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DEVELOPMENT WITH EQUALITY

FINAL ASSESSMENT REPORT

April 2018

ASSESSMENT OF DEVELOPMENT ACCOUNT PROJECT 14/15 AK

Strengthening national capacities to design and implement rights-based policies and programmes that address care of dependent populations and women's economic autonomy in urban development and planning

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TABLE OF CONTENTS

ACRONYMS

ACRONYM	DEFINITION
AECID	Spanish Agency for International Development Cooperation
CDMX	Government of Mexico City
CECILA	Interdisciplinary Commission of Care (in Mexico City)
DGA	Division for Gender Affairs
ECLAC	Economic Commission for Latin America and the Caribbean
ILO	International Labour Organization
ILPES	Latin American and Caribbean Institute for Economic and Social Planning
IAFFE	International Association for the Feminist Economy
IAM	Ibero-American Union of Municipialists
LAC	Latin America and the Caribbean
M&E	Monitoring and Evaluation
MAM	Mechanism for the Advancement of Women
MSUR	South American Colloquiums on Metropolitan Cities
ODI	Overseas Development Institute
PPEU	Programme Planning and Evaluation Unit
PPOD	Programme Planning and Operations Division
SDGs	Sustainable Development Goals
SERVIU	Housing and Urbanization Service (Santiago)
ToC	Theory of Change
ToR	Terms of Reference
UMOJA	United Nation's financial and management system
UN	United Nations
UNDP	United Nations Development Programme
UN-Habitat	United Nations Human Settlements Programme
UN-Women	United Nations Entity for Gender Equality and the Empowerment of Women
V4M	Value for Money

EXECUTIVE SUMMARY

CONTEXT, AIMS AND METHODOLOGY OF THE EVALUATION

1. The object of analysis in this evaluation is the Development Account Project ROA 293-9 "Strengthening national capacities to design and implement rights-based policies and programmes that address the care of dependent populations and women's economic autonomy in urban development and planning".

2. The purpose of this regional project is to support national and local policymakers to improve their awareness, knowledge, skills and technical capacity to design policies and programmes that address women's economic autonomy and the care of dependent populations as part of urban planning and development. The original duration of this project was approximately four years (2014–2017), having started activities in June 2014.

3. The pathway for change underpinning the ToC of the project is rooted in the idea that policy changes are more apt to occur when advocates (ECLAC in this case) develop relationships and work with those in positions of power and influence (i.e. working with key decision makers to design appropriate policies and programmes that address women's economic autonomy and the care of dependent populations).

4. The main aim of the evaluation is to review the efficiency, effectiveness, relevance and sustainability of the project implementation and to document the results the project attained in relation to its overall objectives.

5. In answering the evaluation questions, the evaluator drew from the best available evidence across a range of sources, following a mixed-methods approach.

FINDINGS

RELEVANCE

6. The project tackles an innovative theme that is highly relevant to the targeted cities. It is a three-pronged theme that includes gender (including women's economic autonomy), care and urban planning and is in line with the ECLAC strategic framework, municipal aims and the priorities in the targeted cities.

7. However, two types of situations have affected how the authorities have perceived the relevance of the project in different cities: (a) the degree of institutionalization of issues such as care and/or urban planning with a gender perspective; and (b) the level of ownership of the project by different local authorities.

8. Fruitful synergies have been established within and outside ECLAC. Many of these partnerships have been new and were forged through regional feminist networks between members of DGA and the leaders of governments and civil society in Latin America. The engagement of the partners has been flexible. However, most of them were not involved at the conceptualization stage.

EFFICIENCY

9. The management and coordination mechanisms of the project have worked efficiently and smoothly. Coordination with the local consultants was also generally satisfactory.

10. Regarding the use of resources, the evaluation concludes that the level of efficiency is reasonable, given the high delivery rate and the level of contribution to concrete results.

EFFECTIVENESS AND EARLY IMPACT

11.   The logical framework approach and, particularly, the definition of indicators had important limitations with regard to realistically measuring the progress and achievements of the project.

12.   The project has been successful in supporting national and local policymakers to improve their awareness, knowledge, skills and technical capacity to design policies and programmes that address women's economic autonomy and urban planning. It has helped key stakeholders acquire more knowledge, awareness and skills and it has contributed to institutional changes in partners' organizations. These transformations related to organizational culture¸ the development and/or strengthening of technical mechanisms, and the expansion of networks and alliances were related to the aims of the project.

13.   The project has made clear contributions to influencing public and political agendas. This has been achieved by coining terms and creating concepts that are permeating the discourses and political agendas of the targeted cities and by legitimizing issues and debates. It has also contributed to informing concrete public policies around gender, care and urban planning especially in Mexico City and, to a lesser extent, in other cities such as Santiago, Montevideo and Cuenca.

14.   All the activities planned were implemented. However, these activities were sometimes adapted to emerging challenges and opportunities. On the one hand, the political buy-in of the partners was a key aspect that facilitated the implementation of the activities. On the other hand, despite a relative degree of flexibility, fixed timeframes were one of the most salient difficulties for the implementation of the activities.

15.   The technical quality of the knowledge products and activities developed by the project has been generally very high and generally reached the right audiences. However, there is room for better dissemination of the knowledge products.

SUSTAINABILITY

16.   The use of the products and activities that have resulted from the implementation of the project are subject to different degrees of sustainability. It is safe to assume that many of those reached will continue to use the publications developed by the project. However, two factors could significantly hinder the usability of these studies: (a) content becoming obsolete, and (b) the municipal dynamics. Local governments would lean more towards the urgency of service provision than to reflection, precisely because they are the direct implementers of services. In this context, it would have been particularly important to design strategies that explicitly promote the use of the case studies beyond formal presentations.

17.   Personal transformations such as acquisition of knowledge and skills are more sustainable, as are advances in influencing public agendas. However, organizational transformations and results related to the enactment and implementation of policies are not yet sufficiently institutionalized.

18.   During the implementation of the project, ECLAC has carried out specific activities and strategies that have promoted the sustainability of results. Despite these, sustainability remains a pending issue given the novelty of the subject and the complexity of the changes that are pursued. In general, to guarantee the sustainability of the results obtained, it is essential to ensure the long-term commitment of ECLAC and partners.

LESSONS LEARNED

19. The need for a perspective that recognizes the territory and management of the city as an important dimension in the development of gender equality policies. However, the fact that it is so innovative, coupled with the aim of effecting profound social and cultural transformation, means that this is a long road.

20. Working with municipalities is very different to working with State organizations and requires different strategies to influence their policies and practices.

21. Despite the regional mandate of ECLAC, this project shows that when working with municipalities, one size does not fit all. For the project to be fully relevant to such different realities, ECLAC would need to be prepared to adapt to each context and allow different strategies for each city, even if they all can follow a similar ToC.

