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**MIDTERM EVALUATION
OF THE IMPLEMENTATION
OF THE STRATEGY FOR
GENDER MAINSTREAMING
AT THE ECONOMIC COMMISSION
FOR LATIN AMERICA
AND THE CARIBBEAN, 2020–2025**



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This report was prepared by Carolina del Campo Vara, an external consultant, who led the midterm evaluation. The author is grateful to the Economic Commission for Latin America and the Caribbean (ECLAC) for the opportunity to carry out this midterm evaluation and for the support that made the evaluation run smoothly and pleasantly.

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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 or the countries it represents.

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ACRONYMS

| Acronym | Definition |
|-----------------|--|
| AECID | Spanish Agency for International Development Cooperation |
| CEPALDIS | Disability Inclusion Strategy 2021–2025 |
| DAC | Development Assistance Committee of the Organisation for Economic Co-operation and Development |
| ECLAC | Economic Commission for Latin America and the Caribbean |
| GIZ | Deutsche Gesellschaft für Internationale Zusammenarbeit |
| GS | General Services |
| ILPES | Latin American and Caribbean Institute for Economic and Social Planning |
| OECD | Organisation for Economic Co-operation and Development |
| SDGs | Sustainable Development Goals |
| UNDIS | United Nations Disability Inclusion Strategy |
| UNEG | United Nations Evaluation Group |
| UNFPA | United Nations Population Fund |
| UN-SWAP | United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women |

EXECUTIVE SUMMARY

I. BACKGROUND

1. In December 2020, the Executive Secretary of the Economic Commission for Latin America and the Caribbean (ECLAC) launched the Strategy for Gender Mainstreaming at the Economic Commission for Latin America and the Caribbean, 2020–2025 (the Strategy). The Strategy recalled Economic and Social Council agreed conclusions 1997/2 of 18 July 1997 on mainstreaming a gender perspective into all policies and programmes in the United Nations system, which requests the United Nations system, including its agencies, funds and programmes, within their respective mandates, to continue mainstreaming the issue of gender, including mainstreaming a gender perspective into all operational mechanisms.
2. As part of the Commission's ongoing commitment to mainstreaming the gender perspective throughout its work, the Programme Planning and Evaluation Unit of the Programme Planning and Operations Division of ECLAC commissioned a midterm evaluation whose overall objective was to assess the progress made to date towards the achievement of the objectives of the Strategy, through a review of its efficiency, effectiveness and coherence. Specific objectives included: (a) identification of progress made in the achievement of the expected results; (b) identification of critical implementation gaps and challenges to be addressed; and (c) identification of lessons learned and recommendations, based on the findings and conclusions, to inform implementation of the Strategy for the period remaining until 2025.
3. The scope of the assessment was to analyse the implementation, to the date of evaluation, of the Strategy for Gender Mainstreaming at the Economic Commission for Latin America and the Caribbean, 2020–2025.
4. The evaluation was guided by the norms and standards for evaluation, ethical guidelines, and code of conduct for evaluation in the United Nations system defined by the United Nations Evaluation Group (UNEG). The evaluation of the Strategy followed the methodology agreed during the design phase by the Evaluation Reference Group of ECLAC and the evaluator. Given the nature of the outputs and outcomes expected by the Programme Planning and Operations Division, the evaluation was guided by a results-based approach, namely by three of the criteria of the Development Assistance Committee of the Organisation for Economic Co-operation and Development (efficiency, effectiveness and coherence), and one criterion added for cross-cutting issues, as well as by a search for potential unintended effects, where the evaluator focused on providing verifiable evidence to answer the evaluation questions.
5. The methods chosen during the design of the evaluation were as follows: extensive literature review, individual semi-structured and in-depth interviews, several focus groups and an online survey. Data collection was completed as programmed and all scheduled interviews, focus groups and sessions were conducted. Nonetheless, the interview phase coincided with several key events: the [2023 Sustainable Development Goals Summit](#), held in New York, as well as festivities in Chile, and some interviews needed to be postponed, slightly delaying the data collection process.

II. FINDINGS

Effectiveness

6. The evaluation found unanimous recognition of the work of ECLAC in terms of the strategic role it plays in promoting gender equality in the region and the Commission's political commitment to gender equality and women's empowerment and autonomy. Respondents' discourse in the portion of the evaluation of the work on mainstreaming the gender perspective into ECLAC policy dialogues and intergovernmental meetings, as well as in the area of leadership and generation and dissemination of knowledge, is highly positive, unanimously pointing to ECLAC as a key actor that takes advantage of the strategic nature of its mandate to foster cooperation and align interests to achieve change. Thus, the evaluation found that, so far, ECLAC has achieved exceptional results in strategic area A of the Strategy, "political commitment to promoting gender equality in the region", thanks to its commitment and leadership.
7. In strategic area B, "incorporating the gender perspective into the ECLAC programme of work", ECLAC has continued engaging in the strategic planning, monitoring and reporting process for the implementation of the programme of work to cement the progress made towards gender equality and women's autonomy, including results that contribute to the achievement of the gender-related targets of the Sustainable Development Goals (SDGs). In the first year of implementation of the Strategy, an annual plan of activities and measures was presented that incorporated a gender perspective into the work programme of each division. Subsequently, this annual gender mainstreaming plan was no longer requested, and the work carried out in that regard by each division or section was not shared. Notwithstanding this finding, in certain programmes of work, such as international trade and integration, a gender perspective has been incorporated and staff have managed to analyse data using a gender approach. The sustainability, continuity and expected intensity of this is a concern. The ECLAC subregional headquarters in Mexico is the only office that has continued sending its annual plan to ECLAC headquarters every year and it has been taken as an example of good practice, commitment, and will to achieve gender parity and women's empowerment.
8. Strategic area C of the Strategy is institutional commitment to achieving gender equality and is the area in which the least progress has been made during the first three years of implementation. During this period, the organization underwent internal changes, including the appointment of a new Executive Secretary, and was also subject to the knock-on effects of current crises (including the coronavirus disease (COVID-19) pandemic, inflation and the conflict in Ukraine) and to high staff turnover in high-level positions, factors that somewhat slowed the implementation of the Strategy. The gender architecture and the ECLAC action plan for the implementation of the system-wide strategy on gender parity in the Secretariat of the Human Resources Section have failed to continue progressing at the same pace as at the end of 2019 and beginning of 2020. Despite important progress in the implementation of the ECLAC Gender Parity Action Plan, there are still some difficulties in achieving the targets established by the Office of Human Resources for the achievement of gender parity. It is worth noting that the Human Resources Section is not solely responsible for gender parity, as they do not make hiring decisions.
9. Lack of guidance from the steering committee of the Gender Champions network, lack of time, experience and knowledge among the Gender Champions on how to mainstream gender, and lack of financial resources are some of the reasons given by respondents as to why the Gender Champions network has not maintained its degree of success or steady work through the years of implementation of the Strategy.

Coherence

10. The evaluation also noted that there is a misconception regarding the governance, composition, roles, organization and complementarities of the gender architecture's main pillars and structures, and most key informants held the erroneous belief that the Division for Gender Affairs was responsible for leading and implementing the Strategy, and therefore for avoiding duplication of efforts across divisions and providing work coordination mechanisms.

11. In this sense, the latest report of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP 2.0) for ECLAC also indicates a need to improve upon the performance of the gender architecture indicator, which has declined since 2021. Nonetheless, it is worth mentioning that ECLAC has met and exceeded a few more indicators than the average for the United Nations Secretariat and the United Nations system as a whole, and is well positioned to achieve full compliance in the current UN-SWAP implementation period (2018–2022).

Efficiency

12. In terms of efficiency, the Strategy does not have a dedicated budget to achieve its results, nor can this information be extracted from an analysis of the Commission's proposed annual budget, since its implementation cuts across all work areas and subprogrammes. Figures show that over the past decade, there has been a downward trend in the number of projects financed with the Commission's extrabudgetary resources,¹ owing mostly to the global trend of redirecting the main funding flows of development cooperation initiatives towards other geographical areas, since most Latin American and Caribbean countries are now categorized as middle-income economies, despite the significant structural development gaps that they still face. The Spanish Agency for International Development Cooperation (AECID) and Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), the German cooperation agency, are the biggest donors in terms of gender mainstreaming and gender equality. Concomitantly, ECLAC continued to diversify its partnerships and build bridges with the private sector and non-profit organizations during the period covered by the evaluation.

Cross-cutting issues

13. In general, the main guiding principles of the Strategy include considerations related to inclusion, participation and human rights, as well as, to a lesser degree, disability and environmental considerations.

III. CONCLUSIONS

14. ECLAC thinking on gender-related issues is structural and progressive.
15. The Commission has continued to work to put gender equality, women's autonomy and the care society at the top of the international agenda.
16. Progress in the different strategic areas of the Strategy has been uneven:
 - (a) Relevant achievements in strategic area A, political commitment to promoting gender equality in the region.
 - (b) Heterogenous achievements in strategic area B, incorporating the gender perspective into the ECLAC programme of work.
 - (c) Weaknesses and setbacks in strategic area C, institutional commitment to achieving gender equality.
17. The Strategy is considered relevant at all levels, though there is a lack of familiarity with the Strategy's implementation process, for newcomers and for those who are not Gender Champions, that hinders gender parity and mainstreaming efforts.
18. No resources have been identified for the implementation of the Strategy.
19. The institution is coasting on the successes of the work done during the implementation of the Strategy for Mainstreaming Gender at the Economic Commission for Latin America and the Caribbean (2013–2017).

¹ See the Reports on the activities of the Commission of 2020, 2021, 2022 and 2023.

20. There is a need for the pillars that underpin this Strategy and should ensure its long-term sustainability to reaffirm their commitment and technical support, namely the following: the Executive Secretary, the Office of the Executive Secretary, the Division for Gender Affairs, the Human Resources Section and the Programme, Planning and Operations Division.

IV. GOOD PRACTICES AND LESSONS LEARNED

21. High-level leadership is critical for achieving results.
22. Motivated and engaged staff also provide great results.
23. The annual plan for activities and measures to mainstream a gender perspective into the work programme of each division may be considered a burden, but it is needed to strengthen and update the implementation of the Strategy.
24. Coordination and interdivisional work are key for making the leap from strategy conceptualization to actual implementation.
25. Convening meetings to discuss gender mainstreaming and equality, where participants can learn from each other's experience, internalize difficulties and raise awareness, is essential to meet expectations.

V. RECOMMENDATIONS

26. The evaluation includes a list of suggestions to strengthen the results of the Strategy for the remainder of its implementation period, until 2025, which emerged during the evaluation process:
 - (a) Widely disseminate a clear message or declaration from the Executive Secretary recalling the commitment that ECLAC has, both externally and internally, to mainstream gender into all its actions and activities, while announcing the relaunch of the gender task force and the Gender Champions network.
 - (b) Re-establish that the ultimate responsibility for the successful implementation of gender mainstreaming in the framework of the ECLAC mandate lies with senior management.
 - (c) Make the Strategy actionable, either by resuming the development of annual action plans or through another instrument to guide division chiefs, Gender Champions and gender focal points.
 - (d) Widely disseminate the terms of reference of the ECLAC Gender Champions network included in the Strategy, highlighting the value added by the network and requesting that division chiefs specifically allocate time to their gender functions and clearly reflect this in annual e-Performance plans.
 - (e) Revive and update not only the Gender Champions network but the whole gender architecture: the gender taskforce, gender focal point and interagency community of practice on gender equality.
 - (f) Create an explicit space for coordination to move away from working in silos, encourage interdivisional work, promote synergies between divisions, and help identify specific issues or areas that need work or greater attention to achieve the objectives set out in the Strategy for Gender Mainstreaming.
 - (g) Create a gender equality week to dive more deeply into the substantive work on gender issues at ECLAC, gain a unique and detailed overview of the Strategy, including its implementation status, and equip staff members with practical knowledge on gender-related matters.
 - (h) Include in the onboarding process for new staff, as an identifying feature of the organization, the obligation to sign an attestation of having read and understood the work to be done in the framework of the Strategy for Gender Mainstreaming at ECLAC, and review a report on the progress made in this area.

1. INTRODUCTION

1. The Economic Commission for Latin America and the Caribbean (ECLAC) considers evaluation an integral part of the organization's effectiveness and the learning process, to better measure the impact of its work, and an important accountability mechanism to enhance the Commission's legitimacy and credibility. Provisions are made to deliver a mix of evaluation products, including mandatory external evaluations, discretionary external evaluations, internal self-evaluations and mandatory internal self-assessments.²
2. In December 2020, the Executive Secretary of ECLAC launched the Strategy for Gender Mainstreaming at the Economic Commission for Latin America and the Caribbean, 2020–2025 ("the Strategy"). The Strategy recalled Economic and Social Council agreed conclusions 1997/2 on mainstreaming a gender perspective into all policies and programmes in the United Nations system, which requests the United Nations system, including its agencies, funds and programmes, within their respective mandates, to continue mainstreaming the issue of gender, including mainstreaming a gender perspective into all operational mechanisms.
3. Under its expected result B3, "Evaluation", the Strategy provides for a midterm assessment of gender mainstreaming at ECLAC to be conducted halfway through the period of the current Strategy.
4. This discretionary internal evaluation is part of the Commission's ongoing commitment to mainstreaming the gender perspective throughout its work and was managed by the Programme Planning and Evaluation Unit of the ECLAC Programme Planning and Operations Division. Its findings, conclusions, lessons learned, and recommendations will inform the implementation of the Strategy for the remainder of the implementation period, until 2025.

² See LC/L.3724/REV.2, Evaluation Policy and Strategy, October 2017 [online] https://www.cepal.org/sites/default/files/static/files/evaluation_policy_and_strategy_eclac_2017.pdf.

2. OBJECTIVES, SCOPE AND USERS OF THE EVALUATION

2.1 PURPOSE, OBJECTIVES AND SCOPE

5. ECLAC sought a formative evaluation to inform decisions on the implementation of the Strategy. This evaluation is therefore expected to help improve and enhance the Strategy. The evaluation process and products reflect a level of improvement, innovation and quality that resonates with the mission and principles of ECLAC.
6. **Overall objectives of the evaluation.** The main objectives of the evaluation are to provide 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 with:
 - A comprehensive, independent midterm evaluation of the Strategy to assess the progress made to the date of the evaluation towards the achievement of objectives (see 1.4, Scope of the evaluation, below).
 - Key lessons learned, good practices, conclusions and related recommendations.
7. **Focus of the evaluation.** In particular, this evaluation serves:
 - To assess the actual progress made to date towards the achievement of the expected results under the strategy, as measured by the indicators.
 - To identify critical gaps and challenges to be addressed in the implementation of the current strategy.
 - To provide lessons learned and recommendations based on the findings and conclusions of the evaluation to inform implementation of the Strategy for the remainder of the implementation period, until 2025.
8. **Subject of the evaluation.** The evaluation covers the implementation of the Strategy and the results achieved in relation to the objectives of the Strategy in the period under evaluation.

The elements covered in the assessment include:

 - Progress to date towards the achievement of the expected results, as measured by the indicators.
 - The likelihood of meeting the targets for the indicators under each expected result by the end of the implementation period, given the results achieved so far and the current trends.
 - Recommendations to adjust implementation, including recommendations to adjust the responsible entities, the targets, and activities for the expected results whose targets are not forecast to be met, as needed.
9. **Geographic scope.** The evaluation will cover the geographic area in which ECLAC conducts its work.
10. **Temporal scope.** While the evaluation focuses on the period between 2020 and 2022, it also reflects on the foundations established in the Strategy for mainstreaming gender at the Economic Commission for Latin America and the Caribbean, 2013–2017, as they form part of the ECLAC performance story.

2.2 EVALUATION USERS AND STAKEHOLDERS

11. The aim of the evaluation is to inform the office of the Executive Secretary and senior staff from the Programme Planning and Evaluation Unit, the Programme Planning and Operations Division, the Division for Gender Affairs, and the Human Resources Section, as well as the ECLAC gender focal point, about the status of implementation of the Strategy and to identify opportunities to strengthen implementation in the remaining period.
12. The staff and managers in units tasked with the implementation of the Strategy are a secondary audience. The findings may also be relevant for bilateral and multilateral agencies and other organizations that design and finance investments to close gender gaps, and for researchers and academia.
13. For the purposes of the evaluation, stakeholders were identified as those involved in the implementation of the Strategy and were described by type (see diagram 1).

Diagram 1
Stakeholders
(Category)



Source: Prepared by the author on the basis of the desk review of the Strategy for Gender Mainstreaming at the Economic Commission for Latin America and the Caribbean, 2020–2025 and other documents.

3. EVALUATION METHODOLOGY

3.1 EVALUATION FRAMEWORK AND PROCESS

14. The evaluation followed the Principles for Evaluation of Development Assistance of the OECD Development Assistance Committee, namely coherence, effectiveness, efficiency and cross-cutting issues. The Evaluation was aligned with the established guiding principles of the ECLAC Evaluation Policy and Strategy³ relative to the systematic and timely evaluation of ECLAC projects and activities, and was conducted according to the United Nations Evaluation Group (UNEG) norms and standards⁴ and the code of conduct for evaluation in the United Nations system⁵ and ethical guidelines for evaluation,⁶ as well as specific UNEG guidance on evaluating institutional gender mainstreaming.⁷
15. Special consideration was given to assessing the extent to which the activities and outputs of ECLAC respected and promoted human rights⁸ and to how disability inclusion and environmental issues were taken into account. An inclusive approach was adopted, involving a wide range of partners and stakeholders.
16. The evaluation process was divided into different phases:
 - (a) *In-depth and preliminary study* of the documentation available during design phase of the evaluation.
 - (b) *Fieldwork* for data collection and systematic updating of the evaluation matrix.
 - (c) *Analysis and synthesis* involving the finalization of results and preparation of the report and scorecard on gender mainstreaming strategy indicators.
 - (d) *Dissemination and use*, in which the final evaluation report was shared with the Programme Planning and Operations Division, the Evaluation Reference Group and the Division for Gender Affairs.

3.2 EVALUATION CRITERIA AND QUESTIONS

17. Table 1 presents the criteria and evaluation questions around which the evaluation is structured.

³ See LC/L.3724/REV.2, Evaluation Policy and Strategy, October 2017 [online] https://www.cepal.org/sites/default/files/static/files/evaluation_policy_and_strategy_eclac_2017.pdf, and Preparing and Conducting Evaluations: ECLAC Guidelines. ECLAC (2017).

⁴ See [online] <http://www.unevaluation.org/document/detail/1914>.

⁵ See [online] <http://www.unevaluation.org/document/detail/100>.

⁶ See [online] <http://www.unevaluation.org/document/detail/2866>.

⁷ See [online] <http://www.unevaluation.org/document/detail/2133>.

⁸ See UNEG (2014), *Integrating Human Rights and Gender Equality in Evaluations*, 2014 [online] <http://www.unevaluation.org/document/detail/1616> and “Integrating Gender Equality and Human Rights in Evaluation – UN SWAP Guidance, Analysis and Good Practices” [online] <http://www.unevaluation.org/document/detail/1452>.

Table 1
Evaluation Criteria

| Criteria | Evaluation questions |
|-----------------------------|--|
| Efficiency | 1. Are the resources (including institutional, financial and human resources) in place sufficient to support the implementation of the Strategy? |
| | 2. To what extent does the ECLAC gender architecture support efficient implementation of the Strategy within the organization? |
| Effectiveness | 3. To what extent has progress been made towards the achievement of expected results under the strategy? |
| | 4. In which of the three strategic areas were the strongest advances made? Why? |
| | 5. In which of the three strategic areas was the least progress made? Why? |
| | 6. What factors contributed to progress and what factors acted as barriers? |
| | 7. How likely is ECLAC to achieve the expected results by the end of the implementation period? |
| Coherence | 8. Are the different divisions and sections responsible for implementation sufficiently coordinated to cover all strategic areas and expected results, without duplication of efforts? |
| Cross-cutting issues | 9. To what extent did the implementation of the Strategy integrate disability inclusion, environmental and human rights considerations? |
| | 10. To what extent did the implementation of the Strategy integrate considerations for the implementation of the SDGs? |

Methods and techniques

18. The methods and techniques were chosen to ensure relevant data collection, provide the evidence required for the evaluation questions, support analyses, generate useful findings and address the evaluation criteria.
19. To strengthen the credibility and usefulness of evaluation results, ensure data accuracy and facilitate interpretation, the evaluation used a mix of data sources collected through multiple methods and techniques. The use of mixed methods and data from mixed sources, or triangulation of methods and sources, helped to overcome any bias that could arise from relying on single information sources, methods or observations.
20. The following tools were used for data collection through the different phases of the assessment: a desk review, structured and semi-structured interviews, focus group discussions and an online survey (see table 2). Triangulation was ensured throughout the evaluation process by cross-checking sources of information. The fidelity of the information received was ensured at all times and different methods were used to ensure the reliability, consistency and validity of the data and findings. Due consideration was given to ensuring that gender, human rights, disability inclusion and environmental issues were properly addressed.

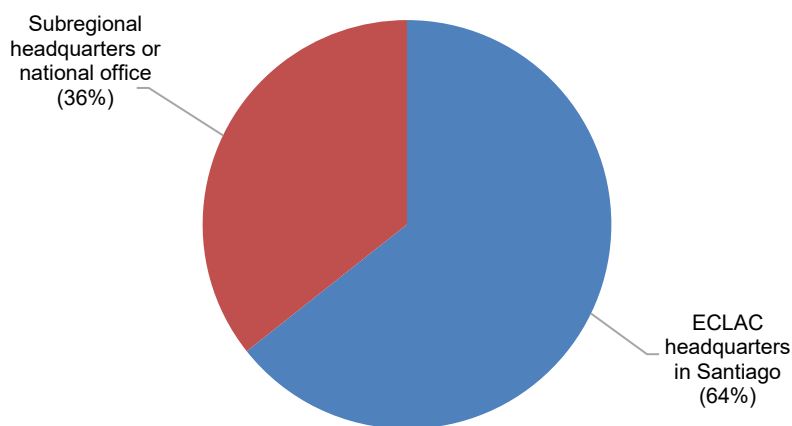
Table 2
Summary of information-gathering instruments

| Technique | Female | Male | Prefer not to say |
|----------------------------|-----------|-----------|-------------------|
| Semi-structured interviews | 10 | 4 | |
| Focus groups | 12 | 5 | |
| Online survey | 73 | 40 | 2 |
| Total | 95 | 49 | 2 |

21. The Strategy was examined in three stages. The first stage extracted its key messages. In the second stage, these messages were categorized using the Development Assistance Committee evaluation criteria. In the third stage, all coded data were analysed to find patterns and relevant messages, and the synthesis and summary were developed. Qualitative comparative analysis was conducted and all evidence was assessed to identify commonalities, differences, patterns and trends. The overall approach captured achievements and facts that emerged organically. The analysis employed both inductive reasoning (based on predefined topics) and deductive reasoning (capturing emergent issues).

22. A total of 31 people were interviewed (9 male and 22 female), individually or via focus groups, and 115 respondents answered the online survey (63.48% female, 34.78% male and 1.74% who preferred not to define their gender); 64.35% were based at ECLAC headquarters in Santiago and 35.65% were from a subregional headquarters or national office (see figure 1).

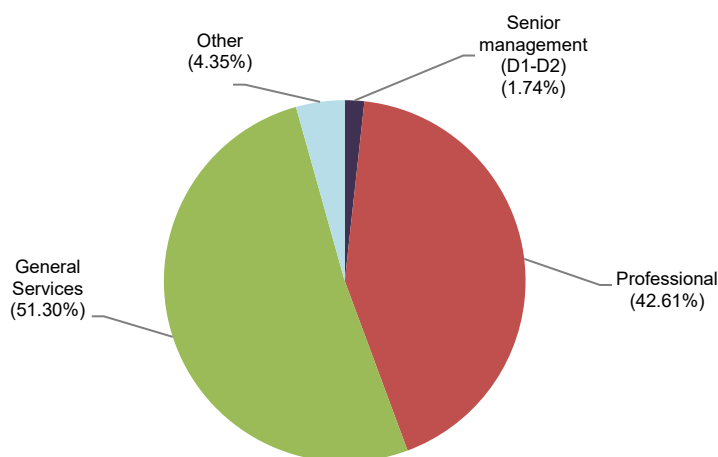
Figure 1
Geographical distribution of survey respondents
(Percentages)



Source: Prepared by the author.

23. In terms of respondents' positions, 1.74% were senior management, 42.61% were in the Professional category, 51.3% were in the General Service category, and 4.35% fell into the category of "others" (see figure 2). The survey did not record any respondents in the National Professional Officer category.

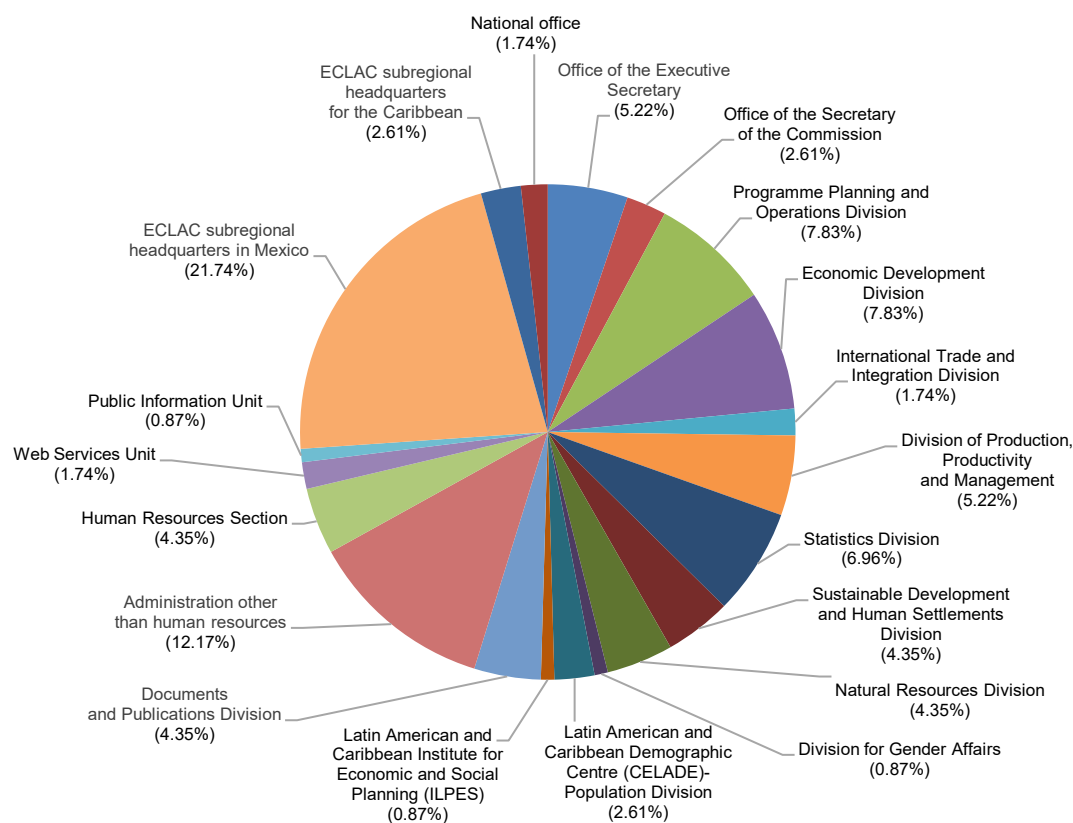
Figure 2
Background information of survey respondents: type of position
(Percentages)



Source: Online survey on the *Strategy for Gender Mainstreaming at the Economic Commission for Latin America and the Caribbean, 2020–2025*, October 2023.

