



UNITED NATIONS



FINAL ASSESSMENT REPORT

January 2020

Evaluation of the Strategy for mainstreaming gender
at the Economic Commission for Latin America
and the Caribbean (ECLAC),
2013–2017



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This report was prepared by Alejandra Faúndez Meléndez, an external consultant, who led the evaluation. Ms. Faúndez worked under the overall guidance of Raúl García-Buchaca, Deputy Executive Secretary for Management and Programme Analysis of the Economic Commission for Latin America and the Caribbean (ECLAC), and Sandra Manuelito, Chief of the Programme Planning and Evaluation Unit of ECLAC; and under the direct supervision of Anne-Sophie Samjee, Programme Management Officer of the same Unit, who provided strategic and technical guidance, coordination, and methodological and logistical support.

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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, where appropriate, in the final text of the report. The views expressed in this report are those of the author and do not necessarily reflect the views of the Commission. Citations of participants in focus groups and interviews are translations of statements as made by the speaker.

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ACRONYMS

ACRONYM	DEFINITION
CAUTAL	Classification of Time-Use Activities for Latin America and the Caribbean
CELADE	Latin American and Caribbean Demographic Centre-Population Division of ECLAC
CSO	Civil society organization
DAC	Development Assistance Committee
DGA	Division for Gender Affairs
DPPM	Division of Production, Productivity and Management
ECLAC	Economic Commission for Latin America and the Caribbean
EDD	Economic Development Division
FDU	Financing for Development Unit
ICT	Information and communications technology
ILO	International Labour Organization
ILPES	Latin American and Caribbean Institute for Economic and Social Planning
IMDIS	Integrated Monitoring and Document Information System
NGO	Non-governmental organization
OECD	Organization for Economic Cooperation and Development
OIG	Gender Equality Observatory for Latin America and the Caribbean
PPOD	Programme Planning and Operations Division
RBM	Results-based management
SDG	Sustainable Development Goal
UNCT	United Nations country team
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UN-SWAP	United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women
UN-Women	United Nations Entity for Gender Equality and the Empowerment of Women

EXECUTIVE SUMMARY

I. BACKGROUND

1. This evaluation analyses the Strategy for mainstreaming gender at the Economic Commission for Latin America and the Caribbean (ECLAC), 2013–2017, (hereinafter “the Strategy”) for which the first implementation cycle, covering the period 2013–2017, has been completed (ECLAC, 2013a).
2. The Strategy aims to: “contribute to achieving gender equality and its institutionalization in public policies in Latin America and the Caribbean by mainstreaming the gender perspective in all areas of the Commission’s work and by achieving gender parity at all levels of the organization”. It is expected to: (i) incorporate and promote the gender perspective during the ECLAC session and through the subsidiary bodies of ECLAC; (ii) provide ECLAC staff members with the knowledge, skills and resources they need to systematically mainstream gender in all their activities; and (iii) increase the proportion of women in posts at the P3 to D1 levels, with a view to achieving a 50/50 gender balance by 2020. (ECLAC, 2013a).
3. The second-generation United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP 2.0) was launched in 2018, followed by the Secretary-General’s system-wide strategy on gender parity (hereinafter “the strategy on gender parity”) in 2017. All these efforts of the United Nations system, from UN-SWAP 1.0,¹ which precedes the Strategy, plus those of ECLAC itself, have been at the forefront of incorporating gender equality issues in a substantive way into the work of United Nations institutions.
4. This evaluation was undertaken because ECLAC needs to identify progress made and areas for improvement in implementation of the Strategy. In this regard, it is an examination of the Strategy, within given time limits and within the framework of global and regional efforts to mainstream gender parity.
5. The general objective was to evaluate the Strategy with respect to UN-SWAP 1.0 and 2.0, and to the strategy on gender parity.

The specific objectives of the evaluation were to:

- (a) Identify the strengths, weaknesses and challenges of the Strategy using criteria relating to UN-SWAP 1.0, UN-SWAP 2.0 and the strategy on gender parity.
 - (b) Identify omissions, duplications, complementarity and existing or potential synergies (efficiency) between the Strategy, UN-SWAP 2.0 and the strategy on gender parity.
 - (c) Identify lessons learned and formulate proposals for improvement in the areas that have been identified as having lags or limitations.
6. This evaluation was carried out between 1 October 2019 and 15 January 2020, by the external evaluator Alejandra Faúndez, under the coordination of PPOD.
 7. The evaluation used mixed methods, considering both quantitative and qualitative matters. The methodology sought to triangulate the information from various sources and took into account the relationship between the techniques and the different actors involved in the design, implementation

¹ ECLAC has been reporting for UN-SWAP 1.0. from 2012 till present.

and monitoring of the Strategy. The fieldwork and primary information collection were carried out between November and December 2019 and included 10 individual interviews (face-to-face and remote) and 3 focus groups with a total of 11 key respondents. An online survey was also conducted, with 155 responses.

8. The evaluation was regional in scope and included the ECLAC subregional headquarters in Mexico and for the Caribbean. It covered the 13 subprogrammes of ECLAC and analysed the period between October 2013 and the end of 2017, additionally considering 2018 with the latest UN-SWAP 2.0 analysis and report.

II. FINDINGS

9. Based on these evaluation criteria, the findings are indicated below:

Relevance

- (a) In accordance with its mandate and previous institutional initiatives, ECLAC had already established actions relating to gender mainstreaming before the Strategy was formulated.
- (b) There is complementarity between UN-SWAP, the strategy on gender parity and the Strategy, in both their objectives and their indicators, which cover similar areas. Differences can be resolved in a strategy review exercise in the framework of a new implementation cycle.
- (c) Strategic area 1 of the Strategy, political commitment to gender equality, has been revitalized as a result of the new commitments made at recent sessions of the Regional Conference on Women in Latin America and the Caribbean.
- (d) At present, many ECLAC staff are unaware of the Strategy.
- (e) Increased awareness of the Strategy generates new perspectives and actors in the subject.
- (f) The Strategy is considered relevant at all levels.

Effectiveness

- (a) Important achievements in political positioning of gender mainstreaming in the region.
- (b) It is possible to identify some unanticipated advances and achievements regarding gender mainstreaming within ECLAC.
- (c) Weaknesses detected in strategic area 2 of the Strategy: results-based management for gender equality.

Efficiency

- (a) Progress in the different strategic areas of the Strategy has not been homogeneous.
- (b) The original design of the Strategy should be improved, particularly with regard to the allocation of resources, the modalities of cross-cutting and programme analysis, and operational matters.
- (c) The main weaknesses of the Strategy's implementation process make innovation necessary to overcome institutional inertia (division of work in specialized areas, work in silos, knowledge as a public good).
- (d) The indicators for the Strategy and UN-SWAP 2.0 form a very large set, with some duplications and in some cases different scopes, according to their objectives.

- (e) There is a set of facilitating or driving factors that is conducive to greater gender mainstreaming within ECLAC.
- (f) The technical difficulties and opportunities arising from the input-output relationship and the insufficiently systematized monitoring system must be reviewed, creating an opportunity to establish a cyclical protocol.

Sustainability

- (a) There are opportunities for sustained progress to be made towards a second implementation cycle of the Strategy.
- (b) Advances in the field of statistics, information and knowledge contribute not only to the implementation of the Strategy but can also further the attainment of the 2030 Agenda for Sustainable Development and the SDGs.
- (c) Ownership of gender mainstreaming within the institution is not clear in the case of all actors.

III. CONCLUSIONS

10. Addressing gender mainstreaming in institutions requires a comprehensive dialogue and examination of their contribution to gender equality in two dimensions: (a) outward (in society through knowledge and public equality policies); and (b) inwards (mechanisms, architecture, dynamics, organizational culture and functions). In this regard, neither of these dimensions should be neglected, since both underpin gender mainstreaming efforts and, therefore, the integration of gender equality is understood as a concern that affects all strategic objectives, with regards to the working methods, the programme and the budget of the organization.
11. In this second stage of implementation, high levels of coordination will be required to accelerate changes, in line with the Regional Gender Agenda. This new phase will require political leadership to be shown by a solid team, empowered by the institution and whose work is widely circulated. The fact that this team is currently being put together is very important.
12. Specific achievements of the first implementation cycle include:
 - Internalization of the concept of gender in all divisions and units, especially through mandatory and optional training.
 - Interdivisional work on some specific topics.
 - Knowledge generation on key issues, not limited to information disaggregated by sex.
 - Studies or areas of innovation in fields such as gender and new technologies, gender and climate change (led by the Sustainable Development and Human Settlements Division), or women and energy.
 - Prominence of the topic at key events: the Forum of the Countries of Latin America and the Caribbean on Sustainable Development, the Regional Conference on Women in Latin America and the Caribbean, and the Statistical Conference of the Americas.
 - Positive institutional attitude towards gender mainstreaming, in relation to the issues that have been managed within the framework of the Strategy as well as outside of it.
13. The Strategy *has joined other gender instruments of the United Nations system*, reaffirming institutional commitment to the issue. There are synergies between these instruments that will allow for more comprehensive and complementary approaches in the future, in terms of monitoring commitments and indicators, annual reporting dynamics, and planning and accountability cycles.

14. The earmarking of resources for any implementation process that is defined in the future is very important, both from the point of view of the focal points—who can play a dynamic role in the whole process—and of financial resources, time allocation and even technology.
15. It is also important to consider that, at the moment, the region is facing multiple tensions and challenges as a result of uncertain economic, social and environmental panoramas. Therefore, the Strategy's indicators must be refined, simplified, coordinated and monitored, to clarify its objectives and measure progress both in terms of its content and its forms of results-based implementation and management. This will help accelerate implementation of the commitments of the 2030 Agenda and the Regional Gender Agenda to promote equality.
16. The pillars that underpinned this Strategy and that should ensure its long-term sustainability include the political-technical support of the Office of the Executive Secretary, the efforts of the gender working group and the Division for Gender Affairs (DGA), and donors as advocates of the gender issue.
17. There is, based on the information provided by stakeholders, a need to re-examine the Strategy's methods of implementation in some strategic areas more than in others, particularly training, inter-institutional coordination, and cutting-edge knowledge generation.

IV. LESSONS LEARNED

18. The different gender mainstreaming strategies of institutions also ultimately affect organizational culture issues. Language, leadership, relationships among work units, knowledge-sharing among peers and other dimensions of organizational dynamics benefit from the inclusion of a gender perspective in the medium and long term.
19. Disseminating, understanding and updating the Strategy are ongoing tasks in any institution that undertakes such a venture. It is a systematic process and requires continuous improvement. The Strategy is a dynamic mechanism, which is adaptable to new contexts.
20. An annual or biannual planning of actions and commitments under the Strategy would allow implementation to be strengthened and updated, so that the reporting systems are not mechanical but linked to substantive and explicit issues within the framework of a working group.
21. Senior officials in the organization play a fundamental role, indicating institutional support and backing, and providing direction to the mainstreaming processes.
22. New forms of mandatory and optional training are needed that facilitate the understanding, integration and ownership of new analytical frameworks of the gender approach in very diverse fields of development.
23. There must be a change in the perception of progress, to foster change and new approaches. Placing the issues of equality at the forefront of innovation and transformation is a strategic and political imperative for modern institutions.
24. The many years of experience of ECLAC demonstrate that the assumption that certain issues are “untouched” by the gender equality perspective has been overcome. When the Strategy was first designed, there seemed to be issues that could not be addressed from a gender perspective. This idea has now been all but eradicated, since studies or analyses have been conducted on non-traditional gender issues, which have proved very beneficial both for the institution and for the countries of the region.

V. RECOMMENDATIONS

25. Based on the evaluation's findings and conclusions, a set of recommendations and suggestions for improvement were formulated, to contribute to future versions of the Strategy in a new implementation cycle:
- Strategic space: establish a strategic space for reflection on progress made in the implementation of the Strategy, UN-SWAP and the ECLAC Action Plan on the system-wide strategy on gender parity in the secretariat.
 - Human resources: define and approve the profiles, attributes and responsibilities of the focal point team; build capacities within ECLAC and improve training.
 - Content: facilitate development of innovative concepts and approaches in gender mainstreaming.
 - Management: create a roster of shared consultants, and computer alerts on milestones, events and shared goals; prepare specialized technical notes to be distributed to the divisions; issue alerts through the intranet; compile all ECLAC knowledge on gender.
 - Innovation: create a gender laboratory for innovation.
 - Monitoring and evaluation of the Strategy: establish a cycle of shared and coordinated work among the different key actors and instruments and disseminate it widely; undertake a review of the indicators at a participatory workshop, to reach a consensus on which UN-SWAP 2.0 indicators should be incorporated into the new Strategy and how their parameterization would be harmonized and refined.

1. INTRODUCTION

1. This evaluation report analyses the Strategy for mainstreaming gender at the Economic Commission for Latin America and the Caribbean (ECLAC), 2013–2017, for which the first implementation cycle, covering the period 2013–2017, has been completed.
2. This evaluation was undertaken because ECLAC needs to identify both progress made and areas for improvement in implementation of the Strategy. In this regard, it is an examination of the Strategy, within given time limits and within the framework of global and regional efforts to mainstream gender parity.
3. This evaluation was carried out between 1 October 2019 and 15 January 2020, by the external evaluator Alejandra Faúndez, under the coordination of PPOD.
4. The general objective was to evaluate the Strategy with respect to UN-SWAP 1.0 and 2.0, and to the strategy on gender parity, launched in 2018 and 2019, respectively, within the United Nations system.
5. The specific objectives of the evaluation were:
 - (a) Identify the strengths, weaknesses and challenges of the Strategy using criteria relating to UN-SWAP 1.0, UN-SWAP 2.0 and the strategy on gender parity.
 - (b) Identify omissions, duplications, complementarity and existing or potential synergies (efficiency) between the Strategy, UN-SWAP 2.0 and the strategy on gender parity.
 - (c) Identify lessons learned and formulate proposals for improvement in the areas that have been identified as having lags or limitations.
6. The criteria and evaluation questions were defined in the terms of reference and in accordance with the Development Assistance Committee (DAC) of OECD criteria of relevance, effectiveness, efficiency and sustainability. Table 1 shows the relationships between the criteria and the questions used in this evaluation.

Table 1
Criteria and evaluation questions

Criteria	Questions according to the terms of reference
Relevance	<p>(a) Was the Commission's gender mainstreaming strategy relevant to its mandate and to the United Nations policies on gender equality and gender mainstreaming?</p> <p>(b) What are the instances of duplication, complementarities and synergies between the ECLAC Gender Mainstreaming Strategy and UN-SWAP (2012-2018) as well as the United Nations System-wide Strategy on Gender Parity? And to what extent has ECLAC made use of them?</p>
Effectiveness	<p>(a) To what extent has ECLAC succeeded in reaching its Gender Mainstreaming Strategy objectives? And what have been the key factors behind this success?</p> <p>(b) In which of the six strategic areas were the strongest results and most progress made? Why?</p> <p>(c) In which of the six strategic areas was the least progress made? Why?</p> <p>(d) What factors contributed to progress and what factors acted as barriers to progress?</p> <p>(e) To what extent has gender mainstreaming strengthened the link between institutional change and development results?</p> <p>(f) How effective were the strategy's activities in building capacities and influencing policy making in gender mainstreaming across the Commission?</p> <p>(g) To what extent did the implementation of the strategy inform policy and programme development (e.g. sex-disaggregated data, gender analysis, among others)?</p> <p>(h) To what extent are gender mainstreaming systems (including accountability mechanisms) in place, used and considered relevant and effective by staff?</p>
Efficiency	<p>(a) What have been the drivers of increased/decreased attention to gender mainstreaming during duration of the Strategy?</p> <p>(b) To what extent does the ECLAC gender architecture support an efficient enhancement of gender mainstreaming within the organization? Does it sufficient for the full integration of gender mainstreaming into programming and policies?</p>
Sustainability	<p>(a) How sustainable has ECLAC capacity development and ownership of gender mainstreaming been?</p> <p>(b) What conditions have been put in place to ensure that attention to gender mainstreaming is sustained beyond individual staff and management?</p> <p>(c) In what ways, if at all, has the entity learned from previous evaluation findings to strengthen gender equality results at the programme and institutional levels?</p> <p>(d) How has the Strategy contributed to shaping/enhancing the ECLAC programme of work/priorities and activities?</p> <p>(e) Has the Gender Mainstreaming Strategy contributed to the achievement of the Sustainable Development Goals (SDGs)? If so, in what way?</p>

Source: Prepared by the author, on the basis of Economic Commission for Latin America and the Caribbean (ECLAC), *Terms of reference and rules of procedure of the Economic Commission for Latin America and the Caribbean* (LC/G.1403/Rev.9), 2015.

7. The evaluation report is divided into different sections: the background of the Strategy, including its objectives and strategic areas of implementation, is set out in section 2 and the evaluation's objectives appear in section 3. Section 4 contains the evaluation methodology and scope, while the main findings resulting from the interviews, focus groups, survey and document review, according to the criteria outlined above and evaluation questions, are detailed in section 5. Section 6 contains the general conclusions of the evaluation, while the lessons learned from the implementation and experiences of gender mainstreaming in the region are presented in section 7 and recommendations for improving implementation in a second phase in section 8. Lastly, the terms of reference, evaluation matrix, data collection instruments and interview details are set out in the respective annexes.