22. The project´s approach works as long as some key factors are put in place. These are: (a) a high degree of gender mainstreaming within the municipal partner; (b) strong buy-in on the part of the local authorities at the highest level; and (c) adaptation to the timing and the local dynamics.

RECOMMENDATIONS

23. Continue developing a clear analysis framework, intersecting the themes of urban planning, care and municipal policies, from a gender perspective. This should identify concrete practical aspects, relevant to each city, on the basis of which to start designing specific public policies.

24. Conduct a conscious, formal diagnosis when different cities become involved in the project, taking into consideration: (a) the level of institutionalization of gender mainstreaming; (b) the political ownership of the authorities; (c) the political dynamics/timing in the municipality. Accordingly, assign a purposeful role to each city.

25. Build the methodological approaches together with the national consultants and promote formal dialogue and exchanges among them to ensure harmonization of approaches and sharing of learning.

26. In future interventions, use ToC as a complementary approach to the log frame.

27. Create permanent research mechanisms responsible for updating the information emerging from products developed by the project.

28. Design strategies that explicitly promote the use of the case studies beyond formal presentations with municipal partners.

29. Ensure the long-term commitment of ECLAC to the theme of the project.

1. ABOUT THIS EVALUATION

1.1 AIMS AND GENERAL FRAMEWORK

30. The object of analysis in this evaluation is the Development Account Project ROA 293-9 "Strengthening national capacities to design and implement rights-based policies and programmes that address the care of dependent populations and women's economic autonomy in urban development and planning".

31. The evaluation was carried out by an external evaluator, from October 2017 until March 2018, and it was commissioned and closely supervised by the Programme Planning and Evaluation Unit (PPEU) of the Programme Planning and Operations Division (PPOD) of ECLAC.

32. The main aim of the evaluation, as stated in the ToRs, is to review the efficiency, effectiveness, relevance and sustainability of the project implementation and to document the results the project attained in relation to its overall objectives and expected results as defined in the project document.

33. The first step of the evaluation was to understand what the main users needed to learn from the final report. At the same time, the evaluator constructed a preliminary description of the project —the need, the purpose, the building blocks of its implicit ToC and a brief account of the main progress. After better understanding the needs and the scope of the project and of the evaluation, the evaluator drafted a mixed-methods evaluation approach and developed appropriate data collection tools.

34. In answering the evaluation questions, the evaluator drew from the best available evidence across a range of sources, such as interviews, an online survey, focus groups, third party research and documents. The final report presents the main findings and provides answers to those questions based on the evidence.

35. The most important governing principle of this evaluation is to ensure that the process and outcomes are useful for the stakeholders involved in the evaluated project, especially the Division for Gender Affairs (DGA) and ECLAC at large. In order to achieve this, the process and the deliverables of this assignment were aimed at generating learning at different levels. This learning will contribute to better decision-making and better programming and will help to strengthen ECLAC accountability to all stakeholders, including relevant member States and the Development Account.

36. The project evaluated is gender-specific. This means that the intervention theory clearly considered human rights and gender issues, and identifying problems and challenges that affect different groups, especially men and women. Therefore, following UN guidelines,[1] the evaluation has made sure that the human rights and, particularly, gender issues captured in this intervention are also well reflected throughout the evaluation report. This meant examining: (a) human rights and gender issues and relations that are (or could be) important to the core objectives of the project; (b) the extent to which the project has integrated human rights and gender issues in design, implementation and monitoring; and (c) the way in which the project is responding to and affecting the rights, needs and interests of different stakeholders, including women and men.

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[1] United Nations Evaluation Group (UNEG), *Integrating Human Rights and Gender Equality in Evaluation: Towards UNEG Guidance*, New York, 2011.

1.2 LEVEL OF ANALYSIS AND KEY ISSUES

37. As a result of the review of preliminary documents, the original evaluation questions included in the ToRs were expanded and an evaluation framework was drafted (see annex 1). The evaluation framework has four focus areas, as indicated in the ToRs: relevance, efficiency, effectiveness and sustainability.

1.3 DATA COLLECTION METHODS AND ANALYTICAL TOOLS

38. The evaluation applied a mixed-methods approach, including quantitative and qualitative data and using the following research tools and data sources:

39. **Desk review**: ECLAC provided a large preliminary body of documents. They included strategy documents, reports and research publications that were further examined together with additional relevant documentation gathered during the field missions. The evaluator also reviewed a number of third party reports and official documents.

40. **Stakeholders inventory**: ECLAC provided a preliminary inventory of stakeholders involved with the project, which the evaluator completed. A total of 57 key stakeholders were identified and categorized into the following groups: project partners; consultants; management and bellwethers. This inventory served two purposes: it provided a snapshot of the range of the project´s key partners, and it was used to select potential interview participants.

41. **Interviews/small focus groups**: The evaluator conducted semi-structured interviews or small focus groups (not exceeding 4/5 people), either via Skype or in person with key informants selected on the basis of the stakeholder inventory.

42. The evaluator used intentional non-probabilistic sampling to select participants for interviews/focus groups. This means that the evaluator consulted those people who had more detailed information about the questions posed in the evaluation matrix. In total, 36 people were interviewed, either via Skype or during the evaluation missions (see annex 2). As part of the evaluation, three missions were carried out to Santiago, Montevideo, and Mexico City between 21 November and 2 December 2017.

43. The evaluation employed non-probabilistic sampling, selecting those cities where it was believed the evaluator would find more comprehensive information about the evaluation questions. In this spirit, the evaluation selected Montevideo, Santiago and Mexico City for field missions: (a) because they were three of the first cities to sign up for the project and have therefore had more intense activity; and (b) because concrete results were reported in all three cities.

44. For each of the potential interview groups, questions were drawn up addressing some of the core evaluation questions and also intersecting these with the respective informant's background.

45. Although the interview sheets are highly structured, the evaluator freely followed up on any emerging issues that appeared relevant to the core questions.

46. **Online survey**: In the spirit of inclusion guiding this evaluation, all stakeholders who were identified in the inventory, but who were not interviewed, had the opportunity to provide inputs for the evaluation via an online survey.

47. A web survey was conducted in Spanish (see annex 3) and collected the impressions of a significant number of the identified stakeholders. Its aim was to ensure that a maximum number of views were represented (especially of those who had participated in different activities organized under the project) and to collect more quantitative responses.

48.   A list of 642 individuals who had participated in project activities was developed. The list was compiled by the evaluator using the preliminary documents provided by DGA and then expanded on with the help of DGA and PPEU. We obtained a 19% return, equivalent to 122 responses.