24. It is worth mentioning that the highest response rate came from the ECLAC subregional headquarters in Mexico, which accounted for 21.74% of responses, followed by the “Administration other than Human Resources Section” category, at 12.17%, and the Economic Development Division and Programme Planning and Operations Division, both at 7.83%. Staff from all divisions responded to the survey, except for the Social Development Division, where no respondents were recorded (see figure 3).

Figure 3
Divisions or offices in which survey respondents work
(Percentages)



3.3 ETHICAL RULES, LIMITATIONS AND RISKS

Ethical rules

25. The evaluation was guided at all times by the United Nations Evaluation Group ethical guidelines for evaluation⁹ and the United Nations Evaluation Group Code of Conduct for Evaluation.¹⁰ Specific commitments included: (a) independence and impartiality; (b) credibility and accountability; (c) rights to self-determination, fair representation, protection and redress; (d) confidentiality; (d) avoidance of harm; (f) accuracy, completeness and reliability; (g) transparency; and (h) sensitivity to differences in social and cultural environments (local customs, religious beliefs and practices, personal interaction, gender roles, disability, age and ethnicity). Data collection methods ensured the confidentiality and anonymity of informants and were guided by professional standards and ethical and moral principles, in keeping with the “do no harm” principle.

⁹ See [online] <http://www.unevaluation.org/document/detail/2866>.

¹⁰ See [online] <http://www.unevaluation.org/document/detail/100>.

Limitations and risks

26. In the inception report, several assumptions were made on potential limitations during the evaluation. The planning assumed: (a) some difficulties in collecting key documentation; (b) availability of relevant key informants willing to openly express their views and thoughts, more or less within the available timeslot; (c) key informants' knowledge of the Strategy (having been in the job long enough); (d) some difficulties in broaching some issues and also in gaining the trust of the stakeholders involved, owing to the different managerial levels and divisions; and (e) some reluctance to participate in the online survey.
27. Data collection was completed as programmed and all scheduled interviews, focus groups and sessions were able to be conducted. Nonetheless, it is worth noting that the interview phase coincided with several key events: the 2023 SDG Summit in New York and festivities in Chile. Under such busy circumstances, some interviews needed to be postponed, which slightly delayed the data collection process.

4. STRATEGY FOR GENDER MAINSTREAMING AT THE ECONOMIC COMMISSION FOR LATIN AMERICA AND THE CARIBBEAN, 2020–2025

4.1 CONTEXT

28. In the United Nations system, the effort to achieve gender equality and ensure the effective exercise of women's rights has been a constant, but it was not until 1995 that gender mainstreaming was endorsed as a strategy, at the Fourth World Conference on Women, held in Beijing.
29. In 1997, the Economic and Social Council held a panel discussion on mainstreaming the gender perspective into all policies and programmes in the United Nations system, at which the concept of gender mainstreaming was defined as follows:

"Mainstreaming a gender perspective is the 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. The ultimate goal is to achieve gender equality".¹¹

30. The conclusions of the Economic and Social Commission have guided work in this area. Member States of the United Nations are committed to the full implementation of gender mainstreaming, including in the context of the 2030 Agenda.
31. The Economic Commission for Latin America and the Caribbean has pioneered and driven the gender equality agenda in the region since 1973, when the governments of the region instructed the secretariat to draw up a study on the participation of women in the development of the region and on the measures required to eliminate all forms of discrimination and address the lack of educational, work-related, and economic opportunities for women.¹² Since then, interest in the promotion of women's rights and gender equality has been growing at the Commission. The establishment of the Gender Equality Observatory for Latin America and the Caribbean, following a request made by governments in the Quito Consensus in 2007, and the expansion of the ECLAC Women and Development unit into the Division for Gender Affairs in 2008, were two key developments in the Commission that served to forge links between governments, civil society, women's movements and experts for the realization of the regional gender equality agenda.

¹¹ See Economic and Social Council agreed conclusions 1997/2 on mainstreaming a gender perspective into all policies and programmes in the United Nations system [online] <https://www.un.org/esa/documents/ecosoc/docs/1997/e1997-66.htm>.

¹² See Gender equality in Latin America and the Caribbean: a goal ECLAC is striving to achieve [online] https://www.cepal.org/sites/default/files/pages/files/brochure_gender_eclac.pdf.

32. In 2013, the Division for Gender Affairs implemented a dedicated gender mainstreaming strategy that lent impetus to the process within the Commission, and many advances were made, such as the inclusion of the gender perspective in its various areas of work, particularly with respect to statistics, population and development. Ever-closer coordination between the various subsidiary bodies of the Commission (its regional conferences) was also reported to be a further driving force for progress and a major area of focus in tackling the challenges of the post-2015 development agenda.
33. The Strategy for Mainstreaming Gender at the Economic Commission for Latin America and the Caribbean, 2013–2017 was implemented synergistically and gradually, in alignment with the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP), developed to implement the 2006 United Nations system-wide policy on gender equality and the empowerment of women: focusing on results and impact. In 2018, UN-SWAP was updated and became known as UN-SWAP 2.0. In that context, ECLAC developed an action plan to achieve gender parity at all levels of staff recruited by 2028 and created a gender task force that led the process for the preparation and adoption of the Strategy for Gender Mainstreaming at the Economic Commission for Latin America and the Caribbean, 2020–2025. Diagram 2 presents gender mainstreaming milestones within the United Nations and at ECLAC.

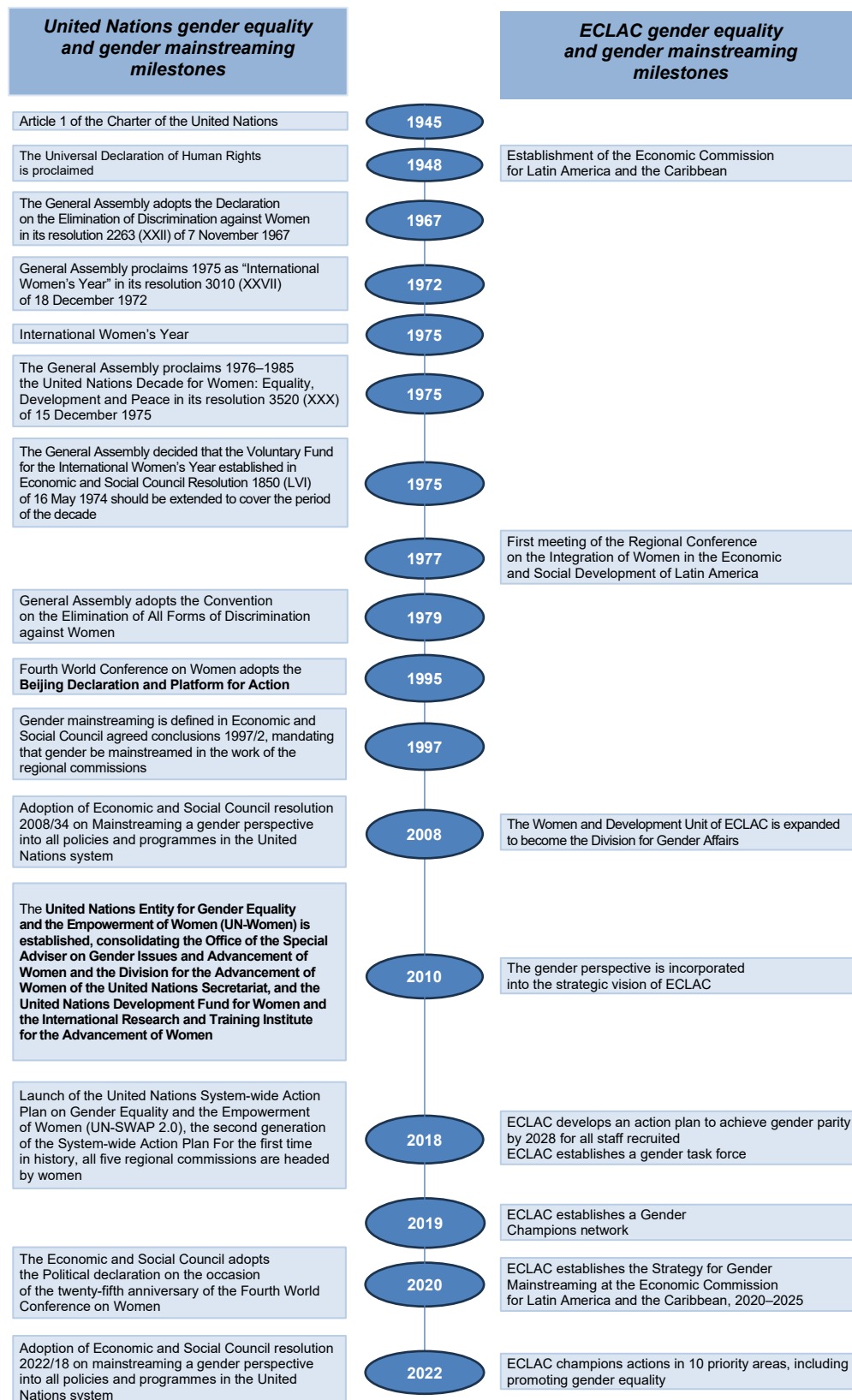
4.2 STRATEGY BACKGROUND AND INSTITUTIONAL GENDER MAINSTREAMING EFFORTS AT ECLAC

34. After a period of two years following the end of the implementation period of the Strategy for Mainstreaming Gender 2013–2017, the first at ECLAC, the current strategy was conceived, with a duration of five years (2020–2025), as a living document whose implementation was expected to follow the same participatory process used in its design, supported by strengthened institutional architecture and enhanced, institution-wide awareness and ownership.
35. The 2020–2025 Strategy builds on the good practices established in the 2013–2017 Strategy, while also addressing the recommendations made in the internal evaluation that was carried out at the end of 2019 and beginning of 2020. The 2020–2025 Strategy is aligned with UN-SWAP 2.0 and the System-wide Strategy on Gender Parity,¹³ as well as with the recommendations made in the evaluation of the 2013–2017 Strategy. The Strategy also seeks to contribute to the SDGs, in particular Goal 5 and its targets.
36. The Strategy aims to “embody this continually reinforced institutional commitment, while at the same time taking a qualitative leap in advancing gender equality and the autonomy of women through developing, supporting and influencing the incorporation of a gender perspective in the region, embedding it as a core pillar of ECLAC’s institutional culture as well as in the annual ECLAC programme of work” (ECLAC 2020).
37. The Strategy refers to six guiding principles. The recognition of equality and non-discrimination as a guiding principle is structured around three main pillars:
 - (i) Promoting the achievement of gender equality in the countries of the region, through advocacy at the highest political level, research and the provision of data and technical and normative support to Member States.
 - (ii) Promoting gender parity and the equal participation of women at all levels within ECLAC.
 - (iii) Ensuring an enabling environment and an organizational culture that promotes and supports gender equality and women’s autonomy.

¹³ See [online] https://www.un.org/gender/sites/www.un.org.gender/files/gender_parity_strategy_october_2017.pdf.

Diagram 2

Timeline of gender mainstreaming milestones at the United Nations and ECLAC



38. The other key principles guiding the Strategy are:
- Participation and inclusion
 - Coordination and complementarity
 - Phasing of action
 - Accountability
 - Sustainable Development Goals
39. The Strategy focuses on three key strategic areas:
- (a) Political commitment to promoting gender equality in the region
 - (b) Incorporating the gender perspective into the ECLAC programme of work
 - (c) Institutional commitment to achieving gender equality
40. For each strategic area, expected results have been established. Each one is contextualized and has an objective, strategy and logical framework. Some of the expected results for the indicators and targets detailed in the Strategy for Gender Mainstreaming 2020–2025 have been aligned with the guidance provided by UN-SWAP 2.0.¹⁴ This serves to ensure that action is not isolated and that it fosters institutional synergies and complementarities, both between the divisions of ECLAC and within the United Nations system, in particular entities with a gender mandate. In this regard, the Strategy is in line with UN-SWAP 2.0 and the system-wide gender parity strategy.
41. A summary of all indicators and their expected results is provided below (see table 3).
42. As mentioned in the Strategy, during the past 10 years, significant progress has been made at ECLAC that has led to concrete and strategically important results. As part of a continuous process to enhance coordination and develop synergies and as a result of the implementation of the ECLAC Strategy for Gender Mainstreaming, ECLAC divisions and offices have deepened and broadened their gender mainstreaming efforts over the years. They have appropriate gender architecture to guarantee the high levels of coordination required to support and accelerate gender mainstreaming endeavours in the Commission's work with Member States and in their institutional dimensions (see diagram 3).

¹⁴ UN-SWAP 2.0 (2018–2022) raises the bar for accountability and results for the United Nations system by strengthening existing indicators and anchoring the framework within the 2030 Agenda for Sustainable Development. UN-SWAP 2.0 and the equivalent framework at the United Nations country team level, the United Nations Country Team System-wide Action Plan (UNCT-SWAP) Gender Equality Scorecard, have been contextualized within the United Nations system-wide reform and the planned move to system-wide reporting on collective results linked to gender-related targets of the SDGs, including Goal 5. The gender dimensions of the United Nations response to the health and development crisis resulting from the COVID-19 pandemic have also been integrated into the accountability frameworks for the period 2020–2022. UN-SWAP 2.0 includes a set of 17 performance indicators, organized into two sections (gender-related SDG results and institutional strengthening to support achievement of results) and clustered around six broad areas. The UN-SWAP 2.0 rating system has five levels. The ratings allow United Nations entities to self-assess and report on their standing with respect to each indicator and to move progressively towards excellent performance. Entities report to UN-Women annually on each indicator through an online reporting system. In addition to selecting ratings and providing explanations, entities are required to provide supporting evidence for each rating selection.

Table 3
Alignment of ECLAC Strategy for Gender Mainstreaming 2020–2025 expected results
with UN-SWAP 2.0 performance indicators

| A. Political Commitment to promoting gender equality in the region | Expected result | Strategy indicator | UN-SWAP 2.0 performance indicator (PI) |
|--|---|--|--|
| | A.1 LEADERSHIP | | |
| A.1.1 Internal and public communications include key messages that promote gender equality and women's autonomy | (i) Public presentations or equivalents delivered by ECLAC Executive Secretary and Deputy Executive Secretaries convey a clear vision and messaging on how to realize ECLAC commitments towards achieving gender equality and autonomy of women | PI 7: Leadership PI 8: Gender-responsive performance management | |
| | (ii) Discussions in town hall meetings and the annual senior management retreats include reference to gender equality and autonomy of women in their agenda | | |
| A.1.2 Senior managers are actively engaged in the implementation and monitoring of the Strategy for Gender Mainstreaming | (i) Senior managers review progress against the UN-SWAP performance on at least an annual basis | | |
| | (ii) Mechanisms are in place to ensure senior managers' work plans are aligned with the Gender Mainstreaming Strategy | | |
| A.2 MAINSTREAMING A GENDER PERSPECTIVE IN ECLAC POLICY DIALOGUE AND INTERGOVERNMENTAL MEETINGS | | | |
| A.2.1 A gender perspective is incorporated into the session(s) of the Commission, which will contribute to meeting SDG targets from a gender equality perspective | (i) The session(s) of the Commission include outcomes and/or commitments related to gender equality and the autonomy of women, which will contribute to meeting SDG targets from a gender equality perspective | PI 6: Policy | |
| | (ii) Position papers presented at the session(s) of the Commission include sex-disaggregated statistics and gender-based analysis | | |
| | (iii) Gender balance in panels and among speakers of the session(s) of the Commission is achieved | | |
| A.2.2 ECLAC subsidiary bodies and intergovernmental meetings incorporate a gender perspective, which will contribute to meeting SDG targets from a gender equality perspective | (i) Thematic documents and position papers produced for the subsidiary bodies and intergovernmental meetings of ECLAC and the Forum of the Countries of Latin America and the Caribbean on Sustainable Development include sex-disaggregated statistics and gender-based analysis | | |
| | (ii) The outcome documents produced for the conferences and meetings of the subsidiary bodies of ECLAC include references and reflect commitment to gender equality and women's autonomy | | |
| | (iii) Gender balance in panels in subsidiary bodies and intergovernmental meetings of ECLAC and the Forum of the Countries of Latin America and the Caribbean on Sustainable Development | | |

| A.3 KNOWLEDGE GENERATION AND DISSEMINATION | | | |
|---|-------|---|---|
| A.3.1 Knowledge on gender equality and women's autonomy is systematically documented and widely disseminated | (i) | Percentage of ECLAC publications that include gender-based analysis and sex-disaggregated statistics | PI 16: Knowledge and communication |
| | (ii) | Login sessions to the Gender Equality Observatory for Latin America and the Caribbean | |
| | (iii) | Downloads of the position documents of the Regional Conference on Women in Latin America and the Caribbean | |
| | (iv) | ECLAC is actively involved in an interagency community of practice on gender equality and the autonomy of women | |
| A.3.2 Incorporating a gender perspective into ECLAC platforms and toolkits to strengthen regional capacity to achieve the 2030 Agenda for Sustainable Development with a gender perspective | (i) | Number of innovative platforms or toolkits that incorporate a gender perspective while measuring impacts of policies in the region towards the achievement of the Sustainable Development Goals | |
| B.1 POLICY DEVELOPMENT AND STRATEGIC PLANNING | | | |
| B.1.1 Policies are developed on gender equality and women's autonomy | (i) | Updated policies and plans on gender equality and women's autonomy, including the equal representation of women, are developed | PI 1: Strategic planning Gender-related SDG results |
| | (ii) | Establishment of a monitoring and reporting plan for the Strategy | PI 6: Policy |
| | (iii) | Establishment of a periodic revision plan of the Strategy | |
| B.1.2 Gender is mainstreamed throughout ECLAC strategic planning process, including planning for results to contribute to achieving SDGs | (i) | ECLAC main strategic planning programme documents include at least one high-level result relating to gender equality and women's autonomy which will contribute to achieving the SDGs | |
| | (ii) | In the main strategic planning documents, each subprogramme includes considerations on gender, and incorporates the gender perspective at the level of expected results and/or the activities/deliverables | |
| | (iii) | The gender perspective is incorporated in all cooperation projects approved by the Committee | |
| | (iv) | Specific areas of work and mechanisms for mainstreaming the gender perspective in the thematic areas of each subprogramme are identified in the strategic planning meetings with substantive divisions with the contribution of the Division for Gender Affairs | |

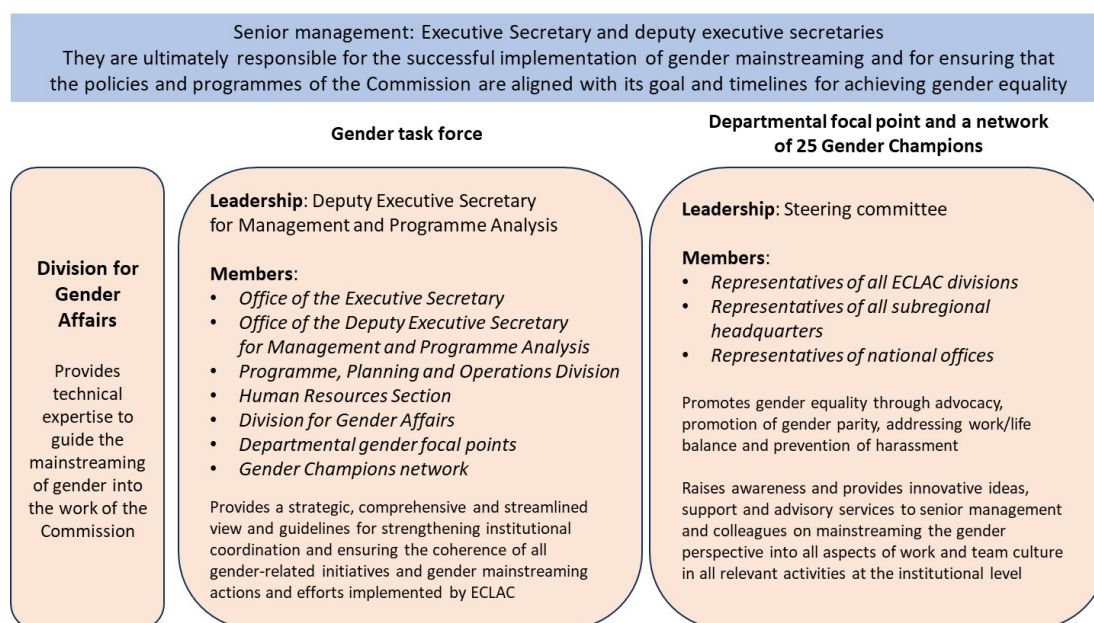
B. Incorporating the gender perspective into the ECLAC programme of work

| B.2 MONITORING AND REPORTING | | | | |
|---|---|---|--|----------------------------|
| B.2.1 Monitoring of the programme of work with a gender perspective | (i) | ECLAC RBM system provides guidance on measuring and reporting on gender equality and the autonomy of women, including gender markers at the level of output/activity | PI 2: Reporting on gender-related SDG results | |
| | (ii) | Systematic use of sex-disaggregated data in reporting of activities (meetings, training etc) | | |
| | (iii) | Systematic use of sex-disaggregated data in performance measures, where applicable | | |
| B.2.2 Reporting on the programme of work with a gender perspective | (i) | Annual reporting to the General Assembly on the high-level result on gender equality and the autonomy of women which will contribute to meeting SDG targets, including SDG 5 | | |
| | (ii) | All subprogrammes include an assessment of impact on gender equality on at least one of the results reported | | |
| | (iii) | Annual reporting to the session of the Commission through the ECLAC Report of Activities, highlighting activities and results in gender equality and the autonomy of women | | |
| B.2.3 Monitoring and reporting on the Gender Mainstreaming Strategy | (i) | Annual report on the implementation of the Gender Mainstreaming Strategy | | |
| B.3 EVALUATION | | | | |
| B.3.1 Gender equality is integrated into all evaluation reports | (i) | The meta evaluation score (mean of scores of individual evaluation reports score published during each reporting year) is at least 7 -meets requirements- on the UN-SWAP evaluation scorecard | PI 4: Evaluation | |
| B.3.2 ECLAC efforts to achieve gender equality are evaluated periodically | (i) | Midterm assessment of ECLAC Gender Mainstreaming Strategy conducted halfway through the implementation period | | |
| | (ii) | Final evaluation of ECLAC Gender Mainstreaming Strategy conducted at the end of the implementation period | | |
| C.1 GENDER ARCHITECTURE | | | | |
| C. Institutional Commitment to achieving gender equality | C.1.1 ECLAC has a fully resourced Division for Gender Affairs | (i) | Division for Gender Affairs is fully resourced according to ECLAC mandate | PI 11: Gender architecture |
| | C.1.2 Strengthening of ECLAC Gender Architecture | (i) | Gender Champions, with defined terms of reference, are appointed for each ECLAC Division and Office with written terms of reference that mandate that at least 20 per cent of their time is allocated to gender focal point functions. | |
| | | (iii) | The Gender Task Force is formally established to follow up on issues pertaining to gender equality, led by the Deputy Executive Secretary for Management and Programme Analysis | |
| | | (iv) | A roster of consultants with relevant experience in gender issues is created | |

| C.2 CAPACITY-BUILDING | | | |
|--|-------|--|---|
| C.2.1 ECLAC staff members have sufficient skills to promote gender equality and women's autonomy and incorporate the gender perspective into the design, implementation and evaluation of their activities | (i) | ECLAC-wide assessment of capacity of all relevant staff at HQ, subregional and country levels in gender equality and women's autonomy is carried out | PI 14: Capacity culture PI 15: Capacity development |
| | (ii) | A capacity development plan is established or updated at least every three years | |
| | (iii) | Established and ongoing mandatory training for all levels of ECLAC staff at HQ, subregional and country levels | |
| C.2.2 Members of the Gender Task Force and the Gender Champions in every division to possess sufficient capacity and skills in gender analysis and mainstreaming gender perspective in their activities in order for them to advise on gender approach inwardly and externally | (i) | Tailored training courses are administered to the network of Gender Champions and the Task Force | |
| C.3 GENDER PARITY | | | |
| C.3.1 Progress towards gender parity at ECLAC at all levels has been sufficiently stepped up to achieve parity by 2028 | (i) | Achieve gender parity at ECLAC at all levels by 2028 | PI 12: Equal representation of women |
| C.4 RESOURCES ALLOCATION AND MONITORING | | | |
| C.4.1 ECLAC is tracking funds disbursed towards gender equality | (i) | Financial resource N/A tracking mechanism to quantify disbursement of funds that promote gender equality and women's autonomy | PI 9: Financial resource tracking PI 10: Financial resource allocation |

Source: Prepared by the author on the basis of the Strategy for Gender Mainstreaming at the Economic Commission for Latin America and the Caribbean, 2020–2025 and UN-SWAP 2.0 performance indicators.

Diagram 3
ECLAC gender architecture



Source: Prepared by the author on the basis of the desk review of the Strategy for Gender Mainstreaming at the Economic Commission for Latin America and the Caribbean, 2020–2025 and other documents.

43. The Commission's approach to achieving the objectives of the Strategy is structured around 13 interdependent and complementary subprogrammes with multidisciplinary and integrated implementation, ensuring that the Strategy is reflected throughout its programme of work. The 13 subprogrammes of the programme of work have been clustered thematically. The first three subprogrammes relate to ECLAC activities in the field of economic development (subprogrammes 1–3), followed by social development (subprogrammes 4–6) and environmentally sustainable development (subprogrammes 7–8). Cross-cutting issues, such as training, public management and statistics, are contained in subprogrammes 9 and 10. The remaining three subprogrammes focus on subregional activities and regional integration: subprogramme 11 relates to Mexico, Central America and the Spanish-speaking Caribbean countries and Haiti; subprogramme 12 focuses on small island developing States of the Caribbean; and subprogramme 13 seeks to reinforce Latin American and Caribbean integration processes and the participation of the region in interregional and global political dialogues.¹⁵
44. Three of the subprogrammes are exclusively dedicated to the social dimension (subprogrammes 4, 5 and 6), and mainstreaming the gender perspective in regional development has a dedicated subprogramme (subprogramme 5), whose objective is aligned with Sustainable Development Goal 1 (End poverty in all its forms everywhere), Goal 3 (Ensure healthy lives and promote well-being for all at all ages), Goal 4 (Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all), Goal 5 (Achieve gender equality and empower all women and girls), Goal 8 (Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all), Goal 10 (Reduce inequality within and among countries), Goal 16 (Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels) and Goal 17 (Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development).