2. BACKGROUND

8. The Strategy has completed its first implementation cycle for the 2013–2017 period. The strategy on gender parity was launched in 2017, followed by UN-SWAP 2.0 in 2018. All these efforts within the United Nations system, from UN-SWAP 1.0,² which preceded the Strategy, plus those of ECLAC itself, have been at the forefront of incorporating gender issues in a substantive way into the work of the institutions of the system.
9. This evaluation was undertaken because ECLAC needs to identify both progress made and areas for improvement in the implementation of the Strategy. In this regard, it is an examination of the Strategy, within given time limits and within the framework of the global and regional efforts to mainstream gender parity.
10. For this evaluation, we will define gender mainstreaming as a “process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women’s as well as men’s concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated” (United Nations, 1997).³
11. The Strategy, specifically, refers to the principle of equality, which in turn translates into two operational dimensions:
 - (a) incorporation of gender objectives and indicators into the ECLAC programme of work that allow the achievements and challenges of its implementation to be identified and analysed.
 - (b) promotion of equal participation, gender equality both within ECLAC at all levels of the professional and administrative categories, and in relation to participation in activities organized by ECLAC.
12. To address the first dimension, each division has the possibility of establishing relevant objectives and activities, with the collaboration of DGA and in coordination with PPOD. The second dimension focuses mainly on the process of peer recruitment and is directly related to human resources.
13. Likewise, the Strategy was initially implemented synergistically and gradually in relation to UN-SWAP 1.0. Following modification and expansion of the instrument in 2018, one of the objectives of the evaluation is to analyse the feasibility and relevance of complementing these instruments.
14. The Strategy aims to “contribute to achieving gender equality and its institutionalization in public policies in Latin America and the Caribbean by mainstreaming the gender perspective in all areas of the Commission’s work and by achieving gender parity at all levels of the organization” (ECLAC, 2013a).

² ECLAC has prepared annual reports under UN-SWAP since 2012.

³ The agreements, guidelines and resolutions that support mainstreaming and gender parity in ECLAC are the following: ECLAC Resolutions 483(XXI) and 618(XXXI) (ECLAC, 1986 and 2006); the Economic and Social Council agreed conclusions 1997/2 on gender mainstreaming in all policies and programmes of the United Nations system (United Nations, 1997); United Nations system-wide policy on gender equality and the empowerment of women: focusing on results and impact (CEB, 2006); the system-wide action plan on gender equality and the empowerment of women, endorsed by the United Nations Chief Executives Board for Coordination (CEB) at their meeting of 13 April 2012; Mainstreaming a gender perspective into all policies and programmes in the United Nations system (ECOSOC, 2018).

15. The Strategy's expected achievements are that: (i) the ECLAC session and the subsidiary bodies of ECLAC will incorporate and promote the gender perspective; (ii) ECLAC staff members will have the knowledge, skills and resources they need to systematically mainstream gender in all their activities; and (iii) the proportion of women in posts at the P3 to D1 levels will increase with a view to achieving a 50/50 gender balance by 2020 (Ibid.).
16. The strategy includes six strategic areas:
- (a) Political commitment to gender equality:⁴ The biennial sessions of ECLAC and the sessions of the Regional Conference on Women in Latin America and the Caribbean contribute to the achievement of this objective; as does the collaboration that ECLAC provides to its other subsidiary bodies on these aspects.
 - (b) Results-based management for gender equality: The Project Committee and PPOD play a key role in this area, providing guidance, offering incentives and prioritizing gender mainstreaming in the Commission's programme of work.
 - (c) Knowledge management and dissemination: This refers to mainstreaming gender in the information produced by ECLAC, including in publications, the monitoring of communication projects and internal "early bird alerts".
 - (d) Monitoring, supervision and resources: ECLAC assigns specific responsibilities and functions to chiefs of division and offices and to staff working for the Office of the Executive Secretary and PPOD. Part of this work translates into an annual accountability report by the Office of the Executive Secretary, presented on International Women's Day (8 March).
 - (e) Capacity-building: Capacity-building is approached from a gradual and systematic assessment, and training in gender mainstreaming.
 - (f) Gender parity: Related to achieving gender balance in posts at all levels of the organization.
17. To follow up on implementation of the Strategy, a set of indicators has been prepared, as summarized in table 2.

⁴ Understood as the materialization in the State of political relations, social practices and worldviews that are legitimized as public goods in processes preceded by political struggles (Guzmán Barcos and Montañó Virreira, 2012).

Table 2

Examples of indicators from the Strategy for Mainstreaming Gender at ECLAC for the period 2013–2015

Strategic areas	Indicators
1. Political commitment to gender equality	<ul style="list-style-type: none"> At the ECLAC session, the position paper includes an analysis of sex-disaggregated information and there will be a high-level debate on gender equality. The agendas for the conferences and subsidiary bodies will include a gender perspective in the various subjects. Gender balance among the speakers invited to attend the aforementioned meetings.
2. Results-based management for gender equality	<ul style="list-style-type: none"> The gender perspective is incorporated into each division's presentation at the annual strategic planning meetings and into proposals for the programme of work.
3. Knowledge management and dissemination	<ul style="list-style-type: none"> Fifty per cent of annual reports (flagships) include a gender analysis of the subjects covered. An increase of 25% in the ECLAC publications (such as institutional books, working papers, studies and the CEPAL Review) that include a gender-based analysis and sex-disaggregated statistics.
4. Monitoring, supervision and resources	<ul style="list-style-type: none"> One staff member from PPOD and one from the Office of the Executive Secretary (who must be at the P4 level or above) is responsible for implementing the Strategy, reflected as a success criterion in the performance management system (e-Performance) for the 2013–2014 cycle. All division chiefs have implementation of the Strategy as a success criterion in the performance management system for the 2014–2015 cycle. One staff member at the sub-regional headquarters in Mexico and for the Caribbean (who must be at the P3 level or above) is responsible for gender equality (reflected as a success criterion in the performance management system). Each division of ECLAC has a gender focal point. Funds have been assigned in each division's budget to gender mainstreaming activities.
5. Capacity-building	<ul style="list-style-type: none"> All ECLAC staff have participated in an online course on gender mainstreaming. Selected staff from PPOD and the Administration Division have participated in specific training. Chiefs and supervisors have participated in training activities. Gender equality is included in interview questions and in selection processes for filling vacancies.
6. Gender parity	<ul style="list-style-type: none"> Achieve gender parity by 2020, which implies recruiting the following number of women to the Professional category and above by 2020: P2: 8 women, P3: 3 women, P4: 12 women, P5: 11 women, D1: 4 women.

Source: Prepared by the author, on the basis of Economic Commission for Latin America and the Caribbean (ECLAC), *Strategy for Mainstreaming Gender at the Economic Commission for Latin America and the Caribbean (ECLAC), 2013–2017* (DDR/1(CRM.12)), Santiago, October 2013.

3. OBJECTIVES

3.1 GENERAL OBJECTIVE

18. Evaluate the Strategy for mainstreaming gender at the Economic Commission for Latin America and the Caribbean (ECLAC), 2013–2017, with respect to UN-SWAP 1.0 and 2.0, and the strategy on gender parity launched in 2017 within the United Nations system.

3.2 SPECIFIC OBJECTIVES

19. Identify the Strategy's strengths, weaknesses and challenges by using criteria relating to UN-SWAP 1.0 and 2.0 and the strategy on gender parity.
20. Identify omissions, duplications, complementarity and existing or potential synergies (efficiency) between the Strategy, UN-SWAP 2.0 and the strategy on gender parity.
21. Identify lessons learned and formulate proposals for improvement in areas that have been identified as having lags or limitations.

4. EVALUATION METHODOLOGY

4.1 METHODOLOGICAL DESIGN

22. The evaluation was an impartial, open and participatory process that involved ECLAC staff of different levels, roles and offices.
23. The evaluation was based on the ECLAC Evaluation Policy and Strategy, as well as the United Nations Evaluation Group (UNEG) Norms and Standards for Evaluation (UNEG, 2016 and 2018) and Ethical Guidelines for Evaluation (UNEG, 2008b).
24. The methodological approach was mixed, using both quantitative and qualitative methods. The aim was to triangulate the approaches, considering the participatory nature of the evaluation process. The methodology also took into account the relationship between the techniques and the different actors involved in the design, implementation and monitoring of the Strategy.
25. To address the objectives and requirements set forth in the terms of reference, an analytical framework was developed in accordance with the guidelines of the instruments created by the United Nations system for these purposes, and institutional lessons learned as a result of previous guides and evaluations.

4.2 DATA COLLECTION TECHNIQUES

26. Four main information gathering techniques were used: document review for secondary information, and a survey, interviews and focus groups for primary information.
27. Document review: the documents related to the Strategy were reviewed and analysed, including the gender components of the programmes of work of the ECLAC System for the period under consideration (ECLAC, 2018f, 2016a and 2012a), the conceptual framework for mainstreaming the gender approach in the United Nations system and for the work of DGA, the planning, monitoring, reporting and evaluation documents produced on the Strategy, UN-SWAP 1.0 and UN-SWAP 2.0 during the period, in addition to other relevant documentation provided by PPOD and obtained from websites.
28. Semi-structured interviews: the interviews followed a questionnaire that offered the flexibility needed to take into account the differences in experience, actions and perceptions of the different interviewees.
29. The interview guide had general questions covering all evaluation criteria, and specific questions depending on the role of the interviewees (see annex 3).
30. The interviews were recorded with the consent of the interviewees and were carried out with two types of respondents with regard to the implementation of the Strategy:
 - (a) those directly involved in its implementation (five interviews);
 - (b) other key respondents (five interviews).⁵

⁵ The interviewees did not include donors or external experts on gender mainstreaming issues.

31. The territorial dimension was addressed through interviews with staff designated by the Chiefs of the respective subregional headquarters.
32. The interviews allowed information to be obtained on the Strategy's critical factors, including: dynamics, synergies, effectiveness, efficiency, sustainability, critical obstacles and impact.
33. For the purpose of rapid evaluation, the evaluator graded the responses according to a numerical scale, which was taken into consideration when analysing the answers and triangulating them with the document review and surveys.
34. Focus groups: four focus groups were initially planned. Of these groups, 3 were ultimately set up, with a total of 11 participants: 7 people from the relevant divisions of ECLAC; 2 from the Office of the Executive Secretary; and 2 from the subregional headquarters. The focus group guide contained general and specific questions depending on the group (see annex 3).
35. Survey: this instrument was sent to all ECLAC programme staff between 18 and 27 November 2019, and 155 responses were received, representing a good response rate. The responses were analysed with regard to key evaluation variables. The survey took the form of an online questionnaire on the Survey Monkey platform, which was sent and processed directly by PPOD. The survey included general questions relating to the evaluation criteria and questions on how the Strategy could be improved.

Table 3
Summary of information-gathering instruments

Techniques	Total
Semi-structured individual interviews	10
Focus groups	11
Online survey	155

Source: Prepared by the author.

4.3 INFORMATION ANALYSIS APPROACH

36. The information was analysed using a qualitative and quantitative classification. Specifically, the information was analysed according to the progress made in each of the areas of the Strategy and according to the aforementioned evaluation criteria.
37. Triangulation was applied in the information gathering and analysis phases. Thus, the information collected from different respondents and key actors and the documents were contrasted to make the evidence more reliable, corroborating if several versions coincided or, conversely, if the views were divergent. The understanding and interpretation of the findings and results of the evaluation were decisive in the conclusions and final recommendations.

4.4 SCOPE AND LIMITATIONS OF THE EVALUATION

38. The evaluation analysed implementation of the Strategy by ECLAC through the criteria of relevance, effectiveness, efficiency and sustainability, as well as the synergies of the Strategy with UN-SWAP 2.0. and the strategy on gender parity.
39. In relation to geographical scope, the evaluation covered the entire ECLAC organizational structure, including the subregional headquarters for the Caribbean and in Mexico, in addition to the headquarters in Santiago.
40. The evaluation, through its different instruments, covered the 13 subprogrammes of the programme of work of the ECLAC system.
41. In relation to the time frame, the evaluation analysed the actions carried out in the period between October 2013 and the end of 2017, additionally considering the latest UN-SWAP 2.0 analysis and report from 2018.
42. In summary, the elements considered in the evaluation are:
 - Real progress towards the objectives of the Strategy and ECLAC efforts to mainstream a gender approach.
 - The strengths, weaknesses and omissions of the Strategy and associated efforts.
 - The extent to which the design and implementation of the Strategy and associated efforts facilitated the achievement of the gender mainstreaming objectives of ECLAC.
 - The extent to which the Strategy has benefited from synergies with other gender equality and women's empowerment initiatives, in particular UN-SWAP and the strategy on gender parity.
43. There were four methodological limitations:
 - The extraordinary situation in Chile relating to the social upheaval that began on 18 October. This caused delays, especially in the process of gathering primary information.
 - The lack of availability of some ECLAC staff during the period of information collection, especially the chiefs of units and divisions, many of whom were undertaking fieldwork.
 - The participation, as an observer, of a staff member from the Programme Planning and Evaluation Unit of ECLAC in two focus groups. This caused discomfort among some participants in one of the groups, inhibiting them from expressing disagreement. This was not consistent with the principle of confidentiality of the UNEG Code of Conduct for Evaluation in the UN System (UNEG, 2008a) and the revised Norms and Standards for Evaluation (UNEG, 2016).
 - From a more conceptual than methodological point of view, and given the nature of the Strategy, there were limitations on analysis of its economic efficiency, although this was not the focus of this evaluation.

5. FINDINGS

I. Relevance

Finding 1: ECLAC had already established actions in relation to gender mainstreaming before the Strategy was formulated, in accordance with its mandate and previous institutional initiatives.

44. The gender equality approach is not new in ECLAC, it began in the 1970s, when the member States requested specific studies on women from the Office of the Executive Secretary. The approach has been applied more systematically since the first World Conference of the International Women's Year, held in Mexico City in 1975. Since then, the United Nations regional commissions have acted as focal points for women's issues at the regional level. Latin America and the Caribbean is the only region in the world to have established a forum in which States meet regularly to debate and make commitments on these matters.
45. The first session of the Regional Conference on the Integration of Women in the Economic and Social Development of Latin America was held in Havana in 1977, where it is established as a subsidiary body of ECLAC. Since then, it has been renamed the Regional Conference on Women in Latin America and the Caribbean and is the main intergovernmental forum in the region on women's rights and gender equality. Its sessions are held every three years, with ECLAC serving as the secretariat, and at which the regional situation is analysed, proposals are discussed, public policy recommendations are presented, and activities carried out in compliance with regional and international agreements are evaluated.
46. The Women and Development Unit of ECLAC was also created in 1977, which became the Division for Gender Affairs in 2008 pursuant to the mandate issued by the Regional Conference.
47. Since 1977, there have been over 40 years of reflections, discussions, research and actions to promote gender equality in the region, which has resulted in a set of intergovernmental agreements, implementation axes, and regional coordination and public policy measures, as well as the consolidation and strengthening of legal and institutional frameworks to foster progress in this area in the countries of the region.
48. The Strategy is a product of this previous institutional effort and not only adapts and responds to the issues and challenges of 2013, but also to a broad process of discussions with many stakeholders, not only governments but also civil society, with regard to mainstreaming within the Commission and governments. Hence, in the first few years of implementation of the Strategy, there was great momentum from different inter-agency, intergovernmental and management spaces to achieve gender mainstreaming.

Finding 2: There is complementarity between UN-SWAP, the strategy on gender parity and the Strategy, as their objectives and indicators cover similar areas. Differences can be resolved in a strategy review exercise in the framework of a new implementation cycle.

49. Through a cross-sectional review of the Strategy, UN-SWAP 2.0, and the system-wide strategy on gender parity, it was possible to verify the following:

(a) Duplication and/or complementarity.

50. In general, the six areas of the Strategy are correlated with the purposes and indicator system of UN-SWAP 2.0, as shown in table 4.

Table 4
Relationship between the areas and indicators of the ECLAC Strategy 2013–2017 and the performance indicators of UN-SWAP 2.0

Strategic Areas	The Strategy	UN-SWAP 2.0 performance indicators
1. Political commitment to gender equality	<ul style="list-style-type: none"> At the ECLAC session, the position paper includes an analysis of sex-disaggregated information and there will be a high-level debate on gender equality. The agendas of the conferences and subsidiary bodies will include a gender perspective in the various subjects. Gender balance among speakers in the aforementioned activities. 	1. Strategic planning gender-related SDG results (new to UN-SWAP 2.0) 6. Policy 7. Leadership
2. Results-based management for gender equality	<ul style="list-style-type: none"> The gender perspective is incorporated into each division's presentation at the annual strategic planning meetings and into the proposals for the programme of work. 	3. Programmatic gender-related SDG results not directly captures in the strategic plan (new to UN-SWAP 2.0) 8. Gender-responsive performance management
3. Knowledge management and dissemination	<ul style="list-style-type: none"> Fifty per cent of annual reports (flagships) include a gender analysis of the subjects covered. An increase of 25% in ECLAC publications (such as institutional books, working papers, series and the CEPAL Review) that include a gender-based analysis and sex-disaggregated statistics. 	16. Knowledge and communication
4. Monitoring, supervision and resources	<ul style="list-style-type: none"> One staff member from PPOD and one from the Office of the Executive Secretary (who must be at the P4 level or above) is responsible for implementing the Strategy, reflected as a success criterion in the performance management system (e-Performance) for the 2013–2014 cycle. All division chiefs have implementation of the Strategy as a success criterion in the performance management system (e-Performance) for the 2014–2015 cycle. One staff member at the subregional headquarters in Mexico and for the Caribbean (who must be at the P3 level or above) is responsible for gender equality (reflected as a success criterion in the performance management system). Each division of ECLAC has a gender focal point. Funds have been assigned in each division's budget to gender mainstreaming activities. 	2. Reporting on gender-related SDG results (new to UN-SWAP 2.0) 10. Financial resource allocation 9. Financial resource tracking 4. Evaluation 5. Audit
5. Capacity-building	<ul style="list-style-type: none"> All ECLAC staff have participated in an online course on gender mainstreaming. Selected staff from PPOD and the Administration Division have participated in specific training. Chiefs and supervisors have participated in training activities. Gender equality is included in interview questions and in selection processes for filling vacancies. 	7. Leadership 13. Organizational culture 14. Capacity assessment 15. Capacity development

Strategic Areas	The Strategy	UN-SWAP 2.0 performance indicators
6. Gender parity	<ul style="list-style-type: none"> Number of women recruited to the Professional category and above each year^a P3: 1 woman (2%) P4: 2 women (12%) P5: 2 women (36%) D1: 1 woman (22%). 	11. Gender architecture
Not reflected in the Strategy.		17. Coherence

Source: Prepared by the author, on the basis of Economic Commission for Latin America and the Caribbean (ECLAC), *Strategy for Mainstreaming Gender at the Economic Commission for Latin America and the Caribbean* (ECLAC), 2013-2017 (DDR/1(CRM.12), Santiago, October 2013, and the second-generation United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP 2.0).

