will be presented in a debriefing with stakeholders (via teleconference), in which the consultant will present the initial evaluation findings to ECLAC implementing partners.

#### **3. Revision matrix**

The revision matrix contains the evaluator's response to all comments made by both the ERG and the evaluation task manager. It indicates whether a comment was addressed in the revised report, how it was addressed, and a justification for the evaluator's decision.

#### **4. Evaluation report**

The final report presents the outcomes of the overall evaluation process. It describes the main activities and results of the project, the findings of the data collection process, and the lessons, conclusions and recommendations derived from it, including the project's prospects for sustainability. The evaluation recommendations are key to guiding improvements efforts in management and implementation of future DA projects.

#### **5. Closing Meeting**

The main findings, conclusions, and recommendations of the final evaluation report are presented to project stakeholders in a closing meeting.

#### **6. Management response and follow-up action plan**

ECLAC's management response will outline the Commission's position on each of the recommendations, as well as how it plans to address them. The action plan that is developed as part of the follow-up to the evaluation indicates specific actions to be taken as a means of improving work processes and organizational performance, along with the respective responsible units and timeframe for completion.

### **IX. ROLES AND RESPONSIBILITIES IN THE EVALUATION**

#### **1. Commissioner and task manager of the evaluation**

##### **→ Programme Planning and Evaluation Unit (PPEU)**

- Commissions the evaluation
- Develops the evaluation TORs
- Selects and recruits the evaluator
- Provides overall management of the evaluation and its budget and strategic guidance on the evaluation process
- Provides coordination support for the data collection process, including the dissemination and processing of the electronic survey, organization of country visits
- Coordinates communication and information flow between the evaluator, project stakeholders, and the ERG.
- Manages the quality assurance process of the evaluation. Along with the ERG, reviews and provides feedback on evaluation deliverables
- Takes responsibility for the editing, translation, and dissemination of the evaluation report.
- Manages the evaluation follow-up process, including the management response and action plan

#### **2. Evaluator**

##### **→ External evaluation consultant**

- Undertakes a desk review, designs the evaluation methodology and prepares the inception report
- Conducts the data collection process, including the design of the electronic survey, interviews and focus groups, and country visits

- Undertakes data analysis
- Prepares the evaluation report and carries out revisions, including a revision matrix
- Conducts two stakeholder debriefings to present: (a) preliminary evaluation findings, and (b) the final conclusions and recommendations of the evaluation

### 3. Evaluation Reference Group

➔ Representatives of programme managing divisions and DESA as DA management unit

- Participates in the presentation of preliminary evaluation findings and provides feedback
- Reviews and provides detailed comments on the draft evaluation report
- Participates in the presentation of the final evaluation report

## X. EVALUATION TIMELINE

Table A.1  
TIMEFRAME OF THE EVALUATION

Evaluation Phase	Activity	Actors	Timeframe 2013-2014					March
			Oct 2013	Nov	Dec	Jan 2014	Feb	
Preparation	Recruitment of consultant	TM						
Inception	Document review	E						
	Preparation of work plan	E						
	Preparation, review of inception report	E, TM						
Data Collection	Survey	E, TM						
	Mission to ECLAC HQ in Santiago	E, TM						
	Country visit(s)	E						
	Stakeholder debriefing	E, TM, ERG, ES						
Analysis and Report Writing	Preparation of draft report	E						
	Review and revision of report	TM, ERG						
Revision and Finalization	Finalization and presentation of report	E, TM, ES						
	Editing	TM						
Dissemination and Follow-up	Dissemination	TM						
	Initiation of follow-up process	TM						

Note: Task Manager (TM); Evaluator (E); Evaluation Reference Group (ERG); Evaluation Stakeholders (ES).

Annex 2  
EVALUATION MATRIX

Focus areas	Key issues
Relevance	<p>Were the projects's objectives relevant to implementing countries' development needs and priorities?</p> <p>Were the project's objectives aligned with the mandate of ECLAC and that of the subprogramme of the Division for Gender Affairs?</p> <p>Were any synergies or complementarities between planned outputs and other measurement tools on women's unpaid work being developed by relevant actors in the region?</p> <p>Was project design carried out through active involvement of all implementing partners, thus promoting national ownership?</p> <p>To what extent did the project have a useful and reliable monitoring and evaluation strategy that helped measure results?</p>
Efficiency and coordination	<p>Did the project's governance and management structures contribute to effective implementation of its operations?</p> <p>Were resources used efficiently and cost effectively?</p> <p>Did the project apply protocols and practices to ensure effective and coherent workflows?</p> <p>To what extent did the implementing partners successfully coordinate in their implementation of project activities?</p>
Effectiveness and early impact	<p>To what extent did the project achieve the goals and objectives outlined in the project document?</p> <p>Were there any unintended outcomes?</p> <p>How satisfied were the project's main beneficiaries with the quality of the activities?</p> <p>Have any good practices, success stories or lessons learned been identified?</p> <p>To what extent has research, training or advice been visibly 'picked up' and used by the project's target audiences?</p> <p>What are the preliminary impacts of the project? Has it contributed to greater access to information, technical skills and resources among beneficiaries?</p>
Sustainability	<p>Are the project results expected to have a lasting impact on beneficiaries' access to knowledge and technical capacity in the medium to long term?</p> <p>Have national counterparts demonstrated the political will and commitment to carry the project activities forward?</p> <p>Do beneficiaries have the financial, technical, and institutional capacities to take over the implementation of project activities?</p> <p>Has the project contributed to the development of concrete policies aimed at strengthening the statistical measurement of women's unpaid work in its target countries?</p> <p>Does the project demonstrate the potential for replicating and scaling up successful practices?</p>

Annex 3  
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Annex 4  
STAKEHOLDERS

<b>Country</b>	<b>Name</b>	<b>Position</b>	<b>Organization</b>	<b>Type of organization</b>
Argentina	Carolina Marciano		National Institute of Statistics and Censuses (INDEC)	National statistical office
Argentina	Clara Malcolm	Consultant	Ministry of Agriculture and Fisheries	Government body
Argentina	Cynthia Carla Diana Deambroggio	Consultant, Training Unit	Ministry of Agriculture and Fisheries	Government body
Argentina	Eugenia Carrara	Consultant		
Argentina	Fedora Carbajal		Centre for Distributive, Labour and Social Studies (CEDLAS), Universidad Nacional de La Plata	Academic institution
Argentina	Graciela Maria Bellotti		National Institute of Statistics and Censuses (INDEC)	National statistical office
Argentina	Irma Colanzi	Researcher	Office of the Ombudsman, Province of Buenos Aires. Gender-based Violence Observatory.	Machinery for the advancement of women
Argentina	Jose Maria Serbia		National Institute of Statistics and Censuses (INDEC)	National statistical office
Argentina	Maria Alejandra Jorge	Coordinator, Methodological Development of the Permanent Household Survey	National Institute of Statistics and Censuses (INDEC)	National statistical office
Argentina	Mercedes Graciela Boschi	Faculty of Social Sciences	University of Buenos Aires	Academic institution
Argentina	Patricia Alejandra Lizarraga		UN-Women Argentina	International organization
Argentina	Roberta Ruiz	Director	Gender and Justice Observatory, Autonomous City of Buenos Aires	Machinery for the advancement of women
Argentina	Rosario Recalt		National Institute of Statistics and Censuses (INDEC)	National statistical office