45. The work of subprogramme 5 is expected to result in strengthening member States' capacity to establish policies for gender equality and women's autonomy and to implement the 2030 Agenda for Sustainable Development, thereby advancing gender equality and women's autonomy across the region. The subprogramme also builds knowledge, focusing on developing gender statistics and gender indicators, in particular on increasing the scope and quality of the data and indicators housed at the Gender Equality Observatory for Latin America and the Caribbean, and provides technical assistance in order to strengthen statistical capacities on gender statistics.
46. In 2021, the work of subprogramme 5 was expected to evolve to include gender mainstreaming in sustainable and inclusive development strategies in the countries of Latin America and the Caribbean. In 2023, an important milestone was marked when the subprogramme was renamed "Gender equality and women's autonomy".
47. Reports also show that the Commission integrates a gender perspective into its operational activities, deliverables and results, as appropriate. For example, gender focal points are consulted in programme design and development and gender analysis is integrated into all areas. During recent years, the enhanced focus on gender-related issues has led to stronger integration of gender aspects in several areas under the Commission's mandate.

¹⁵ See LC/PLEN.37/3, the draft programme of work of the ECLAC system, 2025 [online] <https://www.cepal.org/en/publications/68603-draft-programme-work-eclac-system-2025>.

48. The planned results for subprogramme 5 for 2021 reflected the increased demand by countries in the region for technical assistance and capacity-building activities to strengthen statistical capacities in producing gender indicators and in improving the collaboration between national statistical offices and machineries for the advancement of women. In 2022, there was demand for assisting countries to design and develop gender equality policies on the basis of international norms and the Montevideo Strategy for the implementation of the Regional Gender Agenda within the sustainable development framework by 2030. In 2023, the importance of the care economy increased owing to the impact of the COVID-19 pandemic, as well as the growing demands on the region's countries for technical assistance and capacity development aimed at formulating and developing care regulations and policies, to foster a transformative and sustainable recovery from the pandemic with equality at the centre and to promote comprehensive care systems, decent work and the full and effective participation of women in strategic sectors of the economy.
49. Past results in this area also include eight policy actions implemented in priority areas covered by the Gender Equality Observatory following technical assistance provided by the subprogramme, enhanced production of gender statistics, and the implementation of gender-sensitive policy recommendations aimed at reducing the economic impacts of the COVID-19 pandemic by achieving rapid recovery while leaving no one behind. For instance, it was reported that Brazil launched a national plan on women, peace and security, Peru strengthened its legislation to fight gender-based violence, Guatemala approved a migration code that constitutes a considerable advance in the recognition of migrant women, and Chile launched a new website on gender statistics, which was developed using the conceptual framework of the Gender Equality Observatory.

5. FINDINGS

50. This chapter contains findings and observations, generated through the abovementioned methodology, in a comprehensive yet concise manner. All findings presented have been triangulated. The chapter is divided into four sections, each presenting one of the evaluation criteria.

5.1 EFFECTIVENESS

Progress towards the achievement of expected results

FINDING 1: *The Commission's historical commitment to promoting gender equality and women's rights has remained intact during the period 2020–2023. It has reached some milestones in the region and demonstrated its commitment to gender mainstreaming.*

51. Developed during the COVID-19 pandemic, the Strategy for Gender Mainstreaming at the Economic Commission for Latin America and the Caribbean, 2020–2025 was designed through a participatory process, an approach meant to be maintained during implementation. It was launched by the Executive Secretary in December 2020, reinforcing the historical commitment of ECLAC to promoting gender equality and women's rights, and strengthening its governance framework with the launch of a network of Gender Champions across the Commission.¹⁶
52. Gender mainstreaming was set as a priority for ECLAC in 2020 and reporting on the gender perspective in its operational activities, deliverables and results has been stepped up since then. Examples of this are the Conference on International Trade and Gender Equality, the workshop on Women's Autonomy in the Digital Economy, and the training course Gender Mainstreaming in the Territory, all held in 2020. A year later, a major achievement was reported in that regard: the issuance of the Guidelines for gender mainstreaming in the working groups of the Statistical Conference of the Americas and the creation of an advisory group on gender mainstreaming of the Statistical Conference of the Americas, outcomes of the eleventh meeting of the Statistical Conference of the Americas. Training was also delivered in the region to provide key support for these contributions. A training course on gender statistics and indicators was delivered to the Ministry of the Economy of Argentina, to strengthen knowledge, capacities and skills in the production, analysis and use of gender statistics in the planning, implementation and monitoring of public policies. In 2022, the fifteenth Regional Conference on Women in Latin America and the Caribbean, organized by ECLAC in coordination with UN-Women, marked a milestone when countries in the region committed to moving towards a new development model: the care society.
53. In 2021, the ECLAC office in Washington, D.C. also reported that the gender perspective was incorporated into all regular publications. The ECLAC office in Brasilia published a report on the gender dimension in the big push for sustainability in Brazil, and the ECLAC office in Buenos Aires (as it was called at the time) contributed to the regional effort to raise awareness of the predominant role of women in unpaid care work, working with the Ministry of Women, Genders and Diversity in Argentina to develop the federal map of care.
54. In 2022, through subprogramme 5 on gender equality and women's autonomy, as well as in other subprogrammes, ECLAC mainstreamed gender into its work on the digital transformation, trade, financial inclusion and fiscal policy. In the context of the Regional Alliance for Women's Digitalization in Latin America and the Caribbean, technical assistance was provided to the Dominican Republic to systematize a social initiative of national telecommunications agency INDOTEL, which offers a basic digital basket aimed at improving women's access to effective connectivity.¹⁷

¹⁶ Report on the Activities of the Commission, 2020.

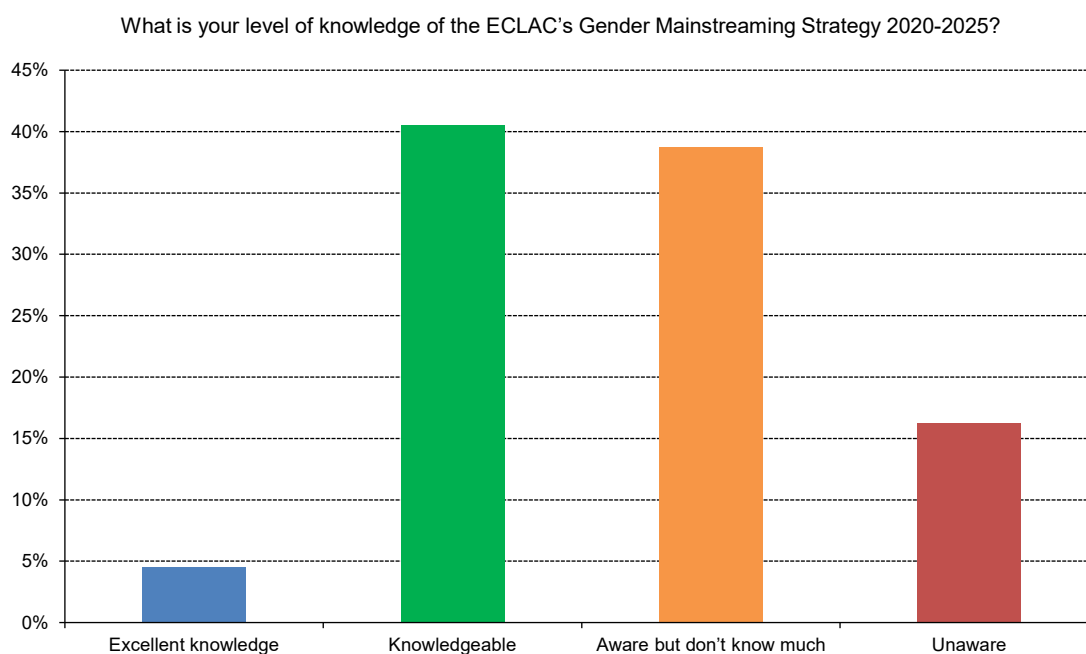
¹⁷ Report on the Activities of the Commission, 2022.

Awareness of the Strategy

FINDING 2: *Knowledge among ECLAC staff of both the existence of the ECLAC Strategy for Gender Mainstreaming, 2020–2025 and the ECLAC Disability Inclusion Strategy is uneven; staff directly working on its implementation and operationalization are the ones who are aware of it.*

55. The survey results demonstrated that despite the significant work historically done by ECLAC and its political commitment to promoting gender equality in the region, the level of internal knowledge of the 2020–2025 Strategy for Gender Mainstreaming is heterogenous and low, given its importance. Thus, 4.5% of survey respondents have excellent knowledge of the Strategy, 40.54% have good knowledge, 38.74% are aware of it but don't know much about it, and 16.22% do not know anything about it (see figure 4). These data can also be extrapolated to the results of the interviews and focus groups, where only the staff who participated in its design or were designated as Gender Champions are specifically aware of the Strategy. The rest of the staff were practically unaware of it and reported not knowing where to find it.

Figure 4
Knowledge of the Strategy within ECLAC
(Percentages)

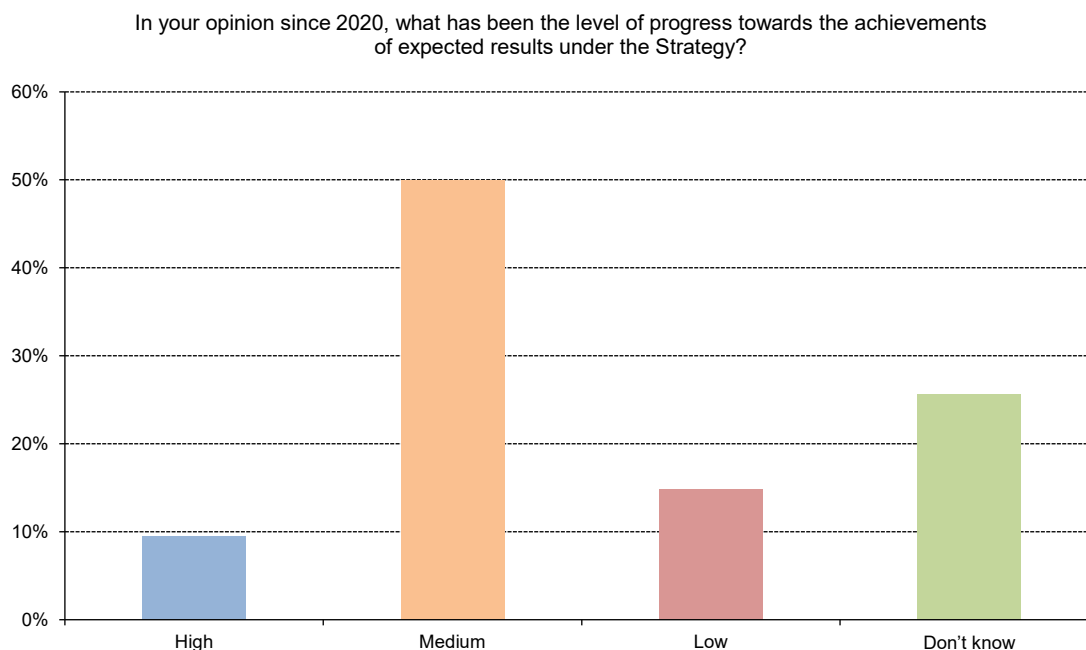


Source: Online survey conducted in October 2023 on the Strategy for Gender Mainstreaming at the Economic Commission for Latin America and the Caribbean, 2020–2025.

56. Data analysis also shows that staff who have been with ECLAC for less than a year are unfamiliar with both the Strategy for Gender Mainstreaming at the Economic Commission for Latin America and the Caribbean, 2020–2025 and the Commission's 2021–2025 Disability Inclusion Strategy (CEPALDIS); they are also unaware of what the gender architecture consists of. These new personnel rely more on the support of the Division for Gender Affairs on the issue of gender mainstreaming than on an in-depth knowledge of the Strategy.

57. The documents and reports reviewed establish that progress is being made towards the implementation of the Strategy, which is partially supported by the key informants interviewed and by survey respondents, who consider the degree of achievement of the Strategy’s expected results and the level of progress to be medium (see figure 5).

Figure 5
Level of achievement of the ECLAC Gender Mainstreaming Strategy
(Percentages)



Source: Online survey conducted in October 2023 on the Strategy for Gender Mainstreaming at the Economic Commission for Latin America and the Caribbean, 2020–2025.

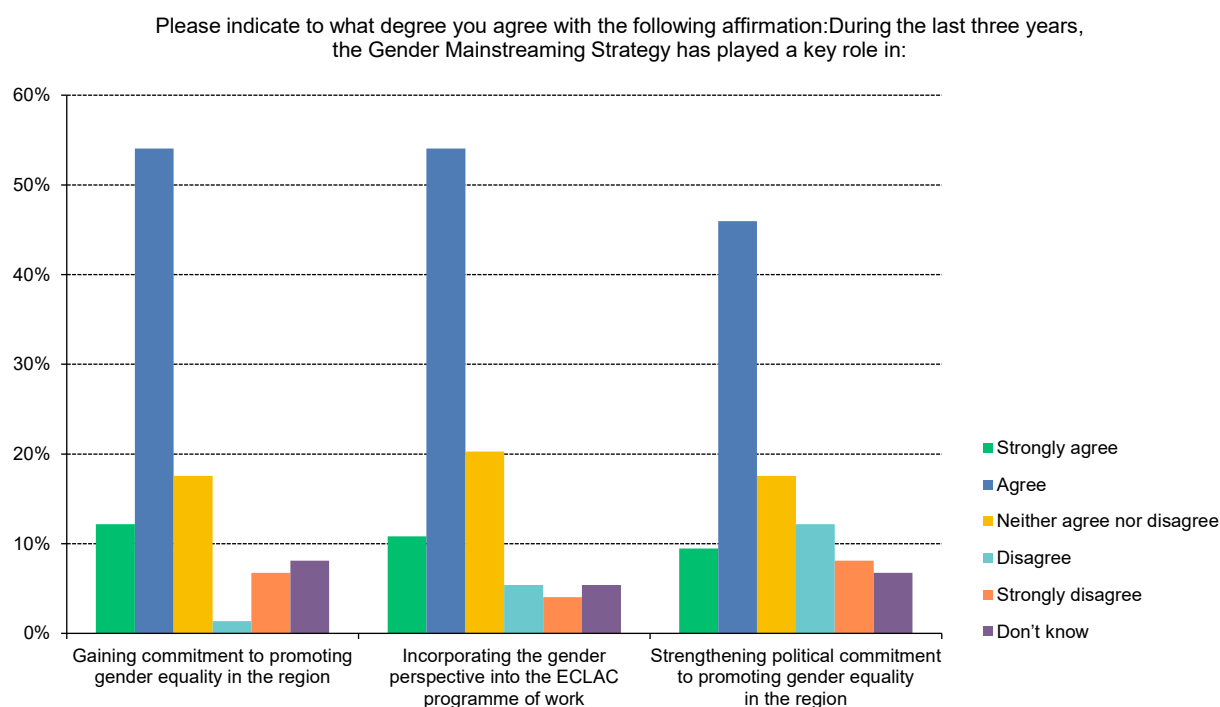
58. In this regard, expected result B1.1 of the Strategy includes the establishment of a monitoring and reporting plan. However, no such plan was found during the evaluation, and a high level of uncertainty was corroborated among those interviewed with regard to the degree of implementation, as was a lack of means for evaluating implementation.

Strategic areas

FINDING 3: *Implementation of the strategy is uneven. Highlights include the achievement of objectives in strategic area A related to the political commitment to the promotion of gender equality in the region. Mainstreaming the gender perspective into the ECLAC programme of work was only somewhat achieved and a standstill was observed in the institutional commitment to achieving gender parity.*

59. Based on the documentation, semi-structured interviews and survey results, of the Strategy’s three strategic areas, respondents believe that the most work has been done and the most progress has been made area in A, “political commitment to promoting gender equality in the region”. This is followed by strategic area B, “incorporating the gender perspective into the ECLAC programme of work”, and then strategic area C, “institutional commitment to achieving gender equality”, namely gender architecture, capacity-building, gender parity, and resource allocation and monitoring, the area in which the least investment and progress has been made (see figure 6).

Figure 6
Perception of effectiveness in the implementation of the Strategy
 (Percentages)



Source: Online survey conducted in October 2023 on the Strategy for Gender Mainstreaming at the Economic Commission for Latin America and the Caribbean, 2020–2025.

60. With respect to strategic area A, political commitment to promoting gender equality in the region, a high level of commitment and execution was maintained during the early years of implementation. Gender equality and gender mainstreaming have always been a central theme of the Commission, placing it on the vanguard of thought leadership in economic, social and political topics in that regard. The Commission's subregional offices have also endorsed its political commitment to promoting gender equality in the region.
61. The Commission is a global leader whose work results in normative advances that become a public good and set international benchmarks. Regardless of the topic, the ECLAC message has called for progress on women's rights and gender equality, playing an important political role in raising awareness and championing women's empowerment.
62. In Strategic Area B, incorporating the gender perspective into the ECLAC programme of work, progress has been uneven. Annual reports to the General Assembly on the high-level results on gender equality and the autonomy of women and to the session of the Commission through the Report on the activities of the Commission show that progress has exceeded expectations. However, analysis of documentation and key informants' answers to the evaluation questions show that gender has not yet been mainstreamed into the specific areas of work and mechanisms in the thematic areas of each subprogramme. Interviewees provide justifications such as "In the social or economic area, it is easier to conduct a differentiated analysis between men and women or [people of] another sexual identity than in the area of monetary and fiscal policy, where additional effort and self-study are required"¹⁸ to explain the factors behind slower progress in a given thematic area.

¹⁸ Source: Semi-structured interview.

FINDING 4: *To effectively mainstream gender into the ECLAC programme of work, each subprogramme must be analysed and the appropriate leadership and support must be provided to each division.*

63. The Division for Gender Affairs is overstretched by its workload and by the limited size of its regular budget, one of the smallest among the ECLAC subprogrammes, despite progressive increases in recent years (see table 4).¹⁹ It is among the divisions with the fewest staff members²⁰ but faces significant pressure with regard to mainstreaming gender, interagency work, subsidiary bodies, individual donor projects and demands for communication, representation and other needs. One of the Strategy's achievements that key informants said had eased their workload was the appointment of a resource person tasked with guiding and supporting gender mainstreaming for some projects.

Table 4
Number of ECLAC staff in various divisions

| Division | Staff |
|---|-------|
| International Trade and Integration Division | 26 |
| Division of Production, Productivity and Management | 23 |
| Economic Development Division | 39 |
| Social Development Division | 18 |
| Division for Gender Affairs | 13 |
| CELADE-Population Division | 17 |
| Sustainable Development and Human Settlements Division | 21 |
| Natural Resources Division | 18 |
| Latin American Institute for Economic and Social Planning (ILPES) | 23 |
| Statistics Division | 27 |

Source: Prepared by the author on the basis of the Proposed programme budget for 2024.

64. In addition, among the challenges identified in the policy development and strategic planning area of the Strategy, it is worth noting that no deliberate effort is made to rectify the low rate of participation of women experts in activities carried out by ECLAC divisions other than the Division for Gender Affairs. Several interviewees pointed out that experts invited to conferences as panellists continue to be mostly, if not all, men, and that there is little diversity in terms of age and ethnicity. When others ask why there is no gender balance on panels or in leadership positions, colleagues' statements such as "only a man was found suitable for the position" or "invited governments and organizations only suggested male speakers" generate unease among the most gender-sensitive staff. The evaluator also cross-checked information and determined that the roster of women experts maintained by the Office of the Executive Secretary and the Division for Gender Affairs is virtually unsolicited and unused by other divisions.

FINDING 5: *A slowdown in the implementation of the Strategy owing to multiple factors, despite appropriate gender architecture and significant progress in the implementation of the ECLAC Gender Parity Action Plan.*

65. In strategic area C, institutional commitment to achieving gender equality, the greatest challenges in the implementation of the Strategy were reported in four sub-areas. In expected result C1, gender architecture, the changes made in the early years of implementation at the senior management level seem to have reduced the impetus for its implementation. The leadership transition, after 14 years with the same Executive Secretary with a particular style and an established way of putting gender issues on the table, was reported as a great challenge. In spite of this, the current Executive Secretary has continued positioning gender equality and the care society as a priority that will guide the work of the Commission in the coming years.

¹⁹ See section 5.2 of the midterm evaluation for more details.

²⁰ See Staff of the Division for Gender Affairs [online] <https://www.cepal.org/en/topics/gender-affairs/staff-division-gender-affairs>.

66. With respect to expected result C2, capacity-building, both the desk review and analysis of the interviews show a decrease in recent years in the delivery of training related to gender equality, diversity and gender mainstreaming. Key informants point to lack of time, motivation or awareness of the importance of the issue as the main reasons for not participating in this training. At the same time, some interviewees acknowledged that they lacked the necessary knowledge to incorporate the gender perspective into their daily work or the activities and actions of their divisions.
67. Reports show that all ECLAC staff are reminded to complete the mandatory online courses and comply with all United Nations policies related to the prevention of discrimination and harassment. At the time of this evaluation, 67% of ECLAC staff had completed the online course entitled “Ethics and Integrity at the United Nations”. In the case of the online course “I Know Gender”, the percentage of staff who had completed the training rose from 55% in 2020 to 64% in 2021.²¹
68. Despite the mandatory nature of these modules, the fact that not all staff take them creates unease among the more gender-sensitive staff, who consider them vital for progress on incorporating the gender perspective into the Commission’s programmes. This is further compounded by a generation gap between long-serving staff and new recruits with little or no experience in the United Nations system, and therefore no training in gender equality or gender mainstreaming issues. The evaluation found that despite this situation, there is a willingness and eagerness to learn, collaborate and work strategically to revive the issues of gender equality and gender mainstreaming. “All it takes is for someone to take the initiative”.²²
69. With regard to expected result C3, gender parity, structural challenges have been reported in recruitment for high-level positions. Recent recruitments for senior management positions at ECLAC headquarters have given the impression to key informants interviewed that men are currently over-represented in decision-making positions and also that there is little diversity, either in terms of ethnicity or social inclusion. Allegedly, no care or affirmative action has been taken to prevent this from happening. Outreach for vacant positions and the promotion of managerial positions is considered a challenge for hiring managers and the Human Resources Section in terms of achieving greater gender parity. Despite the United Nations norms and rules on gender parity, other criteria prevail in the selection of personnel. It is also worth mentioning that the Human Resources Section is not solely responsible for gender parity, as they do not make hiring decisions. The evaluation found that the ECLAC subregional office in Mexico is the only office that implements affirmative action to increase the recruitment of women to achieve the proposed objectives.
70. Some respondents confirmed that being aware of all the factors involved in implementing gender equality policies during recruitment has helped them to fairly weigh competencies related to professional and personal background, ability to reinvent oneself, effective verification of talent through demonstrations that expectations were exceeded.

FINDING 6: Staff are pessimistic that gender parity will be achieved in management positions, despite the efforts made by the Human Resources Section.

71. Currently, 51% of the staff at ECLAC are women. At the General Service level, 56% of staff are women, while at the Professional level and above, 42% are (see figure 7). Compared with 2012 staffing figures at ECLAC, women’s representation increased at the P3, P4, P5 and D1 levels. Parity has nearly been achieved at the P3 and P4 levels and is nearing 45% at the D1 level. Greater efforts are needed to achieve equal representation at the remaining levels, most notably the P5 level, where women hold only seven of the 27 staffed posts.²³

²¹ ECLAC, “Report on implementation of Gender Parity Action Plan and ECLAC’s Action Plan for 2023-2025”, November 2023.

²² Source: Semi-structured interview.

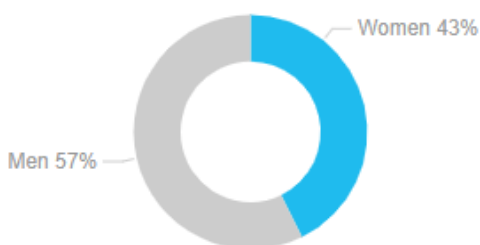
²³ See ECLAC UN-SWAP 2.0 entity performance results 2022 [online] <https://www.unwomen.org/en/how-we-work/un-system-coordination/promoting-un-accountability/un-swap-results>.

Figure 7
Gender balance among international staff at ECLAC

International staff, overall balance

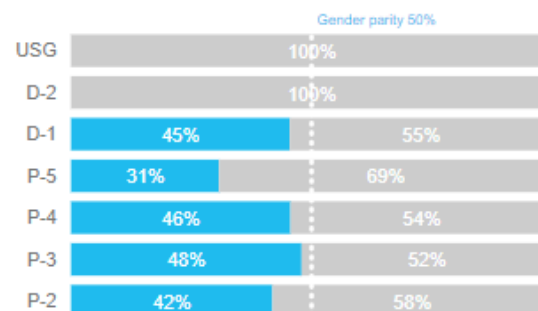
GENDER BREAKDOWN

● Women ● Men



International staff, by level

PROFESSIONAL AND HIGHER, BY LEVEL



Source: ECLAC, "Report on implementation of Gender Parity Action Plan and ECLAC's Action Plan for 2023-2025", November 2023.

72. The evaluation corroborated that the Human Resources Section did an excellent job in 2019 and 2020 with the introduction of a number of measures throughout the recruitment process at ECLAC aimed at supporting efforts to achieve gender parity and introducing flexible work arrangements. Gender mainstreaming courses at ECLAC, focused on training staff interested in the topic or who were part of the Gender Champions network, took place in 2019, 2020 and 2021. A significant part of the gender parity success is based on the work done just before the implementation of the current Strategy, which was approved in December 2020. So far, a total of 65 staff members from ECLAC have completed the training on gender mainstreaming, out of a total of over 500.²⁴
73. Among the obstacles and challenges identified by respondents as reasons for not achieving the expected gender parity results at all levels, the following were mentioned: greater accountability of recruiters is needed; senior managers need to be convinced of the importance of gender equality; career development needs to be made more attractive; and terms of reference for vacancies need to be developed that do not pose an obstacle for women, as it has been found that female candidates tend not to apply for positions unless they meet all the requirements, which does not seem to be the case for men.
74. Internal analysis carried out by the Human Resources Section shows that the number of women selected for certain positions has increased, but not the number of female candidates (see table 5).

Table 5
Total job openings and applicants per year

| Posting year | Job openings | Number of female applicants | Number of male applicants |
|--------------|--------------|-----------------------------|---------------------------|
| 2019 | 16 | 196 | 333 |
| 2020 | 28 | 351 | 594 |
| 2021 | 28 | 652 | 914 |
| 2022 | 17 | 338 | 716 |

Source: ECLAC, "Annex III", Report impact on gender parity by actions taken at ECLAC 2018–2022.

²⁴ ECLAC, "Report on implementation of Gender Parity Action Plan and ECLAC's Action Plan for 2023–2025", November 2023.