^a Calculated on the basis of the composition of posts as at 31 December 2012. The calculation assumes that the percentage of women in these posts in the Professional category and above had remained unchanged. This indicator had to be reviewed annually, in order to balance out the effects of staff rotation.

51. Compared to the first version of the framework, UN-SWAP 2.0 has three new performance indicators, specifically: 1. Strategic planning gender-related SDG results; 2. Reporting on gender-related SDG results; and 3. Programmatic gender-related SDG results.
52. Gender parity (strategic area 6 of the Strategy) is covered by performance indicator 11. Gender architecture of UN-SWAP 2.0, and is an essential part of the strategy on gender parity.

(b) Synergies among Strategy and UN-SWAP 2.0 indicators

53. There are synergies among the indicators of the Strategy and those of UN-SWAP 2.0, for example, between:
 - The indicators under strategic area 1 of the Strategy and performance indicator 7ai of UN-SWAP 2.0 (senior managers internally champion gender equality and the empowerment of women).
 - The indicators under strategic area 2 of the Strategy and performance indicator 8ai of UN-SWAP 2.0 (The entity's core values and/or competencies being revised to include assessment of gender equality and empowerment of women).
 - The indicators under strategic area 3 of the Strategy and performance indicator 16ai of UN-SWAP 2.0 (internal production and exchange of information on gender equality and women's empowerment).
 - The indicators under strategic area 4 of the Strategy and performance indicators 4 and 5 of UN-SWAP 2.0 (evaluation and audit).
 - The indicators under strategic area 5 of the Strategy and UN-SWAP 2.0 indicator 15 (capacity development).
 - The indicators under strategic area 6 of the Strategy and performance indicator 11 of UN-SWAP 2.0 (gender architecture).

(c) Omissions

54. The only UN-SWAP 2.0 performance indicator not reflected in the Strategy is indicator 17, coherence.

(d) Weaknesses

55. An examination of the UN-SWAP reports for the period analysed (encompassing UN-SWAP 1.0 and UN-SWAP 2.0) and the information provided by key actors in this evaluation reveals the areas that pose the greatest challenges for ECLAC. The first is performance management, which is directly related to the results-based management of the Strategy (strategic area 2). Capacity assessment and gender architecture are the other areas, and are issues that were marked for improvement by UN-Women through communications addressed to ECLAC (UN-Women, 2018a and 2019a).

Finding 3: Strategic area 1 of the Strategy, political commitment to gender equality, has been revitalized by the new commitments made at recent sessions of the Regional Conference on Women in Latin America and the Caribbean.

56. As the Strategy states, “ECLAC has a fundamental impact on regional policies, in particular through its session, its subsidiary bodies and the regional integration organizations to which it provides technical support” (ECLAC, 2013a). At the time of writing, 13 sessions of the Regional Conference on Women in Latin America and the Caribbean have been held. At the thirteenth session of the Regional Conference on Women in Latin America and the Caribbean, held in Montevideo in 2016, the Montevideo Strategy for Implementation of the Regional Gender Agenda within the Sustainable Development Framework by 2030 (hereinafter “the Montevideo Strategy”) was adopted. This milestone political-technical tool is designed to implement the commitments undertaken by member States. It therefore seeks to contribute to the attainment of the SDGs by improving the design and priorities of public policies to ensure that no one is left behind. The pace of public policy change must be stepped up if the SDGs are to be attained. “I believe that the Montevideo [Strategy] was a great achievement in the region. I do not think it will happen again. If we did it today, governments would probably not approve it” (focus group).
57. Importantly, the Montevideo Strategy marked the first time that regional-level work was made visible in the commitments adopted by the Regional Conference, in substantive issues related with the mandate of ECLAC.
58. Table 5 lists the 16 implementation measures of the Montevideo Strategy that are directly related to substantive issues of the Commission’s work. These measures can be used to guide the strategic thematic approach to new definitions in a future version of the Strategy.

Table 5

Implementation measures of the Montevideo Strategy related to the work of ECLAC

- 1.l Endeavour to ensure that the position of Latin American and Caribbean countries in international discussions on macroeconomic policy, and trade, investment and financial agreements, incorporates the commitments of the Regional Gender Agenda and their link with Sustainable Development Goals, and in particular that the position on sustainable development be transmitted to the High-level Political Forum on Sustainable Development by the Forum of the Countries of Latin America and the Caribbean on Sustainable Development.
- 2.e Ensure ongoing coordination, facilitated by the technical secretariat of the Conference, among the Regional Conference on Women in Latin America and the Caribbean, the other subsidiary bodies of ECLAC and the Forum of the Countries of Latin America and the Caribbean on Sustainable Development, in order to ensure coordinated follow-up to the Regional Gender Agenda and the 2030 Agenda for Sustainable Development, in accordance with their respective mandates.
- 3.g Promote spaces for the participation of civil society, especially women’s and feminist movements, in the framework of regional integration bodies and regional and global intergovernmental bodies, such as the Regional Conference on Women in Latin America and the Caribbean, the Regional Conference on Population and Development in Latin America and the Caribbean and other subsidiary bodies of ECLAC, the Forum of the Countries of Latin America and the Caribbean on Sustainable Development, the Commission on the Status of Women, the Commission on Population and Development, the High-level Political Forum on Sustainable

Development and the Economic and Social Council Forum on Financing for Development Follow-up.

- 3.h Work towards the creation of a regional fund in support of women's and feminist movements and organizations, taking into consideration the input of civil society.
- 4.e Implement regional training, capacity-building and experience exchange programmes (online and in-person) on the Regional Gender Agenda, the 2030 Agenda for Sustainable Development, the Sustainable Development Goal indicators and development planning, with the support of ECLAC.
- 5.h Strengthen regional cooperation to combat tax evasion and avoidance and illicit financial flows, and improve tax collection from the wealthiest and highest-income groups by introducing corporate income, wealth and property taxes, among others, in order to have greater resources for gender equality policies.
- 5.i Urge the agencies of the United Nations and the inter-American system to ensure that their gender machineries have sufficient resources for the full implementation of policies on gender equality and women's rights.
- 5.j Allocate sufficient financial resources for human resource and institutional capacity-building and-strengthening, in particular in small, highly indebted Caribbean countries for the full and effective implementation of women's human rights and gender equality policies.
- 8.b Implement development cooperation agreements between countries and subregions, particularly to address extreme natural events or other critical situations, in the technical, scientific and financial fields and in relation to labour standards and the social, economic, cultural and environmental rights of women.
- 8.d Strengthen the coordination between the Regional Conference on Women in Latin America and the Caribbean and the gender machineries of the inter-American system and the regional and subregional integration blocs in order to ensure synergies in the implementation and follow-up of the Regional Gender Agenda and the 2030 Agenda for Sustainable Development.
- 8.e Urge developed countries to meet their official development assistance commitments, particularly by devoting 0.7% of gross national income to this purpose, and contributing 0.15–0.20% to the least developed countries.
- 8.f Promote cooperation and support for middle-income countries, particularly highly indebted and vulnerable Caribbean countries, by defining comprehensive methodologies for classifying countries based on structural development gaps in order to evaluate levels of development and gender inequality more accurately and comprehensively.
- 8.g Urge developed countries to increase non-conditional official development assistance planned, in a concerted manner, with sufficient resources to fund gender equality policies and mainstreaming of the Sustainable Development Goals.
- 8.i Explore debt relief options for highly indebted and vulnerable Caribbean countries, promote solutions to address the debt overhang and guarantee the necessary resources for the implementation of the Regional Gender Agenda and the achievement of sustainable development.

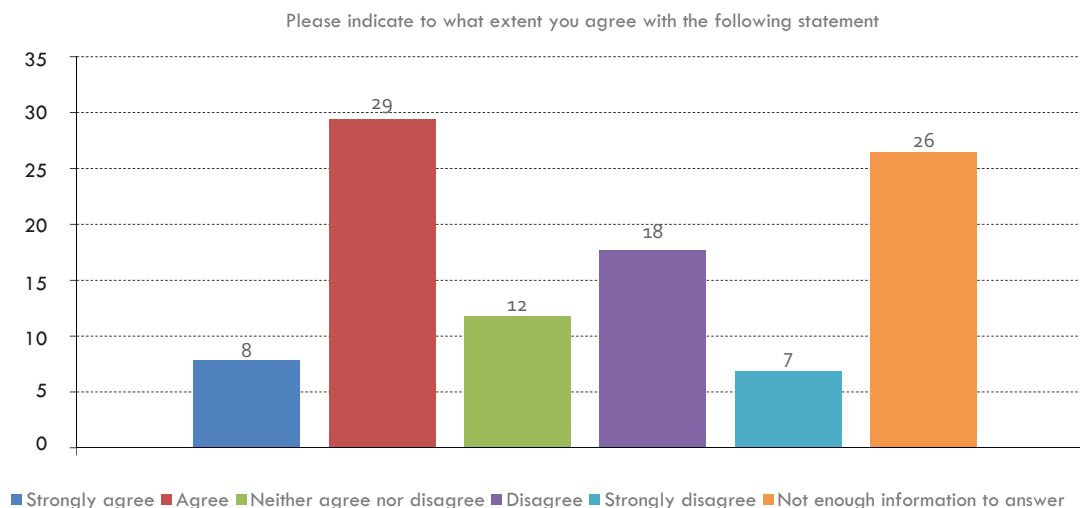
Source: Prepared by the author, on the basis of Economic Commission for Latin America and the Caribbean (ECLAC), *Montevideo Strategy for Implementation of the Regional Gender Agenda within the Sustainable Development Framework by 2030* (LC/CRM.13/5), Santiago, March 2017.

Finding 4: At present, many ECLAC staff are unaware of the Strategy.

59. In general, there is limited knowledge of the contents of the Strategy and of gender parity within ECLAC. In the online survey,⁶ which was completed by 155 members of staff, more than 25% said that they disagreed or strongly disagreed with the statement “I know the gender mainstreaming strategy of ECLAC”, 12% said they neither agreed nor disagreed, 29% agreed, and just 8% strongly agreed (see figure 1).

⁶ Online survey: “Gender Mainstreaming Strategy in the Economic Commission for Latin America and the Caribbean”, sent to all ECLAC staff between 18 and 27 November 2019.

Figure 1
Knowledge of the Strategy within ECLAC
(Percentages)



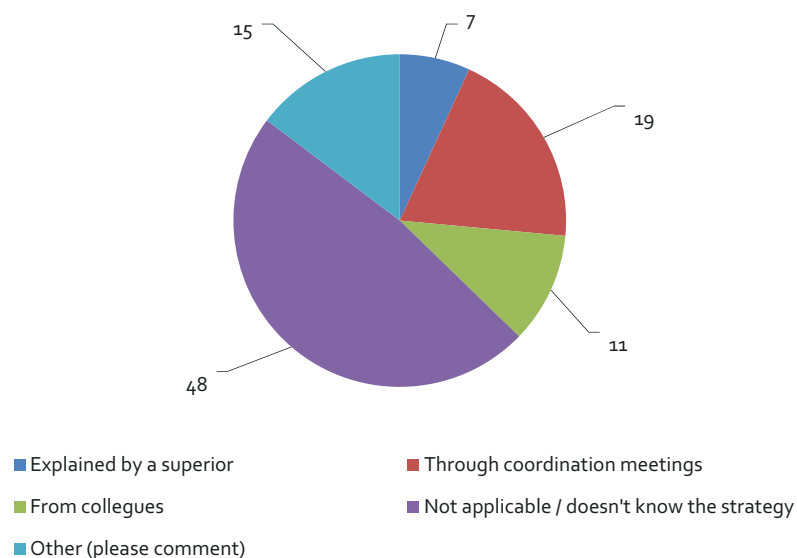
Source: Online survey “Gender Mainstreaming Strategy in the Economic Commission for Latin America and the Caribbean”, 18–27 November 2019.

60. The results of the individual interviews and focus groups support this finding. Officials from various hierarchical levels and who had joined ECLAC at different times participated in the interviews and focus groups.
61. When respondents were asked to what extent they agreed with the statement that, before 2013, ECLAC incorporated gender mainstreaming in its programmes and projects, 54% said they did not have enough information to answer. Only 14% of respondents had enough knowledge of gender mainstreaming efforts within ECLAC prior to the implementation of the Strategy to respond, with 4% saying that they strongly agreed and 10% agreed.
62. Those who participated more directly in the development and/or implementation of the Strategy, gave insight into that process: “I was in charge of drafting the Strategy, with the support of a P2 colleague who is no longer here. The design was created in close collaboration with PPOD. There was a review of what the secretariat, the United Nations Development Programme (UNDP), the United Nations Children’s Fund (UNICEF), and the Office of the High Commissioner for Human Rights (OHCHR) had created. We did not base it on one of these guide documents in particular; we analysed where it was better to intervene and in which areas there was more resistance to intervention” (focus group).

Finding 5: Increased awareness of the Strategy generates new perspectives and actors in the subject.

63. The results of the online survey show that, 19% of participants knew about the Strategy through coordination meetings, 7% had it explained to them by a superior, 48% of participants said that they did not know the Strategy or that the question was not applicable or that they did not have enough information to answer (see figure 2). This pattern of responses is consistent with the testimonies from the individual interviews and the results of the focus groups on this point.

Figure 2
How did you hear about the gender mainstreaming strategy of ECLAC?
(Percentages)



Source: Online survey “Gender Mainstreaming Strategy in the Economic Commission for Latin America and the Caribbean”, 18–27 November 2019.

64. Of those respondents who answered “Other”, a sizeable number said that they had learned about the Strategy on their own initiative, because they were interested in the subject.
65. Others had found out about the Strategy indirectly, while working on gender issues or mainstreaming gender issues into programmes and projects. The latter is undertaken by staff at all levels, both at the management level and at lower hierarchical levels: “I began to become more familiar [with the Strategy] following the launch of the gender parity strategy. I did not even know that there was a strategy for mainstreaming gender” (interview). “With regard to knowledge of the Strategy, I knew that there was a relaunch by the Secretary General. I did some research. Within the Secretariat [...] there is a push to promote gender equity. I did not know there is a particular Strategy” (interview).
66. A third group, upon hearing about the issue, were inspired to become part of the Strategy: “There was a meeting two weeks ago with a consultant for UN-Women. I told my boss, ‘If there is no focal point, I would like to do it.’” (focus group).
67. On the reasons for this lack of knowledge, the interviewees refer to a decline in the visibility of gender issues within the Commission from 2017 onward, owing to internal leadership problems in DGA at that time and the perception that gender issues still suffer from a lack of cross-sectional

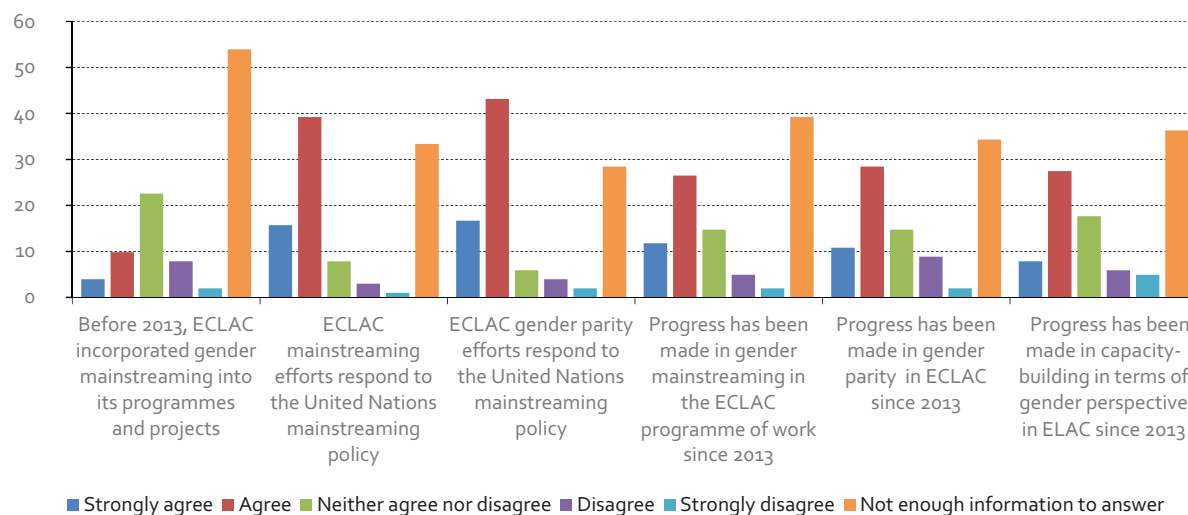
and institutional ownership. This perception was repeated in several interviews and a focus group: “In my opinion, the best thing was that the Strategy was incorporated into the subprogramme strategy and some indicators, studies, seminars, etc. This was at the beginning. Since then, I think it has been diluted a bit. The documents were not ready in time, you had to improvise in the meantime” (focus group).