<b>Country</b>	<b>Name</b>	<b>Position</b>	<b>Organization</b>	<b>Type of organization</b>
Argentina	Roxana Beatríz Cuevas	Conceptual Design Coordinator	National Institute of Statistics and Censuses (INDEC)	National statistical office
Argentina	Valeria Esquivel	Executive and Council Member	International Association for Time-Use Research (IATUR)	Civil society organization
Bolivarian Republic of Venezuela	Carmen Ludi Ghazala		Ministry of People's Power for Women and Gender Equality	Machinery for the advancement of women
Bolivarian Republic of Venezuela	Gabriele Merz	Consultant		
Bolivarian Republic of Venezuela	Gilda Del Carmen Nava	Specialist II	Central Bank of Venezuela	Government body
Bolivarian Republic of Venezuela	Indira Maria Ocando		Judiciary	Government body
Bolivarian Republic of Venezuela	Ingrid María Trespacios		Ministry of People's Power for Women and Gender Equality	Machinery for the advancement of women
Bolivarian Republic of Venezuela	Maikely Yasmin Ferrer		Ministry of People's Power for Women and Gender Equality	Machinery for the advancement of women
Bolivarian Republic of Venezuela	Maria Carolina Terán Alvarez		Central Bank of Venezuela	Government body
Bolivarian Republic of Venezuela	Neida Coromoto Rojas		National Institute of Statistics (INE)	National statistical office
Bolivarian Republic of Venezuela	Ninoska Díaz	Social Statistics Manager	National Institute of Statistics (INE)	National statistical office
Bolivarian Republic of Venezuela	Penelope Maria Benvenga		National Institute of Statistics (INE)	National statistical office
Bolivarian Republic of Venezuela	Racelys Del Valle Rodriguez	Statistician	National Institute of Statistics (INE)	National statistical office
Bolivarian Republic of Venezuela	Rosanna Gabriela Cabeza	Economist I	Central Bank of Venezuela	Government body
Bolivarian Republic of Venezuela	Sandra Lisbeth Pepe		Ministry of People's Power for Women and Gender Equality	Machinery for the advancement of women

<b>Country</b>	<b>Name</b>	<b>Position</b>	<b>Organization</b>	<b>Type of organization</b>
Brazil	Ana Sabóia	Participant, national meeting in Brazil		
Brazil	Cássia Maria Carlotto	Teacher	Universidade Estadual De Londrina- Parana-Brasil	Academic institution
Brazil	Cláudio Considera	Participant, national meeting inBrazil		
Brazil	Cristiane Soares	Participant, national meeting inBrazil		
Brazil	Emilio Suyama	Participant, national meeting inBrazil		
Brazil	Fatmato Hany		Brazilian Geographical and Statistical Institute	National statistical office
Brazil	Hildete Pereira de Melo	Special Adviser	Special Secretariat of Policies for Women	Machinery for the advancement of women
Brazil	Lara Gama de Albuquerque	Research Analyst	Brazilian Geographical and Statistical Institute	National statistical office
Brazil	Laura Benevides	Participant, national meeting inBrazil		
Brazil	Marlise Matos	Participant, national meeting inBrazil		
Brazil	Merike Blofield	Participant, national meeting inBrazil		
Brazil	Renata Gonçalves	Participant, national meeting inBrazil		
Brazil	Sônia Malheiros	Adviser	Secretariat of Policies for Women	Machinery for the advancement of women
Chile	Alejandra Paz García	Analyst, Department of Social Studies	National Institute of Statistics (INE)	National statistical office
Chile	Ana Eduvigis Delgado	Regional Director	National Institute of Statistics (INE)	National statistical office
Chile	Ana Pamela Silva		National Women's Service (SERNAM)	Machinery for the advancement of women
Chile	Belen Costa	Analyst	National Institute of Statistics (INE)	National statistical office
Chile	Carolina Schmidt	Director	National Women's Service (SERNAM)	Machinery for the advancement of women
Chile	Eduardo Andres Toro	Head of the time-use surveys project	National Institute of Statistics (INE)	National Statistical Office

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Chile	Evelyn Andrea Larenas	Coordinator, data analysis team, time-use surveys project	National Institute of Statistics (INE)	National statistical office
Chile	Fernando Patricio Farías	Academic	University of Bío Bío	Academic institution
Chile	Helena Paz Retamal	Analyst, “Proyecto SIES”	National Institute of Statistics (INE)	National statistical office
Chile	Irma Arriaga	Consultant		
Chile	Magdalena Paz Iraguen	Analyst	National Institute of Statistics (INE)	National statistical office
Chile	Pedro Benjamín Sáez	Analyst	National Institute of Statistics (INE)	National statistical office
Chile	Rosmarie Katscher	Analyst, Institutional Management Department Responsible for the institutional gender management improvement programme	Regional government, metropolitan area of Santiago	Government body
Chile	Ximena Anahí Rubio	Codification	National Institute of Statistics (INE)	National statistical office
Chile	Ximena Vera	Coordinator, Gender Studies Section, Department of Social Studies	National Institute of Statistics (INE)	National statistical office
Colombia	Ana Victoria Vega Acevedo	Technical Director, Department of National Accounts	National Administrative Department of Statistics (DANE)	National statistical office
Colombia	Andrea Colette Suárez	Volunteer	Ruta Pacífica De Las Mujeres	Civil society organization
Colombia	Andrea Paola García Ruiz	Economist, Department of National Accounts	National Administrative Department of Statistics (DANE)	National statistical office
Colombia	Aura Elizabeth Quiñonez	Consultant		
Colombia	Clara María Luisa Mantilla		National Planning Department (DNP)	Government body
Colombia	Elsa Carolina Mantilla		National Planning Department (DNP)	Government body
Colombia	Luz Marina Lurduy	Specialist	District Secretariat for Women	Machinery for the advancement of women

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Colombia	Maria Elena Jurado	Specialist	National Administrative Department of Statistics (DANE)	National statistical office
Colombia	Nigeria Renteria		Senior Presidential Adviser for Women's Equity	Machinery for the advancement of women
Colombia	Oscar Joaquin Villamizar Diaz	Specialist, Department of Methodology and Statistical Production (DIMPE)	National Administrative Department of Statistics (DANE)	National statistical office
Colombia	Rocío Macarena Ocampo	Consultant, gender issues		
Colombia	Vera Anatolievna Peres		National Planning Department (DNP)	Government body
Costa Rica	Aida Elena Chaves	Responsible for the system of indicators	National Institute of Statistics and Census	National statistical office
Costa Rica	Ana Isabel Rojas	Specialist, Public Policies for Gender Equity	National Women's Institute	Machinery for the advancement of women
Costa Rica	Ana Lorena Flores	Technical Director	National Women's Institute	Machinery for the advancement of women
Costa Rica	Fernando Marín	Executive President	Joint Institute for Social Aid (IMAS)	Government body
Costa Rica	Irma Sandoval	Member of the board of directors	National Institute of Statistics and Census (INEC)	National statistical office
Costa Rica	Lidya Gonzalez		National Women's Institute (INAMU)	Machinery for the advancement of women
Costa Rica	Lorena Flores	Technical Director	National Women's Institute (INAMU)	Machinery for the advancement of women
Costa Rica	Maureen Clarke	Executive President	National Women's Institute (INAMU)	Machinery for the advancement of women
Costa Rica	Pablo Sauma	Author, national report		
Costa Rica	Sandra Piszcz	Minister	Ministry of Social Welfare	Government body
Cuba	Amalia Plana		National Office of Statistics and Information (ONEI)	National statistical office