75. One interviewee mentioned that “ECLAC does not attract women for its vacancies”,²⁵ and the same problem has been identified with respect to geographic distribution. The Strategy for Gender Mainstreaming 2020–2025 sets objectives in terms of the numbers and percentages for equal recruitment, but mechanisms to retain personnel and to reach a greater number of female candidates are missing. The need for more financial resources for targeted outreach and adequate partnerships with universities and think tanks is seen as key to increase the number of women applying for senior positions in the Commission.
76. Given the lack of resources (expected result C4) and the high demand from donors to mainstream gender into projects, the alternatives sought have been to create alliances with different entities and organizations of the United Nations system, such as UN-Women or UNFPA, and with strategic partners in international cooperation, such as GIZ or AECID, and, more recently, with philanthropic or private foundations to shift the traditional approach and seek other ways of financing gender mainstreaming.
77. **Factors that contribute to progress.** While the Strategy for Gender Mainstreaming at the Economic Commission for Latin America and the Caribbean, 2020–2025 builds on the lessons learned from the Strategy for mainstreaming gender at the Economic Commission for Latin America and the Caribbean 2013–2017 and proposes a qualitative leap in political, substantive, and institutional and cultural terms, the progress reported is mainly in relation to certain individual commitments (motivated staff) and an institutional history of advancing work on gender equality and autonomy. Notwithstanding this, gender mainstreaming is not consistently championed as a priority at the senior management level and this is reflected in the Strategy’s implementation.
78. **Factors that act as barriers to progress.** In the last two years, there have been major changes in personnel: retirements, job changes, the incorporation of new chiefs of division from outside the United Nations system to incorporate new perspectives and capacities, and others, which have led to the issue of gender mainstreaming being set aside. Education is needed to internalize the importance of the issue. Despite the efforts made, the structural priorities of each division do not fit with the possibility of mainstreaming gender, in terms of human talent shortages and the lack of knowledge of newcomers.

Likelihood of achieving the expected results by the end of the Strategy’s implementation period

FINDING 7: *The expected results of the Strategy are realistic and achievable for the next implementation period if senior management and the Division for Gender Affairs provide support and leadership.*

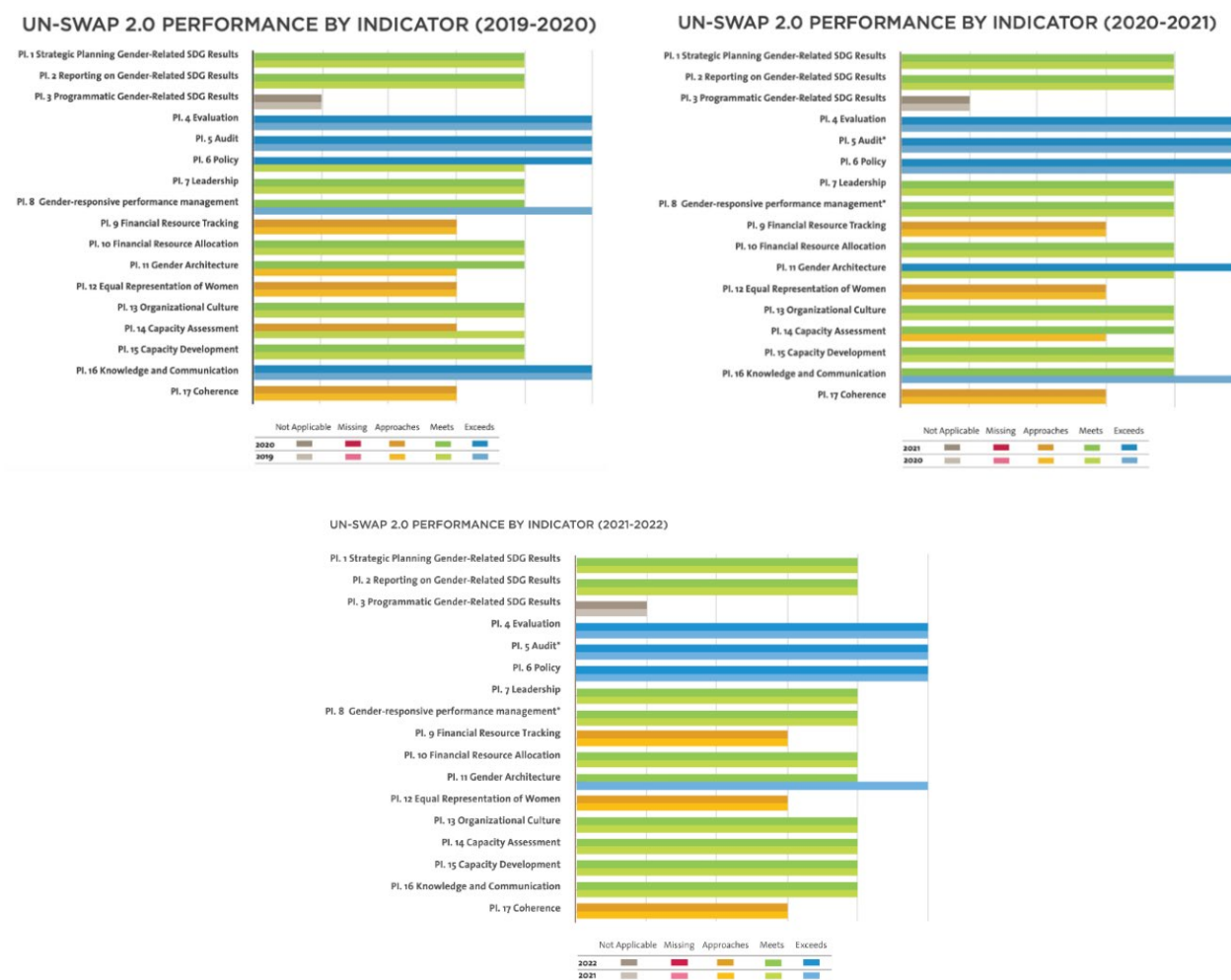
79. In an effort to improve internal coordination at ECLAC related to gender mainstreaming and following the introduction of the Secretary-General’s System-wide Strategy on Gender Parity in 2018, ECLAC created a gender task force and developed an action plan to achieve gender parity at all levels of recruited staff by 2028. This action plan also helped to strengthen the ECLAC gender architecture in 2020 through the creation of the Gender Champions network in thematic subprogrammes. In 2021, it was reported that four representatives from the Network of Gender Champions were added to the gender task force (from the Social Development Division, CELADE-Population Division of ECLAC, the Brazil country office and the subregional headquarters in Mexico) in order to ensure that their perspectives were considered and the work of the task force was enriched through their direct participation.
80. A review of ECLAC UN-SWAP 2.0 reports illustrates its strongest performance since the beginning of UN-SWAP 2.0 implementation in 2018. Particularly relevant was the 2021 UN-SWAP 2.0 report, where ECLAC exceeded the requirements for four indicators and met them for another nine. ECLAC continued to progress in the areas of gender architecture and capacity assessment, improving from “meets requirements” to “exceeds requirements” and “approaches requirements” to “meets requirements”, respectively. It was also highlighted that, in 2021 and in 2022, ECLAC met and

²⁵ Source: Semi-structured interview.

exceeded a few more indicators than the average for the United Nations Secretariat and the United Nations system as a whole. In 2022, ECLAC maintained the overall compliance achieved the previous year, despite the regression of one indicator from “exceeds requirements” to “meets requirements”.

81. As the below images show, UN-SWAP 2.0 performance indicators (PI) related to results-based management (PI 1, 2 and 3), oversight (PI 4 and 5), accountability (PI 6, 7 and 8), human and financial resources (PI 9, 10, 12 and 13), capacity (PI 14 and 15), and knowledge, communication and coherence (PI 17) remained unchanged in the first two years of implementation of the 2020–2025 Strategy for Gender Mainstreaming (see figure 8).

Figure 8
ECLAC UN-SWAP 2.0 performance, by indicator, 2019–2023



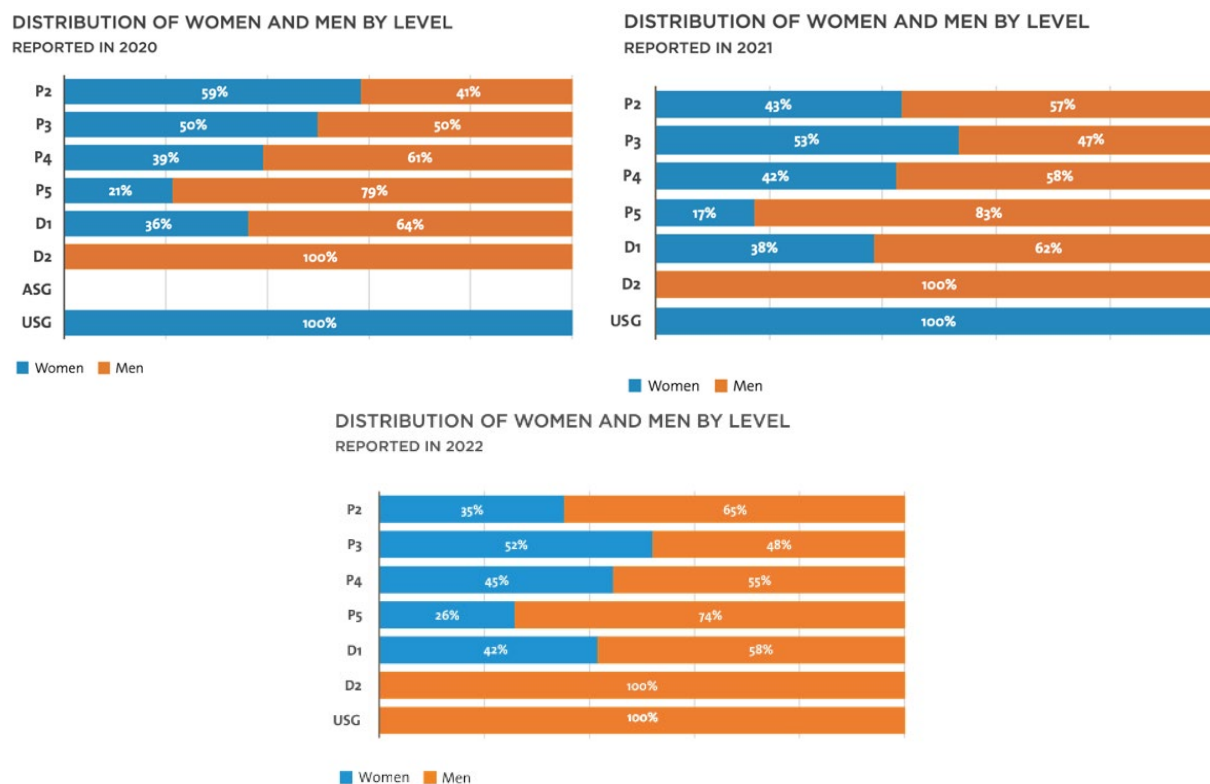
Source: ECLAC UN-SWAP 2.0 performance reports for 2020, 2021, 2022 and 2023.

82. Performance for the indicators related to oversight and leadership continued to exceed requirements, while for those related to financial resource tracking (PI 9), equal representation of women (PI 12) and coherence (PI 17), it failed to meet the required level, remaining close but in the yellow range. The performance indicator for knowledge and communication declined from “exceeds requirement” before the implementation of the Strategy to only “meets requirement” in 2020 and 2021.

83. UN-Women encouraged ECLAC to focus on the three remaining indicators that were rated as approaching the required level: financial resource tracking, equal representation of women, and coherence. UN-Women also encouraged ECLAC to improve on the gender architecture indicator, which declined after 2021.²⁶ ECLAC is well positioned to achieve full compliance in the current UN-SWAP 2.0 implementation period (2018–2022).
84. Despite important progress in the implementation of the ECLAC Gender Parity Action Plan, including (a) the implementation of several steps in the Human Resources Section recruitment process; (b) the launch in 2021 of the second ECLAC-wide gender capacity assessment; (c) the many mandatory online courses for all staff members, including “I Know Gender” and “Ethics and Integrity at the United Nations”, and for managers, “Diversity and gender mainstreaming”; (d) the introduction of flexible work arrangements; and (e) achieving 51% of female staff members at all levels (56% at the General Service level and 42% at the Professional level), there are still some difficulties in meeting the gender parity targets established by the Office of Human Resources (see figure 9).

Figure 9

Gender balance in all staff at ECLAC, by level, according to UN-SWAP 2.0 (2020–2022)



Source: ECLAC UN-SWAP 2.0 performance reports for 2020, 2021, 2022 and 2023.

85. Table 6 sets out the main achievements highlighted by UN-Women from the Commission’s UN-SWAP 2.0 reports from 2020, 2021 and 2022 containing the recommendations for improving performance.

²⁶ See ECLAC UN-SWAP 2.0 entity performance results [online] <https://www.unwomen.org/en/how-we-work/un-system-coordination/promoting-un-accountability/un-swap-results>.

Table 6
Response of UN-Women to ECLAC UN-SWAP 2.0 performance reports, 2020–2022

| | Achievements | Recommendations for improving performance |
|------|---|--|
| 2020 | <p>Updated strategy: Strategy for Gender Mainstreaming at the Economic Commission for Latin America and the Caribbean, 2020–2025. UN-Women applauds ECLAC on its new and enhanced strategy, which aims to reinforce the continued commitment of ECLAC to further strengthen the mainstreaming of gender perspectives into its programme of work and policy agenda, as well as in institutional and management practices in pursuit of sustainable development in the region.</p> <p>Strengthening the ECLAC gender architecture through the creation of the Gender Champions network. UN-Women particularly welcomes that this network of approximately 25 staff members from different parts of ECLAC has clear terms of reference focused mainly on advocacy and information sharing and providing advice and support on gender mainstreaming to senior management and staff in their respective divisions, sections and units.</p> | <p>Extend the implementation of gender equality markers and use tracking information to establish a financial benchmark for resources invested in gender equality and the empowerment of women across the organization. The new IPMR module in UMOJA enables an extended use of gender equality markers to track financial investments on gender equality and the empowerment of women.</p> <p>Establish a capacity development plan on gender equality and women's empowerment, informed by a gender capacity assessment.</p> <p>Increase efforts to improve the equal representation of women and men, particularly at the P4 level and above, using the implementation of the new Strategy for Gender Mainstreaming as an opportunity to fast-track progress towards gender parity.</p> |
| 2021 | <p>Further strengthening the ECLAC gender architecture in 2021, resulting in a rating of 'exceeds requirement' on Performance Indicator 11. UN-Women applauds ECLAC for conducting specialized training on gender mainstreaming for members of the Network of Gender Champions in order to support their work. We note that the training resulted in 50% of the gender champions developing individual work plans for implementation.</p> <p>Working towards building staff capacities for promoting gender equality and the empowerment of women (GEEW). UN-Women notes with satisfaction that in 2021, ECLAC conducted its second organization-wide survey to assess personnel knowledge, skills and attitudes in relation to gender equality and the empowerment of women.</p> | <p>Strengthen capacity development on GEEW, to ensure that all ECLAC staff members have the required knowledge and skills to integrate gender issues in the work they perform. UN-Women encourages ECLAC to establish a capacity development plan based on the results and findings of the capacity assessment conducted in 2021. This will significantly contribute towards enhancing the Commission's collective capacity to promote GEEW and an enabling environment, as well as to support managers in offering organizational direction towards the promotion of GEEW.</p> <p>Develop a communication plan that supports GEEW commitments.</p> <p>UN-Women notes that during 2021, ECLAC maintained the commitment of the Public Information Unit to include gender equality and the empowerment of women as an integral and important component of their work and knowledge production. UN-Women encourages ECLAC to strengthen this commitment and develop a communication plan that places GEEW as an integral component for all internal and external knowledge production and publications.</p> <p>Strengthen interagency linkages and share lessons learned, as well as best practices, by participating in a peer review with another reporting entity.</p> <p>UN-Women stands ready to assist ECLAC in finding an entity and preparing for this exercise.</p> |
| 2022 | <p>Enhancing Gender Policy Implementation (Indicator 6.12) ECLAC updated its action plan for the implementation of the United Nations System-wide Strategy on Gender Parity in 2022, covering the period 2023–2025. In addition, ECLAC advanced the implementation and roll-out of the strategy for gender mainstreaming.</p> <p>Improving organizational culture towards an enabling work environment (Indicator 13) ECLAC developed and implemented a guideline for Flexible Work Arrangements.</p> | <p>Implement a financial resource tracking mechanism for gender equality and women's empowerment in UMOJA, in line with the United Nations Data Standards for system-wide reporting of financial data (Indicator 9). In this regard, the CEB Finance and Budget Network has recently endorsed the Gender Equality Marker as a mandatory United Nations data standard with a transition period until December 2025.</p> <p>Promote equal representation of women and men (Indicator 12), particularly at the P4 level and above. Sustained and concerted organizational efforts are required to effectively implement the ECLAC action plan to achieve gender parity and the Secretary-General's System-wide Strategy on Gender Parity.</p> <p>Prioritize the integration of gender equality and women's empowerment as an integral part of the ECLAC Communication Plan (Indicator 16).</p> <p>Enhance interagency collaboration (Indicator 17) Participate in an UN-SWAP 2.0 peer review to share lessons learned, as well as best practices with another reporting entity.</p> |

Source: Prepared by the author on the basis of annual letters from UN-Women to Executive Secretary of ECLAC on UN-SWAP, 14 July 2021 and 11 October 2022.

86. Except for senior management, other ECLAC staff are not aware of any feedback on the response of UN-Women to the ECLAC UN-SWAP 2.0 performance report, nor are they aware of the recommendations for improvement proposed by UN-Women.

5.2 EFFICIENCY

FINDING 8: *Despite the Strategy not having a dedicated budget to achieve its results, ECLAC has been able to secure sufficient resources to support the implementation of the Strategy.*

87. The Strategy does not have a dedicated budget to achieve its results, nor can one be extracted from an analysis of the Commission's proposed annual budget, since its implementation is an issue that cuts across all work areas and subprogrammes. In general terms, the Commission has seen a slight increase in its regular budget in 2020 and 2021, from US\$ 57.2 million to US\$ 58.397 million (see table 7), contrasting with the considerable reduction in extrabudgetary resources owing to the restrictions imposed by the pandemic, from 147 projects funded in 2020 to only 36 in 2021.²⁷ These figures show that, over the past decade, there has been a downward trend in the number of projects financed with extrabudgetary resources, owing mostly to the global trend of redirecting the main funding flows for development cooperation initiatives to other geographical areas, since most Latin American and Caribbean countries are categorized as middle-income economies, despite the significant structural development gaps that they still face.

Table 7
Evolution of ECLAC financial resources
(Thousands of dollars)

| | 2020 | 2021 | 2022 |
|---|--------|--------|--------|
| Regular budget | 57 020 | 58 397 | 57 969 |
| Development account | 1 997 | 2 965 | 1 750 |
| Regular programme of technical cooperation | 5 348 | 3 695 | 4 062 |
| Grants and donor agreements | 6 550 | 8 654 | 13 911 |
| Grants and donor agreements by theme | 147 | 36 | 33 |
| Number of projects financed with extrabudgetary resources | | | |
| Grants and donor agreements by development partner | 147 | 36 | 33 |
| Number of projects financed with extrabudgetary resources | | | |

Source: Prepared by the author on the basis of the Reports on the activities of the Commission of 2020, 2021, 2022 and 2023.

88. Revised extracts from the annual budget of subprogramme 5 related to gender equality and women's autonomy in the region show a progressive increase in the regular budget and a recovery in the number of projects to be implemented with extrabudgetary funds by 2021, following a steep decline in 2020 (see table 8).

Table 8
Evolution of financial resources of subprogramme 5
(Thousands of dollars)

| | Programme of work | Proposed budget 2021 ^a (expenditure) | Proposed budget 2022 ^b (expenditure) | Proposed budget 2023 ^c (estimate) | Proposed budget 2024 ^d (estimate) |
|-----------------------|--|--|--|---|---|
| Regular budget | Gender equality and women's autonomy in the region | 1 062.2 | 1 257.6 | 1 300.6 | 1 250.8 |
| Extrabudgetary | | 541.2 | 394.5 | 455.3 | 929.2 |

Source: Prepared by the author on the basis of the ECLAC Proposed programme budgets for 2020, 2021, 2022 and 2023.

^a See [online] https://www.cepal.org/sites/default/files/static/files/a_74_6_sect_21_from_ods_1.pdf.

^b See [online] [online] https://www.cepal.org/sites/default/files/static/files/a_75_6sect.21_e.pdf.

^c See [online] https://www.cepal.org/sites/default/files/static/files/a_76_6sect.21_e_0.pdf.

^d See [online] https://www.cepal.org/sites/default/files/static/files/a_77_6_sect_21_eclac_official_ppb2023.pdf.

²⁷ ECLAC Reports on the activities of the Commission of 2020 and 2021.

89. Extrabudgetary resources for subprogramme 5 in 2022 were estimated at \$455,700, to be used mainly for the following: (a) to generate knowledge, expand the scope and improve the quality of data on gender statistics and indicators; (b) to provide technical assistance for the development policies that promote gender equality; and (c) to mainstream the gender perspective into the entire extrabudgetary portfolio. The subprogramme gave special attention to incorporating gender equality into the design of care, trade, fiscal and financial policies; emerging challenges in the world of work for women's economic autonomy and gender equality; the gender dimension in proposals for inclusive, sustainable and smart cities; and the lasting impact of the COVID-19 pandemic on women.
90. In 2023, extrabudgetary resources were planned to provide for four local posts, as well as for non-post needs. The resources would be used mainly to carry out activities aimed at moving towards fairer care economies and societies, contributing, with new evidence, analysis and policy dialogue, to a gender-responsive, transformative, sustainable and just economic recovery in Latin American and Caribbean countries. Knowledge creation would be fostered and gender-related data in statistics and indicators would be expanded, while the quality of technical assistance provided for gender equality policy promotion would be improved.²⁸
91. On the bilateral front, the Spanish Agency for International Development Cooperation (AECID) is the main organization that has continued to support ECLAC on key thematic issues related to gender equality, planning and public management, for the implementation of the 2030 Agenda for Sustainable Development, the promotion of fiscal policies, and the implementation of the Comprehensive Development Plan for El Salvador, Guatemala, Honduras and south-southeast Mexico.
92. GIZ has also consolidated a strategic alliance with ECLAC to achieve progress towards the fulfilment of Sustainable Development Goal 5 on gender equality. One activity that contributed significantly to the development of capacities in the different ECLAC divisions in relation to the incorporation of the gender approach in their work was a course for project members who worked on the "Inclusive, Sustainable and Smart Cities" project (2020–2022). This course is now available online for the whole region. In parallel and in the spirit of promoting the mainstreaming of the gender approach in all projects, the project for Regional Cooperation for the Sustainable Management of Mining Resources in the Andean Countries (MinSus) and the ECLAC Natural Resources Division have bolstered the development and promotion of gender policies in the mining sector. Since 2019, the cooperation between ECLAC and the Regional Cooperation Program has resulted in the development and implementation of the Gender Guidelines for the Mining and Energy Sector, fostered by the Ministry of Mines and Energy in Colombia, the first policy that promotes gender equality in the mining sector in the Andean region.²⁹ GIZ has also funded the Urban and Cities Platform of Latin America and the Caribbean to monitor the implementation of the urban dimension of the 2030 Agenda, the New Urban Agenda and the Regional Action Plan for the implementation of the New Urban Agenda.³⁰
93. At the same time, ECLAC has continued to diversify its partnerships and build bridges with the private sector and non-profit organizations. In 2020, a project financed by the Open Society Foundations was launched, which promotes gender mainstreaming in public fiscal, trade and care policies in Latin America, in particular in the context of the COVID-19 pandemic. In 2021, a new project was also launched with the Wellspring Philanthropic Fund to advance women's rights and autonomy for a transformative economic recovery in Latin America.

²⁸ United Nations, "Proposed programme budget for 2023" (A/77/6 (Sect. 21)), 2022, p. 98.

²⁹ See [online] <https://www.cepal.org/en/cooperation-topic/gender>.

³⁰ See [online] <https://plataformaurbana.cepal.org/en>.

The ECLAC gender architecture

FINDING 9: *A solid and institutionalized gender architecture whose achievements have declined owing to weak support for Gender Champions and insufficient operationalization of an action plan and indicators for assessing progress on gender mainstreaming in line with the activities identified in the programme of work.*

94. Heterogeneous is the word that best describes the ECLAC gender architecture. It is composed of senior management, the Division for Gender Affairs, the gender task force, the departmental focal point for women and the Gender Champions.
95. The group coordinating the implementation of the strategy is composed of the Office of the Executive Secretary, the Division for Gender Affairs, the Programme, Planning and Operations Division and the Human Resources Section.
96. The gender task force included in the ECLAC gender architecture is considered an important tool for implementing the Strategy. It was established in 2019 and is composed of the Deputy Executive Secretary for Management and Programme Analysis, representatives of the Division for Gender Affairs and the Programme Planning and Evaluation Unit, the Chief of Human Resources, the UN-SWAP 2.0 focal point, the departmental focal point and a representative from the Office of the Executive Secretary. During the time it was active, it enabled small groups to work on specific topics: some worked on communication and dissemination issues, and others on internal training, conferences and publications. Through semi-structured interviews and focus groups, respondents agreed that this way of working made the workload more manageable, and gender mainstreaming became an issue in which many people were involved, motivation was high, and staff were willing to participate and took ownership of results. One interviewee reported that the gender task force currently operates informally.
97. During the first year of implementation of the Strategy, the Division for Gender Affairs participated in the strategic planning meetings of all divisions, including a segment to discuss questions related to gender mainstreaming. Gender Champions were present in the strategic planning meeting as mere observers of the process. For the second year of the implementation of the Strategy, it was foreseen that Gender Champions would play a more active role and participate actively in the planning process of each division to mainstream gender, but owing to the transition period for high-level positions, a change in methodology and the new priorities of the new Executive Secretary, this was not possible. The evaluation also found that direct questions³¹ on gender mainstreaming are no longer posed in the strategic planning meeting. Gender Champions are not present in division planning sessions and the question of how to follow up on the Strategy was left hanging.
98. The Gender Champions network has been a very interesting and relevant initiative, which began operating in July 2020, six months ahead of the launch of the current Strategy for Gender Mainstreaming, and was very well received by both staff in general and those involved in UN-SWAP 2.0 reporting. It is composed of diverse staff from each of the divisions, some with ample experience and others with little or no background in gender mainstreaming, but who are attracted by the subject and want to know and learn more, including personnel of different professional categories (Professional and General Service). Of the total 25 Gender Champions named at the beginning of the network's creation, nearly all were women, with the exception of 3 men.
99. Furthermore, the fact that, in the year that the Gender Champions network was established, different actions were undertaken to make the network fully operational, including training on gender mainstreaming and gender parity and holding a couple of meetings, was considered an important achievement and a sign of the organization's commitment to gender mainstreaming. During the interviews and focus groups with the Gender Champions, it was reported that, with the onset of the

³¹ By direct questions, the evaluator means questions on how gender mainstreaming and strategy are applied in each of the divisions.

COVID-19 pandemic, everything came to a standstill and there were no more meetings or training sessions. Many focal points left their functions but were not replaced, and the list of Gender Champions was not updated until this evaluation was carried out.

100. Moreover, interviewees acknowledged that there had been challenges in having it recognized that being a Gender Champion is an integral part of the work to be done rather than an additional task, despite the fact that the Terms of Reference for Gender Champions in the Strategy specify that “the Gender Champions should have a clearly defined scope of action including a specific time allocation to their gender functions (no less than 20% of their time) and this work clearly reflected in their annual e-performance plans”. Although this may seem counterintuitive, it makes perfect sense, as gender mainstreaming should be automatic in any work programme.
101. Lack of guidance from the steering committee³² of the Gender Champions network, lack of time, experience and knowledge among the Gender Champions on how to mainstream gender, and lack of financial resources were some of the reasons given by the Gender Champions interviewed as to why the Gender Champions network has not maintained its level of success or steady work through the implementation period of the 2020–2025 Strategy. An example is the implementation of action plans only in the first year of the period. Subsequently, only the ECLAC subregional headquarters in Mexico has continued to carry out this work; the rest of the divisions and staff have not, mainly because no one has asked them to.