49.   **Direct observation**: Observation serves to better understand the nature, problems and successes of project activities and processes. Due to time and resource constraints, observation was selective, looking at a few sessions during the closing meeting held in Santiago on 21–22 November 2017, paying special attention to management processes and stakeholders behaviours that are central to the evaluation questions.

1.4 ANALYSING INFORMATION

50.   The evaluator used triangulation to validate the information gathered through cross-verification from more than two sources. This method tested the reliability of the evaluation findings obtained through different data collection tools.

51.   To triangulate data the evaluator used Dedoose, a web-based application that allows the organization and analysis of research data. As stated in the evaluation's ToRs, this first analysis crystalized into a preliminary finding report that laid out the main conclusions of the evaluation, tracing them back to the sources.

1.5 QUALITY ASSURANCE MECHANISMS

52.   Following ECLAC guidelines, this evaluation used several means to ensure the highest standards of quality were achieved:

53.   **A thorough alignment with the guidelines and methodological data collection** tools in accordance with evaluation guidelines developed by PPEU. These guidelines outlined the evaluation process, key evaluation criteria and questions, as well as the format and content of deliverables, including the TORs, inception report, presentation of preliminary findings, the evaluation report and the follow-up action plan.

54.   **Review of evaluation deliverables**: The task manager in ECLAC provided continuous guidance and feedback to the evaluator throughout the evaluation process, as well as reviews of all the evaluation deliverables including: the inception report, methodological data collection tools, preliminary findings report, and the draft and final evaluation reports. ECLAC programme managers in DGA also provided continuous feedback to the task manager and evaluator.

2. ABOUT THE PROJECT

2.1 ANALYSIS OF THE REGIONAL CONTEXT

55.   Development in Latin America is characterized by structural heterogeneity, diverse forms of inequality (economic, social and gender), high urbanization and a process of demographic transition. This combination of a growing and ageing urban population, in a region where culturally the majority of the care work is unpaid and undertaken by women, poses a particular challenge for public policies that deal with access of dependent populations to quality care services.

56.   There is evidence that investments in social care infrastructure could make a decisive impact on more equitable development. According to recent simulation studies, investment in social care delivery, by shifting parts of unpaid care work to paid work, generates more than twice the number of jobs than investment in infrastructure, owing to the higher labour intensity of care work. There is also evidence that investment in care infrastructure can produce substantial gains in gender equity by, on the one hand, reducing the burden of unpaid care activities by women and, on the other, expanding income-earning opportunities for women who tend to be employed in these kinds of services.
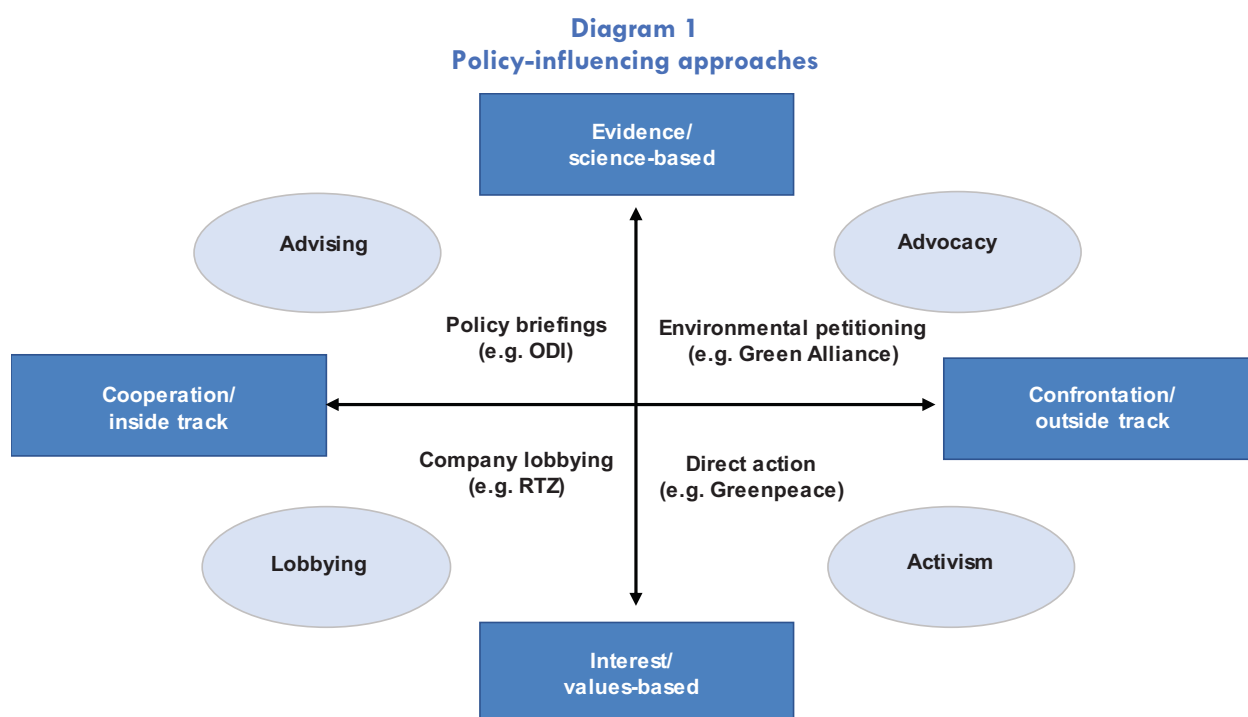
2.1.1 THE PURPOSE

57.   The purpose of this regional project, as stated in the evaluation ToRs, is to support national and local policymakers to improve their awareness, knowledge, skills and technical capacity to design policies and programmes that address women's economic autonomy and the care of dependent populations as part of urban planning and development.

58.   This is to be achieved by: (a) increasing the knowledge and awareness of policymakers and other stakeholders on the link between urban development, care policies and women's economic autonomy; and (b) increasing the capacity of technical staff and decision makers to design and implement policies and programmes for the care of dependent populations in order to promote women's economic autonomy as part of urban development.

2.1.2 SCOPE AND PARTNERS

59.   The original duration of this project was approximately four years (2014–2017), having started activities in June 2014.

60.   The project was initially implemented in six cities in the Latin American region: Bogotá (Colombia), Cuenca (Ecuador), Havana (Cuba), Mexico City (Mexico), Montevideo (Uruguay), and Santiago (Chile). Later, San Salvador (El Salvador) also joined the project. Sporadic activities also took place in São Paulo (Brazil).

61.   DGA worked directly with a group of local consultants from each of the targeted cities to develop key knowledge products, and with local government partners (i.e. local governments and municipalities) to disseminate the project learning and to build their capacity on women's economic autonomy and the care of dependent populations as part of urban planning and development. The total budget of the project was US$ 564,000.