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Cuba	Coralía Chacón Benítez	Director	National Office of Statistics and Information of Provincia Granma	National statistical office
Cuba	Geisy Fernández	Specialist	National Office of Statistics and Information (ONEI)	National statistical office
Dominican Republic	Birmania Sanchez		National Statistical Office (ONE)	National statistical office
Dominican Republic	Marcia Contreras	Research analyst	National Statistical Office (ONE)	National statistical office
Dominican Republic	María Cristina Féliz	Manager	Ministry of Women's Affairs	Machinery for the advancement of women
Dominican Republic	Natalia San Pablo	Statistician	Ministry of Women's Affairs	Machinery for the advancement of women
Dominican Republic	Sonia Margarita Díaz		Ministry of Women's Affairs	Machinery for the advancement of women
Dominican Republic	Virginia Melo		National Statistical Office (ONE)	National statistical office
Ecuador	Adriana Elizabeth Rodríguez		Ministry for the Coordination of Social Development	Government body
Ecuador	Alba Perez		Commission for Transition to the National Women's Council and Gender Equality	Machinery for the advancement of women
Ecuador	Alison Vásconez	Consultant, author of national report		
Ecuador	Ana Lucía Herrera	Former director	Commission for Transition to the National Women's Council and Gender Equality	Machinery for the advancement of women
Ecuador	Andrea Carolina Aguirre Sánchez	Analyst, statistical and territorial information	National Secretariat for Planning and Development (SENPLADES)	Government body
Ecuador	Carlos Tomsich	Team member, Department of Analytical and Statistical Studies	National Statistics and Census Institute (INEC)	National statistical office

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Ecuador	Cayetana Natasha Salao	Public policy analyst	National Secretariat for Planning and Development (SENPLADES)	Government body
Ecuador	Claudia Eliza Chávez	Evaluation analyst	Ministry for Human Knowledge and Talent Coordination	Government body
Ecuador	Cristina Carrera		Central Bank of Ecuador	Government body
Ecuador	Cynthia Aracelli Ferreira	Statistical analyst	Ministry for Human Knowledge and Talent Coordination	Government body
Ecuador	Diana Monserrat Hinojosa	Analyst	National Statistics and Census Institute (INEC)	National statistical office
Ecuador	Gabriela Jacqueline Pincay	Assistant, care of priority groups	Ministry of Labour Relations	Government body
Ecuador	Gloria María Minango		Commission for Transition to the National Women's Council and Gender Equality	Machinery for the advancement of women
Ecuador	Jenny Alexandra Bustamante	Assistant, care of priority groups department	Ministry of Labour Relations	Government body
Ecuador	Julia Amparito Fabara	Analyst, statistical and territorial information	National Secretariat for Planning and Development (SENPLADES)	Government body
Ecuador	Karina Esther Ramírez	Lead specialist, public policy research	Social Protection Programme, Ministry of Social and Economic Inclusion	Government body
Ecuador	Liliana Elizabeth Roldán	Statistical information analyst	National Secretariat for Planning and Development (SENPLADES)	Government body
Ecuador	Nidya Pesantez	National Programme Officer		
Ecuador	Paola Foschiatto		United Nations High Commissioner for Refugees (UNHCR) – Ecuador	International organization
Ecuador	Patricia Elizabeth Vizuete		National Statistics and Census Institute (INEC)	National statistical office
Ecuador	Piera Zuccherin	Coordinator	United Nations Volunteers programme	International organization



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Ecuador	Pilar Carolina Posso Ruiz			
Ecuador	Rocío Del Pilar Balarezo		Commission for Transition to the National Women's Council and Gender Equality	Machinery for the advancement of women
Ecuador	Rosa Liliana Chile	Technical Assistant	Commission for Transition to the National Women's Council and Gender Equality	Machinery for the advancement of women
Ecuador	Silvia Lorena Ramos		National Statistics and Census Institute (INEC)	National statistical office
Ecuador	Soledad Carvajal		National Statistics and Census Institute (INEC)	National statistical office
Ecuador	Yina Quintana Zurita	President	Commission for Transition to the National Women's Council and Gender Equality	Machinery for the advancement of women
El Salvador	Ada Kelly Pineda	Technician, economic and labour policies	Salvadoran Institute for the Development of Women (ISDEMU)	Machinery for the advancement of women
El Salvador	Angelica Cuadra		Salvadoran Institute for the Development of Women (ISDEMU)	Machinery for the advancement of women
El Salvador	Elena Marisol Gómez	Statistical technician	Salvadoran Institute for the Development of Women (ISDEMU)	Machinery for the advancement of women
El Salvador	Evelyn Yesenia Barahona	Analyst, Macroeconomic Accounts	Central Reserve Bank of El Salvador	Government body
El Salvador	Francisco Munguía		Department of Statistics and Censuses (DIGESTYC)	National statistical office
El Salvador	Ileana Rogel	Adviser	National Commission for Micro and Small Businesses (CONAMYPE)	Government body

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El Salvador	José Rigoberto Rosales	Technical assistant, women's economic autonomy	Technical Secretariat for Women, Council of Central American Ministers for Women's Affairs, Central American Integration System (COMMCA/SICA)	International organization
El Salvador	Karen Duke		Universidad Centroamericana José Simeón Cañas	Academic institution
El Salvador	Karen Mariana Leguizamón		Universidad Centroamericana José Simeón Cañas	Academic institution
El Salvador	Ledy Alejandrina Moreno	Specialist	Salvadoran Institute for the Development of Women (ISDEMU)	Machinery for the advancement of women
El Salvador	Nadia Jahayra Carranza	Technical specialist in statistics	Technical Secretariat of the Office of the President	Government body
El Salvador	Samuel Hernández		Department of Statistics and Censuses (DIGESTYC)	National statistical office
El Salvador	Vanda Pignato	President	Salvadoran Institute for the Development of Women (ISDEMU)	Machinery for the advancement of women
Guatemala	Alba Luntin		Bank of Guatemala	Government body
Guatemala	Ana Muñoz		National Institute of Statistics (INE)	National statistical office
Guatemala	Anabella Cerezo		UN-Women	International organization
Guatemala	Anabella De la Cruz	Coordinator, unit for statistics on domestic and gender-based violence	National Institute of Statistics (INE)	National statistical office
Guatemala	Bélgica Rodríguez		Presidential Secretariat for Women (SEPREM)	Machinery for the advancement of women
Guatemala	Bertha Falla	International relations	Presidential Secretariat for Women (SEPREM)	Machinery for the advancement of women
Guatemala	Carlos Garcia		National Institute of Statistics (INE)	National statistical office