68. “When the leadership crisis in DGA occurred, the Strategy was clearly affected, the whole institution was greatly affected. That initial impetus was lost and [there was a] push to move the discourse towards other paths” (interview).

Finding 6: The Strategy is considered relevant at all levels.

69. Despite the poor cross-sectional knowledge of the Strategy, which is also reflected in the low response rate on questions related to the relevance of the Strategy, regarding the gender parity and gender mainstreaming efforts of the Commission; 29% said that they did not have sufficient knowledge to respond; while 60% said that they agreed or strongly agreed with the statements on the Strategy’s relevance.
70. When consulted about whether the gender mainstreaming efforts of ECLAC respond to the United Nations mainstreaming policy, 33% said that they did not have sufficient knowledge to respond, while a total of 56% said that they agreed or strongly agreed (see figure 3).

Figure 3
Relevance of the gender mainstreaming strategy of ECLAC
(Percentages)



Source: Online survey “Gender Mainstreaming Strategy in the Economic Commission for Latin America and the Caribbean”, 18–27 November 2019.

71. Likewise, the relevance of the Strategy emerges in in the testimonies gathered from the focus groups and individual interviews. Both the Strategy for gender mainstreaming and the system-wide strategy on gender parity are valued as instruments that filled a void in the Organization: “Because there is much to be done on this issue” (focus group). “Wherever you are from, it is no longer politically correct to disregard gender issues. It would be a mistake to abandon this effort after so many years and so many achievements” (interview).

72. Respondents also noted that the Strategy was designed, adopted and launched at an opportune moment, in the light of the political contexts in the region and the extent to which gender equality issues were considered important: “After the [eleventh session of the Regional] Conference on Women in Brasilia came [the first session of the Regional Conference on Population and Development in Latin America and the Caribbean in] Montevideo, there was a ‘shift’ from the Women’s Conference to the Population and Development Conference. Even the representative of the United States applauded the [adoption of the] Montevideo [Strategy]. The Strategy was born practically at that [...] moment” (interview).

II. Effectiveness

Finding 7: Important achievements in political positioning of gender mainstreaming in the region.

73. Various sources recognized the effectiveness of undertaking actions that are carried out over time according to the mandates of the agency in relation to gender equality and the Strategy. Although such actions have not been implemented systematically or consistently over the years, they are recognized as an important institutional effort that should be bolstered.
74. Of the 155 people who completed the survey, 68 (44%) said that what they value most is that gender mainstreaming “is a topic present in most documents and research” and “that it is already part of the work”. It is also recognized that it has led to changes in public policies. However, 19% of respondents said that they did not know what the greatest advances had been in this area. No specific achievements were identified by respondents.
75. In the interviews, political commitment (strategic area 1 of the Strategy) was identified as an important achievement, especially because of the support it has received from the Executive Secretary of ECLAC: “The political commitment is strengthened since gender parity and mainstreaming are part of the Executive Secretary’s compact” (interview). In addition, the theme has been installed in key spaces: “We have consolidated some practices [...] in key regional events, such as the Forum of the Countries of Latin America and the Caribbean on Sustainable Development. The point is that we want there to be side events around gender; and certainly 8 March [International Women’s Day] is an important day for us to take stock” (interview).
76. Likewise, achievements in strategic areas 3 and 5 of the Strategy are recognized: “With regard to theoretical and conceptual considerations and the design and implementation of instruments, a lot of progress has been made. Similarly, understanding of the concepts has developed; they are all understood now” (interview).
77. Evaluation participants also recognize the contribution of a set of specific products, such as the multiple position documents of ECLAC, internal working documents and publications, and technical guides that are invaluable for national and subnational governments in the region: “Progress has been made in some areas, such as financing for development. We have been able to do things, for example, with the Superintendence of [the Financial Affairs Market Commission] of Chile and with the Ministry of Women [and Gender Equality] of Chile, which gave a fairly large seminar on the topic of financial inclusion with a gender perspective” (interview). “We have worked with other divisions. We were able to integrate [gender] mainstreaming into social protection policies. We were able to include caregivers in discussions on and the design of public policies. For example, we are now working on a project with [the Spanish Agency for International Development Cooperation] AECID on social cohesion. The concepts have been internalized. A gender perspective has been incorporated into all publications, [...] we have made progress” (focus group).

78. The specific achievements recognized by respondents and interviewees include:
- Internalization of the concept of gender mainstreaming in all divisions and units, especially through mandatory and optional training.
 - Interdivisional work on some specific topics.
 - Production of information that goes beyond simply disaggregating statistics by sex (consolidation and harmonization of the measurement of time-use in regional surveys and unpaid work in economic analysis).
 - Innovative studies (such as gender and climate change led by the Sustainable Development and Human Settlements Division, or the case study currently being prepared by the subregional headquarters in Mexico on women and energy).
 - Prominence of the topic at key events: the Forum of the Countries of Latin America and the Caribbean on Sustainable Development, the Regional Conference on Women in Latin America and the Caribbean and the Statistical Conference of the Americas, which has established a working group on the matter with a defined agenda for the years to come.
 - Positive institutional attitude towards gender mainstreaming, particularly in relation to the issues that have been managed within the framework of the Strategy or outside of it.
79. Equally commendable progress has been made by the ECLAC subregional headquarters for the Caribbean in terms of results-based management for gender equality, strategic area 2 of the Strategy. Although these actions fall outside the timeframe of this evaluation, they reflect a determination to move forward with these matters more comprehensively.⁷
80. These achievements are also found in the biennial reports on the activities of the Commission. The report covering the period from January 2014 to December 2015 highlights the adoption of the Classification of Time-Use Activities for Latin America and the Caribbean (CAUTAL). Other major achievements in that biennium under subprogramme 6, mainstreaming the gender perspective in regional development, include the work, documents and technical advisory services of DGA and the Gender Equality Observatory for Latin America and the Caribbean and the regional dialogues held on this subject (ECLAC, 2016b).
81. From 2013 to the present there has been a clear improvement in analyses produced by the Commission with a gender approach. This is confirmed by the Report on the activities of the Commission from January 2016 to December 2017, which indicates that DGA generated knowledge on gender relations in the region, in connection with issues such as: poverty, education, social protection, urban planning, violence against women. The Division estimated the fiscal cost of implementing policies to prevent violence against women and the cost of not adopting such policies, and generated knowledge about the links between education, labour supply and decent work (ECLAC, 2018c).
82. The Commission has produced a great variety of publications related to gender mainstreaming, for example, the study on gender violence in public transport produced by the Natural Resources

⁷ The subregional headquarters for the Caribbean has communicated its efforts to mainstream gender throughout its work starting in 2020. In addition, it published the study, entitled “Gender mainstreaming in national sustainable development planning in the Caribbean”, in 2020, which assesses the status of gender mainstreaming in the policy framework of the member and associate member States of ECLAC in the subregion and provides recommendations for gender mainstreaming in national development plans.

and Infrastructure Division,⁸ which analyses the characteristics of acts of gender violence on public transport and around access infrastructure, reviews the relevant legal and regulatory frameworks, and presents the policies adopted in each country to address the problem (ECLAC, 2015).

83. In addition to the draft programmes of work of the ECLAC system and the reports on the activities of the Commission, —the biennial reports on the technical cooperation activities carried out by the ECLAC system also draw attention to the efforts undertaken to —position gender issues on the regional political agenda and promote technical-statistical analysis of those issues. According to the Report on the technical cooperation activities carried out by the ECLAC system during the 2016–2017 biennium, within the framework of a project with Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ, the German Agency for International Cooperation), DGA provided technical assistance to civil servants in national statistical offices to collect, analyse and use data on time use, thanks to which 19 countries in the region now have the capacity to calculate indicator 5.4.1 of SDG 5 (“proportion of time spent on unpaid domestic and care work, by sex, age and location”), even though at the global level it is classified within the group of SDG indicators that are not regularly produced by countries (ECLAC, 2018a).
84. Likewise, it is noted that gender issues were incorporated into the following, among others:
- “Feminist theory was included in Time for equality: closing gaps, opening trails” (focus group).
 - The project with Peru and UNFPA on family planning (focus group).

Finding 8: It is possible to identify some progress and achievements regarding the inclusion of the gender approach in ECLAC that were not foreseen in the Strategy.

85. At the regional technical level. As was mentioned above, the Commission’s technical cooperation means that countries now have the capacity to measure indicators for SDG 5, through the adoption of instruments such as CAUTAL, which allows countries of the region to monitor time-use with a gender perspective. This includes monitoring and estimating the social cost of domestic work and care tasks, their distribution and their impact on inequality, among other things. Similarly, the Commission’s efforts have improved analysis of labour market information, which is nearly always disaggregated by sex, allowing for analysis of topics such as the precariousness of female labour.
86. At the national technical level. Although it is difficult to say which achievements are solely attributable to the Strategy, all initiatives aimed at incorporating a gender approach and parity into national agendas have yielded specific and evident results in the context of this evaluation. For example, the Office of the Superintendent of Banks of Guatemala has formally applied a gender approach that allows information on access to credit, among others, to be disaggregated by sex (Office of the Superintendent of Banks of Guatemala, 2019), which is an important achievement under the programme of work of the subregional headquarters in Mexico.
87. At the level of innovative projects and studies. The Gender Equality Observatory for Latin America and the Caribbean or the ECLAC divisions have led or supported a number of regional and subnational projects and studies on women’s autonomy and political participation, gender-based violence, the care economy and gender, climate change and gender, and gender and information technologies. A particularly symbolic publication is entitled 40 years of the

⁸ P. Rozas Balbontín and L. Salazar Arredondo, “Violencia de género en el transporte público: una regulación pendiente” *Serie de recursos naturales e infraestructura*, No. 172 (LC/L.4047), Santiago, Economic Commission for Latin America and the Caribbean (ECLAC), 2015.

regional gender agenda,⁹ which is a historical summary starting at the first session of the Regional Conference on Women in Latin America and the Caribbean, and that includes the most strategic themes of the Regional Gender Agenda.

88. The research and production of position documents related to the conditions of women and girls in migratory transit in Mexico: “In Central America we drew up a Comprehensive Development Plan for the migration crisis. From the beginning we have emphasized the protection of girls and women, because when women leave their country of origin, they inject themselves with all the contraceptives that you can imagine because they know that they will be currency in transit, or that they will be raped straightaway.” (Interview).
89. At the level of working conditions, a completely unanticipated initiative was the inclusion of spaces for breastfeeding within the subregional headquarters in Mexico: “Another matter we have discussed is how to accommodate the maternity rights of some colleagues. We are the largest United Nations office in Mexico, with 70 people. We want to promote spaces for breastfeeding. We cannot build a nursery, but at least we can provide adequate spaces [for breastfeeding]. We are having conversations with the [staff] association.” (Interview).

Finding 9: Weaknesses detected in strategic area 2 of the Strategy: results-based management for gender equality.

90. The Strategy states that:
- “If gender mainstreaming is to become an integral part of the ECLAC management cycle, it must be systematically incorporated into every stage of planning, including:
- (i) The process of preparing and revising the strategic framework and the programme of work for future bienniums.
 - (ii) Discussions with the Executive Secretary regarding each division’s priorities and direction in terms of implementing the current programme of work.
 - (iii) Monitoring activities, through the Integrated Monitoring and Documentation Information System (IMDIS) and internal and external assessments.

In keeping with the foregoing, gender must be mainstreamed in all ECLAC technical cooperation projects. It is the responsibility of the chiefs and the technical staff to ensure that project proposals include an analysis of the impact on gender equality and, as far as possible, that they incorporate the gender perspective into the goals, indicators and activities.” (ECLAC, 2013a, pp. 7–8).

91. Strategic area 2 is one of the weakest of the Strategy, because there was no provision for regular follow-up reports on the indicators of the Strategy to be produced for the period under evaluation. With regard to planning, focus group participants and interviewees noted that the initial momentum that the Strategy had soon fell away: “There were many people who were willing to do those things intensely in that [initial] phase. There were regular strategic planning meetings between the divisions and the Executive Secretary for several years, and in those bilateral meetings there was always a person from the gender area. It was an opportunity to look at what had been accomplished and future prospects. However, for at least two years now, these meetings have been infrequent.” (Interview).

⁹ Economic Commission for Latin America and the Caribbean (ECLAC), *40 years of the regional gender agenda* (LC/G.2682), Santiago, 2016.

92. Despite this weakness, the UN-SWAP reports were prepared regularly during the period under review and operational meetings were held with the divisions where gender issues were addressed.

III. Efficiency

Finding 10: Progress in the different strategic areas of the Strategy has not been homogeneous.

93. Of the six strategic areas of the Strategy, substantial progress was made in those concerning political commitment to gender equality (strategic area 1), capacity-building (strategic area 5) and gender parity (strategic area 6). “I consider that [to be the case], in [strategic] area 1, for the reasons already mentioned, and in areas 5 and 6. The political commitment has been strengthened because we have consolidated some practices.” (Interview).
94. It is also recognized that it was more difficult to achieve the goals of some strategic areas: “There are [strategic] areas [whose goals] are more difficult to achieve, while some are associated with specific elements. Parity, for example, is a relatively specific goal associated with human resources.” (Interview).
95. In relation to the area of results-based management, “there is a practice —which has lapsed recently owing to the Executive Secretary’s commitments, but could be resumed— which is the strategic planning meetings between the Executive Secretary, the respective chiefs of divisions and DGA. These [meetings] are a good time to take stock and include gender issues in different programme areas.” (Interview).
96. Few instances of coercion and interdivisional coordination are evident. It was highlighted that when such coordination did occur on specific projects, there were significant gains for all the divisions involved, although this depended largely on the modality of the coordination.
97. During the period under analysis, there were notable joint efforts between the Statistics Division and DGA in connection with the sessions of the Statistical Conference of the Americas and the Regional Conference on Women in Latin America and the Caribbean. Likewise, there were commendable thematic gender advances in the work of the Social Development Division and the Latin American and Caribbean Demographic Centre (CELADE)-Population Division of ECLAC.

Finding 11: The original design of the Strategy should be improved, particularly with regard to the allocation of resources, the modalities of cross-cutting and programmatic analysis, and operational matters.

98. Over the course of this assessment exercise, three important issues have emerged regarding the design of the Strategy: the first is that it was well designed and was approved at an opportune moment. “It should not be changed” (focus group).
99. The second is the need to clearly establish resources to support achievement of the Strategy’s objectives: “There is a need to further standardize the budget [...] it should not be the case that some [money] is left aside in case a project with a gender perspective comes up” (interview).
100. In this connection, the institutional definition of the focal point profile within each division must also be improved, something that is underway. Currently there is one person who acts as the gender focal point for ECLAC and is mainly responsible for raising the visibility of gender issues at conferences and providing internal technical advice. However, the roles of the focal points within the divisions are currently being defined (in the context of the reformulation of the Strategy). Traditionally, within each division, the person who shows the greatest personal interest in and knowledge of the subject becomes the focal point in their respective division or unit. However, a

number of interviewees noted that the focal points currently have limited powers and their profile is poorly defined in general and in relation to their relationship with DGA.

101. The third issue is related to the need for innovative and comprehensive gender mainstreaming within the Commission. A gender perspective is needed that covers both programmatic, strategic and substantive aspects, as well as symbolic, cultural and operational matters. One thing synergizes with the other. “We have made progress on many things, but there is also a cultural issue here; what it is politically correct to say. [...] The organization’s culture also reproduces stereotypes. [Gender considerations] must be mainstreamed into everything, for example, [people say] things like: ‘If we cut her contract it does not matter, her husband will support her’; ‘I am going to send you on a mission: Will your husband let you go?’” (focus group). This relates to the need for gender mainstreaming in several dimensions at the same time. Therefore, the definition of gender mainstreaming must be constantly updated, to take into account both internal institutional dynamics and programmatic aspects.¹⁰

Finding 12: The main weakness of the Strategy’s implementation process makes innovation necessary in internal institutional dynamics (division of work in specialized areas, work in silos, knowledge as a public good).

102. Paradoxically, implementation of the Strategy in its entirety is recognized as one of the weakest points by those who have been more directly involved in the process: “I think that work has been a kind of divided in specialized areas, so to speak, then everything that has to do with the programmatic part of the Strategy is dealt with by [PPOD], in addition to monitoring the resources. Parity is dealt with by human resources. Political commitment is dealt with by the Executive Secretary. The part that has to do with gender issues themselves—or rather to follow up on gender mainstreaming in the development processes at the country level, [...] through intergovernmental platforms— falls to DGA, as it has more authority in that area. So, I think there has been a kind of natural specialization depending on each [department’s] thematic area” (interview). This same division of work in specialized areas is observed in the process of preparing the Strategy and the UN-SWAP 1.0 reports, where: “previously DGA was involved, but now it is done by PPOD in consultation with the Office of the Executive Secretary” (focus group).
103. Another negative aspect according to interviewees is the work in silos within ECLAC, which is a very traditional way of working given the demands of the 2030 Agenda: “often we do not know everything that is being done in other divisions” (Focus group). “Our hierarchical and over-specialized way of working does not encourage the inclusion of more comprehensive views on the phenomena we study. It has been that way for too many years” (interview).
104. Nevertheless, although these challenges would suggest that it had been difficult to implement the six strategic areas of the Strategy in a coordinated and balanced manner, the document review suggests the opposite. For example, the documents contain clear evidence that officials have internalized concepts, the necessary technical and statistical data is being produced and that the issue is high on the political agenda of the region. However, there is certainly a vacuum in the work dynamics that appears to prevent progress being made at a constant or faster pace.