5.3 COHERENCE

FINDING 10: *The siloed way of working at ECLAC hinders the implementation of the Strategy but there are good examples of cooperative work and harmonizing of gender mainstreaming efforts.*

102. ECLAC has always been characterized by siloed work, with a vertical structure and a lack of interdivisional work.³³ The Strategy has not changed this working structure, but it has been noted that during the implementation period of the Strategy, coordinated work within ECLAC has become more present and visible. Of the survey respondents, 32.43% agreed that the Strategy’s implementation had enabled ECLAC to strengthen and formalize joint implementation of planning and coordination to cover all strategic areas and expected results, without duplication of efforts; and 33.78% had no opinion regarding this statement (they neither agreed nor disagreed with it).
103. The siloed working method of ECLAC hinders the implementation of gender mainstreaming, but staff appreciated the opportunities for interdivisional exchanges between the Division for Gender Affairs and other divisions (such as in the areas of trade, taxation or finance). An example of a good practice has been the joint work on the Social Panorama of Latin America and the Caribbean,³⁴ a flagship publication prepared collaboratively by four divisions with strong gender mainstreaming, which, although not without difficulties in its preparation, demonstrates how to work cooperatively and harmonize efforts.
104. In the ECLAC draft programme budget for 2022, the International Trade and Integration Division reported that “during 2020, the subprogramme held several technical capacity-building activities and other events specifically tailored to the empowerment of women in trade, logistics and regional integration. Activities were carried out in close coordination with the ECLAC Division for Gender Affairs,

³² “The network’s coordination will be led by a steering committee, under the overall supervision of the Executive Secretary and the direct supervision of the Deputy Executive Secretary for Management and Programme Analysis, comprised by a chair, a representative from the Division for Gender Affairs, a representative from the Office Executive Secretary, a representative from the Office of the Deputy Executive Secretary for Management and Programme Analysis and the institutional Departmental Focal Point for Women” (*Strategy for Gender Mainstreaming at the Economic Commission for Latin America and the Caribbean (ECLAC), 2020-2025*, p. 51).

³³ See [online] <https://www.cepal.org/en/about/history-eclac>.

³⁴ See [online] <https://www.cepal.org/en/publications/type/social-panorama-latin-america-and-caribbean>.

the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), Latin American and Caribbean women’s associations active in trade, shipment and logistics, and other civil society actors. Two high-level webinars were organized to analyse what impact COVID-19 is having on women workers and how new opportunities that emerge from the digitalization of trade and logistics are changing the industry and offering opportunities to support gender equality”. In 2023, under the same subprogramme 1, ECLAC reported having developed a methodology to measure women’s participation in the export sector and provided governments with technical assistance on the relationship between gender and trade.³⁵

FINDING 11: *The lack of clarity among ECLAC staff about who leads the implementation of the Strategy and who is responsible for overseeing and coordinating its implementation demonstrates a lack of leadership and accountability.*

105. The interviews conducted unanimously confirmed that there is a misconception, in that most of the Commission’s staff believe that the Division for Gender Affairs is responsible for leading and implementing the Strategy, and therefore for preventing duplication of efforts across its divisions and providing mechanisms to coordinate work. In this regard, the Strategy clearly states the following:

“ECLAC senior management is the final responsible for the successful implementation of gender mainstreaming in the framework of ECLAC mandate and for ensuring that its policies and programmes are aligned towards its goals and timelines for achieving gender equality”.

106. The interagency community of practice on gender equality has been the most unknown tool of this Strategy. None of the documents reviewed reflect its remit and none of the key informants interviewed know how it works, who is part of it or how often its meetings are held. The evaluation found that only one senior official from the Division for Gender Affairs has been participating and involved in the inter-institutional community of practice on gender equality. Information on content, results and outputs has not been shared with other ECLAC staff, Gender Champions or the gender focal point. Everything is concentrated in the Division for Gender Affairs, which is the division that interacts with colleagues working in gender equality organizations in sister agencies of the United Nations. Being able to participate virtually in these communities of practice has raised the profile of the Division for Gender Affairs and fostered connection with peers.

5.4 CROSS-CUTTING ISSUES

FINDING 12: *The Strategy succeeds in integrating inclusion, participation and human rights considerations and is aligned with and seeks to contribute to the Sustainable Development Goals. However, there is no mention of disability inclusion or environmental considerations.*

107. **Disability, inclusion, environmental and human rights considerations.** In broad terms, the Strategy incorporates considerations related to inclusion, participation and human rights as main guiding principles. Specifically, the Strategy states that:

³⁵ ECLAC Report on the activities of the Commission, 2022 (LC/PLEN.37/4), Santiago, 2023.

“The ultimate aim is for the implementation of this Strategy to be undertaken in a participatory and inclusive process, to both, ensure the voices of all are heard and incorporated and to increase the efficiency of the process through co-creation and mutually valued commitment and goals”.

108. Considerations of human rights and inclusion are embedded in the Strategy, since all of the Commission’s work relates to human rights and the topic is naturally incorporated. Specifically, the Strategy includes the following guiding principles: equity, non-discrimination, participation, inclusion, coordination and complementarity, among others.
109. With regard to disability considerations, it has to be mentioned that ECLAC has had a Strategy for Disability Inclusion (CEPALDIS) since 2021, which is designed to cover the period 2021–2025 and aligns with the United Nations Disability Inclusion Strategy (UNDIS). The Commission is implementing inclusive and comprehensive measures regarding accessibility, security and improvements in audiovisual technology in conference rooms, reasonable adaptation of office spaces and furniture, and access to employment opportunities for persons with disabilities, to facilitate their full participation in the daily work of the Commission, with a view to further advancing their inclusion and ensuring the full realization of their rights.
110. CEPALDIS was drafted after the Strategy for Gender Mainstreaming and has therefore had less time to permeate the collective imagination of the organization. Although its design was participatory, the Division for Gender Affairs did not participate to support gender mainstreaming. An external consultancy, specialized in disability issues, was hired to support the process of reflection and development for CEPALDIS.
111. There are some similarities between the implementation of CEPALDIS and the implementation of the Strategy for Gender Mainstreaming, as focal points were requested to follow up on it in each division. Some gender focal points are also disability inclusion focal points. Three disability inclusion focal points have been invited to take part in the United Nations working group on gender and disability. In the subsidiary bodies, persons with disabilities have been included. As with the Strategy for Gender Mainstreaming, no financial resources have been approved for the implementation of CEPALDIS, but a partnership has been established with Fundación ONCE, which could enable collaboration in its implementation.
112. In 2020, it was reported that, under subprogramme 5 of the ECLAC programme of work, research was conducted on the impact of the COVID-19 pandemic on the exercise of the rights to social protection, health, education and work for persons with disabilities in the region. More recently, the Human Resources Section has offered sign language courses at ECLAC headquarters in Santiago and online. A sign language course was delivered at the ECLAC subregional headquarters in Mexico as part of its capacity-building and outreach work and the Commission has inaugurated a new editorial line with the launch of its first publication accessible to the visually impaired.³⁶
113. In terms of environmental considerations in the Strategy and its implementation, the findings are in line with those for disability considerations. Environmental issues are seen as very incipient and while there are certain projects that measure carbon emissions or take into account the environmental footprint, many of the interviewees are not aware of how these considerations are taken into account in the Strategy for Gender Mainstreaming.

³⁶ See [online] <https://www.cepal.org/en/news/eclac-inaugurates-new-editorial-line-launch-its-first-publication-accessible-visually-impaired>.

114. **SDG considerations.** The Strategy for Gender Mainstreaming is aligned with and seeks to contribute to the SDGs, in particular Goal 5 and its targets (see figure 10). In 2017, the Gender Equality Observatory for Latin America and the Caribbean prepared a concept note with a proposal for mainstreaming gender equality in the SDGs that was included in the text of the Strategy to better facilitate the incorporation of the gender perspective into the ECLAC programme of work.

Figure 10
Gender mainstreaming at ECLAC and the Sustainable Development Goals



Source: ECLAC, Equality and women's autonomy in the sustainable development agenda (LC/G.2686/Rev1), Santiago, 2016.

6. GOOD PRACTICES AND LESSONS LEARNED

115. **Good practice 1.** The ECLAC subregional headquarters in Mexico has been selected as an example of good practices, not only because of its unconditional dedication to incorporating the gender perspective into its annual action plan, activities and actions but also because of its commitment to everything related to the promotion of gender equality and the system-wide strategy on gender parity.
116. The subregional headquarters in Mexico has had a gender focal point since the design phase of the Strategy for Gender Mainstreaming, whose work has been included in the day-to-day life of the organization. Senior management were involved in the work and e-performance of the gender focal point, and 60% of the time of the focal point was allocated for gender mainstreaming (40% more than stipulated in the Terms of Reference of the ECLAC Network of Gender Champions included in the Strategy), which shows that gender mainstreaming work is valued and considered to be an objective to be fulfilled.
117. A Gender Committee was established, composed of unit heads, a communications officer, a research coordinator, a representative of the Agricultural Unit and the gender focal point. The initial idea was to maintain gender balance among the members of the Committee and rotate membership annually, but rotation was only implemented during the first year. One of the tasks of the Gender Committee is to receive, approve and share with the entire office the revised draft annual action plan for gender mainstreaming, with each unit having previously worked on setting objectives and indicators, which is then used to write the annual report that is sent to ECLAC headquarters. In this way, everyone takes ownership of the actions to be carried out and results to be achieved, while gender mainstreaming is not seen as something added to the work of staff but rather as a substantial part of it.
118. This systematic work is shared annually with headquarters, even though only the action plan was required in the first year of the Strategy.
119. It is also worth noting that the gender focal point was trained at the beginning of the implementation period of the Strategy, which added knowledge and tools for proper implementation. The support received by ECLAC headquarters in Santiago in the early years is valued as positive, as it also ensured proper quality management, with an official channel for formal reporting.
120. **Good practices 2.** As part of the political commitment to promoting gender equality in the region, over the past 45 years, at the Regional Conference on Women in Latin America and the Caribbean, governments agreed on a broad, progressive and comprehensive Regional Gender Agenda,³⁷ making it the only region in the world with an Agenda that guides countries' public policies to achieve gender equality in law and in practice, guaranteeing women's rights and autonomy and providing proposals to overcome the structural challenges of inequality.
121. The Regional Gender Agenda incorporates the commitments adopted by the governments gathered at the Regional Conference on Women in Latin America and the Caribbean³⁸ and draws on the capacity, strength, and creativity of the women of Latin America and the Caribbean and the contributions of women's and feminist movements in the region. The Regional Gender Agenda is closely linked to the 2030 Agenda in setting the course for sustainable development with gender equality.

³⁷ See Regional Gender Agenda [online] <https://www.cepal.org/en/subsidiary-bodies/regional-conference-women-latin-america-and-caribbean/regional-gender-agenda>.

³⁸ See [online] <https://www.cepal.org/en/subsidiary-bodies/regional-conference-women-latin-america-and-caribbean>.

122. **Good practice 3.** The publication of the *Social Panorama of Latin America and the Caribbean 2023: Labour Inclusion as a Key Axis of Inclusive Social Development*, which includes the latest data available on poverty, inequality and social spending in the region, is a case of good practices on coordinated work among the divisions of ECLAC and how to incorporate the gender perspective into the ECLAC programme of work. Specifically, the Division for Gender Affairs worked collaboratively with the Social Development Division, the Statistics Division, the Latin American and Caribbean Demographic Centre (CELADE)-Population Division and the Documents and Publications Division in the preparation of this document.
123. **Lessons learned.** In the period in which there was strong institutional leadership, coordination of actions and training of gender focal points and Gender Champions, the Strategy obtained very positive results in strategic areas B and C; therefore, good coordination, assignment of tasks and periodic meetings will keep the Strategy alive and the achievement of its objectives and results will be possible within the established time.
124. Motivated and engaged staff also provide great results.
125. Although the annual plan of activities and measures that incorporate a gender perspective into the work programme of each division can be considered a burden, it is needed to strengthen and update the implementation of the Strategy.
126. Cross-divisional work is a challenge; to make the leap from conceptualization to actual implementation, the Strategy must be truly integrated into daily work. All divisions must respond in a similar way and understand the same thing, albeit from different perspectives.
127. Convening meetings to discuss gender mainstreaming and gender equality, learning from each other's experience, internalizing difficulties and raising awareness is essential for achieving objectives.

7. CONCLUSIONS

128. **Conclusion 1.** ECLAC thinking on gender-related issues is structural and progressive. There is a systematic effort on the part of ECLAC to advance gender mainstreaming and it should be noted that ECLAC is the only Economic Commission of the United Nations that has elevated the status of gender issues through the establishment of a gender affairs division, which demonstrates the institutional commitment that exists in this regard. It is also worth noting that Latin America and the Caribbean is the only region in the world that has a Regional Conference on Women, which has been working for 45 years on gender equality and women's empowerment. There has been a great commitment and great results, but in a context of change of leadership and cascading crises (COVID-19, the conflict in Ukraine and inflation), not everyone feels that sufficient efforts have been made to continue implementing the Strategy for Gender Mainstreaming at the same level.
129. **Conclusion 2.** The institution has continued to work to put gender equality and the care society at the top of the international agenda, but internally there has been an imbalance between reality and planning. The new leadership and positioning with regard to gender issues seems to be more focused on a strategic vision than on concrete activities and is leading to a change in working methods and the management of gender mainstreaming, which has led to a relaxation in the implementation of the Strategy, as senior management are ultimately responsible for its successful implementation within the framework of the ECLAC mandate.
130. **Conclusion 3.** The work carried out on promoting gender equality in the region, generating knowledge and disseminating results (strategic area A of the Strategy) is notable, even though in the productive, economic and fiscal areas, some shortcomings have been detected and no specific financial resources are allocated to the Strategy.
131. **Conclusion 4.** The Strategy is considered relevant at all levels, though there is a lack of familiarity with its implementation process for newcomers and for those who are not Gender Champions, which hinders gender parity and mainstreaming efforts.
132. **Conclusion 5.** Strategic areas B and C (gender mainstreaming in the ECLAC programme of work and institutional commitment to achieving gender equity) have become less effective over time, as the different mechanisms that make up the gender architecture have become almost totally inactive.
133. **Conclusion 6.** The barriers identified to effectively implementing the Strategy include the following: (a) a resistance to or a lack of understanding of gender-inclusive language; (b) the divisions work in silos; (c) uncertainty on work procedures related to gender mainstreaming; and (d) a lack of knowledge on gender-related issues.
134. **Conclusion 7.** The challenges that are pending with regard to achieving the proposed results within the implementation period include improved coordination, concrete and specific leadership and the revitalization of the Gender Champions network. Otherwise, other priorities and emergencies will emerge and there is a risk that interest will decline due to lack of proper follow-up.
135. **Conclusion 8.** The Commission's most recent recruits are unaware of the existence of the Strategy, and many of those who have been with ECLAC longer are also unaware of who is in charge of implementing it. The most recently selected Gender Champions are unaware of the existence of any terms of reference for carrying out their work or of the exact tasks to be performed, nor have they received any training or participated in any meetings in more than a year and a half. Operationally, the Gender Champions reported isolation and a heavy workload that could have been overcome if motivation and follow-up in the implementation of the Strategy had improved. The support provided by the Division

for Gender Affairs and their responses to specific demands have been positively valued throughout this period by respondents and interviewees, as well as by the Office of the Executive Secretary, but this is not considered sufficient for the proposed objectives to be achieved.

136. **Conclusion 9.** The evaluation found that there is a lack of capacity in the divisions and the institution is coasting on the successes of the work done during the period of implementation of the Strategy for Mainstreaming Gender at the Economic Commission for Latin America and the Caribbean, 2013–2017.
137. **Conclusion 10.** The evaluation therefore concludes that there is a need for a high-level signal that permeates down through the Commission to reaffirm the institutional commitment to achieving gender equality within ECLAC and to reaffirm political leadership in order to position gender equality and women's empowerment at the highest level in all areas of the political agenda. Removing uncertainty regarding the effectiveness of the new management model imposed by the new Executive Secretary and capacity to adapt to the new reality will be key to continue implementing the Strategy and achieving its expected results.

8. RECOMMENDATIONS

138. Following are the recommendations of the assessment, based on the findings and conclusions.

Recommendation 1: A clear message or declaration from the Executive Secretary recalling the commitment that ECLAC has, both externally and internally, to mainstream gender into all its actions and activities, while announcing the relaunch of the gender task force and the Gender Champions network, is highly recommended. Notice should also be issued of any changes to the work methodology for achieving the objectives proposed in the Strategy.

Priority: High

Area: Effectiveness

Link to findings: 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11 and 12

Recommendation 2: Reassert that the final responsibility for the successful implementation of the Strategy for Gender Mainstreaming, 2020–2025 in the framework of the ECLAC mandate lies with the senior management of the Commission.

Priority: High

Area: Effectiveness and coherence

Link to findings: 1, 2, 3, 4, 5, 6, 7 and 11

Recommendation 3: Make the Strategy actionable, either by resuming the development of annual action plans or through another instrument to guide division chiefs, Gender Champions and the gender focal point.

Priority: Intermediate-high

Area: Efficiency and coherence

Link to findings: 9 and 11

Recommendation 4: Widely disseminate the terms of reference of the ECLAC Gender Champions included in the Strategy, highlighting the added value of this function and requesting division chiefs to allocate a specific amount of time to their gender functions and clearly reflect this in Gender Champions' annual e-Performance plans. It would be also important to include aspects related to their participation in the strategic planning processes of their respective divisions, as well as the training and capacity development activities in which they must participate and the deliverables they must share.

Priority: High

Area: Efficiency and coherence

Link to findings: 9 and 10

Recommendation 5: Revive and update not only the Gender Champions Network but the whole gender architecture: gender task force, gender focal point and interagency community of practice on gender equality.

- (a) Establish more frequent meetings to touch base, share information and include information received from different offices, not only from ECLAC headquarters.
- (b) Share the Gender Champions' terms of reference with all components of the gender architecture, considering the workload that this may entail and analysing what has worked and what has not worked in the architecture.
- (c) Establish occasional brown bag meetings to informally meet and share knowledge and expertise on gender-related issues.

Priority: *Intermediate-high*

Area: *Effectiveness, efficiency and coherence*

Link to findings: *5, 7, 8, 9, 10 and 11*

Recommendation 6: Create an explicit space for coordination between the directors of the different divisions, the Office of the Executive Secretary, the Programme Planning and Operations Division, the Human Resources Section and the Division for Gender Affairs to move away from working in silos, encourage interdivisional work, promote synergies between divisions and help identify specific issues or areas that need work or greater attention to achieve the objectives set out in the Gender Mainstreaming Strategy.

Priority: *High*

Area: *Effectiveness, efficiency and coherence*

Link to findings: *4, 5, 7, 10 and 11*

Recommendation 7: Create a gender equality week to dive deep into the Commission's substantive work on gender-related issues, gain a unique and detailed overview of the Strategy—including its implementation status—and equip staff members with practical knowledge on gender-related matters. The activities during this week could include (and not be limited to): (a) meetings to share ideas (virtual and/or in-person); (b) provision of resources to help mainstream gender and learn more about gender issues; (c) gender parity awareness training for everyone, in support of the ECLAC mandate, and to promote understanding of the concepts of gender mainstreaming and gender parity; and (d) dedicated time to complete the "I know gender" and "Ethics and Integrity at the United Nations" training and any other United Nations training on gender-related issues.

Priority: *Intermediate-high*

Area: *Effectiveness and efficiency*

Link to findings: *3, 5, 8 and 9*

Recommendation 8: Include in the onboarding process for new staff, as an identifying feature of the organization, an obligation to sign a statement attesting to having read and understood the work to be done in the framework of the Strategy for Gender Mainstreaming and a document reporting on the progress made in this area. In this way, newcomers are not only made aware of the progress made so far in gender mainstreaming and gender equality, but also of the relevance of continuing to include it in their daily work.

Priority: *High*

Area: *Effectiveness*

Link to findings: *2, 3, 5 and 11*

9. ANNEXES

| | |
|---------|--|
| ANNEX 1 | SCORECARD ON GENDER MAINSTREAMING STRATEGY INDICATORS |
| ANNEX 2 | EVALUATION MATRIX |
| ANNEX 3 | LIST OF SELECTED PERSONS INTERVIEWED INDIVIDUALLY OR IN FOCUS GROUPS |
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ANNEX 1

SCORECARD ON GENDER MAINSTREAMING STRATEGY INDICATORS

Missing

Approaches

Meet

Exceeds

| Expected results | Strategy indicators | Targets | Mid term evaluation | Comments | UN SWAP 2.0 performance indicators | UN SWAP 2.0 Report 2020 | UN SWAP 2.0 Report 2021 | UN SWAP 2.0 Report 2022 | |
|--|--|---|---|--|--|-------------------------|-------------------------|-------------------------|--|
| A.1 LEADERSHIP | | | | | | | | | |
| A.1.1 Internal and public communications include key messages that promote gender equality and women's autonomy. | (i) Public presentations or equivalents delivered by ECLAC's Executive Secretary and Deputy Executive Secretaries convey clear vision and messaging on how to realise ECLAC's commitments towards achieving gender equality and autonomy of women. | At least 5 ECLAC public presentations or equivalents (other than a speech on International Women's Day) by ECLAC's Executive Secretary and Deputy Executive Secretaries convey strong messaging on gender equality and women's autonomy. | | | PI 7: Leadership PI8: Gender-responsive performance management. | | | | |
| | (ii) Discussions in town hall meetings and the annual senior management retreats include reference to gender equality and autonomy of women in their agenda. | All townhall meetings and annual senior management retreats systematically include at least one agenda item that addresses issues relating to gender equality and women's autonomy. | | | | | | | |
| | A.1.2 Senior managers are actively engaged in the implementation and monitoring of the Gender Mainstreaming Strategy. | (i) Senior managers review progress against the UN- SWAP performance on at least an annual basis. | At least one annual meeting held where senior managers engage in the ECLAC Gender Mainstreaming Strategy and UN-SWAP progress review. | | | | | | |
| | | (ii) Mechanisms are in place to ensure Senior Managers' work plans are aligned with the Gender Mainstreaming Strategy. | Senior manager's annual work plans include gender specific goals. | | | | | | New senior staff recently recruited are not aware of the Strategy. |
| A.2 MAINSTREAMING A GENDER PERSPECTIVE IN ECLAC POLICY DIALOGUE AND INTERGOVERNMENTAL MEETINGS | | | | | | | | | |
| A.2.1 A gender perspective is incorporated into the session(s) of the Commission, which will contribute to meeting SDG targets from a gender equality perspective. | (i) The session(s) of the Commission include outcomes and/or commitments related to gender equality and the autonomy of women, which will contribute to meeting SDG targets from a gender equality perspective. | 3 of the ECLAC sessions held between 2020 and 2025 include at least one outcome or commitment related to gender equality and the autonomy of women besides the resolution related to the Regional Conference on Women, which will contribute to meeting SDG targets from a gender equality perspective. | | | PI 6: Policy. | | | | |
| | (ii) Position papers presented at the session(s) of the Commission include sex- disaggregated statistics and gender-based analysis. | 3 position papers presented at the sessions during the five years that the Strategy will be implemented. | | | | | | | |
| | (iii) Gender balance in panels and among speakers of the session(s) of the Commission is achieved. | Gender parity is achieved in at least 70% of the panels of the session(s) of the Commission. | | Nearly there but still some reluctancies to get gender balance speakers. | | | | | |