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Guatemala	Crisálida Lorena Rivera		Presidential Secretariat for Women (SEPREM)	Machinery for the advancement of women
Guatemala	Eddy De León		Presidential Secretariat for Women (SEPREM)	Machinery for the advancement of women
Guatemala	Edgar Baltazar Barquín Durán	President	Bank of Guatemala	Government body
Guatemala	Elizabeth Quiroa Cuellar		Presidential Secretariat for Women (SEPREM)	Machinery for the advancement of women
Guatemala	Heidy López		Presidential Secretariat for Women (SEPREM)	Machinery for the advancement of women
Guatemala	Jaime Mejía		National Institute of Statistics (INE)	National statistical office
Guatemala	Judith Karina Peruch	Coordinator, Gender and Peoples Technical Advisory Unit	National Institute of Statistics (INE)	National statistical office
Guatemala	Lorena Rivera		Presidential Secretariat for Women (SEPREM)	Machinery for the advancement of women
Guatemala	Mario Anzueto		National Institute of Statistics (INE)	National statistical office
Guatemala	Marlin Alcira Morán		Presidential Secretariat for Women (SEPREM)	Machinery for the advancement of women
Guatemala	Pamela Escobar		National Institute of Statistics (INE)	National statistical office
Guatemala	Ruben Narciso Cruz	Manager	National Institute of Statistics (INE)	National statistical office
Guatemala	Sonia Escobedo		Presidential Secretariat for Women (SEPREM)	Machinery for the advancement of women
Guatemala	Vivian Guzmán	Consultant		
Honduras	Francis Adilia Guillén		National Women's Institute	Machinery for the advancement of women
Honduras	Martha Leiva Welchez	Deputy Manager, Social and Demographic Statistics	National Institute of Statistics (INE)	National statistical office
Honduras	Reina Yamileth Martinez		National Women's Institute	Machinery for the advancement of women

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Mexico	Alejandro Cano	Head of Department	National Women's Institute	Machinery for the advancement of women
Mexico	Alejandro García Cruz	Office of the Assistant Director of Health and Household Accounts	National Institute of Statistics and Geography (INEGI)	National statistical office
Mexico	Ana María del Refugio Landeros	Director, statistical design and frameworks	National Institute of Statistics and Geography (INEGI)	National statistical office
Mexico	Araceli Damián		El Colegio de México (COLMEX)	Academic institution
Mexico	Araceli Ortega		Monterrey Institute of Advanced Technological Studies	Academic institution
Mexico	Arturo Blancas	Director General of Economic Statistics	National Institute of Statistics and Geography (INEGI)	National statistical office
Mexico	Aurora del Río	Director General	National Centre for Gender Equity and Reproductive Health, Secretariat of Health	Government body
Mexico	Brigida del Carmen García Guzmán		El Colegio de México (COLMEX)	Academic institution
Mexico	Celia Aguilar	Consultant		
Mexico	Clara Mantilla	Director of Special Surveys	National Institute of Statistics and Geography (INEGI)	National statistical office
Mexico	Claudia Ramírez	Assistant Director, Information Systematization	National Women's Institute (INMUJERES)	Machinery for the advancement of women
Mexico	David Martínez Conora	Director, Standardization of Classifications and Sociodemographic Content	National Institute of Statistics and Geography (INEGI)	National statistical office
Mexico	Dulce María Rueda		Equidad De Género: Ciudadanía, Trabajo Y Familia (NGO)	Civil society organization
Mexico	Edith Pacheco	Research	El Colegio de México (COLMEX)	Academic institution
Mexico	Eduardo Sojo	President	National Institute of Statistics and Geography (INEGI)	National statistical office

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Mexico	Emilienne de León		Instituto Simone de Beauvoir México	
Mexico	Enrique Jesús Ordaz	Director General of Integration, Analysis and Research	National Institute of Statistics and Geography (INEGI)	National statistical office
Mexico	Estela Rivero	Centre for Demographic, Urban and Environmental Studies (CEDUA)	Colegio de México (COLMEX)	Academic institution
Mexico	Felix Velez	Vice-President	National Institute of Statistics and Geography (INEGI)	National statistical office
Mexico	Francisco Guillén	Deputy Director General for National Accounts	National Institute of Statistics and Geography (INEGI)	
Mexico	Gabriela Courdourier	Consultant	National Statistics and Census Institute (INEC)	National statistical office
Mexico	Geovanni Avelina Nieto	Director of Internal Operations	National Women's Institute	Machinery for the advancement of women
Mexico	Guadalupe Espinosa	Consultant		
Mexico	Héctor Figueroa		El Colegio de México (COLMEX)	Academic institution
Mexico	Hilda Eugenia Rodriguez	Faculty of Economics	National Autonomous University of Mexico (UNAM)	Academic institution
Mexico	Israel Laguna	Head of the Department of Information Analysis	National Women's Institute	Machinery for the advancement of women
Mexico	Jeli Edith Camacho		National Institute of Statistics and Geography (INEGI)	National statistical office
Mexico	Jennifer Ann Cooper	Faculty of Economics	National Autonomous University of Mexico (UNAM)	Academic institution
Mexico	José Antonio Mejía	Vice-President, Board of Governors	National Institute of Statistics and Geography (INEGI)	
Mexico	Landy Sánchez		El Colegio de México (COLMEX)	Academic institution
Mexico	Laura Elizabeth Santoyo Macías		El Colegio de México (COLMEX)	Academic institution

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Mexico	Leonor Paz Gómez	Adviser, production of census products	National Institute of Statistics and Geography (INEGI)	National statistical office
Mexico	Leticia Hernández	Assistant Director, Paper-based Census Products	National Institute of Statistics and Geography (INEGI)	National statistical office
Mexico	Leydi Carolina Solís		Instituto de la Equidad de Género	Machinery for the advancement of women
Mexico	Lorena Cruz	President	National Women's Institute (INMUJERES)	Machinery for the advancement of women
Mexico	Luciana Gandini		El Colegio de México (COLMEX)	Academic institution
Mexico	Luz María Galindo	Consultant		
Mexico	Makieze Medina	Student of Mercedes Pedrero		
Mexico	Marcela Eternod	Executive Secretary	National Women's Institute (INMUJERES)	Machinery for the advancement of women
Mexico	Maria Berenice Agabo	Coordination of the Seminar on Feminism and Popular Education, Critical Teaching Programme	Universidad Michoacana De San Nicolas De Hidalgo	Academic institution
Mexico	María de la Luz Galindo	Student of Mercedes Pedrero		
Mexico	María de la Paz López	Representative	UN-Women	International organization
Mexico	María Eugenia Gomez	Deputy Director General, Technical Assistance for the National Economic Information Subsystem	National Institute of Statistics and Geography (INEGI)	National statistical office
Mexico	María Eugenia Medina	Director of Statistics	National Women's Institute (INMUJERES)	Machinery for the advancement of women
Mexico	María Icela Moreno		Instituto Sonorense De La Mujer	Machinery for the advancement of women
Mexico	Marta Mier y Terán y Rocha		El Colegio de México (COLMEX)	Academic institution
Mexico	Martha Angélica Tagle		Movimiento Ciudadano	Civil society organization