2.1.3 THE PATHWAY FOR CHANGE

62. The evaluation analysis suggests that the pathway for change underpinning the ToC of the project is the "power elite".[2] This means that the implicit ToC is rooted in the idea that policy changes are more apt to occur when advocates (ECLAC, in this case) develop relationships and work with those in positions of power and influence (i.e. working with key decision makers to design appropriate policies and programmes that address women's economic autonomy and the care of dependent populations).

63. To advance on this pathway for change, the project has designed strategies/activities that fall into the 'advising' category (see diagram 1). This means that ECLAC uses an inside track approach working in collaboration rather than confrontationally with those ECLAC wants to influence. It also means that ECLAC follows a heavily evidence-based approach through the production of thorough research (such as the case studies) from an impartial point of view rather than an approach sustained by concrete interests.

Diagram 1
Policy-influencing approaches

Evidence/
science-based

Advising

Advocacy

Policy briefings
(e.g. ODI)

Environmental petitioning
(e.g. Green Alliance)

Cooperation/
inside track

Confrontation/
outside track

Company lobbying
(e.g. RTZ)

Direct action
(e.g. Greenpeace)

Lobbying

Activism

Interest/
values-based

Source: D. Start and I. Hovland, *Tools for Policy Impact: A Handbook for Researchers*, London, Overseas Development Institute (ODI), 2004.

64. Based on the analysis above, the evaluator devised the following logic model based on the implicit ToC and by combining and simplifying the different elements found along with the preliminary documents provided by the project. This model was tested and revisited throughout the process of evaluation.

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[2] Sarah Stachowiak, *Pathways for change: 6 Theories about How Policy Change Happens*, Organizational Research Services (ORS), 2010.

Reconstructing the ToC: the building bocks

ASSUMPTIONS

- If key policymakers have the **technical capacities and adequate knowledge**, **they will design and implement policies** and programmes that address women's economic autonomy and care of dependent populations as part of urban planning and development.
- The project can **reach a critical mass of individuals who have the power** to prompt/influence desired changes.

For result 1:
- Building and disseminating a body of solid evidence. National and regional studies. National and regional workshops.

For result 2:
- Standardized learning material and courses: production of Manual; seminars of experts; thematic courses.
- Tailored technical assistance.

PROBLEM OR ISSUES

There is a growing and ageing urban population in the LAC region, where culturally the majority of the care work is unpaid and undertaken by women.

Therefore, the care of dependent populations in cities impacts on gender equality in particular the economic autonomy of women.

However, there is a lack of consideration for gender-related issues in urban planning.

ASSETS

Gender equality and the care of dependent populations are both issues that have become of **increasing interest** to local authorities in LAC, even if the links between them have not been sufficiently explored.

There is **evidence** that investments in social care infrastructure could make a decisive impact on more equitable development. Investment in social care delivery, by shifting parts of unpaid care work to paid work, generates more than twice the number of jobs than investment in infrastructure owing to the higher labour intensity of care work.

ECLAC is seen as a credible partner or voice to impact decision makers or those with influence in this area.

INFLUENTIAL FACTORS

Global commitments such as the SDGs and the New Urban Agenda need to be translated into concrete results on the ground.

In LAC, the recently adopted Montevideo Strategy for Implementation of the Regional Gender Agenda within the Sustainable Development Framework by 2030 is a tool for translating regional commitments on gender equality into reality.

Objective: Support national and local policymakers to design policies and programmes that address women's economic autonomy and the care of dependent populations as part of urban planning and development

Result 1: Increase awareness and knowledge of policymakers in selected target cities in LAC of the importance of rights-based policies that address the care of dependent populations and women's economic autonomy in urban development.

Result 2: Increased capacity of technical staff and decision-makers in selected countries to design and implement rights-based policies and programmes aimed at the care of dependent populations and the attainment of women's economic autonomy in urban areas as part of urban development.

2.2 RELEVANCE

Finding 1: ADEQUACY

The project tackles a theme that is highly relevant to the targeted cities. It is a three-pronged theme that includes gender (including women's economic autonomy), care and urban planning. This is considered to be tremendously innovative, especially the nexus between urban planning and gender, which is still at an embryonic stage and therefore requires a long-term vision.

65. A staggering 97% of the survey respondents thought that the issues tackled by the project were "very relevant" (65%) or "relevant" (32%) to the context of their cities. Many have come to the understanding that cities are not neutral spaces, but that they interrelate with citizens, thus opening doors to transforming gender relations.

66. In this connection, both experts and government partners consulted commend the fact that ECLAC has initiated a project of this nature, as it provides an opportunity to reflect on the following: how men and women live in cities; how cities are built and developed; how women are integrated (or not) in these processes; and how all this affects their economic autonomy.

67. There is also unanimity that this **interaction between urban planning and women's empowerment is still at an embryonic stage,** while the links between gender and other social sciences, such as health and education, are more advanced from a feminist perspective.

68. Stakeholders applaud how ECLAC has built on its vast experience working on care and women's autonomies (economic; in decision-making and physical) to now include the urban planning element. In fact, many have pointed out that the project's innovativeness lies precisely in connecting the gender aspects of care and urban planning. For example, how public transport in the cities can affect women's use of time or their access to employment.

69. Until now, many of the initiatives exploring the links between urban spaces and gender focused exclusively on women's safety.

    "The issue of the care economy has been present since at least 2010; the innovative aspect of this study was to link up urban development policy with care policies. It was innovative because (in this city) everything that referred to gender and the city was treated as relating to violence" – local authority.

70. There is also broad recognition that, as the theme is still at an early stage of development, it will require a **long-term effort** by many actors before we could see it contributing to tangible results that transform gender relations and the life of women in cities. This report explores this under the sections on effectiveness and sustainability.

Finding 2: ALIGNMENT WITH PARTNERS' PRIORITIES

The project is in line with municipal aims and priorities in the targeted cities in three aspects: (a) shedding light on the gender representation in decision-making at the municipal level; (b) shifting from a sectoral planning approach to a territorial planning approach; and (c) proposing practical measures to improve women's quality of life in cities. The project not only follows municipal aims and strategies, but also has the potential to influence them.

71. A convincing 97% of the people who responded to the online survey declared that the issues addressed by the project were relevant (32%) or very relevant (65%) to the context of their cities. This view was also shared by many interviewees.

72. Most relevantly, the city authorities consulted agreed that **this project was in line with and relevant to municipal aims** for one or more of these three reasons:

    (i) **Gender representation in decision-making:** The project sheds light on the gender balance in decision-making processes at the municipal level. According to stakeholders, the mere opportunity to understand how decisions at the municipal level are made from an androcentric point of view (because it is dominated mainly by men) is very important in itself.