A. Political Commitment to promoting gender equality in the region

| Expected results | Strategy indicators | Targets | Mid term evaluation | Comments | UN SWAP 2.0 performance indicators | UN SWAP 2.0 Report 2020 | UN SWAP 2.0 Report 2021 | UN SWAP 2.0 Report 2022 |
|---|---|---|---------------------|--|------------------------------------|-------------------------|-------------------------|-------------------------|
| | | | | | | | | |
| A.2.2 ECLAC subsidiary bodies and intergovernmental meetings incorporate a gender perspective, which will contribute to meeting SDG targets from a gender equality perspective. | (i) Thematic documents and position papers produced for the subsidiary bodies and intergovernmental meetings of ECLAC, and the Forum of the Countries of Latin America and the Caribbean on Sustainable Development include sex-disaggregated statistics and gender-based analysis. | 4 | | Not enough information to assess this indicator | | | | |
| | (ii) The outcome documents produced for the conferences and meetings of the subsidiary bodies of ECLAC include references and reflect commitment to gender equality and women's autonomy. | 2 | | Not enough information to assess this indicator | | | | |
| | (iii) Gender balance in panels in subsidiary bodies and intergovernmental meetings of ECLAC and the Forum of the Countries of Latin America and the Caribbean on Sustainable Development. | Gender parity is achieved in at least 70% of the panels of the subsidiary bodies and main intergovernmental meetings. | | | | | | |
| A.3 KNOWLEDGE GENERATION AND DISSEMINATION | | | | | | | | |
| A.3.1 Knowledge on gender equality and women's autonomy is systematically documented and widely disseminated. | (i) Percentage of ECLAC publications that include gender-based analysis and sex-disaggregated statistics. | (a) 50% of annual flagships include a gender analysis of the subjects covered and utilise sex-disaggregated statistics. (b) At least 25% of the main publications of ECLAC (institutional books), Libros de la CEPAL (ECLAC books) and CEPAL Review) include a gender-based analysis and sex-disaggregated statistics and/or highlight the need for more information in cases where these statistics do not exist. | | UN WOMEN encourages ECLAC to prioritize the integration of gender equality and women's empowerment as an integral part of ECLAC's communication planned And enhance inter-agency collaboration (Indicator 17). Participate in a UNSWAP peer review to share lessons learnt, as well as best practices with another reporting entity. | PI 16: Knowledge and Communication | | | |
| | (ii) Login sessions to the Gender Equality Observatory for Latin America and the Caribbean. | 20% increase in the number of sessions to the Gender Equality Observatory for Latin America and the Caribbean. | | Not enough information to assess this indicator. | | | | |
| | (iii) Downloads of the position documents of the Regional Conference on Women in Latin America and the Caribbean. | 10% increase in the number of downloads of the position document(s) of the Regional Conference on Women in Latin America and the Caribbean. | | Not enough information to assess this indicator. | | | | |
| | (iv) ECLAC is actively involved in an inter-agency community of practice on gender equality and the autonomy of women. | ECLAC is actively involved in at least two inter-agency communities of practice on gender equality and the autonomy of women. | | | | | | |

| A. Political Commitment to promoting gender equality in the region | Expected results | Strategy indicators | Targets | Mid term evaluation | Comments | UN SWAP 2.0 performance indicators | UN SWAP 2.0 Report 2020 | UN SWAP 2.0 Report 2021 | UN SWAP 2.0 Report 2022 | | |
|--|--|---|---|---|---|---|-------------------------|-------------------------|-------------------------|--|--|
| | A.3.2 Incorporating a gender perspective into ECLAC's platforms and toolkits to strengthen regional capacity to achieve the 2030 Agenda for Sustainable Development with a gender perspective. | (i) Number of innovative platforms or toolkits that available incorporate a gender perspective while measuring impacts of policies in the region towards the achievement of the Sustainable Development Goals. | Integration of a gender perspective into at least 3 innovative platforms or toolkits to strengthen the capacity of the region to achieve the 2030 Agenda for Sustainable Development. | | Not enough information to assess this indicator. | | | | | | |
| B. Incorporating the gender perspective into the ECLAC programme of work | B.1 POLICY DEVELOPMENT AND STRATEGIC PLANNING | | | | | | | | | | |
| | B.1.1 Policies are developed on gender equality and women's autonomy. | (i) Updated policies and plans on gender equality and women's autonomy, including the equal representation of women, are developed. | By 2020, the Executive Secretary launches the revised ECLAC Gender Mainstreaming Strategy, which will be revised on a biennial basis. | | Strategy launched but in 2022 was not revised. | PI 1: Strategic Planning Gender-Related SDG Results | | | | | |
| | | (ii) Establishment of a monitoring and reporting plan for the Strategy. | One plan approved and under implementation. | | The evaluator considers this document as the M&R plan. | PI 6: Policy | | | | | |
| | | (iii) Establishment of a periodic revision plan of the Strategy. | One revision at the mid-term mark. | | Pending to be done after submission of the Mid-Term Evaluation. | | | | | | |
| | B.1.2 Gender is mainstreamed throughout ECLAC's strategic planning process, including planning for results to contribute to meeting SDGs. | (i) ECLAC's main strategic planning programme documents include at least one high-level result relating to gender equality and women's autonomy which will contribute to meeting SDGs. | 1 | | | | | | | | |
| | | (ii) In the main strategic planning documents, each subprogramme includes considerations on gender, and incorporate the gender perspective at the level of expected results and/or the activities/deliverables. | 12 | | | | | | | | |
| | | (iii) The gender perspective incorporated in all cooperation projects approved by the Committee. | 50% of projects reviewed by the Committee on Projects. | | | | | | | | |
| | | (iv) Specific areas of work and mechanisms for mainstreaming the gender perspective in the thematic areas of each subprogramme are identified in the strategic planning meetings with substantive divisions with the contribution of the Division for Gender Affairs. | 18 | | | | | | | | |
| | B.2 MONITORING AND REPORTING | | | | | | | | | | |
| | B.2.1 Monitoring of the programme of work with a gender perspective. | i) ECLAC RBM system provides guidance on measuring and reporting on gender equality and the autonomy of women results, including gender marker at the level of output/activity. | 100% of output reporting. | | Not enough information to assess this indicator. | PI:2 Reporting on Gender Related SDG Results. | | | | | |
| (ii) Systematic use of sex-disaggregated data in reporting of activities (meetings, training, etc.). | | 100% of meetings reported under the programme of work include disaggregated data. | | Uneven progress depending on each division. | | | | | | | |
| (iii) Systematic use of sex-disaggregated data in performance measures, when applicable. | | 100% of meetings reported under the programme of work include disaggregated data). | | Uneven progress depending on each division. | | | | | | | |

| | Expected results | Strategy indicators | Targets | Mid term evaluation | Comments | UN SWAP 2.0 performance indicators | UN SWAP 2.0 Report 2020 | UN SWAP 2.0 Report 2021 | UN SWAP 2.0 Report 2022 |
|--|---|---|--|---------------------|--|------------------------------------|-------------------------|-------------------------|-------------------------|
| | | | | | | | | | |
| B. Incorporating the gender perspective into the ECLAC programme of work | B.2.2 Reporting on the programme of work with a gender perspective. | (i) Annual Reporting to General Assembly on the high-level result on gender equality and the autonomy of women which will contribute to meeting SDG targets, including SDG 5. | 1 High level result focusing on gender (SP5). | | | | | | |
| | | (ii) All subprogrammes include assessment of impact on gender equality on at least one of the results reported. | 12 high-level result (1 per subprogramme) mentioning impact on gender. | | | | | | |
| | | (iii) Annual reporting to the Session of the Commission through the ECLAC Report of Activities, highlighting activities and results in gender equality and the autonomy of women. | Gender equality activities reported under 10 subprogrammes and 2 national offices. | | | | | | |
| | B.2.3 Monitoring and reporting on the Gender Mainstreaming Strategy. | (i) Annual report on the implementation of the Gender Mainstreaming Strategy. | Report produced on an annual basis. | | 2021 was reported to be the only year when it was requested annual plans from divisions and sub-regional offices to write a report on the subject. | | | | |
| B.3 EVALUATION | | | | | | | | | |
| | B.3.1 Gender equality is integrated into all evaluation reports. | (i) The meta evaluation score (mean of scores of individual evaluation reports score published during each reporting year) is at least 7 -meets requirements- on the UN-SWAP evaluation scorecard. | 7 | | In 2022, ECLAC exceeded requirements for 3 indicators and met them for another 10 indicators. | Pl:4 Evaluation. | | | |
| | B.3.2 ECLAC's efforts for gender equality are evaluated periodically. | (i) Midterm assessment of ECLAC Gender Mainstreaming Strategy conducted halfway through the implementation period. | One midterm assessment. | | This evaluation is considered a midterm assessment. | | | | |
| | | (ii) Final evaluation of ECLAC Gender Mainstreaming Strategy conducted at the end of the implementation period. | One final evaluation. | | In 2025. | | | | |
| C.1 GENDER ARCHITECTURE | | | | | | | | | |
| C. Institutional Commitment to achieving gender equality | C.1.1 ECLAC has a fully resourced Division for Gender Affairs. | (i) Division for Gender Affairs is fully resourced according to ECLAC's mandate. | Selected candidate to be onboard by November 2020. | | GAD is the division with less staff in the ECLAC. | Pl 11: Gender Architecture. | | | |
| | C.1.2 Strengthening of ECLAC's Gender Architecture. | (i) Gender Champions, with defined Terms of Reference, are appointed for each ECLAC Division and Office with written terms of reference that mandates that at least 20 per cent of their time is allocated to gender focal point functions. | To have a Network of Gender Champions with defined Terms of Reference and at least 20% of their time is allocated to this role (explicitly written in their eperformance). | | Need to be updated and fully operational. TORs are included as an annex of the Strategy. | | | | |
| | | (iii) The Gender Task Force is formally established to follow up on issues pertaining to gender equality, led by the Deputy Executive Secretary for Management and Programme Analysis. | Gender Task Force fully operational with clear and formal TORs. | | TORs are included as an annex of the Strategy. Fully operational only in 2020. Neither in 2021, nor in 2022 nor in 2023 has it officially met again, extra officially some meetings especially in 2021 and 2022. | | | | |

| | Expected results | Strategy indicators | Targets | Mid term evaluation | Comments | UN SWAP 2.0 performance indicators | UN SWAP 2.0 Report 2020 | UN SWAP 2.0 Report 2021 | UN SWAP 2.0 Report 2022 | |
|--|---|--|---|--|---|--|-------------------------|-------------------------|-------------------------|--|
| | | (iv) A roster of Consultants with relevant experience in gender issues is created. | A roster of readily available gender consultants. | | A database of potential experts to participate in panels and conferences is available. Impossible to know if this database is the equivalent of the roster mentioned in the Strategy. | | | | | |
| C. Institutional Commitment to achieving gender equality | C.2 CAPACITY BUILDING | | | | | | | | | |
| | C.2.1 ECLAC staff members have sufficient skills to promote gender equality and women's autonomy and incorporate the gender perspective into the formulation, implementation and evaluation of their activities. | (i) ECLAC-wide assessment of capacity of all relevant staff at HQ, sub- regional and country levels in gender equality and women's autonomy is carried out. (ii) A capacity development plan is established or updated at least every three years. (iii) Established and ongoing mandatory training for all levels of ECLAC staff at HQ, sub-regional and country offices. | One gender capacity assessment gap survey carried out every two years. Triennial capacity development plan. 80% compliance. | | New assessment needs to be done next year. There is a lack of information to assess whether this training plan has been updated in 2023. 67% of ECLAC staff have completed the online training "Ethics and Integrity at the UN". In the case of the online training "I know Gender", up from 55% in 2020 and 64% in 2021 have completed the training. | PI 14 Capacity Culture. PI 15 Capacity Development. | | | | |
| | C.2.2 Members of the Gender Task Force and the Gender Champions in every division to possess sufficient capacity and skills in gender analysis and mainstreaming gender perspective in their activities in order for them to advise on gender approach inwardly and externally. | (i) Tailored training courses are administered to the network of Gender Champions and of the Task Force. | One tailored training per year. | | The only training provided was at the beginning of the Strategy when the Gender Champion network was created. | | | | | |
| | C.3 GENDER PARITY | | | | | | | | | |
| C.3.1 Progress. towards gender parity at all levels at ECLAC has been sufficiently stepped up to achieve parity by 2028. | (i) Achieve gender parity at ECLAC at all levels by 2028. | To achieve gender parity annual targets as per SG's System Wide Gender Parity Strategy. | | ECLAC updated its action plan for the implementation of the UN System Wide Strategy on Gender Parity in 2022, covering 2023-2035. P2-35% women, 65% men. | PI 12: Equal representation of women. | | | | | |

| Expected results | Strategy indicators | Targets | Mid term evaluation | Comments | UN SWAP 2.0 performance indicators | UN SWAP 2.0 Report 2020 | UN SWAP 2.0 Report 2021 | UN SWAP 2.0 Report 2022 |
|--|------------------------|---|---|---|---|-------------------------|-------------------------|-------------------------|
| | | | | | | | | |
| | | | | <p>P3–52% women 48% mem. P4–45% women, 55% men. P5–26% women, 74% men. D1–42% women, 58% men. D2–100% men. D1–100% men.</p> <p>UN WOMEN encourage ECLAC to Promote equal representation of women and men (Indicator 12), particularly at the P4 level and above. Sustained and concerted organizational efforts are required to effectively implement ECLAC's action plan to achieve gender parity and the Secretary-General's System-Wide Strategy on Gender Parity.</p> | | | | |
| C.4 RESOURCES ALLOCATION AND MONITORING | | | | | | | | |
| C.4.1 ECLAC is tracking funds disbursed towards gender equality. | (i) Financial resource | N/A tracking mechanism to quantify disbursement of funds that promote gender equality and women's autonomy. | Financial resource tracking mechanism in use. | <p>This is an area of improvement. UN WOMEN encourage ECLAC to Implement a financial resource tracking mechanism for gender equality and women's empowerment in UMOJA, in line with the UN Data Standards for system-wide reporting of financial data (Indicator 9). In this regard, the CEB Finance and Budget Network has recently endorsed the Gender Equality Marker as a mandatory UN Data standard with a transition period until December 2025.</p> | <p>PI 9: Financial resource tracking. PI 10: Financial resource allocation.</p> | | | |

C. Institutional Commitment to achieving gender equality

ANNEX 2

EVALUATION MATRIX

| Evaluation criteria | Evaluation question | Indicators/sub questions to respond to each question | Collection method(s) and sources | Target informant(s) |
|---------------------|--|---|--|--|
| Efficiency | 1. Are the resources (including institutional, financial and human resources) in place sufficient to support the implementation of the Strategy? | <ul style="list-style-type: none"> The Strategy activities, in comparison to the plan, have transformed the available resources into the expected results in terms of quantity, quality and timeliness Perceptions of senior staff and staff tasked to implement the Strategy on the efficiency of Strategy management systems and tools Evidence that Strategy resources were well used, according to plan, and delivered in a timely manner UN SWAP's reports show that the implementation of the Strategy provides benefits in addition to those that would have resulted from other related interventions | <ul style="list-style-type: none"> Document Review Interviews | <ul style="list-style-type: none"> Human Resources Staff Senior Staff ECLAC Gender Focal Point ECLAC Substantive divisions ECLAC Subregional headquarters and national offices Gender Taskforce Gender Champions Staff and managers tasked to implement the Strategy |
| Efficiency | 2. To what extent does ECLAC's gender architecture support an efficient implementation of the gender mainstreaming strategy within the organisation? | <ul style="list-style-type: none"> Identification of Strategy implementers and ECLAC staff as to the major examples of efficient implementation of the Strategy Perceptions of Strategy implementers and ECLAC staff on how the ECLAC's gender architecture support the implementation of the Strategy Examples of ECLAC's gender architecture support to the implementation of the Strategy Reported performance of against ECLAC's architecture | <ul style="list-style-type: none"> Document Review Interviews Focus Group Survey | <ul style="list-style-type: none"> Human Resources Staff Senior Staff ECLAC Gender Focal Point ECLAC Substantive divisions ECLAC Subregional headquarters and national offices Gender Taskforce Gender Champions Staff and managers tasked to implement the Strategy Other internal staff |
| Effectiveness | 3. To what extent has progress been made towards the achievements of expected results under the strategy? | <ul style="list-style-type: none"> The Strategy contributed to intended and unintended positive and negative results The achievement or non-achievement of results under the Strategy were influenced by different factors. Staff and managers tasked to implement the Strategy capacities and arrangements support/hinder the achievement of expected results. Number and type of major factors influencing the achievement or non-achievement of the expected results. Timely delivery of expected results UN-SWAP 2.0 reports show evidence of progress towards expected results | <ul style="list-style-type: none"> Document Review Interviews Focus Group Survey | <ul style="list-style-type: none"> Human Resources Staff Senior Staff ECLAC Gender Focal Point ECLAC Substantive divisions ECLAC Subregional headquarters and national offices Gender Taskforce Gender Champions Staff and managers tasked to implement the Strategy Other internal staff |
| Effectiveness | 4. In which of the three strategic areas were the strongest advances and most progress made? Why? | <ul style="list-style-type: none"> Examples of advancements in each of the strategic areas in the Strategy Perceptions of ECLAC's staff on the progress made in each of the three strategic areas of the Strategy Evidence of monitoring findings that have highlighted the strongest advances made | <ul style="list-style-type: none"> Document Review Interviews Focus Group Survey | <ul style="list-style-type: none"> Human Resources Staff Senior Staff ECLAC Gender Focal Point ECLAC Substantive divisions ECLAC Subregional headquarters and national offices Gender Taskforce Gender Champions Staff and managers tasked to implement the Strategy Other internal staff |

| Evaluation criteria | Evaluation question | Indicators/sub questions to respond to each question | Collection method(s) and sources | Target informant(s) |
|---------------------|--|---|--|--|
| Effectiveness | 5. In which of the three strategic areas were the least progress made? Why? | <ul style="list-style-type: none"> • Examples of the least progress made in each of the strategic areas in the Strategy based on the Strategy indicators • Perceptions of ECLAC's staff on the least progress areas/activities made in each of the three strategic areas of the Strategy • Evidence of monitoring findings that have highlighted the least progress made | <ul style="list-style-type: none"> • Document Review • Interviews • Focus Group • Survey | <ul style="list-style-type: none"> • Human Resources Staff • ECLAC Senior Staff • ECLAC Gender Focal Point • ECLAC Substantive divisions • ECLAC Subregional headquarters and national offices • Gender Taskforce • Gender Champions • Staff and managers tasked to implement the Strategy • Other internal staff |
| Effectiveness | 6. What factors contributed to progress and what factors act as barriers to progress? | <ul style="list-style-type: none"> • Risks and assumptions identified in the Strategy have materialized or been mitigated • factors contributing to progress • factors acting as barriers to progress • Evidence of barriers to progress that have been mitigated | <ul style="list-style-type: none"> • Document Review • Interviews • Focus Group • Survey | <ul style="list-style-type: none"> • Human Resources Staff • ECLAC Senior Staff • ECLAC Gender Focal Point • ECLAC Substantive divisions • ECLAC Subregional headquarters and national offices • Gender Taskforce • Gender Champions • Staff and managers tasked to implement the Strategy • Other internal staff |
| Effectiveness | 7. How likely is ECLAC to achieve expected results by the end of the Strategy implementation period? | <ul style="list-style-type: none"> • Perception of Senior staff and Strategy implementers to achieve expected results by the end of the implementation period • major factors influencing the achievement or non-achievement of Strategy results • Identification of key implementers as champions to achieve expected results | <ul style="list-style-type: none"> • Document Review • Interviews • Focus Group • Survey | <ul style="list-style-type: none"> • Human Resources Staff • ECLAC Senior Staff • ECLAC Gender Focal Point • ECLAC Substantive divisions • ECLAC Subregional headquarters and national offices • Gender Taskforce • Gender Champions • Staff and managers tasked to implement the Strategy • Other internal staff |
| Coherence | 8. Are the different divisions/sections responsible for the implementation of the Strategy sufficiently coordinated to cover all strategic areas and expected results, without duplication of efforts? | <ul style="list-style-type: none"> • Perceptions of senior staff and managers as to the complementarity and /or synergistic efforts in implementing the Strategy • Evidence of synergies and complementarity efforts that have been positive in the implementation of the Strategy • Examples of duplicative or complementary work • Evidence of collaborative work has allowed to get better results | <ul style="list-style-type: none"> • Document Review • Interviews • Focus Group • Survey | <ul style="list-style-type: none"> • Human Resources Staff • Senior Staff • ECLAC Gender Focal Point • ECLAC Substantive divisions • ECLAC Subregional headquarters and national offices • Gender Taskforce • Gender Champions • Staff and managers tasked to implement the Strategy • Other internal staff |

| Evaluation criteria | Evaluation question | Indicators/sub questions to respond to each question | Collection method(s) and sources | Target informant(s) |
|---------------------|--|--|--|--|
| Cross-Cutting | 9. To what extent did the implementation of the Gender Mainstreaming Strategy integrate disability inclusion, environmental and human rights considerations? | <ul style="list-style-type: none"> • Examples of the Strategy implementation integrating disability inclusion, environmental and human rights considerations • Degree of importance attached to disability inclusion, environmental and human rights considerations in the Strategy reports and annual plans • Stakeholders consider that the Strategy have been implemented articulating activities with the CEPALDIS • The Strategy contributed or is likely to contribute to achieving CEPALDIS results • Examples of articulation practices between the Strategy and CEPALDIS • Perceptions of senior management and Strategy implementers of articulation practices with CEPALDIS | <ul style="list-style-type: none"> • Document Review • Interviews • Focus Group • Survey | <ul style="list-style-type: none"> • Human Resources Staff • Senior Management • ECLAC Gender Focal Point • ECLAC Substantive divisions • ECLAC Subregional headquarters and national offices • Gender Taskforce • Gender Champions • Staff and managers tasked to implement the Strategy • Other internal staff |
| Cross-Cutting | 10. To what extent did the implementation of the strategy integrate considerations of SDGs implementation? | <ul style="list-style-type: none"> • Selected SDGs were implicit or explicitly mentioned in the Strategy results • SDGs target were included in the Strategy results framework • Stakeholders consider that the Strategy is contributing to reach SDG 5 | <ul style="list-style-type: none"> • Document Review • Interviews • Focus Group • Survey | <ul style="list-style-type: none"> • Human Resources Staff • ECLAC Senior Staff • ECLAC Gender Focal Point • ECLAC Substantive divisions • ECLAC Subregional headquarters and national offices • Gender Taskforce • Gender Champions • Staff and managers tasked to implement the Strategy • Other internal staff |

ANNEX 3

LIST OF SELECTED PERSONS INTERVIEWED INDIVIDUALLY OR IN FOCUS GROUPS

Individually

| | Name | Position |
|----|----------------------|---|
| 1 | Sandra Manuelito | Chief, Programme Planning and Evaluation Unit |
| 2 | Ana Beatriz Gonzalez | Office of the Deputy Executive Secretary |
| 3 | Irene Barquero | Head, Human Resources Section |
| 4 | Jimena Arias | Gender Focal Point, ECLAC |
| 5 | Ana Guezmes | Director, Gender Affairs Division |
| 6 | Diana Rodriguez | Social Affairs Officer, Gender Affairs Division |
| 7 | Marco Llinas | Director, Division of Productive and Business Development |
| 8 | Marieke Eberz | Economic Affairs Officer, Office of the Executive Secretary |
| 9 | Raul García-Buchaca | Deputy Executive Secretary |
| 10 | Gerardo Mendoza | Chief, Project Management Unit |
| 11 | Guido Camu | Press Unit |
| 12 | Sally Shaw | Director, Publications Division |
| 13 | Elsa Gutierrez-Lopez | Gender Champion ECLAC Sub-Regional Office in Mexico |
| 14 | Candice Gonzales | Economic Affairs Assistant ECLAC Sub Regional Headquarters for the Caribbean |

Focus Groups Discussions

Cluster 1

| | Name | Division |
|---|------------------|--|
| 1 | Erika Fucaraccio | Publications and Web Services |
| 2 | Linn Leigland | Communication |
| 3 | Sonia Ortiz | Programme Planning and Operations Division |
| 4 | Daniela Trucco | Social Development Division |
| 5 | Alicia Williner | ILPES |
| 6 | Sergio Ferragut | Human Resources Section |

Cluster 2

| | Name | Division |
|---|----------------------------------|--|
| 1 | José Porcile | National Office in Montevideo |
| 2 | Edwin Fernando Rojas | Production, Productivity and Management Division |
| 3 | Claudia de Camino | Statistic Division |
| 4 | Georgina Cipoletta | Economic Development Division |
| 5 | Raquel Artecona | Economic Development Division |
| 6 | Soledad Ardea | National Office in Buenos Aires |
| 7 | M ^a Castro Mazariegos | Subregional Office in Mexico |

Cluster 3

| | Name | Division |
|---|----------------------|--|
| 1 | Camila Gramkow | National Office in Brasilia |
| 2 | José Elias Duran | International Trade and Integration Division |
| 3 | Pamela Villalobos | CELADE |
| 4 | José Eduardo Latorre | Sustainable Development and Human Settlements Division |

ANNEX 4

INTERVIEWS AND SURVEY GUIDES AND PROTOCOL

Introduction to the Interview Guides

Interviews and focus groups with key stakeholders will be based on qualitative questions that will be open-ended, that is, the respondents will provide their responses in his/her own words, in order to get in-depth information about their perceptions, insights, attitudes, experiences, or beliefs regarding the project.

Interviews/focus groups will also be useful to follow-up with questions the evaluator may have after analyzing data from other evaluation methods such as document review.

The evaluator may ask the same question to different individuals or informant categories to compare their responses and analyze how these individual differences may reflect on the project.

The items included on the interview guide are exhaustive, but generic. As the interview guides are intended to help the evaluator develop semi-structured interviews/focus groups, they **will be adapted depending on the profile and attitudes of the respondent; and the results of previous interviews** with other stakeholders; in order to help focus each interview.

I. Introduction to the Interview

Thank you for participating in this interview. My name is <insert name>. I am an independent external evaluator that has been contracted to conduct the Mid-Term Evaluation of ECLAC Strategy on Gender mainstreaming.

The purpose of this interview is to help me better understand the implementation of the Strategy, its results so far and effects. In order to do so, I would like you to respond to some questions, **based on your experience and perspective** as a stakeholder on the design/implementation process.

Your answers will be treated with the strictest **confidentiality**. No names will be mentioned in the final report, and I will ensure that no information can be attributed to a particular person. However, your name will be included in a list of respondents as an annex to the evaluation report.

The evaluator will ask the respondent to introduce him/herself and his/her role/participation in the design and implementation of the Strategy.

Do you have any questions before we begin?

II. Evaluation questions

The selection of the EQ to be answered will follow the evaluation matrix and will respond to the role and responsibilities in the implementation of the Strategy, their level of participation and their knowledge about ECLAC's work on gender mainstreaming.

General

- How does your work relate to or address gender mainstreaming?
- **General assessment** on the Strategy: **Strengths** and **weaknesses**
- How have the Strategy responded to positive and negative factors (both foreseen and unforeseen) that arose throughout the first years of implementation?

OECD/DAC Criteria

EFFECTIVENESS

- How has the strategy achieved its expected results so far?
- In which of the strategic areas have been the strongest advances and most progress made? Why?
 - (1) Political Commitment to promoting gender equality in the region (leadership, policy dialogue and intergovernmental meetings; and knowledge generation and dissemination)
 - (2) Incorporating the gender perspective into the ECLAC programme of work (policy dev and strategic planning; monitoring and reporting; evaluation)
 - (3) Institutional Commitment to achieving gender equality (gender architecture, capacity building, gender parity, resource allocation and monitoring)
- In which of the strategic areas have been the least progress made? Why?
 - (1) Political Commitment to promoting gender equality in the region (leadership, policy dialogue and intergovernmental meetings; and knowledge generation and dissemination)
 - (2) Incorporating the gender perspective into the ECLAC programme of work (policy dev and strategic planning; monitoring and reporting; evaluation)
 - (3) Institutional Commitment to achieving gender equality (gender architecture, capacity building, gender parity, resource allocation and monitoring)
- What factors contributed to progress and what factors act as barriers to progress?
- Every year, UN WOMEN addressed a letter to the Commission related to ECLAC's UN SWAP 2.0 reported results encouraging the Commission to increase performance in areas of weakness. To what extent to their recommendations have been taken into account and are considered feasible to be done?
- How likely is ECLAC to achieve expected results by the end of the Strategy implementation period?

EFFICIENCY

- Are the resources (including institutional, financial and human resources) in place sufficient to support the implementation of the Strategy?
- How does the ECLAC's gender architecture support the implementation of the strategy within the organization?
- What is your opinion about the role play in implementing the Strategy by the Gender Taskforce?
- And about the Gender Champions and department focal points for women?

COHERENCE

- Are the different entities responsible for the implementation of the Strategy sufficiently coordinated to cover all strategic areas and expected results, without duplication of efforts?
- What is your involvement in the interagency community of practice on gender equality?
- What could be changed?

CROSS-CUTTING ISSUES

- How the implementation of the Strategy integrates disability inclusion, environmental and human rights considerations?

- Does the implementation of the strategy integrate considerations of SDGs implementation? How?
- Has there been any articulation of the implementation of Strategy to mainstream Gender with the ECLAC Disability Inclusion Strategy (CEPALDIS)?

Lessons Learned

Main Lessons learned that could inform future implementation of the Strategy.

Good practices

Emerging good practices that could inform future implementation of the Strategy.

What's next/Recommendations.

- What are the remaining challenges/deficits?
- Can you share any recommendation that could benefit the following years of implementation of the Strategy?
- Are there any other issues you would like to address/discuss.

FOCUS GROUPS GUIDELINES AND PROTOCOL

Focus groups session should typically have an average of 7 participants (min 5 and max 9). Focus groups will be done with the 25 Gender Champions. The focus group will last maximum 1 1/2hrs. Focus group will be conducted online.

I. Introduction to the Focus Group

The evaluator thanks for the time and interest in participating in this focus group. She introduces herself as an independent external evaluator that has been contracted to conduct the Mid-Term Evaluation of ECLAC Strategy on Gender mainstreaming.

The purpose of the focus group and the way how it is planned to be conducted is explained to the participants. It is recalled that answers should be **based on their experiences and perspectives** as a stakeholder on the design/implementation process.