¹⁰ As pointed out by UNDP, it must be understood that the gender mainstreaming mandate must encompass three basic characteristics that should be borne in mind, given their crucial nature. It is a strategic, systemic and participatory process. It must also be seen as multidimensional, since the dimensions are evident in all its phases: political, ideological or doctrinal, regulatory, ethical, conceptual, technical and administrative. However, gender mainstreaming will have to progressively enter the plurality of spheres of reality where inequalities are present and must delegitimize them and transform them into relationships based on equality: political, economic, social, cultural, material and symbolic, collective, interpersonal matters and biases UNDP, 2008, pp. 59–60).

105. A third factor that hinders synergistic and adequate implementation of the Strategy is the nature of knowledge, the assignment of roles, and temporary nature of positions within ECLAC. During this evaluation, available information reiterated the fact that often, those who have the key knowledge on issues of gender parity and mainstreaming within the divisions are the consultants, who at some point must leave the organization. On this matter, a key identified challenge is for someone who has left to pass on in-house knowledge (interview).
106. From a purely operational point of view, the creation of a gender working group coordinated by the Office of the Executive Secretary has been a step forward, recognized by those who are in charge of external representation of the Strategy and by those responsible for its internal monitoring and implementation. “Now with the [working] group [...], the report was easier [to prepare] this year. We also learned about things that we did not know the divisions were doing” (interview). “The group was just created. The meeting allowed me to clarify many issues with people who have recently joined [the Commission], and together we clarify our visions” (interview).
107. The strategic area of capacity-building needs to be improved, as it has emerged that training on gender equality issues should be strengthened, both because there are deep-rooted cultural issues and because the formal initiatives that have been implemented do not use innovative learning methodologies. “The courses follow a particularly ‘gringo logic’ ... something like: ‘if it is hot, open the window’. I would do a course based on case [studies], the only way to learn and change practices. Face-to-face courses based on case studies in which all hierarchical levels participate on an equal footing. The participants [should be allowed to] say if it is correct or not correct. There is a change of mentality with case studies” (interview).

“There is room to improve training and projects in general. For example, we decide [to respond to] a call for development account projects, the proposals are prepared, some with people of a more technical level, and are submitted to the chief. Then there are chiefs who start with proposals that they work on with their teams, so I would say that it is a joint effort, maybe it can take place at different levels, but the outcome is a collective outcome” (interview).¹

“UN-Women prepared a survey that [the Commission] used because it also gives a higher score under UN-SWAP, and that served as a guide for the content of the training courses. Capacity-building is a pending issue. We need people to be trained, but that training needs to be consolidated. I know few people who are gender specialists” (interview).”

Finding 13: The indicators for the Strategy and UN-SWAP 2.0 form a very large set, with some duplications and in some cases different scopes, according to their objectives.

108. Three key issues emerged regarding the monitoring and evaluation of the Strategy: the aforementioned specialization in specific areas of action; the lack of joint analysis of the indicators of UN-SWAP and of the Strategy; and the regional applicability of the indicators.
109. With regard to specialization in specific areas of action, a specialized and fragmented logic prevails: “We are responsible for the UN-SWAP report, so of course, one coordinates with other colleagues who are in charge of different indicators, who are more or less the same as [are responsible for different parts of] the Strategy. Each [programmatic] area is responsible for certain indicators and contributes to the report, so I would say that this is the architecture we have.” (Interview).
110. Regarding a joint analysis of the UN-SWAP and Strategy indicators: “I do not know if they sit down to look at the results of the indicators between PPOD and DGA once the UN-SWAP report is finished [...] PPOD works hard with DGA to produce the UN-SWAP report, but after the results have been produced [...] I do not know, because I am not invited.” (Interview).

111. One of the great challenges of the Strategy in relation to the other instruments is the preparation of the comparative and contextualized report. Sometimes, a certain indicator is parameterized according to standards that are suitable at a global level (UN-SWAP), but which within ECLAC are not suitable or do not represent a substantive change with respect to the Strategy: “That may mean that we comply globally, [but] maybe within the framework of the Strategy it means that we do not comply, and we are getting further away from complying with it because the standards are sometimes dissimilar. That often means that we comply with one and not the other, which is also related to the demands of the initiatives that are being undertaken” (interview). “When they ask us for indicators, we come up with them up on the spot and appear as if we are complying” (focus group).

Finding 14: There is a set of facilitating or driving factors that is of greater relevance to gender mainstreaming within ECLAC.

112. On a more political level, in addition to the substantive support of the Office of the Executive Secretary, one of the subprogrammes of the Commission’s programme of work focuses on mainstreaming the gender perspective in regional development. This is cross-cutting but overseen by the DGA and has been revitalized with regard to the implementation and follow-up of the Montevideo Strategy. Similarly, the principle of the 2030 Agenda of ensuring that no one is left behind is of the utmost importance considering which population groups suffer the widest equality gaps.
113. The above contributes to a cross-cutting recognition of the importance of gender mainstreaming, in addition to a culture of political-technical analysis and political negotiation at the regional level that has been established over time.
114. Likewise, some facilitating factors are:
- The political will of the ECLAC authorities.
 - The existence of a division with a specific mandate regarding gender equality.
 - The installed capacities (although dispersed) in the different divisions with different degrees of intensity.
 - The technical commitment of dedicated professionals.
 - The interest of donors.
 - Available resources.

Finding 15: The technical difficulties and opportunities arising from the input-output relationship and the insufficiently systematized monitoring system must be reviewed, creating an opportunity to establish a cyclical protocol.

115. One of the weaknesses in the Strategy’s implementation relates to the monitoring and evaluation procedure, and to the other tool aimed at greater and better gender mainstreaming and gender equality in the internal and external work of ECLAC.
116. In this regard, cyclical monitoring and evaluation is recommended, with an established timeline. This practice has been partially adopted, but further definition is recommended (for more details, see section 8, Recommendations, of this document).

IV. Sustainability

Finding 16: There are opportunities for sustained progress to be made towards a second implementation cycle of the Strategy.

117. **Political-technical support of the Office of the Executive Secretary:** “Several facts have cemented the political-programmatic foundation of the Strategy: the fact that the Executive Secretary is a woman; that [gender] mainstreaming and parity are issues under her mandate; and that donors, specifically GIZ in 2009, asked that it be made a requirement to mainstream the gender variable into all ECLAC programmes. In response to this request, this variable was incorporated into the [cooperation programmes].” (Interview).
118. **Existence of a gender working group, coordinated by the Office of the Executive Secretary:** “Currently [there is] a gender [working] group, in charge of developing an improved Strategy, [able to] monitor its partial achievements more efficiently, based on its own objectives and the objectives of global and internal parity instruments.” (Interview).
119. **Existence of DGA.** “A particular advantage of ECLAC is that it has a [gender affairs] division. It has a built-in analysis capability that is designed to respond to external demands, which has tremendous potential that the [Commission] should make use of” (interview). “A division, in conjunction with a subsidiary body such as the Regional Conference [on Women], has great potential” (interview).
120. **Donors as advocates for gender issues.** “The presence and support of some donors who not only have great interest in advancing gender issues, but also provide technical assistance and call for accountability on the matter, has underpinned the progress made on non-traditional gender issues” (interview).

Finding 17: Advances in the field of statistics, information and knowledge contribute not only to the implementation of the Strategy but can also further the attainment of the 2030 Agenda for Sustainable Development and the SDGs.

121. As noted above, a specific achievement of the Strategy in this first phase is technical-statistical analysis of the region’s data, which has been incorporated by practically all the divisions into a genuine mainstreaming effort. The improvement in the statistical capabilities of ECLAC —with the recognized prestige that it holds in this field— ensures sustainability in the handling of data with a gender perspective. In that connection, recent analytical efforts seek to disaggregate data not only by gender but also by ethnicity and race.
122. Another example is given in the Report on the technical cooperation activities carried out by the ECLAC system during the 2016–2017 biennium, whereby, thanks to the Commission’s technical efforts, 19 countries in the region now have the capacity to calculate indicator 5.4.1 of SDG 5 (“proportion of time spent on unpaid domestic and care work, by sex, age and location”), even though at the global level it is classified within the group of SDG indicators that are not regularly produced by countries (ECLAC, 2018b).
123. All the knowledge generated by DGA during the period covered by the Strategy and prior to that, has consolidated ECLAC as an institution expert in gender issues in the region. This is an asset that must not be underused in this phase of implementation of the 2030 Agenda.

Finding 18: Ownership of gender mainstreaming within the institution is not clear in the case of all actors.

124. A cross-cutting and general ownership of the “gender concept” is evident from the interviews, focus groups and the online survey responses on the relevance of gender parity and mainstreaming initiatives. However, it is not clear whether all hierarchical levels apply gender measures and analysis in a manner that is appropriate to their different functions and responsibilities within the organization. Understanding the concept of gender is not the same as implementing a broad gender mainstreaming strategy: “the objectives on this issue are not clear, but [there is] also a lack of real commitment from the chiefs and activities’ limited impact have not reached all officials” (survey).
125. The use of different forums of the Commission is important to signal the importance of gender mainstreaming externally and internally: “there are some key spaces: the Statistical Conference of the Americas, a space that has strengthened the production of disaggregated information and [raised awareness of] some issues such as measuring unpaid work and the social cost of time-use. The Regional Conference on Women is another one. The celebration on 8 March is an opportunity to take stock, not to check a box, but to encourage change in the organizational culture” (interview).
126. Capacities are diffuse, precisely because at present there is no ex-post evaluation of the mandatory and optional training courses or systematic monitoring of the Strategy indicators. “In general, at the management level it is not seen as a priority, with some exceptions such as [the Divisions of] Social Development, or Statistics” (survey). “The chiefs of divisions never attend [training courses] [...] they do not know what the gender perspective is. They do not say [anything] because they do not know” (interview).
127. The lack of familiarity with the Strategy implementation process hinders gender parity and mainstreaming efforts in the medium and long term. Effective communication is a crucial tool to foster team spirit, common priorities, sustainability and ownership. “I understand that for some years the strategic planning process was monitored to ensure [gender] mainstreaming, but I do not know if it has been an initiative that has been maintained with the same enthusiasm throughout the whole period, since 2013 to date. Efforts have also been made with regard to gender parity, including introducing gender-disaggregated indicators on recruitment processes, adding clauses to vacancy announcements promoting the participation of women in those processes. There are also some special measures, but I do not know which are being implemented” (survey).

6. CONCLUSIONS

128. The conclusions are based on the evaluation criteria and the findings resulting from the answers to the evaluation questions.
129. **Conclusion 1:** Addressing gender mainstreaming in institutions requires comprehensive dialogue and examination of the contribution to gender equality in two dimensions: (a) outward (in society through knowledge and public equality policies) and (b) inward (mechanisms, architecture, dynamics, organizational culture and functions). In this regard, neither of these dimensions must be neglected, since both underpin gender mainstreaming efforts and, therefore, the integration of gender equality is understood as a concern that affects all strategic objectives, with regards to the working methods, the programmes and the budget of the organization (findings 11 and 18).
130. **Conclusion 2:** The active participation of different actors in the implementation of the Strategy to some degree allowed—in the first implementation cycle—there to be different mobilizing agents of these issues in different places and with broad attributions and themes. However, in the second stage, there must be high levels of coordination to accelerate the changes, in line with the Regional Gender Agenda. This new phase will require strong political leadership to be shown by a solid team, empowered by the institution and whose work is widely circulated. The fact that this team is currently being put together is very important (findings 7 and 12).
131. **Conclusion 3:** Various sources recognized the effectiveness of undertaking actions in accordance with the agency's mandates in relation to gender equality and the Strategy. Although such actions have not been undertaken systematically or regularly during the first implementation period, they are recognized as an important institutional effort that should be bolstered (findings 5 and 6).
132. **Conclusion 4:** Some specific achievements of this first implementation cycle (findings 7 and 8):
- Internalization of the concept of gender in all divisions and units, especially through mandatory and optional training.
 - Interdivisional work on some specific topics.
 - Knowledge generation on key issues, not limited to information disaggregated by sex.
 - Studies or areas of innovation in fields such as gender and new technologies, gender and climate change (led by the Sustainable Development and Human Settlements Division), or women and energy.
 - Prominence of the topic at key events: the Forum of the Countries of Latin America and the Caribbean on Sustainable Development, the Regional Conference on Women in Latin America and the Caribbean and the Statistical Conference of the Americas, which has established a working group on the matter with a defined agenda for the coming years to come.
 - Positive institutional attitude towards gender mainstreaming, particularly in relation to the issues that have been managed within the framework of the Strategy or outside of it.
133. **Conclusion 5:** The Strategy joined other gender instruments of the United Nations system in affirming the organization's commitment to gender equality. There are synergies between these instruments that will allow for more comprehensive and complementary approaches in the future, in terms of monitoring commitments and indicators, annual reporting dynamics, and planning and accountability cycles (findings 2 and 14).

134. **Conclusion 6:** It is very important to define the resources for any future implementation process, both from the perspective of the focal points—who can play a dynamic role in the whole process—and of financial resources, time allocation and even technological resources (finding 11).
135. **Conclusion 7:** The region is currently facing multiple tensions and challenges as a result of changing and uncertain economic, social and environmental panoramas. Therefore, the Strategy measures require refinement, simplification, coordination and monitoring, to make its objectives and progress clear, in terms of content, and forms of implementation and management. This will help to accelerate implementation of the commitments of the 2030 Agenda and the Regional Agenda Gender, to promote gender equality (findings 9, 13, 14 and 15).
136. **Conclusion 8:** The pillars that underpinned this Strategy and that should ensure its long-term sustainability include the political and technical support of the Office of the Executive Secretary, the existence of a gender working group, the existence of DGA, and donors as advocates for gender issues (findings 3 and 16).
137. **Conclusion 9:** With regard to statistics, ECLAC has made a recognized contribution to various topics that has enabled the generation and deepening of knowledge, and the advancement of the goals of the Regional Gender Agenda and the 2030 Agenda (finding 17).
138. **Conclusion 10:** Based on the information provided by the stakeholders, the Strategy's implementation methods should be re-examined in some areas more than in others, particularly training, inter-institutional coordination, and cutting-edge knowledge generation (finding 12).

7. LESSONS LEARNED

139. The different gender mainstreaming strategies adopted by institutions ultimately affect organizational culture issues. Languages, leadership, relationships among work units, knowledge-sharing among peers and other aspects of organizational dynamics benefit from the inclusion of a gender perspective in the medium and long term (conclusion 1).
140. Disseminating knowledge about and updating the gender mainstreaming strategy are ongoing tasks in any institution that undertakes such an effort. It is a systemic process and requires continuous improvement. The ECLAC Strategy is a dynamic mechanism, adaptable to new contexts (conclusion 2).
141. Annual or biannual planning of actions and commitments under the Strategy allows implementation to be strengthened and updated, so the reporting systems are not applied mechanically, and are instead linked to substantive, agreed-upon and explicit issues within the framework of a working group (conclusion 7).
142. The role played by the senior staff members of the organization is fundamental¹¹ as a show of support and giving direction to the mainstreaming processes. This is an important issue within ECLAC, and has been raised systematically over the years. High-level support is one of the reasons why there is ongoing interest in and efforts to implement gender mainstreaming in the programme of work, despite weakness in the management and implementation of the Strategy (conclusion 8).
143. Mandatory and optional training must be established that facilitates the understanding, integration and ownership of new analytical frameworks for the gender approach in very diverse fields of development. Innovative training methodologies should also be used and management and all levels of staff should be involved in non-traditional learning experiences (finding 12).
144. A change in the perception of progress is essential for generating incentives for change, and for new approaches. Putting equality issues at the forefront of innovation and transformation is a strategic and political imperative for modern institutions (conclusion 10).
145. The Commission's many years of experience demonstrate that the assumption that certain issues or problems are "untouched" by the gender equality perspective can be overcome. When the Strategy was first designed, there seemed to be issues that could not be addressed from a gender perspective. This idea has now been all but eradicated, since studies or analyses have been carried out in non-traditional gender areas, which have been very beneficial for both the organization and the region (conclusion 9).

¹¹ Responsibility for implementing the mainstreaming strategy is system-wide, and rests at the highest levels within agencies, departments, funds and commissions (Hannan, 2001).

8. RECOMMENDATIONS

146. Based on the findings and conclusions of the evaluation, a set of recommendations and suggestions for improvement have been formulated that seek to contribute to future versions of the Strategy in a new implementation cycle and to remedy the weaknesses or limitations detected.

Recommendation 1: The strategic space. Establish a strategic space for reflection on progress with the Strategy, UN-SWAP and the ECLAC Action Plan on the system-wide strategy on gender parity

147. This evaluation identified fragmentation in information gathering for periodic reports. The evaluation also found that value was attached to the working group within in the Office of the Executive Secretary as a planned reflection space on the progress being made by ECLAC with regard to gender mainstreaming and parity. It is recommended that the budget for implementing the Strategy be defined in this space, establishing assigned programmes and projects, and objectives and goals to be achieved within the six strategic areas of the Strategy from the outset. In this space, the focal points of ECLAC, PPOD, DGA and the Human Resources Section should participate as standing members of the group. Likewise, the chiefs of each division should also participate as standing members of the group when defining the programme of work and budget for the subprogramme on mainstreaming the gender perspective in regional development.