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Mexico	Martha Leticia López	Head of Department	National Institute of Statistics and Geography (INEGI)	National statistical office
Mexico	Mauricio Rodríguez		El Colegio de México (COLMEX)	Academic institution
Mexico	Mercedes Pedrero	Regional Centre for Multidisciplinary Research	National Autonomous University of Mexico (UNAM)	Academic institution
Mexico	Miguel Cervera Flores	Director General of Sociodemographic Statistics	National Institute of Statistics and Geography (INEGI)	National statistical office
Mexico	Mónica Orozco	Director General of Evaluation and Statistical Development	National Women's Institute (INMUJERES)	Machinery for the advancement of women
Mexico	Norma Adriana Saavedra	Director, conceptual design of traditional and special surveys	National Institute of Statistics and Geography (INEGI)	National statistical office
Mexico	Olga Rodriguez	Technical staff member	National Institute of Statistics and Geography (INEGI)	National statistical office
Mexico	Raúl Figueroa	Director of Satellite Accounts	National Institute of Statistics and Geography (INEGI)	National statistical office
Mexico	Rocío García	President	National Women's Institute (INMUJERES)	Machinery for the advancement of women
Mexico	Rocío Ruíz	Vice-President, Economic and Financial Information Subsystem	National Institute of Statistics and Geography (INEGI)	National statistical office
Mexico	Rosa María Licea	Assistant Director, Health and Household Accounts	National Institute of Statistics and Geography (INEGI)	National statistical office
Mexico	Rosalinda Ramírez	Consultant		
Mexico	Sandra Flores	Head of the Statistical Linkage Department	National Women's Institute (INMUJERES)	Machinery for the advancement of women
Mexico	Susan Parker		Centre for Research and Teaching in Economics (CIDE)	Academic institution
Mexico	Teresa Incháustegui	Consultant		

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Mexico	Teresa Jácome del Moral		National Women's Institute (INMUJERES)	Machinery for the advancement of women
Mexico	Verónica Cruz	Consultant		
Mexico	Xanin García		Autonomous University of Coahuila	Academic institution
Nicaragua	Christian Yaosca Herrera		Central Bank of Nicaragua	Government body
Nicaragua	Howay Blandino	Department of Statistics	Central Bank of Nicaragua	Government body
Nicaragua	Isolda Espinosa	Coordinator	UN-Women	International organization
Nicaragua	Mireya del Socorro Quintero Román	Sectoral Economist II, Department of Macroeconomic Accounts	Central Bank of Nicaragua	Government body
Panama	Itzel Flores	Statistician	Comptroller-General of Panama	Government body
Panama	Joyce Morris	Statistician	National Statistics and Census Institute (INEC)	National statistical office
Panama	Lina Camaño		National Women's Institute (INAMU)	Machinery for the advancement of women
Panama	Miguel Angel Ardines	Economist	National Women's Institute (INAMU) United Nations Population Fund (UNFPA)	Machinery for the advancement of women International organization
Panama	Mitzila Samudio		National Women's Institute	Machinery for the advancement of women
Panama	Roberto Castillo	Head of the Census Department	National Statistics and Census Institute (INEC)	National statistical office
Paraguay	Alicia Elizabeth Méndez		Department of Women's Affairs	Machinery for the advancement of women
Paraguay	Ana Teresa Rojas		Ministry of Finance, Social Economy Unit	Government body
Paraguay	Benefrida Espinoza		Department of Women's Affairs	Machinery for the advancement of women
Paraguay	Carolina Tabora	Representative	UN-Women	International organization



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Paraguay	Leticia Rosalia Garrido		Department of Statistics, Surveys and Censuses	National statistical office
Paraguay	Lilian Emilse Ferreira	Data analyst	Department of Statistics, Surveys and Censuses	National statistical office
Paraguay	Maria Del Pilar Callizo	Legal adviser	Ministry of Industry and Trade	Government body
Paraguay	María Liz Paola Coronel		Ministry of Finance	Government body
Paraguay	María Raquel Cáceres		Ministry of Finance/ Social Economy Unit	Government body
Paraguay	Mirta Concepción Rufz		Department of Women's Affairs	Machinery for the advancement of women
Peru	Ana María Vidal	Director, promotion and protection of women's rights	Ministry of Women's Affairs and Vulnerable Populations	Machinery for the advancement of women
Peru	Anibal Sánchez		National Institute of Statistics and Informatics (INEI)	National statistical office
Peru	Doris Raida Mendoza Loyola	Technical Department of Demography and Social Indicators	National Institute of Statistics and Informatics (INEI)	National statistical office
Peru	Gaspar Humberto Moran	Technical Director	National Institute of Statistics and Informatics (INEI)	National statistical office
Peru	Grecia Rojas		Ministry of Women's Affairs and Vulnerable Populations	Government body
Peru	Maria Esther Cutimbo	Technical director of planning and budget	National Institute of Statistics and Informatics (INEI)	National statistical office
Peru	Mayela Freyre		Ministry of Women and Social Development	Machinery for the advancement of women
Peru	Mixsi Joanne Casas	Assistant Social and Economic Specialist V	National Institute of Statistics and Informatics (INEI)	National statistical office
Peru	Rofilia Ramírez	Technical Director	National Institute of Statistics and Informatics (INEI)	National statistical office
Peru	Victoria Teresa Yolanda Ponce	Social specialist	Ministry of Women's Affairs and Vulnerable Populations	Mechanism for the advancement of women

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Plurinational State of Bolivia	Heldy Ampuero		National Institute of Statistics	National statistical office
Plurinational State of Bolivia	Hernan Condori		Women's Information and Development Centre (CIDEM)	Civil society organization
Plurinational State of Bolivia	Iris Eunis Rivas		Institute for Comprehensive Training for Women (IFFI)	Machinery for the advancement of women
Plurinational State of Bolivia	Norma Patricia Ferrier Bruckner	Responsible for Beni departament	National Institute of Statistics (INE)	National statistical office
Puerto Rico	Idania Rodriguez		Statistics Institute of Puerto Rico	National statistical office
Puerto Rico	Jacqueline Padilla		Office of the Women's Advocate	Machinery for the advancement of women
Spain	Cristina García	Lecturer	Autonomous University of Madrid	Academic institution
Spain	Maria Angeles Durán	Consultant		
United Kingdom	Kimberly Fisher	Senior Research Officer	Centre for Time Use Research	
United States	Ajit Zacharias	Senior Scholar and Director of the Distribution of Income and Wealth Programme	Levy Economics Institute	Academic institution
United States	Barbara M. Fraumeni	Chair, PhD Programme in Public Policy Professor of Public Policy	University of Southern Maine	Academic institution
United States	Thomas Masterson		Levy Economics Institute	Academic institution
Uruguay	Adriana Virginia Orlando	Analysis/correction and codification Continuous Household Survey	National Institute of Statistics (INE)	National statistical office
Uruguay	Alicia Melgar	Department of Sociodemographic Studies	National Institute of Statistics (INE)	National statistical office
Uruguay	Alicia Yacqueline Portela	Survey-taker	National Institute of Statistics (INE)	National statistical office

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Uruguay	Clara Fassler		Red Género y Familia	Civil society organization
Uruguay	Gabriela Pedetti		National Women's Institute	Machinery for the advancement of women
Uruguay	Jesús Israel Falcón	Survey coordinator	National Institute of Statistics (INE)	National statistical office
Uruguay	Karina Batthyany	PhD	University of the Republic	Academic institution
Uruguay	Laura Nalbarte	Department of Sociodemographic Studies	National Institute of Statistics (INE)	National statistical office
Uruguay	Lucía De Los Bueis	Administrator / educator	Plenario del Mujeres del Uruguay (Plemuu)	Civil society organization
Uruguay	Lucía Sosa	Analysis/correction and codification	National Institute of Statistics (INE)	National statistical office
Uruguay	Luis Eduardo González	Consultant	CIFRA, consultancy firm	
Uruguay	María del Rosario Aguirre	Full professor	University of the Republic	Academic institution
Uruguay	María Florencia Semblat		Ministry of Social Development	Government body
Uruguay	Mariana Inés Fernández		National Women's Institute	Machinery for the advancement of women
Uruguay	Nubia Pagnotta	Department of Sociodemographic Studies	National Institute of Statistics (INE)	National statistical office
Uruguay	Patricia Cossani	Coordinator	Ministry of Social Development	Government body
Uruguay	Sol Scavino	Analysis/correction and data entry	National Institute of Statistics (INE)	National statistical office
Uruguay	Valentina Perrota	Consultant		
International	Alejandra Valdés	Division for Gender Affairs	ECLAC	International organization
International	Alvaro Zapata	Researcher	ECLAC	International organization
International	Ana Ferigra-Stefanovic	Associate Social Affairs Officer	ECLAC	International organization
International	Ana Güzemes	Director of regional office, Mexico	UN-Women	International organization