The evaluator emphasizes that the answers will be treated with the strictest **confidentiality**. No names will be mentioned in the final report, and she will ensure that no information can be attributed to a particular person. However, names of participants will be included in a list of respondents as an annex to the evaluation report.

The evaluator will ask for any questions before the focus groups begins.

II. General Questions

1. Did you participate in the design and/or implementation of the Strategy?
2. In your opinion, how is the implementation of the Strategy being managed?
3. What do you consider have been the factors that have unable the achievements of the Strategy's results so far (major challenges)?
4. What have been the major advances and the least progress made in the implementation of the Strategy?

5. From your perspective, what are the most significant changes, or non-changes, (positive and/or negative) that the implementation of the Strategy has been implying for your own work?
6. In your opinion, have been enough resources (institutional, financial and human resources) in place to implement the Strategy?
7. In your opinion, Are there enough coordination efforts to avoid duplication and to cover all strategic areas sufficiently?
8. Does the ECLAC's Gender architecture support efficiently the implementation of the Strategy?
9. What do you think about the fact that the Strategy is aligned with the UN-SWAP 2.0 performance indicators and the UN System Wide Action plan?
10. What have been the integration of disability inclusion, environment, and human rights considerations in the Strategy?
11. Do you consider that the Strategy integrates SDG's implementation? Please provide examples.
12. How have you articulated your work on gender mainstreaming with the ECLAC Disability Inclusion Strategy?

III. *Specific questions for level of responsibilities in the implementation of the Strategy*

1. Do you think that the ECLAC's Gender architecture requires any adjustment to achieve the Strategy results on time and as expected?
2. What would you change in the implementation and management of the Strategy to achieve the expected results?
3. How to reach a better coherence with other ECLAC's Strategies, policies, and programmes in the implementation of the Strategy?

ONLINE SURVEY TOOL

The 2020-2025 Strategy on mainstreaming gender at the ECLAC foresees a midterm assessment to analyze the actual progress made to date towards the achievements of expected results. This survey has been created as an evaluation method for data gathering. We will be grateful for your inputs in response to the following questions.

Background Introduction

1. Where are you based?
 - a. In Santiago
 - b. In a Subregional Headquarters or national office
2. What is your position?
 - a. Senior management (D1-D2)
 - b. Professional
 - c. General Services
 - d. National Professional Officer
3. In which division do you work?

- a. Office of the Executive Secretary
 - b. Office of the Secretary of the Commission
 - c. Gender Affairs
 - d. Programme Planning and Operations
 - e. Social Development
 - f. Production, Productivity and Management
 - g. Statistics
 - h. Economic Development
 - i. CELADE-Population Division
 - j. International Trade and Integration
 - k. ILPES
 - l. Sustainable Development and Human Settlements
 - m. Natural Resources and Infrastructure
 - n. Public Information & Web Services
 - o. Human Resources
 - p. Publications
 - q. Library
 - r. Administration other than human resources
 - s. Subregional office in Mexico
 - t. Subregional office in Port of Spain
 - u. National Office
 - v. Other (please specify)
4. How many years have you been working for ECLAC?
- a. Less than 1 year
 - b. 1-5 years
 - c. 6-10 years
 - d. 11-20 years
 - e. Over 20 years
5. Did you join ECLAC?
- a. Before/until December 2020
 - b. January 2021 and after
6. What is your gender?
- a. Female
 - b. Male
 - c. I prefer to self-identify as:...

Gender Mainstreaming at ECLAC

7. What is your level of knowledge of the ECLAC's Gender Mainstreaming Strategy 2020-2025?
- a. Excellent
 - b. Knowledgable
 - c. Aware but don't know much.
 - d. Not aware

(If not aware, next question, please go to question num. 21)

8. What is your overall appraisal of the implementation of the ECLAC's Gender Mainstreaming 2020-2025 so far?
- a. Positive
 - b. Neutral
 - c. Negative
 - d. Don't know

Implementation of the Strategy

9. In your opinion since 2020, what has been the level of progress towards the achievements of expected results under the Strategy?
 - a. High
 - b. Medium
 - c. Low
 - d. Don't know

10. The Gender Mainstreaming Strategy has played a key role in gaining commitment to promoting gender equality in the region during the last three years.
 - a. Strongly agree.
 - b. Agree
 - c. Neither agree nor disagree
 - d. Disagree
 - e. Strongly disagree.
 - f. Don't know.

11. The Gender Mainstreaming Strategy has played a key role in incorporating the gender perspective into the ECLAC programme of work during the last three years.
 - a. Strongly agree.
 - b. Agree
 - c. Neither agree nor disagree
 - d. Disagree
 - e. Strongly disagree.
 - f. Don't know.

12. The Gender Mainstreaming Strategy has played a key role in strengthening institutional commitment to achieving gender equality during the last three years.
 - a. Strongly agree.
 - b. Agree
 - c. Neither agree nor disagree
 - d. Disagree
 - e. Strongly disagree.
 - f. Don't know.

13. Which are the factors that have contributed to progress in mainstreaming gender at ECLAC during the last three years? (OPEN QUESTION)

14. Which factors have act as major barriers to progress in mainstreaming gender at ECLAC during the last three years? (OPEN QUESTION)

15. The Strategy's implementation has enabled ECLAC to strengthen and formalize joint implementation planning and coordination to cover all strategic areas and expected results, without duplication of efforts.
 - a. Strongly agree
 - b. Agree
 - c. Neither agree nor disagree
 - d. Disagree
 - e. Strongly disagree
 - f. Don't know

16. On average, ECLAC's staff counts with sufficient institutional, financial and human resources to support the implementation of the Strategy
- Strongly agree
 - Agree
 - Neither agree nor disagree
 - Disagree
 - Strongly disagree
 - Don't know
17. ECLAC's staff has an adequate set of tools and guidelines to competently mainstream gender in their work.
- Strongly agree
 - Agree
 - Neither agree nor disagree
 - Disagree
 - Strongly disagree
 - Don't know
18. The current ECLAC's gender architecture (the senior management, the gender taskforce, the network of Gender Champions, the DGA, and their respective roles and competencies) is adequate in meeting the needs of an efficient implementation of the Strategy within the organization.
- Strongly agree
 - Agree
 - Neither agree nor disagree
 - Disagree
 - Strongly disagree
 - Don't know
19. ECLAC Gender mainstreaming Strategy has integrated disability inclusion, environmental and human rights considerations.
- Strongly agree
 - Agree
 - Neither agree nor disagree
 - Disagree
 - Strongly disagree
 - Don't know
20. Could you please provide us with some examples of articulated actions between the Gender mainstreaming strategy and the ECLAC disability inclusion Strategy? (OPEN QUESTION)

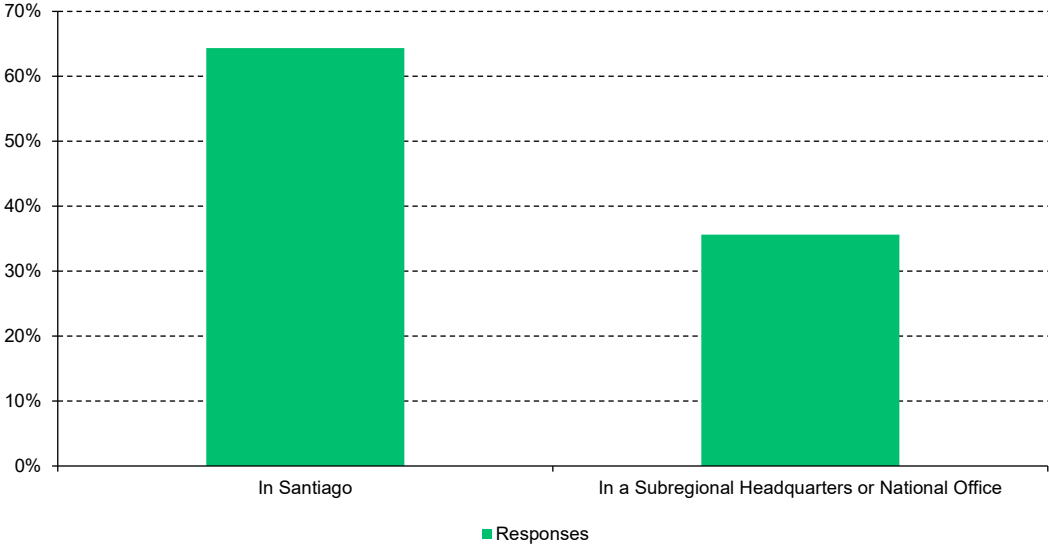
Next Steps

21. What would you change, add, modify for improving the second term of the Strategy's implementation. Please elaborate. (OPEN QUESTION)
22. Is there any other issue(s) you would like to address/discuss? (OPEN QUESTION)

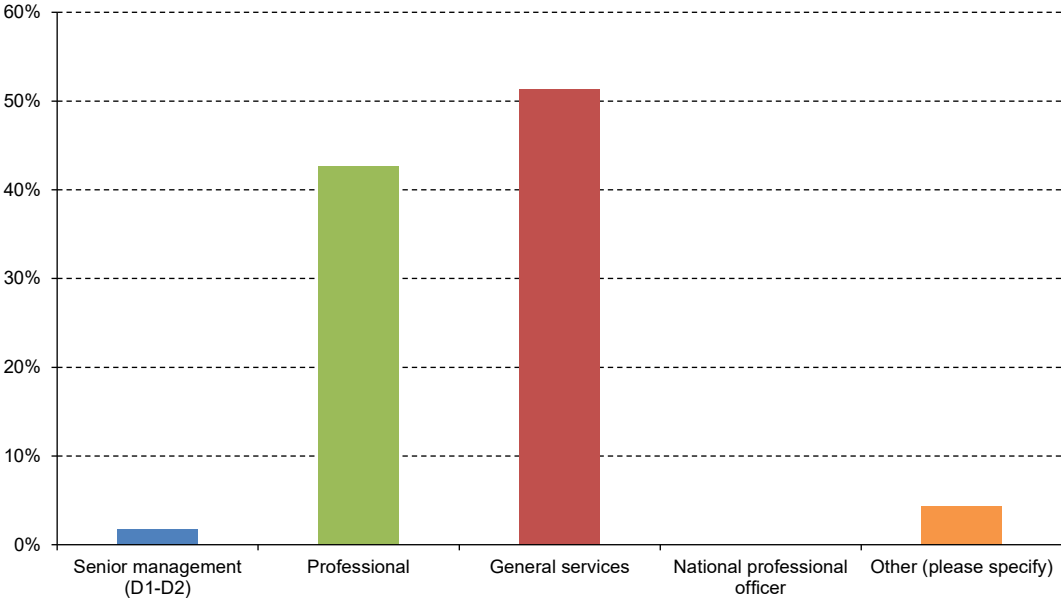
ANNEX 5

SURVEY RESULTS

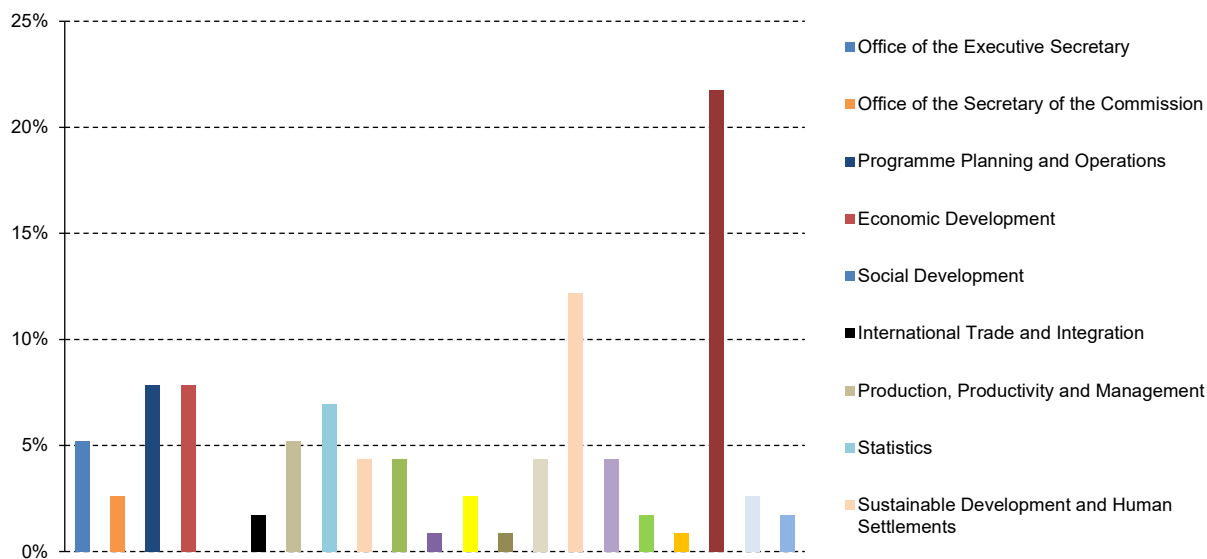
Question 1- Where are you based?



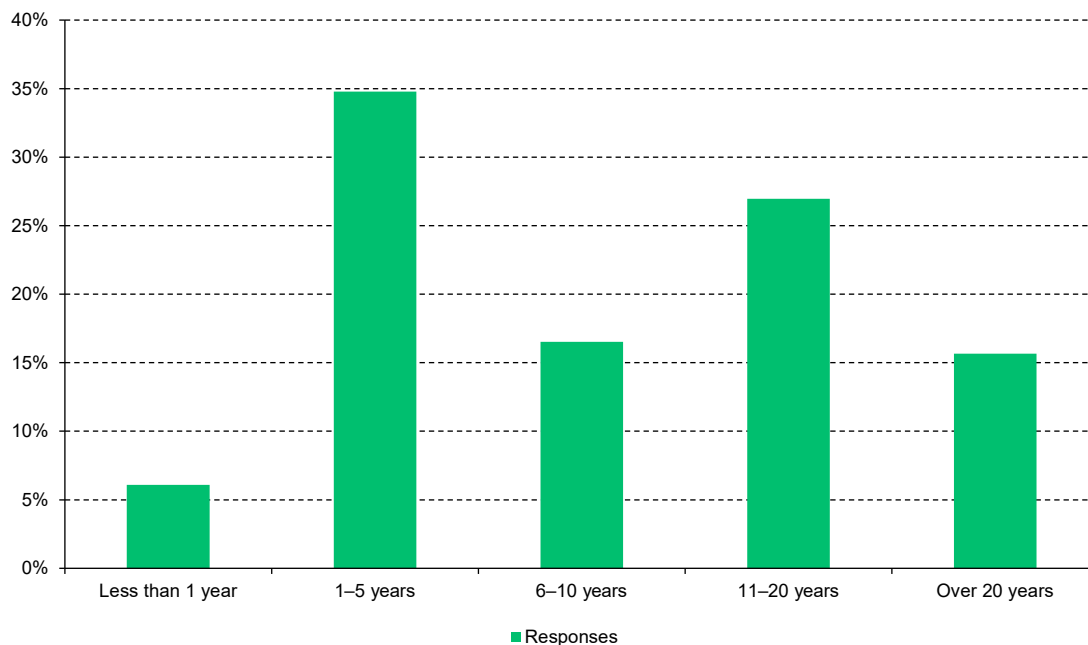
Question 2: What is your position?



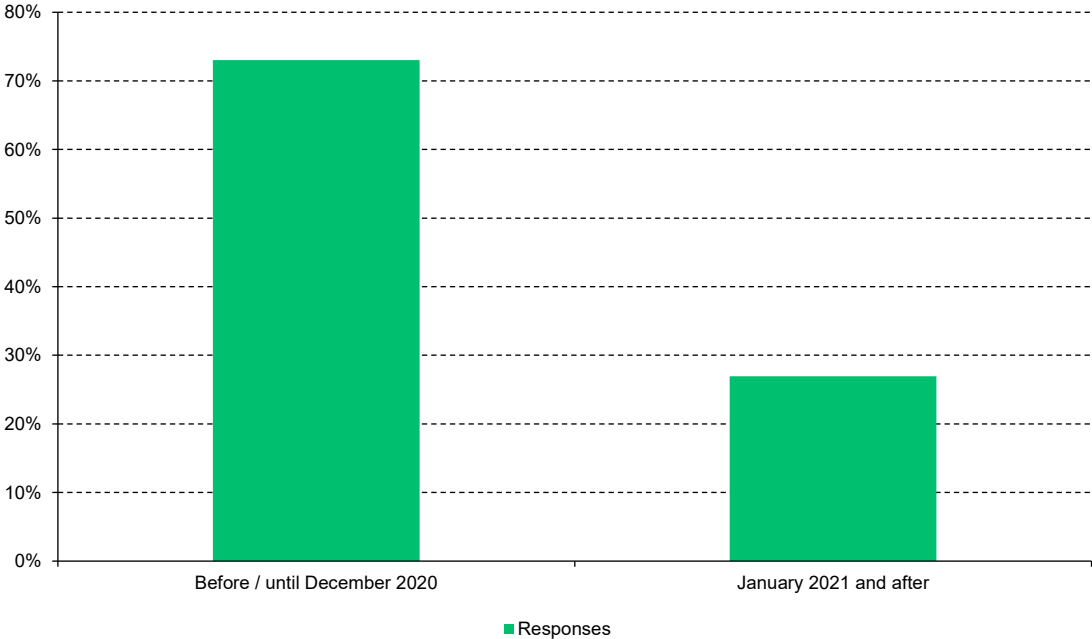
Question 3: In which division/office/unit do you work?



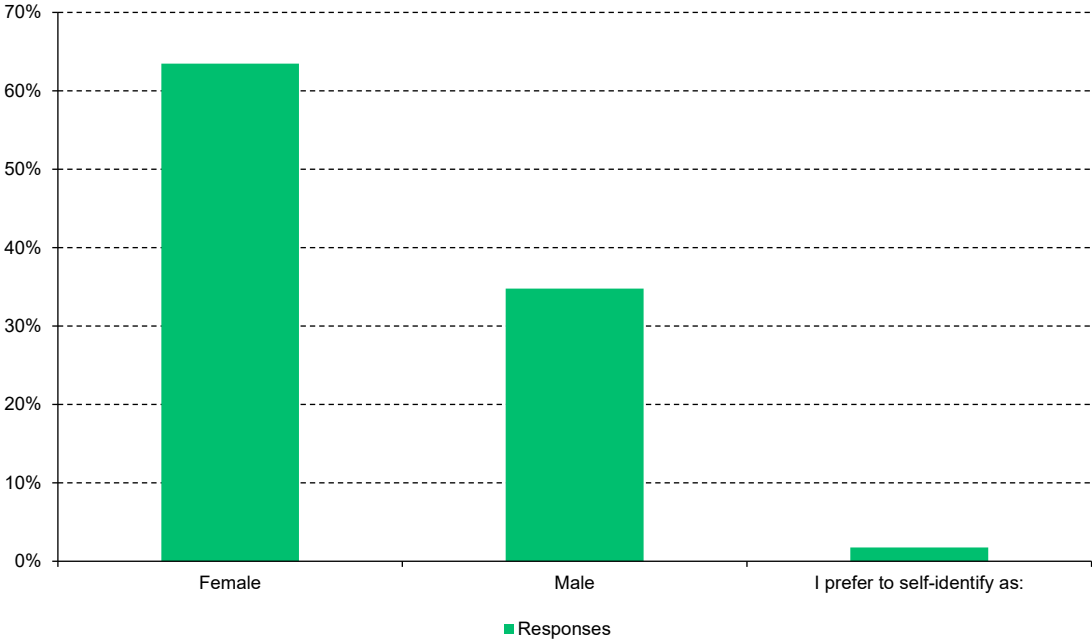
Question 4: How many years have you been working for ECLAC?



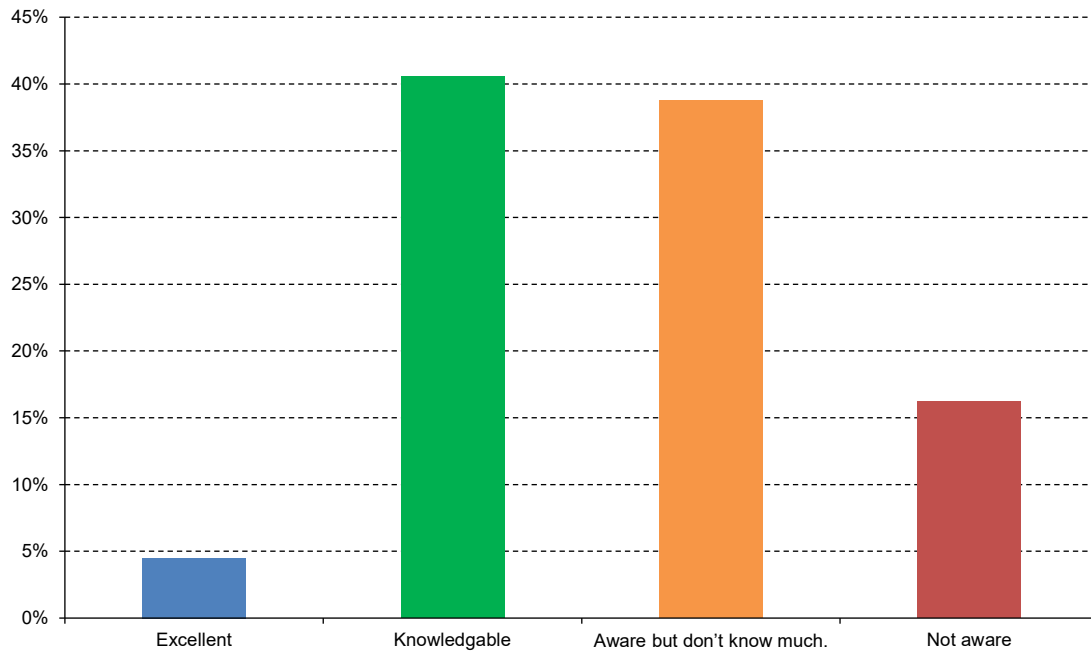
Question 5: When did you join ECLAC?



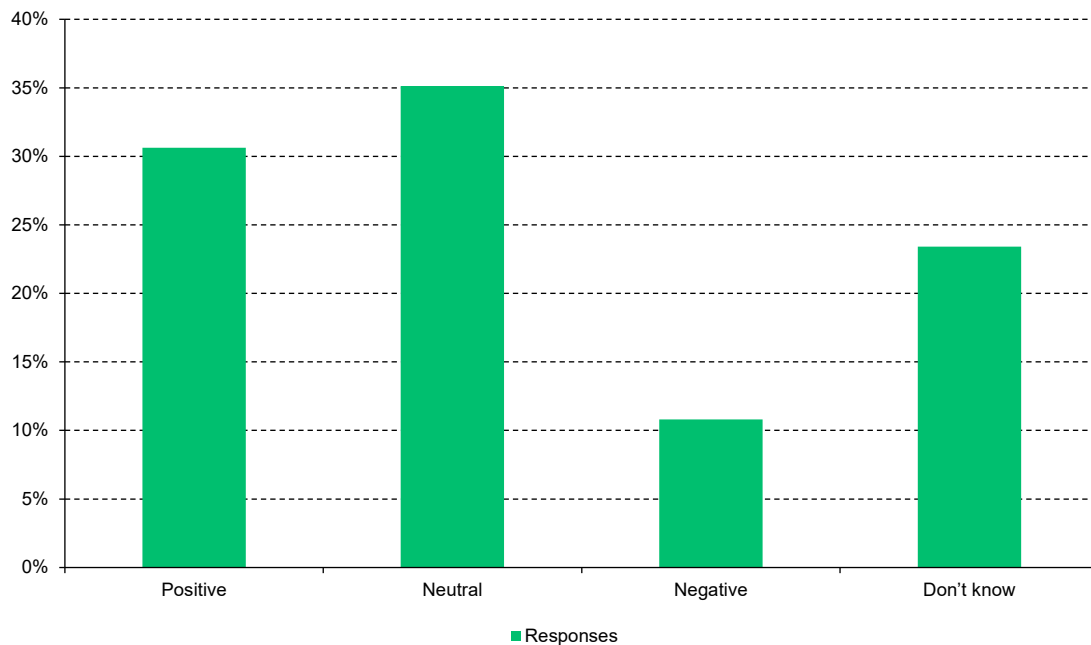
Question 6: What is your gender?



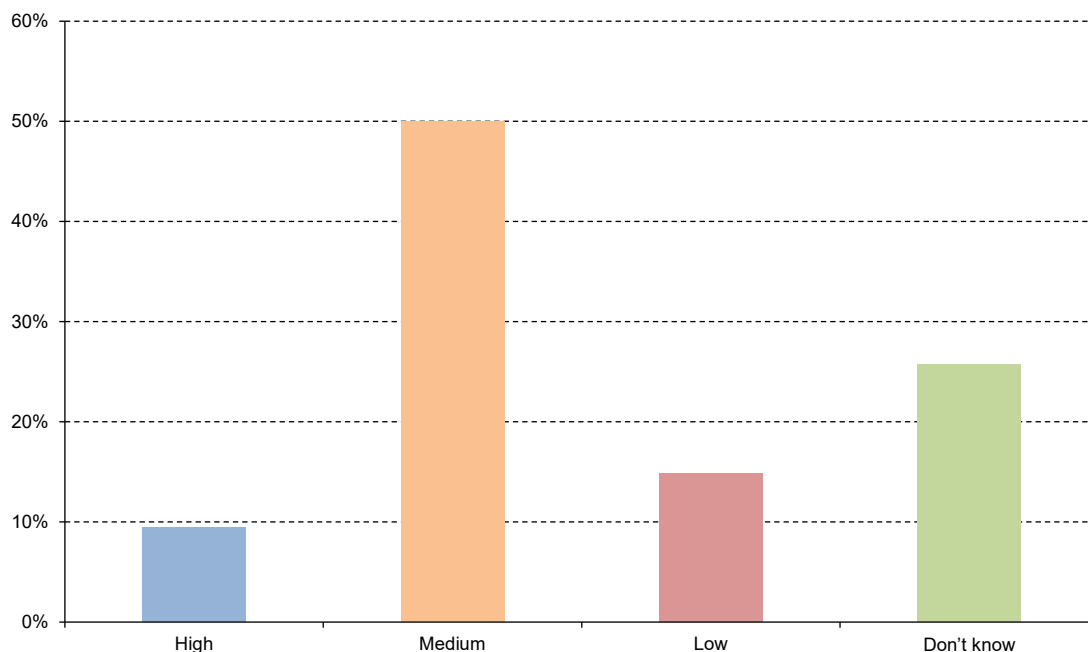
Question 7: What is your level of knowledge of the ECLAC's Gender Mainstreaming Strategy 2020-2025?