Recommendation 2: Human resources. Define and legitimize profiles, attributions and responsibilities

148. A clearer definition is needed of the roles of the actors involved in implementing, monitoring and evaluating the Strategy, UN-SWAP and the ECLAC Action Plan on the system-wide strategy on gender parity. There is a clear and urgent need to define the profiles of the focal points, identifying their role, powers and responsibilities, as well as appointing focal points within each division or unit.
149. It is recommended that the ECLAC Focal Point maintain permanent communication with regional inter-agency groups and actively participate in them, whether led by UN-Women or by other agencies. This is a space for the convergence of initiatives of different inter-agency definitions, and would enable ECLAC to align itself with the recommendations of the United Nations system reform in terms of improving the levels of information and coordination of the system as a whole.
150. The new roles and responsibilities of the aforementioned actors could well be recognized through performance-based contracts. A similar incentive could be adopted for the work of the divisions with regard to gender mainstreaming.

Recommendation 3: Human resources. Build internal capacities within ECLAC

151. The interviews revealed under-used in-house capabilities in terms of gender parity and mainstreaming. It is suggested that a rapid diagnosis or mapping be carried out to identify the skills, knowledge and experience within ECLAC with respect to the six strategic areas of the Strategy.

Recommendation 4: Human resources. Better training

152. Capacity-building is currently an output in the Strategy (strategic area 5). It is recommended that it gradually be identified as a necessary input for adequate gender mainstreaming and gender equality.

153. It is essential to ensure that staff that work in traditional economic areas are kept abreast of the gender dimension, since it is a key aspect of modern economic theory. ECLAC could spearhead these issues. To do so, it needs to make a major qualitative leap in terms of technical and analytical capabilities, with new perspectives for all work teams.
154. The mandatory training courses on gender that new staff members have to take must be made contextually, culturally and linguistically relevant. The same is true of the virtual or face-to-face training experiences that are part of the Strategy.
155. Likewise, it is necessary and important to measure how much and what knowledge participants have gained after completing the training courses.
156. Develop new training formats, more closely linked to conversations on certain topics, based on cases, with the participation of high-level experts, to which people from other institutions can also be invited. A systematic modality every two or three months.

Recommendation 5: Management and content. Facilitate the development of innovative concepts and approaches

157. There are thematic areas whose very nature makes it more intuitive or easier to mainstream gender issues. In other areas, for example, at first the only indication of gender mainstreaming is the inclusion of sex-disaggregated data. To address these more complex and critical issues of the absence of a gender approach in certain areas, the following three recommendations are made (6, 7, 8 and 9).

Recommendation 6: Management. Generate a shared roster of consultants

158. With DGA, generate a roster to be shared among all divisions that includes professionals with verifiable experience who specialize in gender issues in different thematic areas, and thus expand the approach to high-level technical expertise.

Recommendation 7: Content. Generate specialized technical notes

159. Generate specialized technical notes, with substantive analysis on some of the key themes of each of the divisions. Establish a repository of these internal technical notes for teams that will be extended every year to cutting-edge issues. There are many issues with no institutional responses, which may become strategic in the near future.
160. More innovative analysis frameworks could also be developed that, not only rely on what information countries already generate, but also are more proactive on key issues such as macro policies and gender equality, the issue of care in macroeconomic policies, and gender and technology.

Recommendation 8: Content and dissemination of knowledge. Compile all ECLAC-generated knowledge on gender

161. Generate a publicly accessible space on the ECLAC website that compiles publications and research on gender issues, not only those produced by DGA as part of its functions and mandates, but also those prepared by other divisions or units, and especially those drafted by subregional offices.

Recommendation 9: Awareness-raising. Place alerts on the intranet

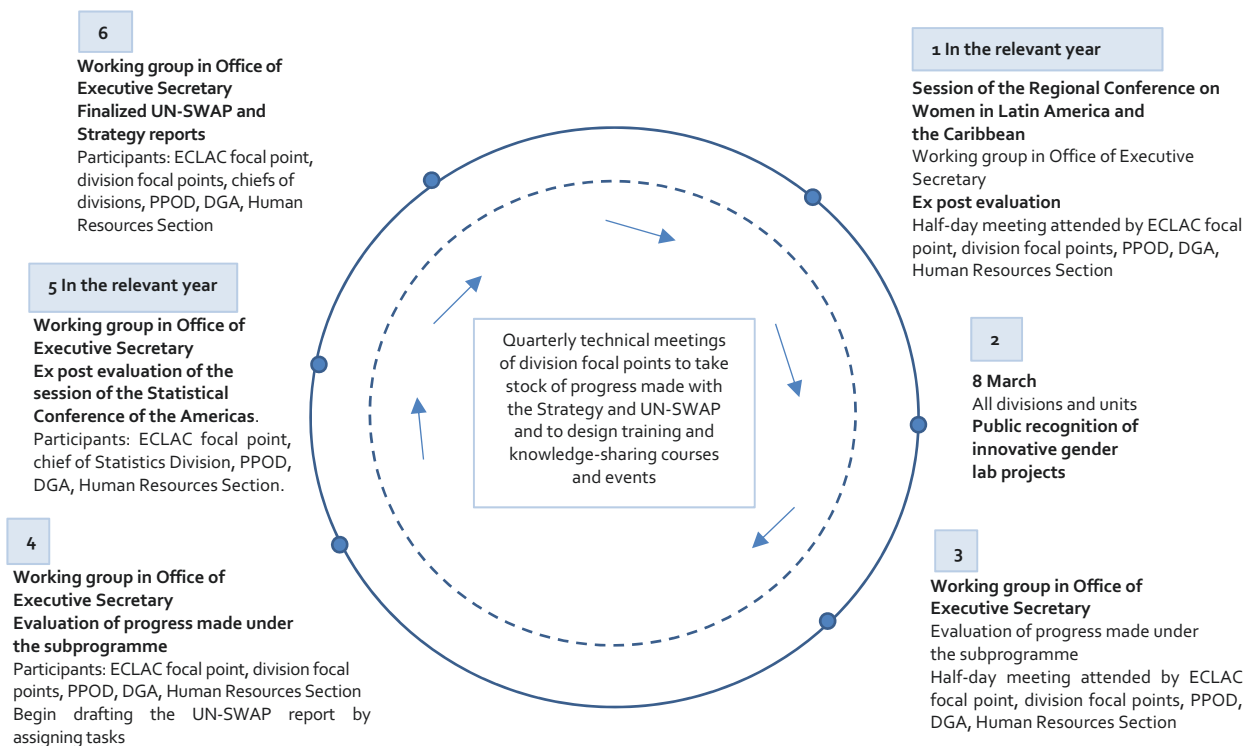
162. Throughout the evaluation, there was a recurring idea of sending alerts to staff computers (via the intranet) about key information or findings of ongoing research on gender issues.

Recommendation 10: Innovation. Create a gender lab for innovation

163. It is suggested that innovation labs be created, where innovative approaches could be developed regarding content and strategies. For example, initiatives that cannot be developed in the usual workspace could be brought to the lab. Initiatives could be submitted for consideration twice a year and selected for development on the basis of the amount of staff time that would be required, basic financial operating resources, links and incentives for innovation.
164. A gender lab could be created on key ECLAC research topics in version 2.0 of the Strategy. The most innovative initiatives could be acknowledged at the session of the Regional Conference on Women in Latin America and the Caribbean, for example.

Recommendation 11: Monitoring and evaluation. Establish a cycle of shared and coordinated work among the different key actors and instruments and disseminate it widely

165. As noted in section 5, Findings, of this document, one of the weaknesses in the Strategy's implementation was the monitoring and evaluation procedure, as well as the procedures aimed at greater and better gender mainstreaming and parity in the internal and external work of ECLAC.
166. It is therefore recommended that monitoring and evaluation procedures be integrated into the work cycle. Such procedures have been partially implemented already but not all actors are aware of them. Therefore, precise details are required regarding the roles of different units and when they should take actions (see diagram 1).
167. It is recommended that the working group within the Office of the Executive Secretary organize, on an ongoing basis, an ex post review of the sessions of the Regional Conference on Women in Latin America and the Caribbean, documenting progress made and ongoing challenges with regard to gender parity and mainstreaming for ECLAC, considering the scope they have, for the different units and divisions. Something similar should be done after the upcoming ECLAC session.
168. It is proposed that an awards ceremony be held on 8 March to recognize initiatives emanating from the gender lab or ECLAC divisions. It could also mark the opening of the submission window for innovative gender projects.
169. In May, the working group within the Office of the Executive Secretary should review and follow up the subprogramme of work relating to gender, taking into account the Strategy and UN-SWAP.
170. In September, the working group within the Office of the Executive Secretary should meet again to begin to plan implementation of the activities under the gender subprogramme for the following year, including budget considerations.
171. In November, after the session of the Statistical Conference of the Americas, when it takes place, the working group within the Office of the Executive Secretary should meet to systematize progress in gender parity and mainstreaming. Around this time, the Strategy and UN-SWAP reports should be finalized.

Diagram 1**Proposed monitoring and evaluation cycle for the ECLAC Gender Mainstreaming Strategy 2.0**

Source: Prepared by the author.

Recommendation 12: Monitoring and evaluation. Review of the indicators (in the form of a participatory workshop) to define by consensus which UN-SWAP 2.0 indicators to incorporate into the new version of the Strategy

172. It is suggested that, where possible, the performance indicators of UN-SWAP 2.0 should be incorporated into the new version of the Strategy, especially those that have a more direct policy or programmatic relationship with the SDGs and the 2030 Agenda, specifically performance indicators 1, 2 and 3. The new version of the Strategy should take into account the synergies identified herein and include a coherence indicator, aligned with indicator 17 of UN-SWAP 2.0, if it is to be completely in line with UN-SWAP.

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ANNEXES

ANNEX 1	TORs
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ANNEX 1

TORs

TERMS OF REFERENCE

DISCRETIONARY INTERNAL EVALUATION OF THE ECONOMIC COMMISSION FOR LATIN AMERICA AND THE CARIBBEAN GENDER MAINSTREAMING STRATEGY

I. Background

1. In March 2013, the Executive Secretary of the Economic Commission for Latin America and the Caribbean (ECLAC), launched the organization's gender mainstreaming strategy for the period of 2013-2017, the main objective of which was to contribute to gender equality and its incorporation into public policies in Latin America and the Caribbean by mainstreaming the gender perspective throughout all areas of the Commission's work, in addition to achieving gender parity at all levels of the organization. The strategy recalled ECOSOC resolutions 1997/2 and 2012/24 *Mainstreaming a gender perspective into all policies and programmes in the United Nations system*, which requests that the United Nations system, including its agencies, funds and programmes, within their respective mandates, continue mainstreaming the issue of gender including mainstreaming a gender perspective into all operational mechanisms.
2. ECLAC's strategy identified the following six strategic areas of action: (i) political commitment to gender equality; (ii) results-based management for gender equality; (iii) knowledge management and dissemination; (iv) monitoring, supervision and resources; (v) capacity-building; and (vi) gender parity.
3. The completion of the first cycle of the ECLAC Gender Mainstreaming Strategy in 2017 coincided with the roll-out of a renewed version of the UN System-wide Action Plan on Gender Equality and the Empowerment of Women¹ (UN-SWAP), to which the organization has reported since 2012. It also coincided with the 2017 launch of the UN System-wide Strategy on Gender Parity² which includes recommended actions for reaching gender parity by 2028, in response to which ECLAC developed a specific plan for its implementation.
4. This discretionary internal evaluation is part of the Commission's ongoing commitment to mainstreaming the gender perspective throughout its work, and will be managed by the Programme Planning and Evaluation Unit (PPEU) of ECLAC's Programme Planning and Operations Division (PPOD). Its findings, conclusions, lessons learned and recommendations shall inform and serve as a basis for the strengthening of the current strategy and its alignment with the newly-revised UN System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP) and the UN System-wide Strategy on Gender Parity, as detailed above.

¹ UN System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP) <https://www.unwomen.org/en/how-we-work/un-system-coordination/promoting-un-accountability>.

² UN System-wide Strategy on Gender Parity: https://iseek-newyork.org/system/files/17-00102b_gender_strategy_report_13_sept_2017.pdf.

II. Assessment Topic and Objectives

5. The overall objective of this assessment is to assess the progress made towards the achievement of the objectives of the ECLAC Gender Mainstreaming Strategy through a comprehensive review of the strategy's efficiency, effectiveness, relevance, and sustainability.
6. Specific objectives include:
 - Identification of the strengths and weaknesses of the strategy.
 - Identification of critical gaps and challenges stemming from the current strategy to be addressed.
 - Identification of existing and potential synergies between the Gender Mainstreaming Strategy, the UN-SWAP 2.0 and the UN System-wide Strategy on Gender Parity.
 - Identification of lessons learned and recommendations based on the findings and conclusions, to inform the renewed gender mainstreaming strategy.

III. Guiding Principles

7. The evaluation will seek to be independent, credible and useful and adhere to the highest possible professional standards. It will be consultative and engage the participation of a broad range of internal ECLAC stakeholders. The main unit of analysis is the ECLAC Gender Mainstreaming Strategy itself, including its design, implementation and results. The evaluation will also be expected to perform a comparative analysis between the strategy's expected accomplishments and related performance indicators and those of UN-SWAP 2.0 and the UN System-wide Strategy on Gender Parity, with the aim of identifying existing instances of duplication, complementarity and synergies.
8. The evaluation will be conducted in line with the norms, standards and ethical principles of the United Nations Evaluation Group (UNEG)³ as well as specific UNEG guidance on evaluating institutional gender mainstreaming.⁴
9. Evaluators are also expected to respect UNEG's ethical principles as per its "Ethical Guidelines for Evaluation"⁵:
 - **Independence:** Evaluators shall ensure that independence of judgment is maintained, and that evaluation findings and recommendations are independently presented.
 - **Impartiality:** Evaluators shall operate in an impartial and unbiased manner and give a balanced presentation of strengths and weaknesses of the policy, program, project or organizational unit being evaluated.
 - **Conflict of Interest:** Evaluators are required to disclose in writing any past experience which may give rise to a potential conflict of interest, and to deal honestly in resolving any conflict of interest which may arise.
 - **Honesty and Integrity:** Evaluators shall show honesty and integrity in their own behavior, negotiating honestly the evaluation costs, tasks, limitations, and scope of results likely to be obtained, while accurately presenting their procedures, data and findings, and highlighting any limitations or uncertainties of interpretation within the evaluation.

³ UNEG (2016). Norms and Standards for Evaluation. <http://www.unevaluation.org/document/detail/1914>; UNEG (2008). Ethical Guidelines for Evaluation. <http://www.unevaluation.org/document/detail/102>.

⁴ See "Guidance on Evaluating Institutional Gender Mainstreaming", UNEG, August 2018. <http://www.unevaluation.org/document/detail/2133>.

⁵ UNEG Ethical Guidelines for Evaluation, UNEG, March 2008 (<http://www.unevaluation.org/document/detail/102>).

- **Competence:** Evaluators shall accurately represent their level of skills and knowledge and work only within the limits of their professional training and abilities in evaluation, declining assignments for which they do not have the skills and experience to complete successfully.
- **Accountability:** Evaluators are accountable for the completion of the agreed evaluation deliverables within the timeframe and budget agreed, while operating in a cost-effective manner.
- **Obligations to Participants:** Evaluators shall respect and protect the rights and welfare of human subjects and communities, in accordance with the UN Universal Declaration of Human Rights and other human rights conventions. Evaluators shall respect differences in culture, local customs, religious beliefs and practices, personal interaction, gender roles, disability, age and ethnicity, while using evaluation instruments appropriate to the cultural setting. Evaluators shall ensure prospective participants are treated as autonomous agents, free to choose whether to participate in the evaluation, while ensuring that the relatively powerless are represented.
- **Confidentiality:** Evaluators shall respect people's right to provide information in confidence and make participants aware of the scope and limits of confidentiality, while ensuring that sensitive information cannot be traced to its source.
- **Avoidance of Harm:** Evaluators shall act to minimize risks and harms to, and burdens on, those participating in the evaluation, without compromising the integrity of the evaluation findings.
- **Accuracy, Completeness and Reliability:** Evaluators have an obligation to ensure that evaluation reports and presentations are accurate, complete and reliable. Evaluators shall explicitly justify judgements, findings and conclusions and show their underlying rationale, so that stakeholders are in a position to assess them.
- **Transparency:** Evaluators shall clearly communicate to stakeholders the purpose of the evaluation, the criteria applied and the intended use of findings. Evaluators shall ensure that stakeholders have a say in shaping the evaluation and shall ensure that all documentation is readily available to and understood by stakeholders.
- **Omissions and wrongdoing:** Where evaluators find evidence of wrong-doing or unethical conduct, they are obliged to report it to the proper oversight authority.