<b>Country</b>	<b>Name</b>	<b>Position</b>	<b>Organization</b>	<b>Type of organization</b>
International	Anitzel Merino	Consultant	UN-Women	International organization
International	Belkys Mones	Lead specialist	Inter-American Commission of Women (CIM)	International organization
International	Carmen de la Cruz	Head of the Gender Practice Area, Regional Service Centre	United Nations Development Programme (UNDP)	International organization
International	Carmen Moreno Toscano	Executive Secretary	Inter-American Commission of Women (CIM)	International organization
International	Carolina Cavada	United Nations Statistical Division	United Nations	International organization
International	Coral Calderón	Support staff	ECLAC	International organization
International	Corina Rodriguez	Researcher	ECLAC	International organization
International	Diana Alarcón	Economic Affairs Officer, Development Policy and Analysis Division, Department of Economic and Social Affairs (DESA)	United Nations	International organization
International	Elena Conte	Researcher	ECLAC	International organization
International	Elizabeth Villagómez	Regional Economic Empowerment Adviser	UN-Women	International organization
International	Flavia Marco	Researcher	ECLAC	International organization
International	Ginette Azcona	Specialist in statistics and data, Public Policy Division	UN-Women	International organization
International	Giulia Sensini	Consultant		
International	Helena Morais	Consultant, Senior expert in gender and equality policies		
International	Hugo Beteta	Director, ECLAC subregional headquarters in Mexico	ECLAC	International organization

<b>Country</b>	<b>Name</b>	<b>Position</b>	<b>Organization</b>	<b>Type of organization</b>
International	Humberto Soto de la Rosa		ECLAC	International organization
International	Ines Reca		ECLAC	International organization
International	Lucía Scuro	Social Affairs Officer, Division for Gender Affairs	ECLAC	International organization
International	Luz Patricia Mejía Guerrero	Lead specialist	Inter-American Commission of Women (CIM)	International organization
International	Mari Carmen Huerta	Policy Analyst Employment Labour and Social Affairs, Social Policy Division	Organization for Economic Cooperation and Development (OECD)	International organization
International	Maria de la Luz Ramirez	Support staff	ECLAC	International organization
International	María Elizabeth Barrios Kuck	Chair	Statistical Conference of the Americas of ECLAC	Subsidiary body of international organization
International	Mario Piacentini	Administrator, Trade and Competitiveness Statistics Division	Organization for Economic Cooperation and Development (OECD)	International organization
International	Mathilde Claire		Belgian Development Agency (CTB)	International organization
International	Moni Pizani	Regional Director	UN-Women	International organization
International	Odette Tacla	Researcher	ECLAC	International organization
International	Olinda Bareiro-Bobadilla	Expert	Member of the Committee on the Elimination of Discrimination against Women (CEDAW)	International organization
International	Pamela Farias	Researcher	ECLAC	International organization
International	Papa Seck	Policy Specialist (statistics)	UN-Women	International organization
International	Pascual Gerstenfeld	Chief, Statistics Division	ECLAC	International organization
International	Renos Vakis	Director of Poverty Reduction and Gender Group for Latin America and the Caribbean	World Bank	International organization
International	Rosario Aguirre	Researcher	ECLAC	International organization
International	Rosibel Gómez	Coordinator	UN-Women	International organization

<b>Country</b>	<b>Name</b>	<b>Position</b>	<b>Organization</b>	<b>Type of organization</b>
International	Sandra Bosch		Spanish Agency for International Development Cooperation (AECID), Paraguay	International organization
International	Sonia Montaña	Chief, Division for Gender Affairs	ECLAC	International organization
International	Thomas Wissing	Director for Mexico and Cuba	International Labour Organization	International organization
International	Varinia Tromben		ECLAC	International organization
International	Veronica Serafini	Specialist	UN-Women	International organization
International	Sarai Miranda	Consultant		

Annex 5  
**INTERVIEW GUIDELINES**

**Senior management and key figures**

50 minutes approx.

- What would you say are the development priorities for this country/region? And what are the priorities for achieving equality of opportunities between men and women?
- What regional initiatives are you aware of that promote time-use surveys? More broadly, do you know of any initiatives that deal with the subject of the measurement of women's unpaid work? Can you provide any concrete examples of collaboration between such initiatives and this ECLAC project?
- (Please describe the project design process. From your point of view, were all relevant individuals included in this process?)
- (During project implementation, how were you informed whether the project was on track? Did you have access to reports, meetings or other results monitoring processes?)
- Can you provide any examples of outstanding achievements with respect to the measurement of women's unpaid work in the region? What role did ECLAC play?
- What is your view on the quality of the products that have resulted from this project (their credibility, relevance, accessibility, etc)? What could have been done better?
- Do you think that national statistical offices and machineries for the advancement of women have the necessary commitment and technical and financial capacity to continue institutionalizing time-use surveys without financial support from ECLAC?

**Management**

3 hours approx.

- What would you say are the regional priorities for achieving equality of opportunities between men and women?
- What regional initiatives are you aware of that promote time-use surveys? More broadly, do you know of any initiatives that deal with the subject of the measurement of women's unpaid work? Can you provide any concrete examples of collaboration between such initiatives and this ECLAC project?
- Please describe the project design process. From your point of view, were all relevant individuals included in this process?
- During project implementation, how were you informed whether the project was on track? Did you have access to reports, meetings or other results monitoring processes?
- Which aspects of the project's coordination system worked best? What could be improved?
- Were the project's resources used judiciously? Could the same results have been achieved with fewer resources —or much more with slightly more investment?
- Please describe the protocols for controlling expenditure. Do you believe they were adequate and effective?
- Which changes has this project contributed to? Were these planned changes?
- What is your view on the quality of the products that have resulted from this project (their credibility, relevance, accessibility, etc)? What could have been done better?
- Can you provide any examples of outstanding achievements with respect to the measurement of women's unpaid work in the region? What role did ECLAC play?

- Do you think that national statistical offices and machineries for the advancement of women have the necessary commitment and technical and financial capacity to continue institutionalizing time-use surveys without financial support from ECLAC?
- Are you aware of any pilot/catalytic initiative that could be replicated in other countries with regard to the measurement of women's unpaid work? What role did ECLAC play?

**National partners (NSOs and machineries for the advancement of women)**

2.5 hours approx.