    (ii) **Sectoral planning versus territorial planning:** Municipal policies are usually organized by sector. The project encourages a holistic territorial perspective beyond the traditional sectoral urban planning. This type of territorial planning makes it easier to reflect in a more holistic way on how municipal policies affect the lives of citizens (men and women).

    (iii) **The project has the potential to inspire practical measures in cities:** Many authorities have **recognized** that the project´s approach has the potential to inspire efficient practical measures. For example, changing the lighting of public spaces to increase women's safety (real and perceived dangers); or, in the field of care, making day-care centres more accessible, that is, bringing the public supply of care closer to the demand and thereby facilitating the work/life balance for women and men.

73. Furthermore, all municipal governments consulted, and other stakeholders, have widely recognized that **the project not only was aligned with local agendas, but it also had the potential to influence them**. This occurs because **ECLAC involvement has the power to legitimize issues** and to open new doors and spaces for reflection. This aspect is examined in more detail under the section on effectiveness.

Finding 3: FACTORS AFFECTING THE PERCEPTION OF RELEVANCE

Two types of situations have affected how the authorities have perceived the relevance of the project in different cities: (i) the degree of institutionalization of issues such as care and/or urban planning with a gender perspective; and (ii) the level of ownership of the project on the part of different local authorities.

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74. **Institutionalization of the topics:** For example, the municipality of Montevideo has expended considerable prior reflection and done much work on how gender equality can be integrated into urban development and planning. In comparison with other localities, Montevideo has advanced a lot on gender mainstreaming. The local administration has feminist city planners in positions of power, and it has produced specific studies such as the mobility surveys with a gender perspective that have informed specific public policies. This level of institutionalization of gender issues differs greatly from, for example, Santiago, which has no formal gender architecture within the municipality.

75. **Political ownership:** The ownership of the project by different municipal governments has been fundamental in determining their perception of its relevance. For example, in Santiago, the project was developed with the full backing and involvement of the local administration. However, as the government changed after the elections, so did the municipal priorities; this affected the practical backing for the project.

    "A constant concern we have had throughout the project is how to really get a connection with the municipal governments. In Santiago, for example, it went very well until there was a critical change in government that slowed everything down" — management team.

76.   In Mexico City, the project was also conceived in full collaboration with the local government, in this case the Secretariat of Labour and Employment of CDMX. Although the head of this institution also changed during the implementation of the initiative, the project remained highly relevant for the partner because: (a) the new head was another feminist woman from the same political party, who shared the vision of the project, and (b) the Mayor of Mexico City maintained his political commitment throughout the project period.

   "Having three feminist women in key positions in Mexico City has been fundamental. Feminism was able to reach a critical mass of policymakers in the city. Another important factor is the opening of Mancera (Mayor of Mexico City)" – local authority.

77.   These two aspects also have implications for the sustainability of the results, as this report will discuss under the section on sustainability.

Finding 4: ALIGNMENT WITH ECLAC MANDATE

The project is fully in line with the ECLAC strategic framework. Most relevantly, the project follows the DGA line of work on themes such as the care economy and women's economic empowerment.

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78.   The project is **in line with the institutional strategies**, most relevantly with the 2014-2015 strategic framework for ECLAC, whose objective for subprogramme 6 is "To mainstream a gender perspective into sustainable and inclusive development strategies of the Latin American and Caribbean countries". In addition, the project follows the principles and strategic objectives of the New Urban Agenda (2016) at the regional level.

79.   Furthermore, **issues related to unpaid work performed by women and the care economy, as well as women's economic autonomy, have been firmly rooted in the work programme of the Division for Gender Affairs since 2005,** as stated in previous evaluations. What the project has done is to add a new territorial dimension, projecting these issues to the municipal level.

Finding 5: SYNERGIES WITH OTHER INITIATIVES

The evaluation finds that the project established fruitful synergies within and outside ECLAC. The partnership with UN-Women is especially remarkable. Within ECLAC, the project worked successfully with several divisions, notably with the Latin American and Caribbean Institute for Economic and Social Planning (ILPES).

UN-WOMEN AND UN-HABITAT

80.   Several of the project's partners, particularly in Mexico, have highlighted the synergies and complementarities that were established between UN-Women and ECLAC within the framework of the project. Both the Secretariat of Labour and Employment and the Women's Institute of Mexico City (INMUJERES CDMX) detailed how the project has come to build and add value to a process that began with UN-Women in 2013 within the framework of its Global Flagship Programme Initiative "Safe Cities and Safe Public Spaces".

   "The window that was opened emerged from the initiative that UN-Women signed in 2013 as part of its Safe Cities programme" – local authority, Mexico.

81. "Safe Cities and Safe Public Spaces" was not the only UN-Women initiative that contributed to the growing interest in the nexus between urban planning, care and women's economic empowerment in CDMX. Civil society stakeholders also mentioned how UN-Women funding was key to developing an inventory of all the care-related public policies and public systems in Mexico City.

82. **The coordination between UN-Women and ECLAC has been widely praised and commended among stakeholders. They have labelled the joint work "fabulous" and "tremendously complementary".** As stated by city authorities, this alliance has contributed to improving working relationships between the gender departments in the municipality and other technical areas such as mobility, security and international relations.

83. It is also important to mention that the **project partnered successfully with UN-Habitat,** for example, during the international seminar held at the end of the project,[3] at which the Director of the Regional Office for Latin America and the Caribbean of UN-Habitat was a keynote speaker.

84. Additionally, in the context of the project, the DGA team provided feedback for the document *Regional Plan for the Implementation of the New Urban Agenda in Latin America and the Caribbean.* This document was coordinated by ECLAC, UN-Habitat and the Forum of Ministers and High Authorities of Housing and Urban Development of Latin America and the Caribbean (MINURVI).

OTHER DIVISIONS OF ECLAC

85. The synergy that the project has established with **ILPES is noteworthy**. ILPES and DGA jointly developed a course on gender-sensitive planning in 2014. The course was adapted under the framework of this project in 2015, 2016 and 2017. This collaboration also led to the development of a course manual, which was used in 2016 and 2017. DGA has described this relationship as excellent. The evaluation can confirm that both Divisions of ECLAC are already in talks to update the manual, which is a sign of the future sustainability of this product.

86. The project **also interacted with other ECLAC divisions,** for example, on several pieces of research, such as the book *Desarrollo sostenible, urbanización y desigualdad en América Latina y el Caribe: dinámicas y desafíos para el cambio estructural* (September 2017). This book was developed in the framework of the ECLAC interdivisional group, comprising eight divisions of the Commission as well as DGA. The book includes a section on equality, autonomy and the rights of women in cities, which contains statistical data analysis prepared using inputs from the project´s case studies.