IV. Scope of the evaluation

10. In line with the assessment objectives, the scope of the assessment will more specifically analyze the implementation of the ECLAC Gender mainstreaming strategy and existing synergies with the UN-SWAP and the UN System-wide Strategy on Gender Parity to form the basis of a revised and improved Gender Mainstreaming Strategy.
11. In summary, the elements to be covered in the assessment include:
 - Actual progress made towards the ECLAC Gender Mainstreaming Strategy objectives;
 - The strengths and weaknesses of the strategy;
 - The extent to which the design and implementation of the strategy facilitated the attainment of ECLAC's gender mainstreaming goals; and
 - The extent to which the strategy has made use of synergies with other gender mainstreaming and gender equality and women's empowerment interventions, in particular UN-SWAP and the UN System-wide Strategy on Gender Parity.

V. Methodology

12. The assessment will use the following data collection methods to assess the impact of the work of the project:
- (a) **Desk review and secondary data collection analysis of:** the ECLAC Gender Mainstreaming Strategy, the UN System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP) technical notes and guidelines, the UN System-wide Strategy on Gender Parity, the ECLAC Plan for implementing said gender parity strategy, the ECLAC programme of work and related reporting, select project documents, annual progress reports, workshop and meeting reports and evaluation surveys and other project documentation such as country or regional reports as deemed necessary.
 - (b) **Self-administered surveys:** Surveys administered to staff in different Divisions may be considered as part of the methodology. PPEU can provide support to manage the online surveys through SurveyMonkey. In this case, this procedure is agreed upon with the evaluator, and PPEU will distribute the surveys to the target participants identified by the consultant. Finally, PPEU will provide the evaluator with the consolidated responses.
 - (c) **Semi-structured interviews and focus groups:** to validate and triangulate information and findings from the surveys (if employed) and the document reviews, a limited number of interviews (structured, semi-structured, in-depth, key informant, focus group, etc.) may be carried out via tele- or video-conference to capture the perspectives of the stakeholders of interest. PPEU will provide assistance to coordinate the interviews, including initial contact with target participants to introduce the assessment and the evaluator. Following this presentation, the evaluator will directly arrange the interviews according to their availability.
13. Methodological triangulation is an underlying principle of the approach chosen. Suitable frameworks for analysis and evaluation are to be elaborated —based on the questions to be answered. The Consultant will identify and set out the methods and frameworks as part of the *inception report*.

VI. Evaluation Issues to be Addressed/Questions

14. This assessment encompasses the different dimensions of the strategy, including its design, implementation process and results, 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. The responses to these questions are intended to explain “the extent to which,” “why,” and “how” specific outcomes were attained, which will then form the basis for specific findings, conclusions, lessons learned and recommendations.
15. The questions included hereafter are intended to serve as an example for the final set of evaluation questions, to be adapted by the evaluator and presented in the inception report.⁶

⁶ The questions included here are intended to serve as examples and a basis for the final set of evaluation questions, to be adapted by the evaluator and presented in the inception report. For further examples, please consult: “Guidance on Evaluating Institutional Gender Mainstreaming”, UNEG, August 2018. <http://www.unevaluation.org/document/detail/2133>.

Relevance

- (a) Was the Commission's gender mainstreaming strategy relevant to its mandate and to United Nations policies on gender equality and gender mainstreaming?
- (b) What are the instances of duplication, complementarities and synergies between the ECLAC Gender Mainstreaming Strategy and UN-SWAP (2012-2018) as well as the UN System-wide Strategy on Gender Parity? And to what extent has ECLAC made use of them?

Efficiency

- (a) What have been the drivers of increased/decreased attention to gender mainstreaming during the duration of the strategy?
- (b) To what extent does ECLAC's gender architecture support an efficient enhancement of gender mainstreaming within the organization? Does it suffice for the full integration of gender mainstreaming into programming and policies?

Effectiveness

- (a) To what extent has ECLAC succeeded in reaching its Gender Mainstreaming Strategy objectives? And what have been the key factors behind this success?
- (b) In which of the six strategic areas were the strongest results and most progress made? Why?
- (c) In which of the six strategic areas was the least progress made? Why?
- (d) What factors contributed to progress and what factors acted as barriers to progress?
- (e) To what extent has gender mainstreaming strengthened the link between institutional change and development results?
- (f) How effective were the strategy's activities in building capacities and influencing policy making in gender mainstreaming across the Commission?
- (g) To what extent did the implementation of the strategy inform policy and programme development (e.g. sex-disaggregated data, gender analysis, among others)?
- (h) To what extent are gender mainstreaming systems (including accountability mechanisms) in place, used, and considered relevant and effective by staff?

Sustainability

- (a) How sustainable has ECLAC's capacity development and ownership of gender mainstreaming been?
- (b) What conditions have been put in place to ensure that attention to gender mainstreaming is sustained beyond individual staff and management?
- (c) In what ways, if at all, has the entity learned from past evaluation findings to strengthen gender equality results at the programme and institutional levels?
- (d) How has the strategy contributed to shaping/enhancing ECLAC's programme of work/priorities and activities?
- (e) Has the Gender Mainstreaming Strategy contributed to the achievement of the Sustainable Development Goals (SDGs)? If so, in what way?

VII. Deliverables

16. The assessment will include the following outputs:
- (a) **Work Plan.** After the signing of the contract, and **no later than October 14th**, the consultant must deliver to PPOD a detailed Work Plan of all the activities to be carried out related to the assessment, a schedule of activities and outputs detailing the methodology to be used, etc.
 - (b) **Inception Report.** No later than **October 21st**, the consultant should deliver the inception report, which should include the background of the strategy and ECLAC's institutional gender mainstreaming efforts, an analysis of the strategy's implementation and a full review of all related documentation including UN-SWAP reports for the 2012-2018 period. Additionally, the inception report should include a detailed evaluation methodology including the description of the types of data collection instruments that will be used and a full analysis of the stakeholders that will be contacted to obtain the evaluation information. First drafts of the instruments to be used for the survey (if employed), focus groups and interviews should also be included in this first report.
 - (c) **Draft final evaluation Report.** No later than **December 2nd**, the consultant should deliver the preliminary report for revision and comments by the Programme Planning and Operations Division (PPOD) of ECLAC and the Evaluation Reference Group (ERG), which will include representatives of the Office of the Executive Secretary, the Programme Planning and Operations Division, the Division for Gender Affairs, the Human Resources Unit and the ECLAC Gender Focal Point. The draft of the final evaluation report should include the main draft results and findings, conclusions of the evaluation, lessons learned and recommendations derived from it, including its sustainability, and potential improvements to form the basis for the revision and renewal of the current GM strategy.
 - (d) **Final Evaluation Report.** No later than **December 14th**, the consultant should deliver the final evaluation report which should include the revised version of the preliminary version after making sure all the comments and observations from PPOD and the ERG have been included. Before submitting the final report, the consultant must have received the clearance on this final version from PPOD, assuring the satisfaction of ECLAC with the final evaluation report.
 - (e) **Presentation of the results of the evaluation.** The Consultant will be expected to present the results of the final evaluation **by December 20th**.

VIII. Payment schedule and conditions

17. The duration of the consultancy will be initially **from October 7th to December 20th 2019**. The consultant will be reporting to and managed by the Programme Planning and Evaluation Unit (PPEU) of the Programme Planning and Operations Division (PPOD) of ECLAC.
18. The contract will include the payment for the services of the consultant as well as all the related expenses of the evaluation. Payments will be done according to the following schedule and conditions:
- (a) 30% of the total value of the contract will be paid for the satisfactory delivery of the inception report which should be delivered as per the above deadlines.
 - (b) 30% of the total value of the contract will be paid for the satisfactory delivery of the draft final evaluation report which should be delivered as per the above deadlines.
 - (c) 40% of the total value of the contract will be paid for the satisfactory delivery and presentation of the final evaluation report which should be delivered as per the above deadlines.

19. All payments will be made only after the approval of each progress report and the final report from the Programme Planning and Evaluation Unit (PPEU) of the Programme Planning and Operations Division (PPOD) of ECLAC.

IX. Profile of the Evaluator

The evaluator will possess the following characteristics:

Education

- Advanced university degree (Master's degree or equivalent) in social sciences or a related area is required.

Experience

- At least seven years of progressively responsible relevant experience in programme/project evaluation are required.
- At least two years of experience in areas related to gender equality and the empowerment of women, as well as experience in gender mainstreaming in the context of economic and social development programmes/projects is required.
- Experience in the development of institutional frameworks and tools promoting gender mainstreaming, e.g. strategies and action plans, is desirable.
- Experience in at least three evaluations with international (development) organizations is required.
- Proven competency in quantitative and qualitative research methods, particularly self-administered surveys, document analysis, and informal and semi-structured interviews are required.
- Working experience in Latin America and the Caribbean is desirable.

Language Requirements

- Proficiency in English and Spanish is required.

X. Roles and responsibilities in the evaluation process

20. Commissioner of the evaluation

➔ (ECLAC Executive Secretary and PPOD Director)

- Mandates the evaluation.
- Provides the funds to undertake the evaluation.
- Safeguards the independence of the evaluation process.

21. Task manager

➔ (PPEU Evaluation Team)

- Drafts evaluation TORs.

- Recruits the evaluator/evaluation team.
- Shares relevant information and documentation and provides strategic guidance to the evaluator/evaluation team.
- Provides overall management of the evaluation and its budget, including administrative and logistical support in the methodological process and organization of evaluation missions.
- Coordinates communication between the evaluator/evaluation team, implementing partners and the ERG, and convenes meetings.
- Supports the evaluator/evaluation team in the data collection process.
- Reviews key evaluation deliverables for quality and robustness and facilitates the overall quality assurance process for the evaluation.
- Implements the evaluation follow-up process.

22. **Evaluator/Evaluation team**

➔ (External consultant)

- Undertakes the desk review, designs the evaluation methodology and prepares the inception report.
- Conducts the data collection process, including the design of the electronic survey (if employed) and semi-structured interviews.
- Carries out the data analysis.
- Drafts the evaluation report and undertakes revisions.

23. **Evaluation Reference Group (ERG)**

➔ (Composed of representatives of the Office of the Executive Secretary, the Programme Planning and Operations Division, the Division for Gender Affairs, the Human Resources Unit and the ECLAC Gender Focal Point)

- Provides feedback to the evaluator/evaluation team on preliminary evaluation findings and final conclusions and recommendations.
- Reviews draft evaluation report for robustness of evidence and factual accuracy.

XI. Other Issues

24. **Intellectual property rights.** The consultant is obliged to cede to ECLAC all authors' rights, patents and any other intellectual property rights for all the work, reports, final products and materials resulting from the design and implementation of this consultancy, in the cases where these rights are applicable. The consultant will not be allowed to use, nor provide or disseminate, any part of these products and reports or its total to third parties without previously obtaining a written permission from ECLAC.
25. **Coordination arrangements.** The team in charge of the evaluation comprised of the staff of the Programme Planning and Evaluation Unit of ECLAC and the consultant will confer and coordinate activities on an on-going basis, ensuring at least a monthly coordination meeting/teleconference to ensure the project is on track and that immediate urgencies and problems are dealt with in a timely manner. If any difficulty or problem develops in the interim, the evaluation team member

will raise it immediately with the rest of the team so that immediate solutions can be explored and decisions taken.

XII. Assessment use and dissemination

26. This internal discretionary evaluation seeks to analyze the progress made towards the achievement of the objectives of the Gender Mainstreaming Strategy and serve as the basis for its revision and renewal based on the findings, lessons learned and recommendations resulting from this evaluation exercise. The evaluation findings will be presented to and discussed internally within ECLAC, after which an Action Plan will be developed for the development of a renewed ECLAC Gender Mainstreaming Strategy. The internal evaluation shall thus constitute a learning tool for the organization.

ANNEX 2

EVALUATION MATRIX

Criteria	Objectives of evaluation	Elements and spaces of evaluation	Instruments	Indicators
1. Relevance	<ul style="list-style-type: none"> Understand whether ECLAC's mainstreaming and gender parity efforts respond to the superior objectives and principles of the United Nations System (UNS) policy in this area. 	<ul style="list-style-type: none"> Real progress towards the mainstreaming and parity objectives of ECLAC based on the Strategy in its six areas of action, SWAP 1.0 and UN-GPS. Strengths, weaknesses and omissions in mainstreaming and parity of ECLAC based on the Strategy in its six areas of action, SWAP 1.0 and UN-GPS. 	<ul style="list-style-type: none"> Literature review; interviews, focus groups, on-line survey. 	<ul style="list-style-type: none"> In mainstreaming and gender parity, ECLAC and UNS objectives aligned.
2. Effectiveness	<ul style="list-style-type: none"> Identify factors of greater/ lesser incorporation of the mainstreaming and gender parity of ECLAC throughout the period under evaluation (2013-2018). Analyze the extent to which mainstreaming and gender parity has been incorporated into ECLAC based on the Strategy in its six areas of action, SWAP 1.0 and UN-GPS. 	<ul style="list-style-type: none"> Real progress towards the mainstreaming and parity objectives of ECLAC based on the Strategy in its six areas of action, SWAP 1.0 and UN-GPS. Strengths, weaknesses and omissions in mainstreaming and parity of ECLAC based on the Strategy in its six areas of action, SWAP 1.0 and UN-GPS. 	<ul style="list-style-type: none"> Literature review; interviews, focus groups, on-line survey. 	<ul style="list-style-type: none"> In mainstreaming and gender parity, inputs respond to objectives. The pre-established results and objectives are recalibrated according to permanent evaluations.
3. Efficacy	<ul style="list-style-type: none"> To analyze in what way, how much and why the mainstreaming and gender parity in ECLAC has been more or less fulfilled based on the Strategy in its six areas of action, SWAP 1.0 and UN-GPS. 	<ul style="list-style-type: none"> Real progress towards the mainstreaming and parity objectives of ECLAC based on the Strategy in its six areas of action, SWAP 1.0 and UN-GPS. Strengths, weaknesses and omissions in mainstreaming and parity of ECLAC based on the Strategy in its six areas of action, SWAP 1.0 and UN-GPS. The extent to which the design and implementation of mainstreaming and gender parity have facilitated the achievement of the objectives. 	<ul style="list-style-type: none"> Literature review; interviews, focus groups, on-line survey. 	<ul style="list-style-type: none"> In mainstreaming and gender parity, inputs facilitate expected results by maximizing resources. The pre-established results and objectives are recalibrated according to permanent evaluations.

Criteria	Objectives of evaluation	Elements and spaces of evaluation	Instruments	Indicators
		<ul style="list-style-type: none"> The extent to which mainstreaming and gender parity has used synergies with other interventions in this area, between the Strategy in its six areas of action, SWAP 1.0 and UN-GPS. 		
4. Sustainability	<ul style="list-style-type: none"> To analyze the sustainability of the mainstreaming and gender parity of ECLAC based on the Strategy in its six areas of action, SWAP 1.0 and UN-GPS. 	<ul style="list-style-type: none"> Real progress towards the mainstreaming and parity objectives of ECLAC based on the Strategy in its six areas of action, SWAP 1.0 and UN-GPS. Strengths, weaknesses and omissions in mainstreaming and parity of ECLAC based on the Strategy in its six areas of action, SWAP 1.0 and UN-GPS. The extent to which the design and implementation of mainstreaming and gender parity have facilitated the achievement of the objectives. 	<ul style="list-style-type: none"> Literature review; interviews, focus groups, on-line survey. 	<ul style="list-style-type: none"> In mainstreaming and gender parity, continuity is verified in the achievement of pre-established objectives and results. The pre-established results and objectives are recalibrated according to permanent evaluations and with respect to the SDGs.