- What regional initiatives are you aware of that promote time-use surveys? More broadly, do you know of any initiatives that deal with the subject of the measurement of women's unpaid work? Can you provide any concrete examples of collaboration between such initiatives and this ECLAC project?
- What activities, products and services resulted from this programme? What is your view on the quality of the products (their credibility, relevance, accessibility, etc)? What could have been done better?
- What is done differently within your organization as a result of working with this project? Please provide examples.
- Could the same results have been achieved with fewer resources – or much more with slightly more investment?
- How have the project activities helped improve your knowledge and technical capacity regarding the measurement of women's unpaid work?
- Do you think that the national machinery for the advancement of women has the necessary commitment and technical and financial capacity to continue institutionalizing time-use surveys without financial support from ECLAC?
- Are you aware of any pilot/catalytic initiative that could be replicated in other countries with regard to the measurement of women's unpaid work? What role did ECLAC play?

**Partners (not NSOs or machineries for the advancement of women)**

1.5 hours approx.

- What regional initiatives are you aware of that promote time-use surveys? More broadly, do you know of any initiatives that deal with the subject of the measurement of women's unpaid work? Can you provide any concrete examples of collaboration between such initiatives and this ECLAC project?
- Please describe the project design process. From your point of view, were all relevant individuals included in this process?
- Which aspects of the project's coordination system (other stakeholders) worked best? What could be improved?
- (What activities, products and services resulted from this programme?)
- What is your view on the quality of the products (meetings, technical missions, publications and courses) (their credibility, relevance, accessibility, etc)? What could have been done better?
- Can you provide any examples of outstanding achievements with respect to the measurement of women's unpaid work in the region? What role did ECLAC play?
- How have the project activities helped improve your knowledge and technical capacity regarding the measurement of women's unpaid work?
- Do you think that national statistical offices have the necessary commitment and technical and financial capacity to continue institutionalizing time-use surveys without financial support from ECLAC?



Annex 6  
**ONLINE SURVEY**

**Evaluation of Development Account project 1011F: “Improving quantification of women’s unpaid work in support of poverty eradication policies”**

As part of its continuous improvement strategy and with the aim of enhancing the service it provides to the countries of the region, the Economic Commission for Latin America and the Caribbean (ECLAC) regularly evaluates the projects and programmes in its various areas of work. Here, ECLAC is evaluating the project “Improving quantification of women’s unpaid work in support of poverty eradication policies”, implemented from 2010 to 2013, in order to establish the relevance and effectiveness of its activities on behalf of the Latin American and Caribbean countries.

The project was funded by the United Nations Development Account, and coordinated by Sonia Montaña, Chief of the Division for Gender Affairs of ECLAC, and Ana Ferigra, Associate Social Affairs Officer. The main objective of the project was to boost the capacity of national governments in Latin America and the Caribbean to formulate public policies that promote gender equality and contribute to poverty reduction via the implementation of time-use surveys to measure women’s unpaid work, with a view to demonstrating how such work limits their access to economic resources.

According to our records, you participated in or were a point of reference for some of the activities carried out as part of this project. It would therefore be very helpful if you could answer the questions in the attached survey, giving us your views on these activities and meetings and on their possible contribution in your area of work.

The survey will take approximately 10 to 20 minutes to complete and it will help us identify specific outcomes and areas in which we could improve the support we provide to the region’s countries. We would be very grateful if you could complete and return the survey as soon as possible, at the latest by 10 January 2014.

We are grateful for your assistance and your responses and your contributions will remain strictly anonymous. They will be extremely useful for determining the impacts and effectiveness of ECLAC services and will enable us to improve them in the future.

If you have any questions regarding this survey, please send your comments and suggestions to [evaluacion@cepal.org](mailto:evaluacion@cepal.org).

**Section A**  
**Information about the person completing the questionnaire**

**1. Your connection to the ECLAC regional project “Improving quantification of women’s unpaid work in support of poverty eradication policies”**

(Please choose only one answer)

- I have participated in the organization / production of some of the project activities (publications, events, online courses, etc).
- I am a point of reference and/or adviser in the matter of time-use surveys and/or the valuation of unpaid work in the region.

- Between 2010 and 2013 I read books/ completed online courses/ benefited from technical assistance/ attended meetings or workshops on time-use surveys and/or the valuation of unpaid work.
- I am not sure why I have received this survey.

## **2. Who do you currently work for?**

(Please choose one answer)

- ECLAC
- National statistical office (ONE/INE)
- Institutional machinery for the advancement of women
- Bilateral or multilateral international organization
- Civil society organization or network (including NGOs)
- Private consultant
- Government body (not INE/ONE or machinery for the advancement of women)
- Academic institution
- Other (please specify)

## **3. Please select the country where you work (choose only one answer)**

- Argentina
- Bolivarian Republic of Venezuela
- Brazil
- Chile
- Colombia
- Costa Rica
- Cuba
- Dominican Republic
- Ecuador
- El Salvador
- Guatemala
- Honduras
- Mexico
- Nicaragua
- Panama
- Paraguay
- Peru
- Plurinational State of Bolivia
- Puerto Rico
- Uruguay
- Other (please specify)

**Section B**  
**Project design and coordination**

**4. To what extent do you agree or disagree with the following statements?**

	Completely agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Completely disagree	Don't know
The process used by ECLAC to design activities in relation to time-use surveys and the valuation of work was inclusive. Relevant government offices were consulted (national statistical offices and machineries for the advancement of women), as were the women's movement and other decision-making groups.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ECLAC has responded to the needs and opportunities that have arisen in my country (or in the region) with regard to developing time-use surveys and/or measuring women's unpaid work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ECLAC has worked in coordination with other initiatives in the region that promote the measurement of women's unpaid work in their country (or in the region).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**5. Would you like to add anything regarding programme design and relevance? Please give specific examples to illustrate your views.**

## Section C

### Relevance and quality of project activities

6. Please rate the following aspects of the activities and products from 1 to 5 (5 being the highest score).

#### I. International meetings

	The content of these activities/projects was relevant	Implementation was timely	The technical level was appropriate
Tenth meeting of experts in Mexico City, 2012			
Twelfth International Meeting on Gender Statistics, Aguascalientes (Mexico), 2011			
Thirteenth International Meeting on Gender Statistics, Aguascalientes (Mexico), 2012			
Fourteenth International Meeting on Gender Statistics, Aguascalientes (Mexico), 2013			
Subregional Andean meeting, Lima, October 2012			
Subregional meeting, Antigua, Guatemala, June 2013			

#### II. National meetings on time-use surveys

	The content of these activities/projects was relevant	Implementation was timely	The technical level was appropriate
Ecuador, Methodological aspects of building satellite accounts, November 2011			
Brazil, Time use and public care policies: reflections for a sustainable development agenda, October 2012			
Chile, Dependant care policies in Latin America, August 2012			
Costa Rica, Unpaid work and social protection of women, February 2012			
Costa Rica, Presentation of the results of the time-use survey in the Greater Metropolitan Area, November 2012			
Ecuador, Towards the construction of the Ecuadorian care system, March 2012			
El Salvador, Women's economic autonomy and public policies. Working towards fair policies, August 2012			
Uruguay, Meeting on the Uruguayan care system, August 2012			
Colombia, Measuring the care economy, December 2013			

### III. Online courses on time-use surveys and/or care policies

	The content of these activities/projects was relevant	Implementation was timely	The technical level was appropriate
2011 course on time-use surveys			
2013 course on time-use surveys			
2012 course on public care policies			

### IV. Technical support missions on the use of time-use surveys and/or the valuation of unpaid work

	The content of these activities/projects was relevant	Implementation was timely	The technical level was appropriate
Colombia, 2011			
Ecuador, 2011			
Peru, 2011			
El Salvador, 2013			
Colombia, 2013			
Costa Rica, 2013			
Guatemala, 2013			