ECLAC SUBREGIONAL HEADQUARTERS IN MEXICO AND ECLAC OFFICE IN BOGOTA

87. ECLAC has a subregional headquarters in Mexico and a country office in Bogotá. Mexican partners have commended the involvement of the ECLAC subregional headquarters in Mexico City. For example, a senior staff member of the ECLAC subregional headquarters in Mexico contributed substantial comments to the project's flagship publication *¿Quién cuida en la ciudad?*

88. However, this was **not the case in Colombia** which was something municipal authorities regretted.

> *"We have worked very well with Chile, but we have missed a link with ECLAC in Colombia. We know that the Division for Gender Affairs does not have a direct department here in the country but the involvement of the ECLAC office would have been tremendously useful" – municipal staff member, Colombia.*

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3   International seminar entitled ¿Quién cuida en la ciudad? Políticas urbanas y autonomía económica de las mujeres ("Who Cares in the City? Urban Policies and Economic Autonomy of Women"), Santiago, 21-22 November 2017.

OTHER ORGANIZATIONS

89.   In addition, the project has established synergies with regional and country networks and organizations such as, the Ibero-American Union of Municipialists (IAM); Women and Habitat Network of Latin America; International Association for the Feminist Economy (IAFFE); Simone de Beauvoir Leadership Institute (Mexico); and University of the Republic (Uruguay).

> **Finding 6: PARTNERS INVOLVEMENT AT THE DESIGN STAGE**
>
> **Many of the partnerships established through the project have been new and were forged through regional feminist networks between members of DGA and the leaders of governments and civil society in Latin America. The engagement of the partners has been flexible. However, most of them have not been involved at the conceptualization stage.**

REGIONAL RELATIONSHIPS

90.   ECLAC in general and DGA in particular tend to partner with government organizations at the State level and not at the municipal level. In this sense, this project is also innovative. Consequently, **many of the institutional relationships that have been established through the project have been new,** except for the relationship with the District Secretariat of Women's Affairs of Bogota, with which DGA has maintained a working relationship since 2014 in the framework of support for the Gender Observatory.

91.   In the rest of the cases, the **relations established with these partners have frequently emerged from the region's "feminist intelligence" networks,** i.e. professional relationships based on informal and formal links that have been forged over the years between the leaders and staff members of DGA and the leaders of governments and civil society in Latin America.

> *"Our collaboration transcends the products of the project, because as feminists we have always had a fluid conversation"* – local authority, Mexico.

92.   For example, in Mexico, the relationship between the chiefs of ECLAC and the two key feminist authorities that have been the drivers of the projects in the city goes back a long way. This relationship facilitated informal conversations in 2013 that led to the involvement of Mexico City in the project.

FLEXIBILITY IN INVOLVEMENT

93.   As will be discussed in the effectiveness section, the project has been characterized by a certain degree of flexibility that has allowed it to adapt to circumstances and opportunities. Consequently, **partners have been able to join the project at different stages, contributing to the design of the components and activities in which they were involved.** For example, in Mexico City, INMUJERES CDMX engaged with the project in 2016, opening a new line of work that was partially based on the case study developed by the project.

94.   However, in general terms, **the involvement of the partners in the design phase of the project has been uneven.** Santiago and Mexico City were the two enclaves where stakeholders have reported a higher level of involvement, although in Santiago the authorities involved during the design phase changed abruptly after the municipal elections, and the newly elected authorities did not keep up the same level of engagement.

95. **In most cases, partners were not so involved in the conceptualization of the project as they were in the organization of some of the activities and the preparation of certain products.** For example, stakeholders at the municipal level were involved in identifying possible researchers to undertake the case studies, although the final decision was taken by ECLAC.

> *"The District Secretariat for Women's Affairs of the city of Bogota was involved in the project first, offering up to nine candidates to do the case study. Finally, it was ECLAC who decided who would be the consultant in charge" — local authority, Colombia.*

2.3 EFFICIENCY

Finding 7: MANAGEMENT AND COORDINATION

The management and coordination mechanisms of the project worked efficiently and smoothly. The coordination with the local consultants was also generally satisfactory.

96. Stakeholders from both ECLAC and other organization, have **assessed the management and coordination mechanisms of the project favourably.** The aspects that were highlighted were the **professionalism, responsiveness and warmth** of the two coordinators, as these quotes illustrate.

> *"I worked with Ana from ECLAC, whom I thought was very professional" — local authority, Uruguay.*

> *"We want to continue working with ECLAC and we want to thank Olga for her work, which was very welcoming" — local authority, Chile.*

97. The evaluation has also collected testimonies showing that **the flow of information and the decision-making system within DGA** was always **fluid and empowering** for the coordinators in charge.

98. The relationship between **DGA and the consultants entrusted with the case studies was also generally agreeable and efficient.** However, the evaluation documented some **difficulties derived from the methodology proposed** by ECLAC for the case studies and the tight timeframe requested to complete certain deliverables. Both aspects are detailed in the effectiveness section.

Finding 8: THE USE OF RESOURCES

Despite some assessment difficulties derived from the financial reporting systems employed by ECLAC, the evaluation can conclude that the level of efficiency is satisfactory, given the high delivery rate and the level of contribution to concrete results.

99. The budget planning presented in the project document and the available financial reports are not comparable. In the present project, the budgetary planning is organized (partially) by the activities to which budgetary amounts were assigned. However, financial reports do not report by activity and/or products. Consequently, it is not possible to analyse "value for money" (V4M), a concept that encompasses the 3Es: economy (minimization of costs), efficiency (relationship between investment and results) and effectiveness (the extent to which the intended objectives have been reached).

100. It has to be noted that ECLAC is well aware of this limitation, and therefore an explicit analysis of V4M was not requested in the ToRs for this evaluation.

101. This said, **given the level of contribution to concrete results** (which are detailed in the next chapter) and **the high degree of budget execution** (94% at the beginning of this evaluation) it can be determined that the *degree of efficiency has been satisfactory.*

102. This has occurred even in the light of challenges derived from the implementation of UMOJA, the new central administrative system of the United Nations. The DGA team successfully located complementary funds to ensure the continuity of the project activities during what the organization called the UMOJA blackout.

2.4 EFFECTIVENESS

Finding 9: THE PROJECT DESIGN

The logical framework approach and, particularly, the definition of indicators presented significant limitations in terms of realistically measuring the project's progress and achievements. Furthermore, the objectives pursued by the project go well beyond what can be realistically achieved within its timeframe. This means that any transformation to which the project has contributed are to be considered first steps on a longer pathway to change. In any case, these transformations cannot be attributed solely to the project.