ANNEX 3

DATA COLLECTION INSTRUMENTS

1. Interview

Interview guideline	
Evaluation of the Mainstreaming Strategy of the Gender Perspective in the Economic Commission for Latin America and the Caribbean (ECLAC) 2013-2017	
Name of Interviewee:	
Position:	
Date:	
Introduction	
<p>The interviewee is thanked for their time and interest in the subject; the interviewer contextualizes the evaluation specifying why it is carried out, objectives and expected results. In addition, the interviewer indicates that the answers are confidential and internal to ECLAC, and that they will be used only for the purpose of improving mainstreaming and gender parity within the institution.</p> <p>The interviewer should emphasize that the evaluation is being carried out since the Strategy has completed its first cycle (2013-2017); this coincides with the subsequent launch of a new version of the Plan of Action on Gender Equity and Empowerment of Women of the United Nations System (UN-SWAP 2.0.), in 2018. The evaluation also coincides with the launch of the Global Gender Parity Strategy (UN-GPS), which ECLAC has incorporated through the recent launch of an internal gender parity implementation plan.</p> <p>This is expected to identify strengths, weaknesses and challenges of the Strategy; also omissions, duplicity and synergies, existing or potential, between the Strategy, UN-SWAP 2.0 and the Gender Parity Strategy, UN-GPS. Consequently, it is expected to document lessons learned and developed proposals for improvement.</p>	
I. General questions	
Relevance	
1.1. Before 2013, did ECLAC incorporate gender mainstreaming into their programs and projects? Explain	
1.2. How did gender mainstreaming efforts fill a gap in this matter within ECLAC?	
1.3. How do ECLAC's gender mainstreaming efforts respond to the superior objectives and principles of the United Nations mainstreaming and gender parity policy?	
1.4. Why has the Gender Transversalization Strategy not been disseminated and applied directly within the Commission?	
Effectiveness	
2.1. How have mainstreaming and gender parity efforts achieved the expected results? Explain	
2.2. In which of the following areas have they been most effective?	
1) Political commitment to gender equality 2) Results-oriented management for gender equality 3) Knowledge management and dissemination 4) Monitoring, supervision and resources 5) Capacity building	

6) Gender parity	
2.3. What have been the main facilitating factors and the main barriers in this matter?	
Effectiveness	
a) Design	
3.1. How was the strategy design process developed? Do you remember if a different modality was discarded for the same objectives? Explain	
3.2. What are the benefits that could have been obtained from choosing the alternative option, if any? Explain	
3.3. How long did your design take? Indicate in months	
3.4. How did it take place? Explain	
3.5. How many people participated? Indicate in number	
3.6. Do the people who participated represent the ECLAC community? Explain	
b) Implementation	
3.7. How has the Strategy been implemented from 2013 onwards? Explain by pointing out if priorities have changed by area, and if there are lagging areas	
3.8. How many people participated in the implementation? Indicate in number and work areas	
3.9. How is the Strategy complemented with the other instruments, SWAP 1.0 and UN-GPS? Explain	
3.10. How does the institutional gender architecture efficiently support the implementation of the strategy?	
c) Evaluation	
3.11. Have the results of the partial evaluations of the Strategy been incorporated between 2013 and 2017? Explain	
d) Design-implementation interface	
3.12. In your opinion, has there been a gap between the design and implementation of the Strategy, and in general the mainstreaming and gender parity efforts? Explain	
3.13. In which of the following areas has this occurred? a. Non-negotiated conflicting interests b. Bureaucracy c. Low fluidity in the daily interaction between different hierarchical levels d. Wrong definition of target groups e. Subjective preferences of decision makers f. Lack of opportunity g. Simplification/distortion in the 'last mile' of implementation	
Sustainability	
4.1. Do you think that the Strategy and gender mainstreaming efforts integrate and respond to the DSBs? Explain	

4.2. How has ECLAC learned and incorporated mainstreaming and gender parity lessons from the evaluations carried out in the 2013-2018 period?	
4.3. How have the Strategy and mainstreaming and gender parity efforts contributed to ECLAC's internal work program and social policies and programs in LAC?	
4.4. To what extent have staff and headquarters appropriated the strategy?	
II. Specific questions	
1. Romain Zivy, Chief of Office, Executive Secretary	<ol style="list-style-type: none"> 1. What are the greatest achievements, strengths, weaknesses and omissions of the Strategy? 2. According to the latest assessment SWAP 1.0 2018, ECLAC has not achieved the goals P11 Gender architecture, and shows a rather low performance in monitoring funding (p19), female representation (p12), capacity assessment (p14) and consistency (p17). Why? (Source: ECLAC Results of UN-SWAP 2.0 Reporting UN WOMEN).
2. Raúl García-Buchaca, Deputy Executive Secretary for Management	<ol style="list-style-type: none"> 1. What innovations have been discussed for the Strategy against the close of the first SWAP 1.0 cycle, SWAP 2.0 implementation with new and more indicators, and the UN-GPS 2017? 2. What are the greatest achievements, strengths and weaknesses of the Strategy? 3. Do you think that there has been enough political commitment for the implementation of the Strategy over these years? 4. From the point of view of strategy management, what could change?
3. Mario Castillo, Interim Director, Division for Gender Affairs	<ol style="list-style-type: none"> 1. What are the greatest achievements, strengths and weaknesses of the Strategy? 2. According to the latest SWAP 1.0 2018 evaluation, ECLAC has not achieved the P11 Gender architecture goals, and shows rather low performance in financing monitoring (p19), female representation (p12), capacity assessment (p14), and coherence (p17). Why? 3. Do you think that there has been enough political commitment for the implementation of the Strategy over these years? 4. What innovations have been discussed for the Strategy against the closing of the first SWAP 1.0 cycle, implementation of SWAP 2.0 with new and more indicators, and UN-GPS 2017?
4. Sandra Manuelito PPEU, Chief of Unit	<ol style="list-style-type: none"> 1. What are the greatest achievements, strengths and weaknesses of the Strategy? 2. According to the latest SWAP 1.0 2018 evaluation, ECLAC has not achieved the P11 Gender architecture goals, and shows rather low performance in financing monitoring (p19), female representation (p12), capacity assessment (p14), and coherence (p17). Why? (ECLAC Results of UN-SWAP 2.0 Reporting UN WOMEN) 3. How will the evaluation of the Strategy be optimized against the implementation of SWAP 2.0 and UN-GPS from now on? Explain
5. Militza Buitrago, Gender Focal Point, Administration Unit	<ol style="list-style-type: none"> 1. What are the greatest achievements, strengths and weaknesses of the Strategy? 2. Does the strategy represent transversely the officials, managers, divisions and units of ECLAC in all its phases: design, implementation and M&E?
6. Gisella Yakseting, Human Resources Section, Chief of Unit	<ol style="list-style-type: none"> 1. What are the greatest achievements, strengths and weaknesses of the Strategy? 2. How do you think the Strategy could somehow address binding documentation on violations of Women's Rights? Explain

<p>7. María Castro, Adjunct Director, Sub-regional Office, Mexico City</p>	<ol style="list-style-type: none"> 1. What are the greatest achievements, strengths and weaknesses of the Strategy? 2. Does the Strategy represent transversely the officials, managers, divisions and units of ECLAC in all its phases: design, implementation and M&E? 3. Thinking about the sub-regional headquarters, how do you think the Strategy could in some way address binding documentation on violations of Women's Rights? Explain
<p>8. Amalia Bleeker, gender Focal Point, Sub-regional Office, Port of Spain</p>	<ol style="list-style-type: none"> 1. What are the greatest achievements, strengths and weaknesses of the Strategy? 2. Does the Strategy represent transversely the officials, managers, divisions and units of ECLAC in all its phases: design, implementation and M&E? 3. Thinking about the sub-regional headquarters, how do you think the Strategy could somehow address binding documentation on violations of Women's Rights? Explain
<p>9. Roberto Ocampo, Chief Division of Statistics</p>	<ol style="list-style-type: none"> 1. Do you think that the strategy requires a design and/or special mechanisms in your Division? 2. Do you consider there to be any area of improvement of the Strategy that can be carried out in the next implementation cycle? 3. What are the main achievements of the Strategy implementation in your Division? What themes have you worked on? Which ones could work in the future? 4. In the new areas of work, with which other Divisions could synergy (active collaborations) be made?
<p>10. Jürgen Weller, Economic Development Division</p>	<ol style="list-style-type: none"> 1. Do you perceive any progress on the part of the countries that have themselves developed their strategies, or have you led specific requests in these matters? 2. In the most classic research topics or regular reports, do you perceive that the gender dimension has already been incorporated by the countries? 3. Is there space in the Division to share knowledge on gender issues, for example, with consultants? 4. To work on gender issues in conjunction with other Divisions, have there been positive experiences? 5. Do you identify some countries that are more at the forefront of these issues? 6. What do you think of the internal efforts that have been made in this matter? 7. What do you think of having specific incentives to address gender issues in the Division's projects? What could they be?

2. Focus Groups

The groups lasted 1 ½ hours. They were organized by the counterpart between November 4th-9th, 2019. The stories were recorded and documented by the consultant maintaining the confidentiality of opinions.

FOCAL GROUPS guideline Evaluation of the Mainstreaming Strategy of the Gender Perspective in the Economic Commission for Latin America and the Caribbean (ECLAC) 2013-2017
<p>Participants: Cluster: Date:</p>
<p>Introduction</p> <p>The interviewee is thanked for their time and interest in the subject; the interviewer contextualizes the evaluation specifying why it is carried out, objectives and expected results. In addition, the interviewer indicates that the answers are confidential and internal to ECLAC, and that they will be used only for the purpose of improving mainstreaming and gender parity within the institution.</p> <p>The interviewer should emphasize that the evaluation is being carried out since the Strategy has completed its first cycle (2013-2017); this coincides with the subsequent launch of a new version of the Plan of Action on Gender Equity and Empowerment of Women of the United Nations System (UN-SWAP 2.0.), in 2018. The evaluation also coincides with the launch of the Global Gender Parity Strategy (UN-GPS), which ECLAC has incorporated through the recent launch of an internal gender parity implementation plan.</p> <p>This is expected to identify strengths, weaknesses and challenges of the Strategy; also omissions, duplicity and synergies, existing or potential, between the Strategy, UN-SWAP 2.0 and the Gender Parity Strategy, UN-GPS. Consequently, it is expected to document lessons learned and develop proposals for improvement.</p>
<p>I. General questions</p>
<p>1.1. Do you know the ECLAC Gender mainstreaming strategy, and in general the mainstreaming and gender parity efforts? Explain</p>
<p>1.2. How have you met them? Explain</p>
<p>1.3. Did you participate in its design? Explain</p>
<p>1.4. Has the Strategy and in general the mainstreaming and gender parity efforts achieved the expected results in the 2013-2017 cycle?</p>
<p>1.4. In which of the areas has it been most effective?</p> <ul style="list-style-type: none"> a. Political commitment to gender equality b. Results-oriented management for gender equality c. Knowledge management and dissemination d. Monitoring, supervision and resources e. Capacity building f. Gender parity
<p>1.6. How is it implemented in your work unit?</p>
<p>1.7. How many people get involved or participate in its implementation in their work unit?</p>
<p>1.8. In the evaluations that have been carried out in your work unit or programs, has the gender approach been considered?</p>
<p>1.9. How?</p>
<p>1.10. What results do they yield?</p>

1.11 Have capacities in gender analysis been installed or strengthened in the equipment? How? What results can be observed?
1.12. How does this strategy relate to other UN instruments on gender issues? What could be improved?
1.13. How does this strategy relate to programmatic issues related to the SDGs?
I. Specific questions for each cluster
<p>Cluster 1</p> <ol style="list-style-type: none"> 1. Do you think the Strategy requires a special design and/or implementation mechanisms in the divisions of this cluster? (Economic Development, Productive and Business Development, International Trade and Infrastructure). 2. If you could represent your divisions, units and areas, and could modify or improve the existing Strategy, what would you propose? 3. What are the greatest achievements, strengths and weaknesses of the Strategy in this cluster?
<p>Cluster 2</p> <ol style="list-style-type: none"> 1. Do you think the Strategy requires a special design and/or implementation mechanisms in the divisions of this cluster? (Economic Development, Productive and Business Development, International Trade and Infrastructure). 2. If you could represent your divisions, units and areas, and could modify or improve the existing Strategy, what would you propose? 3. What are the greatest achievements, strengths and weaknesses of the Strategy in this cluster?
<p>Cluster 3</p> <ol style="list-style-type: none"> 1. Do you think the Strategy requires a special design and/or implementation mechanisms in the divisions of this cluster? (Economic Development, Productive and Business Development, International Trade and Infrastructure). 2. If you could represent your divisions, units and areas, and could modify or improve the existing Strategy, what would you propose? 3. What are the greatest achievements, strengths and weaknesses of the Strategy in this cluster?

3. Online Survey

<p>ONLINE SURVEY</p> <p>Evaluation of the Mainstreaming Strategy of the Gender Perspective in the Economic Commission for Latin America and the Caribbean (ECLAC) 2013-2017</p>
<p>Division or Work Unit: Number of years of work at ECLAC: Position level: D1 P5 P4 P3 P2 G7 G6 G5 G4 Years in the current position:</p>
<p>Introduction</p> <p>The interviewee is thanked for their time and interest in the subject; the interviewer contextualizes the evaluation specifying why it is carried out, objectives and expected results. In addition, the interviewer indicates that the answers are confidential and internal to ECLAC, and that they will be used only for the purpose of improving mainstreaming and gender parity within the institution.</p> <p>The interviewer should emphasize that the evaluation is being carried out since the Strategy has completed its first cycle (2013-2017); this coincides with the subsequent launch of a new version of the Plan of Action on Gender Equity and Empowerment of Women of the United Nations System (UN-SWAP 2.0.), in 2018. The evaluation also coincides with the launch of the Global Gender Parity Strategy (UN-GPS), which ECLAC has incorporated through the recent launch of an internal gender parity implementation plan.</p> <p>This is expected to identify strengths, weaknesses and challenges of the Strategy; also omissions, duplicity and synergies, existing or potential, between the Strategy, the UN-SWAP and the Gender Parity Strategy, UN-GPS. Consequently, it is expected to document lessons learned and develop proposals for improvement.</p>

Your participation is appreciated.
I. Question of criteria
Relevance
To what extent do you agree with the following statements?
Strongly agree Agree Neither agree nor disagree Disagree Strongly disagree
I know the gender mainstreaming strategy of ECLAC
1. How did you hear about it? 1) By higher instruction 2) Through coordination meetings 3) By colleagues 4) Another way
To what extent do you agree with the following statements?
Strongly agree Agree Neither agree nor disagree Disagree Strongly disagree
– Before 2013, ECLAC incorporated gender mainstreaming in its programs and projects – ECLAC's gender mainstreaming efforts respond to the United Nations mainstreaming policy – ECLAC's gender parity efforts respond to the United Nations gender parity policy
Effectiveness
To what extent do you agree with the following statements?
Strongly agree Agree Neither agree nor disagree Disagree Strongly disagree
– Progress has been made in gender mainstreaming in the ECLAC work program since 2013 – Progress has been made in gender parity in ECLAC since 2013 – Progress has been made in capacity building in terms of gender perspective in ECLAC since 2013
2. What have been the greatest advances in this area? Explain
3. What have been the shortcomings and challenges in this area? Explain
Efficiency
1. How have gender mainstreaming efforts been implemented from 2013 onwards? Explain by indicating if priorities have changed by area, and if there are lagging areas.
2. What recommendations and lessons learned about gender mainstreaming (be it formal evaluations or work monitoring) have been implemented in your work?
Sustainability
1. Have you participated in gender training courses? a. If yes, which one? b. No

To what extent do you agree with the following statements?

Strongly agree

Agree

Neither agree nor disagree

Disagree

Strongly disagree

– These training experiences have been useful and satisfying

II. Questions on improvement

1. What proposal would you have to improve:

- Gender mainstreaming in the work program
- Gender parity

Open Question

2. How feasible do you think these proposals are?

ANNEX 4

INTERVIEWED AS KEY INFORMANTS, AND PURPOSE OF INTERVIEWS

Interviewee and position	Purpose
Romain Zivy, Chief of Office, Executive Secretary	<ul style="list-style-type: none"> • Understand the role and functions of the respondent in mainstreaming and gender parity. • Understand the mainstreaming and gender parity policy in ECLAC regarding the objectives of the United Nations System on these issues. • Understand by whom and how the instruments are managed, what they are about and how they complement, monitor and evaluate the implementation processes involved; Advances and challenges. • Understand the role and functions of the Executive Secretariat, National Divisions and Offices in mainstreaming and gender parity.
Raúl García Buchaca, Deputy Executive Secretary for Management	<ul style="list-style-type: none"> • Understand the role and functions of the respondent in mainstreaming and gender parity. • Understand the mainstreaming and gender parity policy in ECLAC regarding the objectives of the United Nations System on these issues. • Understand by whom and how the instruments are managed and what they are about and how they complement, monitor and evaluate the implementation processes involved; Advances and challenges. • Understand the role and functions of the Executive Secretariat, Divisions and National Offices in mainstreaming and gender parity.
Mario Castillo, Division for Gender Affairs	<ul style="list-style-type: none"> • Understand the role and functions of the respondent in mainstreaming and gender parity. • Understand the design and implementation of the Strategy: resources involved, work plan, processes, expected and effective results, M&E, strengths and challenges. • Understand the internal dynamics of mainstreaming and gender parity in the Division. • Understand the role and functions of the Division in mainstreaming and gender parity.
Sandra Manuelito, PPEU, Chief of Unit	<ul style="list-style-type: none"> • Understand the role and functions of the respondent in mainstreaming and gender parity. • Understand the role and functions of the various Divisions, Units and Offices in mainstreaming and gender parity in ECLAC. • Understand the design and implementation of the Strategy: resources involved, work plan, processes, expected and effective results, M&E, strengths and challenges; from 2013 onwards. • Understand the synergies, redundancies and inconsistencies of the mainstreaming and gender parity instruments and processes that operate simultaneously in ECLAC.
Militza Buitrago, Gender Focal Point, Administration Unit	<ul style="list-style-type: none"> • Understand the role and functions of the respondent in mainstreaming and gender parity. • Understand the design and implementation of the Strategy: resources involved (if possible with costs), work plan, processes, expected and effective results, M&E, strengths and challenges; from 2013 onwards.

Interviewee and position	Purpose
Gisella Yakseting, Human Resources Section, Chief of Unit	<ul style="list-style-type: none"> • Understand the role and functions of the respondent in mainstreaming and gender parity. • Identify situations that have been or are currently violating women's rights and international gender conventions within ECLAC; treatment protocols, outcomes, impacts.
María Castro, Adjunct Director, Sub-regional Office, Mexico D.F.	<ul style="list-style-type: none"> • Understand the role and functions of the respondent in mainstreaming and gender parity. • Understand how the Strategy has been implemented in the sub-regional office, and how it is linked to the other instruments. • Identify situations that have been or are currently violating women's rights and international gender conventions within the Office; In addition the treatment protocols, outcomes and impacts.
Amelia Bleeker, Gender Focal Point, Sub-regional Office, Port of Spain	<ul style="list-style-type: none"> • Understand the role and functions of the respondent in mainstreaming and gender parity. • Understand how the Strategy has been implemented in the sub-regional office, and how it is linked to the other instruments. • Identify situations that have been or are currently violating women's rights and international gender conventions within the Office; treatment protocols, outcomes, impacts.
Roberto Ocampo, Chief, Division of Statistics	<ul style="list-style-type: none"> • Understand the role and functions of the respondent in mainstreaming and gender parity. • Understand how the Strategy has been implemented in the Division, and how it is linked to the other instruments. • Know what strategic products have been developed in the Division.



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