### V. Publications

	The content of these activities/projects was relevant	Implementation was timely	The technical level was appropriate
“Cuidado y subjetividad. Una mirada a la atención domiciliaria”. Author: Atenea Flores-Castillo			
“La utilización de las encuestas de uso del tiempo en las políticas públicas”. Author: Flavia Marco			
“Las relaciones de género entre la población rural del Ecuador, Guatemala y México”. Author: Liudmila Ortega			
“Las encuestas sobre uso del tiempo y trabajo no remunerado en América Latina y el Caribe. Caminos recorridos y desafíos hacia el futuro”. Authors: Rosario Aguirre and Fernanda Ferrari			
“Redistribuir el cuidado: El desafío de las políticas públicas”. Editor: Coral Calderón			
“El cuidado de la calidad desde el saber experto y su impacto de género. Analisis comparativo sobre cuidado infantil y de adultos y adultos mayores en el Uruguay”. Authors: Karina Batthyany, Natalia Genta and Valentina Perrotta			

**7. Do you have any specific comments regarding the quality of these products/activities? Which aspects did you like the most? What could have been done better?**

**8. Can you provide any specific examples of what you have learned as a result of these activities/products?**

**Section D**  
**Project effectiveness and impact**

**9. Please indicate the extent to which you agree with the following statements.**

[Completely agree / Somewhat agree / Neither agree nor disagree / Somewhat disagree / Completely disagree / Don't know]

**I. International meetings**

	This activity helped boost my knowledge and/or technical capacity in the implementation of time-use surveys	I regularly use what I have learnt from this activity	In my opinion, this activity has helped my country (or the region) move towards implementation of time-use surveys
Tenth meeting of experts, Mexico City, 2012	<input style="width: 100%; height: 15px;" type="text"/>		
Twelfth International Meeting on Gender Statistics, Aguascalientes (Mexico), 2011	<input style="width: 100%; height: 15px;" type="text"/>		
Thirteenth International Meeting on Gender Statistics, Aguascalientes (Mexico), 2012	<input style="width: 100%; height: 15px;" type="text"/>		
Fourteenth International Meeting on Gender Statistics, Aguascalientes (Mexico), 2013	<input style="width: 100%; height: 15px;" type="text"/>		
Subregional Andean meeting, Lima, 2012	<input style="width: 100%; height: 15px;" type="text"/>		
Subregional meeting, Antigua, Guatemala, June 2013	<input style="width: 100%; height: 15px;" type="text"/>		

## II. National meetings on time-use surveys

	This activity helped boost my knowledge and/or technical capacity in the implementation of time-use surveys	I regularly use what I have learnt from this activity	In my opinion, this activity has helped my country (or the region) move towards implementation of time-use surveys
Ecuador, Methodological aspects of building satellite accounts, November 2011	<input type="text"/>		
Brazil, Time use and public care policies: reflections for a sustainable development agenda, October 2012	<input type="text"/>		
Chile, Dependant care policies in Latin America, August 2012	<input type="text"/>		
Costa Rica, Unpaid work and social protection of women, February 2012	<input type="text"/>		
Costa Rica, Presentation of the results of the time-use survey in the Greater Metropolitan Area, November 2012	<input type="text"/>		
Ecuador, Towards the construction of the Ecuadorian care system, March 2012	<input type="text"/>		

El Salvador, Women's economic autonomy and public policies. Working towards fair policies, August 2012	<input type="text"/>
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Uruguay, Meeting on the Uruguayan care system, August 2012	<input type="text"/>
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Colombia, Measuring the care economy, December 2013	<input type="text"/>
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**III. Online courses on time-use surveys and/or care policies**

	This activity helped boost my knowledge and/or technical capacity in the implementation of time-use surveys	I regularly use what I have learnt from this activity	In my opinion, this activity has helped my country (or the region) move towards implementation of time-use surveys
2011 course on time-use surveys	<input type="text"/>	<input type="text"/>	<input type="text"/>
2013 course on time-use surveys	<input type="text"/>	<input type="text"/>	<input type="text"/>
2011 course on public care policies	<input type="text"/>	<input type="text"/>	<input type="text"/>



#### IV. Technical support regarding the measurement and valuation of unpaid work (time-use surveys, satellite account of households' unpaid work)

	This activity helped boost my knowledge and/or technical capacity in the implementation of time-use surveys	I regularly use what I have learnt from this activity	In my opinion, this activity has helped my country (or the region) move towards implementation of time-use surveys
Colombia, 2011	<input type="text"/>		
Ecuador, 2011	<input type="text"/>		
Peru, 2011	<input type="text"/>		
El Salvador, 2013	<input type="text"/>		
Colombia, 2013	<input type="text"/>		
Costa Rica, 2013	<input type="text"/>		
Guatemala, 2013	<input type="text"/>		

#### V. Publications

	This publication helped boost my knowledge and/or technical capacity in the implementation of time-use surveys	I regularly use what I have learnt from this publication	In my opinion, this publication has helped my country (or the region) move towards implementation of time-use surveys and/or the valuation of unpaid work
“Cuidado y subjetividad. Una mirada a la atención domiciliaria”. Author: Atenea Flores-Castillo	<input type="text"/>		
“La utilización de las encuestas de uso del tiempo en las políticas públicas”. Author: Flavia Marco	<input type="text"/>		
“Las relaciones de género entre la población rural del Ecuador, Guatemala y México”. Author: Liudmila Ortega	<input type="text"/>		

“Las encuestas sobre uso del tiempo y trabajo no remunerado en America Latina y el Caribe. Caminos recorridos y desafíos hacia el futuro”. Author: Rosario Aguirre and Fernanda Ferrari

“Redistribuir el cuidado: El desafío de las políticas públicas”. Editor: Coral Calderón

“El cuidado de la calidad desde el saber experto y su impacto de género. Analisis comparativo sobre cuidado infantil y de adultos y adultos mayores en el Uruguay”. Author: Karina Batthyany, Natalia Genta and Valentina Perrotta

**10. Can you provide any specific examples of what you do or your organization does differently thanks to what you have learned from these activities/products?**

**11. Can you provide any specific examples where these activities have helped governments move forward in the implementation of time-use surveys? What improvements would have made them more effective?**

## Section E

### Sustainability of the programme

12. Please indicate the extent to which you agree with the following statements:

	Completely agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Completely disagree	Don't know
In my country (or in the region) the national statistical office (ONE/INE) has the necessary commitment and technical and financial capacity to continue institutionalizing time-use surveys and the valuation of unpaid work without support from ECLAC.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In my country (or in the region) the machinery for the advancement of women has the necessary commitment and technical and financial capacity to continue working on women's use of time without support from ECLAC.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

13. Can you think of any specific examples of catalytic action or pilot projects in the field of the measurement of women's unpaid work? What role did ECLAC play?

## Section F

### Recommendations

14. Please add any recommendations you may have for ECLAC regarding its work on measuring and valuing women's unpaid work.

That's it! Thank you for taking the time to complete the questionnaire. Your opinion is very valuable to us. Click on "Listo" to submit your responses.

If you have any queries or wish to submit additional documentation, please contact the Evaluation Unit at ECLAC on [evaluacion@cepal.org](mailto:evaluacion@cepal.org) or +56 2 2210 2419.



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