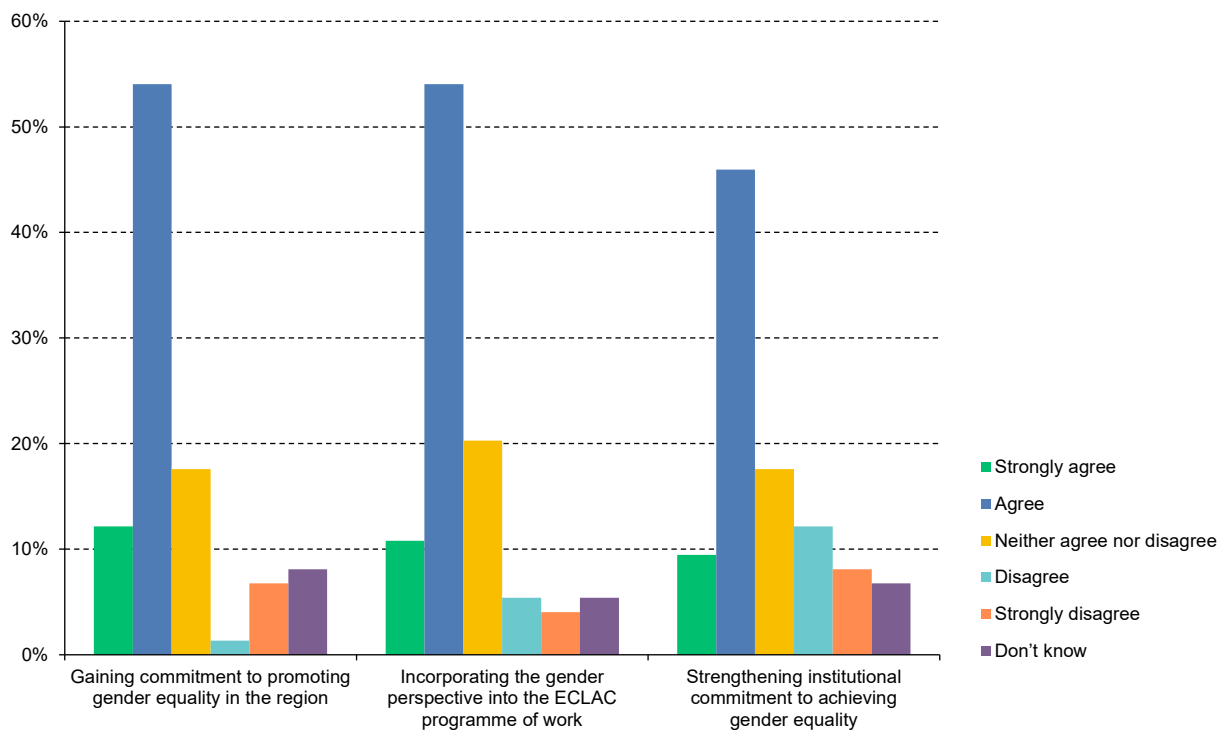
Question 8: What is your overall appraisal of the implementation of the ECLAC's Gender Mainstreaming 2020-2025 so far?



Question 9: In your opinion since 2020, what has been the level of progress towards the achievement of expected results under the Strategy?



Question 10: Please indicate to what degree you agree with the following affirmation: During the last three years, the Gender Mainstreaming Strategy has played a key role in:



Question 11: What factors have contributed to progress in mainstreaming gender at ECLAC during the last three years?

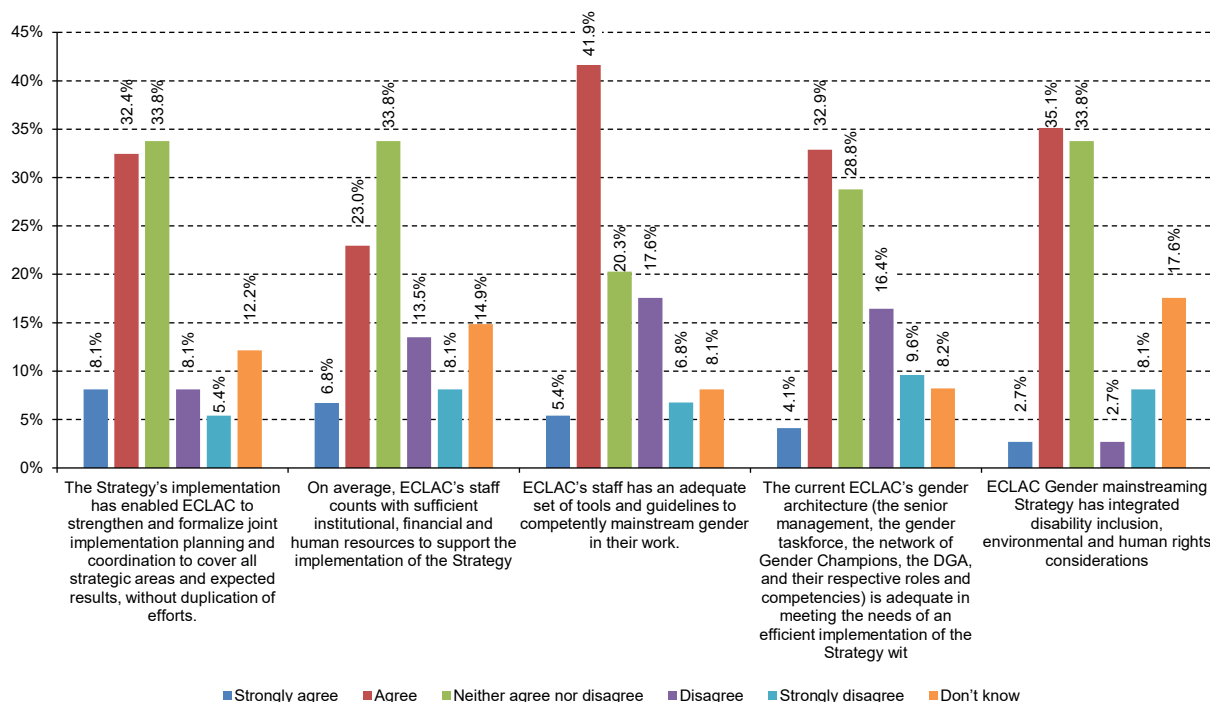
- No requirement no accountability
- More due to the international pressure and global context that pushes ECLAC for instance to not allow only - men panels (which however still happens a lot, only adding a moderator or someone in the house as a token)
- While the updated gender mainstreaming strategy builds on the lessons learned from the previous strategy and proposes a qualitative leap in political, substantive and institutional/cultural terms, its progress is mainly related to certain individual commitments (motivated individuals) and an institutional history advancing work on gender equality and autonomy. Notwithstanding, championing this priority is not consistently observed at the senior management level and this has a reflection in the Strategy's implementation
- That the job openings strongly encourage women participation, and the CRP process to be just
- La buena planeación y la búsqueda constante de los objetivos
- I haven't see any progress about the mainstreaming gender
- Como factor se ha progresado en la contratación de mujeres en roles de jefaturas
- Good quality work and excellent relations with governments, produced by staff that do not enjoy the same principles advocated outwards by ECLAC
- Estallidos sociales en la region que levantan alertas que se relacionan con la incorporación de aspectos de equidad de genero en CEPAL
- Informing all staff about the strategy
- Units with explicit responsibility for gender issues are driving the work forward
- Incorporation in CEA documents
- The XV Regional Conference on Women in Latin America and the Caribbean as a subsidiary body of the Economic Commission for Latin America and the Caribbean and others subsidiary body as Statistical Conference of the Americas and Regional Intergovernmental Conference on Ageing and the Rights of Older Persons in Latin America and the Caribbean
- I have seen no change in the way this topic is addressed in the last 3 years
- Commitment at the highest level
- N/A
- Solid work of Division for Gender Affairs and other Divisions involved in Gender Equality as CELADE. Relevance and continuous work of Regional Conference on Women in Latin America and the Caribbean
- Affirmative actions to increase women representation among different levels of posts
- The Directors mainstreaming gender equality
- More information available, cultural address worldwide
- The starting to promote this topic
- Mandatory parity
- Strong institutional messages and proposals
- N/A
- The participation, joint promotion, I think it has been visible in the institution
- Inclusive language. data collection. Open discussion. Mandatory learning
- Enhanced consciousness on gender equality
- Gender equality and having the same professional opportunities
- Dissemination of information and statistical activities through mainstreaming of gender. Disaggregation of all statistical information by gender in CEPALSTAT
- The work of the Gender Affairs Division on substantive projects with member States regarding gender mainstreaming is good

Question 12: What factors have acted as barriers to progress in mainstreaming gender at ECLAC during the last three years?

- No requirement no accountability
- Too many white older men taking decisions. Besides, there's still a very passive position in the sense that it is easily accepted that "only a man was found suitable for the position", or that "invited governments and organizations only suggested male-speakers". ECLAC needs a more proactive stance clearly demanding gender equality and balanced gender participation internally and before partners
 - Lack of political drive at the senior management level, which trickles to all other levels (need to constantly follow up with colleagues to assess if Strategy's work is being advanced, rather than observing and institutional and personal drive of colleagues tasked with this work)
 - Work on gender mainstreaming (champions) is sometimes perceived as an additional burden, and not an integral part of our work
 - Lack of dedicated resources to coordinate and promote this work, including the gender champions' network
 - Heterogenous nature of gender champions, some with ample experience and others with little or no background on gender mainstreaming
 - Lack of leadership by the Division for Gender Affairs, who are the experts in this area, in guiding and supporting this work at the internal/institutional level (their work is mainly focused on work with national/regional counterparts)
 - Lack of designation for over two years of the institution's gender focal point. Previous focal point with little or no incidence on work in promoting/mainstreaming gender
- Not many women participation in high levels
- We haven't had communications about gender issues. No information about the gender mainstream nor it progress
- El conocimiento de las metas
- Factores que han obstaculizado la perspectiva de género, es que no se tomen en consideración opiniones de personas y que la gran mayoría de las divisiones haya sesgo por ser más hombres que mujeres
- Lack of implementation of FWA and push to go back to pre-pandemic conditions
- Factores sociales
- Cultural practices, ignorance, little interest in the topic
- Gender mainstreaming and gender perspectives are not actively incorporated into the work of all units; ignorance of complexities of gender issues; lack of training on intersectionality
- Lack of professional staff with specialization on gender equality, the Gender Affairs division has high comiteement but less P staff than others divisions. Lack of avance towards parity
- No/little awareness of how it applies to different substantive areas
- The pandemic caused many agendas, such as gender mainstreaming, to lose the momentum they brought
- N/A
- Political head wind, "macho" culture and lack of political will in some countries
- Lack of conceptual knowledge of officers
- Lack of focal point and easy reading information
- Commitment of the high principals
- Old misconceptions and aggressive promoters of feminism or patriarchy
- Bureaucracy
- There is a big gap in high level positions
- Changes in gender focal point at ECLAC subregional office
- N/A
- La vulnerabilidad del género que aún sean expuestas a ataques, críticas y desarrollo de su trabajo
- I see more efforts towards gender Strategy than barriers

- Lack of coordination, meetings and clear responsibilities
- Archaic ways of thinking
- None
- ECLAC has horrible gender parity--the worst of all the regional economic commissions. This is embarrassing, and the situation has only gotten worse with new leadership (use of TJOs that fall outside of the gender parity parameters in order to hire many senior level men)

Question 13: Please indicate to what degree you agree with the following affirmation



Question 14: Could you please provide us with some examples of articulated actions between the Gender mainstreaming strategy and the ECLAC disability inclusion Strategy?

- For the Disability Inclusion Strategy, support was requested to the Division for Gender Affairs for mainstreaming gender, however none was given
- Some gender focal points are also disability inclusion focal points, so some actions are articulated at the initiative of this staff
- 3 Disability inclusion focal points have been invited to take part in the global UN Working Group on Gender and Disability (this work has just started in 2023)
- For the Gender, it has been included in the reports, ex. how many women participate as ponents in the expert's meetings, and the ones that are organized by us, always is searched the parity. And in the disability inclusion in Mexico office we recieved a "sign language" course, but i think until we don't have colleagues with this disabilities it wouldn't count with the punch / motivation enough to learn it. As example, in the office we have one colleague without a leg, and uses a wheelchair, the whole office is adapted to the culture to respect the bathroom, the doors, the ramps, etc that are for this person. So I think this has been adopted already, I hope the other disabilities could also be included and we all work as one. Thanks!
- Se han hecho foros, reuniones en la oficina y se han vibculado las metas de la estrategia con los planes de trabajo de las unidades
- I have no information about that
- Que solo las reuniones intergubernamentale sean transmitidas en lenguaje de señas. Las otras reuniones no se considera la posibilidad de inclusión de personas con alguna discapacidad

- The Social Development Unit has carried out some activities to make the issue visible and they have invited the entire office
- Neither of these strategies have been explicitly discussed in our office
 - ECLAC inaugurates New Editorial Line with the Launch of its First Publication Accessible to the Visually Impaired
 - Engagement of disability NGOs and specialist in the program and agreement of Buenos Aires Commitment
- Absolutely no idea
 - The architecture has not been communicated to staff
- N/A
- No I don't know any
- Inclusion of gender perspective at the disability strategy. I suggest more easy reading reports
- New tools like language inclusiveness
- Don't know
- N/A
- Although the issue of achieving equity for the disabled is not just a gender issue, in ECLAC there has been a group of women leading this development, which I find to be a great success
- I may not be able to cite specific examples, but consideration, respect and implementation of disability inclusion measures, it seems to me, go absolutely hand in hand with the mainstream strategy
- I don't know any
- Improvements have been made in the office thinking about people with different abilities of any gender
- Renewal of restrooms at Clades building
- None that I know of
- Concrete examples of inclusion. They do not exist

Question 15: What would you change, add, or modify to improve the second half of the Strategy's implementation period? Please elaborate

- Resources should be allocated for the implementation of the strategy
- N/A
- Greater visibility and awareness
- No comment
- Much more needs to be done to promote gender mainstreaming in the work and programs of ECLAC in each of its Divisions, as well as to ensure that DAG serves as a source of guidance to them in the planning and design of programs and activities
- Each staff has to respect and apply the core UN values-first at the office level
- En realidad fortalecería la que ya se está implementando
- The basic of gender mainstreaming is hardly being implemented. Gender equality can't be a topic only for women, the gender division and related experts. This needs to be incorporated and responsibilities taken by all, especially by male directors and supervisors
- I don't know the strategy so I can't give you an answer
- Informate to the staff
- More of gender mainstreaming strategy updates and awareness to staffs
- I recently joined ECLAC (4 months) and I do not have enough information about the strategy, so I think that for the second period it is important to disseminate it to everyone in the organization from the beginning to assimilate it and include it in all our daily work
 - More signaling on the work priority of gender mainstreaming by the Executive Secretary and senior managers (championing)

- More dedicated resources (staff, budget) for the coordination of these type of Strategies is required
Some focal points are focal points in several crosscutting issues and working groups, in addition to several other job responsibilities
- In order to maintain an active network of gender champions an important amount of time has to be dedicated
- More leadership/guidance/support by the Division for Gender Affairs
- Include gender focal points as active participants in the strategic planning process, hopefully also in an interdivisional working group to avoid siloed approaches
- N/A
- Inter-division communication and coordination between gender focal points are badly needed. The siloed way of working at ECLAC hinders the implementation of the gender mainstreaming strategy
- I don't know the strategy, so I don't know how it could be better implemented
- I cannot say anything about the implementation of the Strategy because beginning with everything, the onboarding of the people to this Office is a mess and unfortunately no one even know (just if you have more than 3 years) for who you are working etc
- Greater awareness-raising
- Additional guidelines and tools
- Hiring of this disable persons
- Mi impresión es que la estrategia sigue apareciendo como algo muy remoto del día a día de la mayoría del personal. Se necesita comunicar más y mejor sus objetivos e instrumentos
- Disseminate the information, be more visible with the actions taken
- 0
- No comment
- Mayor difusión de las metas
- I think that each division must add an expert person who is capable of work in a specific issue (economic development, social development, natural resources, etc) with gender perspective
- Communicate to the Staff about the Strategy. We have no information
- Believe what we advocate and be coherent internally
- -
- compromiso institucional en incorporar la perspectiva de genero
- Disabilities need to be better addressed
- Reinforce with information campaigns
 - Carry out recreational activities focused on the topic
 - Promote participacion in campaigns and activities
- Management in the office must take a leading role and actively follow up on these strategies, and concretely articulate how staff are expected to implement them
- Every thing is OK
- Strength Gender Affairs Division
 - More commitment towards parity
 - Develop an integrated pilot with 1 or 2 divisions
 - Update the role and programme of Gender Champions
 - Include a gender specialist in all the new negotiations projects
- The institution has not yet fully included the gender perspective either in industrial relations or in the work programme. There has been greater participation of women in positions of power, but this has no impact on the situation of female servants. The gender strategy seems to be more positioned in the Santiago headquarters than in the sub-headquarters, which usually assumes the practices of the country rather than the guidelines of the institution
- Cannot say

- Relaunch the strategy and reinforce messages and activities. I'm not sure, for example, if the gender champions continue working
- N/A
- More clear information
- Improve financial resources
- First, it is needed a clear and insightful balance and assessment of the first half
 - And second, it is necessary to establish some indicators of progress in order to monitor the second half of this Strategy
- More dissemination of actions and conceptual knowledge
- To know the first half
- xx
- Reports should include a communications strategy or easy reading docs or flyers to target all audiences
- Real commitment by management
- Reinforce the gender champion group
- A visibility agenda
- N/A
- To reach all the Staff
- Add etaging to mainstream
- Continuity and monitoring
- Communicate it
- I am not sure
- The parity of gender in high level position would be the beginning to talk about this topic
- N/A
- Difundir más la información
- Cummunicate them more often
- To socialize how the strategy has been implemented in ECLAC
- No comment
- I suggest an internal difussion of gender main messages through a pop-up on windows at least, once a month
- More gender equality in Chief position
- I do not have suggestions
- N/A
- More activities related to gender equality
- It would add more equity in the development of the work plan, in addition to a better distribution of responsibilities, it would remove the extreme hierarchy that women take when faced with high-level positions
- ..
- I don't know the content of the strategy
- I am not aware of this strategy
- Walk the talk in terms of gender participation at ECLAC
- Greater equality at home and in the office
- Enhanced coordination and regular team meetings between the Gender Champions
- I strongly recommend continuing with the same enthusiasm to apply the gender mainstream
- N/A
- Improve the dissemination of the Streategy goals and main action because I did not any information about it
- No lo sé

- Make it more visible
- I hardly know anything about the strategy
- .
- No me siento capacitado para opinar al respecto
- N/A
- More staff

Question 16: Is there any other issue(s) you would like to address/discuss?

- No
- Lack of awareness about the strategy among staff members
- Yes- what are the responsibilities of ECLAC in supporting a female staff who has to supervise an abusive staff. It cannot be that the abuser (female supervisor) has to be held responsible/accountable for changing the behavior of the abuser (male subordinate) and where this unacceptable behavior is towards her
- Even the small things that have been adopted by the UN system still fail at ECLAC. For instance, Zoom registration links to official events, even high-level sessions, most of the time only include binary options for completing gender registration. Fundamental that even STIC and technical areas integrate basic concepts
- I would like to learn about this strategy
- A recent "Independent Review of the UN System's Capacity to deliver on Gender Equality" has shed light on institutional challenges and has highlighted that mainstreaming has proved to be an ineffective approach. Therefore, it would be relevant to assess these findings together with the Strategy's evaluation and propose alternate approaches
- Manplanning and behaviors against women inside the office, since little comments that related of how women dress till chiefs of units that want to hire men only because they do not cry
- N/A
 - Toxic organizational culture that doesn't allow dissent from the "status quo"
- Excelente trabajo
- -
- No
- None
- In a globalized world, national actions alone are not sufficient. It is necessary to address the transnational dimension of gender inequalities and correct asymmetries in trade, finance, and technology through regional and international cooperation to advance gender equality and ensure women's right
 - Latin America and the Caribbean is the only region in the world where, for over 45 years, governments, the United Nations system, international organizations, civil society organizations, particularly women's and feminist organizations and movements, academia, and the private sector come together in the Regional Conference on Women in Latin America and the Caribbean
 - In particular, I point out that Latin America and the Caribbean have adopted a comprehensive Regional Gender Agenda to promote women's rights and gender equality, which has a multi-scale approach, connecting subnational, national, regional, and international levels to promote sustainable development and end gender inequalities within and between countries. The Buenos Aires Commitment, adopted by the governments of the region during the XV Regional Conference on Women in Latin America and the Caribbean, is of particular interest as governments agreed to recognize care as part of human rights, promote North-South, South-South, and triangular cooperation programs that promote gender equality and women's autonomy, and reaffirm the crucial role of non-governmental organizations, particularly women's and feminist organizations and movements. Buenos Aires Comitement could be a driver of gender strategy accross ECLAC
- It is necessary to train supervisors to understand and apply the strategy in a committed manner, as well as to involve the staff association in Mexico
- N/A

- No
- You could make more promotion about this strategy
- Suggest a more realistic targets - do we really have inclusiveness in the strategy? thanks for the interview
- Senior Management should consider more seriously the implementation of the gender mainstreaming strategy in daily activities
- more tools on empathy
- I am not sure
- N/A
- ..
- No, thanks
- Thank you.
- No
- No
- No
- There is a total lack of communication from leadership about ALL/ANY institutional issues/commitments
- .
- N/A

ANNEX 6

DOCUMENTS CONSULTED AND DATA SOURCES

Evaluation reference documents

- ECLAC (2017) Preparing and conducting Evaluations. ECLAC Guidelines
- ECLAC (2017) Evaluation policy and Strategy ECLAC
https://www.cepal.org/sites/default/files/static/files/evaluation_policy_and_strategy_eclac_2017.pdf
- UNEG (2018). Guidance on Evaluating Institutional Gender Mainstreaming
<http://www.unevaluation.org/document/detail/2133>
- UNEG (2014) Guidance on Integrating Human Rights and Gender Equality in Evaluations
<http://www.unevaluation.org/document/detail/1616>
- UNEG (2014) Integrating Gender Equality and Human Rights in Evaluation
<http://www.unevaluation.org/document/detail/1616>
- UNEG (2008) Code of Conduct for Evaluation in the UN system
<http://www.unevaluation.org/document/detail/100>
- UNEG (2008) Ethical Guides for evaluation
<http://www.unevaluation.org/document/detail/2866>
- UN SWAP Guidance, Analysis and Good Practices.
<http://www.unevaluation.org/document/detail/1452>

Gender Mainstreaming Strategy

- Strategy for Gender Mainstreaming at ECLAC 2020–2025
- ECLAC (2013) Strategy for Mainstreaming Gender at the ECLAC 2013–2017
- ECLAC (2020) Final Assessment Report. Evaluation of the strategy for mainstreaming at the ECLAC 2013–2017
- ECOSOC AC 1997.2 <https://www.un.org/esa/documents/ecosoc/docs/1997/e1997-66.htm>
- UN Secretary General “Mainstreaming a gender perspective into all policies and programmes in the UN System” (E/2023/82)
- ECOSOC E/RES/2023/11–UN Resolution adopted in 7 June 2023 on Mainstreaming a gender perspective

Planning and reporting

- ECLAC (2018) Draft programmes of work of the ECLAC System, 2020
- ECLAC (2019) Draft programmes of work of the ECLAC System, 2021
- ECLAC (2020) Draft programmes of work of the ECLAC System, 2022
- ECLAC (2021) Draft programmes of work of the ECLAC System, 2023
- ECLAC (2022) Draft programmes of work of the ECLAC System, 2024
- ECLAC (2023) Draft programmes of work of the ECLAC System, 2025
- UN Resolution A/74/6 (Sect. 21) Proposed programme budget for 2020
- UN Resolution A/75/6 (Sect 21) Proposed programme budget for 2021
- UN Resolution A/76/6 (Sect 21) Proposed programme budget for 2022
- ECLAC (2020) Report on the activities of the Commission, 2019
- ECLAC (2021) Report on the activities of the Commission, 2020
- ECLAC (2022) Report on the activities of the Commission, 2021
- ECLAC (2023) Report on the activities of the Commission, 2022

Gender architecture ECLAC

- ANNEX I - Gender architecture for the ECLAC
- ToRs ECLAC Gender Taskforce
- ToRs ECLAC Network of Gender Champions
- Actions plans 2021 from the Gender Champions Network from DCII, DDPE, DDS, DE, DRN,MEX, OSE-OSEAG, POS and WAS
- UN Resolution ST/SGB/2008/12. Departmental focal points for women in the Secretariat

Gender related press and events

- CEPAL Activity Report (2021) Campaign on 16 days of Activism. UNiTE Campaign
- Concept Note (2022)-Unite Campaign to end violence against women
- Press releases 2022 and 2023

Human resources-gender parity

- ECLAC's Action Plan for the implementation of the System-Wide Strategy on Gender Parity in the Secretariat (2018)
- ECLAC (2022) Annex II–Action Plan for achieving gender parity at ECLAC for the period 2023–2025
- ECLAC Annex II–Report Impact on gender parity by actions taken at ECLAC 2018–2022
- ECLAC (2022) Report on Implementation of Gender Parity Action Plan and ECLAC's Action Plan for 2023–2025
- ECLAC (2021) Report ECLAC to SG on Implementation of Gender Parity Action Plan
- ECLAC (Nov 2013) Report on implementation of Gender Parity Action Plan and ECLAC's Action Plan for 2023–2025

UN SWAP

- UN (2017) System Wide Strategy on Gender Parity
- UN (2018) Plan for the implementation of the System Wide Gender Parity Strategy in the Secretariat
- ECLAC, UN WOMEN (2020). Report UN-SWAP 2.0 Accountability framework for mainstreaming gender equality and the empowerment of women in United Nations Entities
- ECLAC, UN WOMEN (2020). UN-SWAP 2.0 Summary, analysis and key insights from 2020
- ECLAC, UN WOMEN (2021). Report UN-SWAP 2.0 Accountability framework for mainstreaming gender equality and the empowerment of women in United Nations Entities
- ECLAC, UN WOMEN (2021). UN-SWAP 2.0 Summary, analysis and key insights from 2021
- Letter ECLAC UN SWAP 2021
- UN Report of the Secretary General E/2021/52. Mainstreaming a gender perspective into all policies and programmes in the United Nations system
- ECLAC, UN WOMEN (2022). Report UN-SWAP 2.0 Accountability framework for mainstreaming gender equality and the empowerment of women in United Nations Entities
- Report of the Secretary General E/2022/62. Mainstreaming a gender perspective into all policies and programmes in the United Nations system
- UN Resolution E/RES/2022/18 adopted by the Economic and Social Council on 22 July 2022
- UNCT SWAP Gender Equality Scorecard (2018)
https://unsdg.un.org/sites/default/files/UNCT-SWAP_Gender-report_Web.pdf
- UN-SWAP Key tools and resources <https://www.unwomen.org/en/how-we-work/un-system-coordination/promoting-un-accountability/key-tools-and-resources#UNCT-SWAP>
- UNCT-SWAP Scorecard: Framework and technical Guidance
<https://unsdg.un.org/resources/unct-swap-gender-equality-scorecard>

- <https://www.unwomen.org/en/how-we-work/un-system-coordination/promoting-un-accountability>
- UNWOMEN Virtual best practice toolkit for UNCT-UNSWAP Gender Equality Scorecard <https://asiapacific.unwomen.org/en/focus-areas/un-system-coordination/toolkit-for-unct-swap-gender-equality>

CEPALDIS disability inclusion strategy

- CEPALDIS strategy to guide ECLAC's efforts towards becoming a landmark organisation in the promotion of the rights and full and effective inclusion of women and men with disabilities
- CEPAL (2021) Report on the CEPAL's first disability inclusion p.



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www.cepal.org/en