103. The design of the project followed a **logical framework approach which presented significant difficulties when it came to realistically evaluating its achievements.** This happened for two reasons:

   (a) This approach **simplifies the change processes pursued by the project** and it fails to capture the complexity of the institutional, political and social transformations that are implicit in its objectives. This means that many **nuances, as well as some preconditions of change on which the project has been working, were not reflected in the logical framework**. The original document did not grasp, either, how the project has adapted to the challenges and opportunities of the different contexts where it operated.

   (b) The **indicators associated with the expected accomplishments were too broad to usefully and realistically capture the range of changes to which the project has contributed.** For example, there is a reference to "technical and political personnel trained", but it is not specified what critical mass of people needs to be reached in order to achieve the changes sought.

104. A second important aspect is the total consensus among stakeholders that **the timeframe of the project** (three years) was too short for the achievement of its aims. This is a key reflection that will be further developed in the sustainability section.

105. Therefore, the **transformations to which the project has contributed are, at best, timid first steps.** This is true for objectives related to the personal and institutional spheres, as these quotes illustrate:

   On acquiring relevant **knowledge and skills**: *"This is not an easy subject. You do not become an expert in gender and urbanism because you have taken one course. We still have a lot to learn"* – municipal staff member, Colombia.

   On producing solid **evidence and research**: *"We are very aware that there is still a lot to reflect upon and research. This is only the beginning"* – international expert.

   On designing appropriate **public policies**: *"If I had to offer one criticism, I would say that there is still a long way to go. We are now mapping social services and care interventions, but we still need to analyse how this will empower women in practical terms; and what kind of gender policy is required for it"* – international expert.

On political **programmes**: *"Even if we have progressive public policies on care designed to empower women, they still do not challenge patriarchy. It is "easy" to change a law, but it is very difficult to change mentalities. Another big challenge is once the law is developed it's difficult to provide appropriate programmes, budgets and coverage. We have a very complex road ahead" — local authority, Cuba.*

CONTRIBUTION VS. ATTRIBUTION

106. The evaluation has taken a **contribution analysis approach.** This means that it acknowledges that any of the transformations/changes identified here have occurred thanks to the activities promoted by the project, but also thanks to other external factors.

107. For example, the municipality of Montevideo has reported important transformations related to gender mainstreaming, care policies and urban planning. However, as one of the consultants of the project rightly pointed out, **it is difficult to join the dots and determine the extent to which progress made towards these transformations was attributable to the project.**

108. Several stakeholders identified two determining external elements in Montevideo that have had an important influence in these changes: (i) the national care system being implemented at the State level influenced municipal policies; and (ii) the change of government of the city and the restructuring of municipal management systems were more conducive to gender mainstreaming at the municipal level.

109. These two elements bore no direct relation to the activities of this particular project. However, they are related to previous work that DGA had undertaken in Uruguay. In fact, the external evaluation of the ECLAC-AECID Technical Cooperation Programme 2010-2012, produced in 2014, clearly evidenced how ECLAC/DGA contributed significantly to the development of Uruguay's national care system[4] which, in turn, has been a determining factor in the transformations that occurred subsequently in the municipality of Montevideo. Although this nuance obviously falls outside the strict mandate of this evaluation, it is important in understanding the consistency maintained by DGA in its vision of change.

Finding 10: MEETING THE OVERALL OBJECTIVES

The project met its principal aim. In other words, the initiative significantly supported national and local policymakers in improving their awareness, knowledge, skills and technical capacity to design policies and programmes that address women's economic autonomy and the care of dependent populations as part of urban planning and development.

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110. Two expected accomplishments with related indicators of achievement were formulated under the project. There follows a table summarizing the evaluation assessment of the accomplishment of these results.

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[4] "The case of Uruguay's national care system is perhaps where the evaluation found the most direct relationship between the support of DGA and the development of this policy, which was published in September 2012. The document expressly mentions ECLAC in its references and DGA has regularly financed the academic research that became one of the pillars of the campaign for the policy. In addition, specific activities carried out under this programme, such as the technical assistance provided in August 2012, are accredited as important opportunities for discussing the proposed policy", Evaluation of the ECLAC-AECID Technical Cooperation Programme 2010-2012, December 2014.

Expected accomplishment	Indicator of achievement	Evaluation assessment
Increase awareness and knowledge of policymakers and other stakeholders in selected target cities in Latin America regarding the importance of rights-based policies that address care of dependent populations and women's economic autonomy in urban development.	**(IA1.1)** At least four countries endorse the recommendations produced through the project on the links between urban development, gender equality and rights-based services for dependent populations.	**The evaluation found evidence indicating that the project has indeed contributed to increasing awareness and knowledge of policymakers and other stakeholders in targeted cities. The report expands on this, beyond the mere analysis of the indicator, in the next section in the chapter on effectiveness.** **On this particular indicator, the project published five case studies with recommendations in five of the targeted cities. The evaluation found no evidence of how the municipal governments had endorsed these recommendations except in the case of Mexico. It is true, though, that all governmental partners gave prior written endorsement of the project. Furthermore, several national workshops held to present the findings and the recommendations of the report were attended by local authorities, which implies a certain degree of endorsement.**
Increased capacity of technical staff and decision-makers in selected countries to design and implement rights-based policies and programmes aimed at care of dependent populations and achievement of women's economic autonomy in urban areas as part of urban development.	**(IA2.1)** Trained technical staff and decision-makers acknowledge increased skills and capacities to design and implement rights-based policies and programmes for provision of care services with a gender perspective.	**The evaluation found that the project has contributed to the increase in the capacity of technical staff and decision-makers in the targeted cities. This has resulted in concrete transformations in the partners' organizations and also, in selected cities, in the formulation of policies and programmes addressing the themes of the project.** **This increased capacity has occurred through formal trainings but also through other means such as South-South cooperation; forging of alliances; or making available robust evidence on the subject at hand. The report expands on this in the next section under the chapter on effectiveness.**
	(IA2.2) At least three countries adopt new rights-based measures that both address care needs of dependent populations and promote economic autonomy of women.	**The evaluation has found clear evidence backing the formulation of new rights-based measures addressing care needs and women's economic autonomy in Mexico City.** **Beyond the indicators: the project´s contribution in influencing public agendas is clearer, i.e. in framing debates, getting issues onto the political agenda, and encouraging discursive commitments from decision-makers, which is a pre-condition for adopting concrete policy measures.** **For example, the Government of Mexico City presented to the Local Legislative Assembly the initiative to create a Draft Decree for a Comprehensive Care System in March 2018 in which the contribution of ECLAC was explicitly acknowledged.**

22

Finding 11: RESULT 1: INCREASE AWARENESS AND KNOWLEDGE OF POLICYMAKERS

The project has helped key stakeholders acquire more knowledge, awareness and skills about the connections between care policies, women's empowerment and urban planning. To a lesser degree, the project also had a positive impact on the empowerment of some participants.

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111. This has been backed by the online survey in which more than 75% of respondents declared that the activities developed under the project helped them to either "change attitudes" and/or "acquire new technical capabilities". Most relevantly, 82% of the survey respondents declared that they had been able to continue applying the new technical skills acquired, which is significantly enriching their work.

112. During the interviews and in the responses collected through the survey, the evaluation determined that the **training courses have been particularly useful in this regard**. They helped participants with no previous knowledge on gender issues to analyse from a gender perspective and **realize that their jobs in the municipalities were not gender-neutral but gender-blind.** The content of the courses and the interaction with other participants also helped them **learn (and get inspiration) from experiences in other countries and cities.**

> *"Although I was quite sensitized about gender issues, I had no theoretical background on gender and the course was a great help. I learned about experiences in other parts of the region, but above all it helped me look through the gender lens at an area (urban planning) that is usually considered gender-neutral"* — municipal staff member, Uruguay.

> *"The knowledge and experiences shared during the project strengthened our team's technical capabilities. We learned about urban planning with a gender perspective and about the links between women's economic autonomy and care policies"* — municipal staff member, Uruguay.

113. The evaluation also documented cases through interviews and the online survey in which the **project had a positive impact on the empowerment of the participants** in the courses. The following quote illustrates how these transformations have happened.

> *"I was developing a manual on gender planning. In the process of developing the manual I felt more empowered because: (a) I used concepts I learned on the course, such as women's economic autonomy and gender statistics; and (b) the course allowed me to think and convince my colleagues about gender issues"* — municipal staff member, Chile.

Finding 12: RESULT 2: INCREASED CAPACITY OF TECHNICAL STAFF AND DECISION-MAKERS IN SELECTED COUNTRIES: CONTRIBUTIONS TO TECHNICAL CAPACITIES OF THE PARTNERS

The project has contributed to institutional changes in partners' organizations that have strengthened their capabilities to design and implement rights-based policies and programmes aimed at the care of dependent populations and the achievement of women's economic autonomy in urban areas as part of the urban development. These transformations were related to the organizational culture of the partners¸ the development and/or strengthening of technical mechanisms, and the expansion of networks and alliances related to the project's aims.

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114. The responses to the online survey give a good overview of how stakeholders think that the project has contributed to organizational transformations at three levels (see figure 1): (i) in their organizational culture; (ii) in contributing to technical and substantive issues/mechanisms; and (iii) in forging new alliances.

Figure 1
Project's contributions to organizational transformations
(Percentages)

Legend: ■ Significantly ■ Quite ■ More or less ■ Not quite ■ At all ■ I don't know
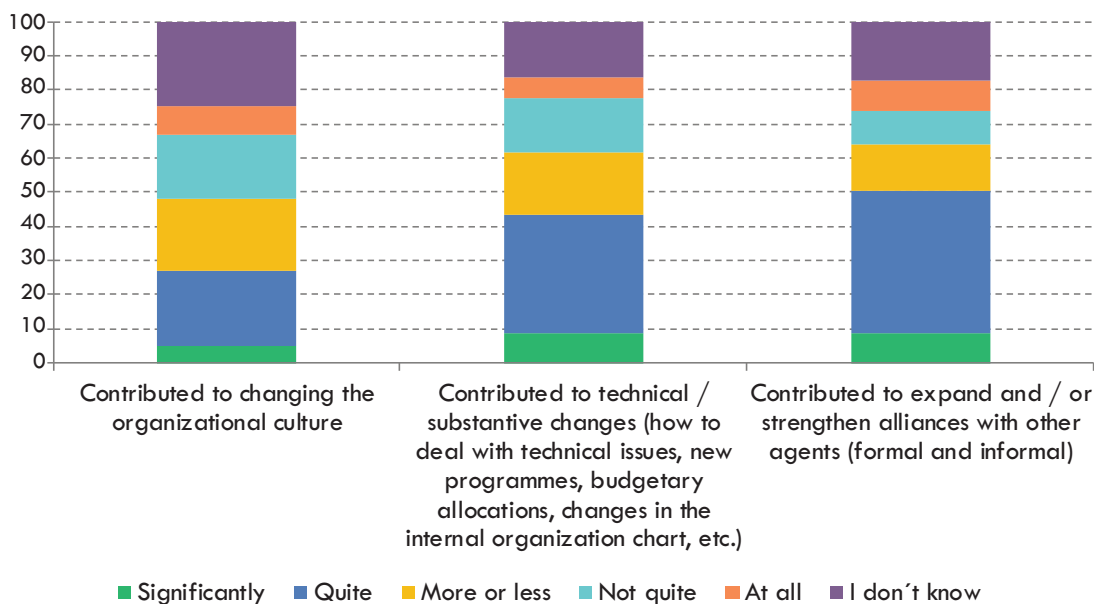
ORGANIZATIONAL CULTURE

115. These contributions were **often related to changes in their organizational culture.** More concretely, these changes meant an increased awareness on gender issues in the municipalities **that translated into new spaces for debate or shifts in official discourses and strategies.** These types of transformations were reported repeatedly from all cities where the project has worked, for example:

*In **Havana:** "The largest (contribution) is increased awareness on the part of public representatives in the municipality. There is a change in their discourses that shows that they have greater gender awareness" – consultant.*

*In **Montevideo:** "There is always a lot of resistance to gender issues, but we are getting there. We have a lot of internal debates that have resulted in ideological changes. Now, we try to make gender visible in issues previously considered gender-neutral. The course [organized by the project] has also contributed to these debates" – municipal staff member.*

*In **Santiago:** "Although the previous mayor had the political commitment to gender mainstreaming, gender analysis was not integrated into the daily practice of the municipality. The bureaucratic and tactical inertia of the municipality is too heavy and there was little room for manoeuvring. But gender issues and debates are now firmly rooted in the municipality, with total probability that the concept of gender will be present in the new strategic plan for 2019" – local authority.*

*In **Mexico:** "The ECLAC project has obviously contributed to the debates around care, gender and urbanism. The issue of care and gender has become very much installed in the culture of some of these [government] institutions, even if it is still a bit difficult to understand what we are talking about" – civil society representative.*

*In **Cuenca:** "This process has also served us well to the extent that civil society in Cuenca can insist upon the need for the segregation of information at the territorial level. It has been a change of mentality"–consultant.*

TECHNICAL

116. The evaluation also documented more anecdotal evidence of how the project has contributed to the **development and/or strengthening of new mechanisms directly related to gender, care and urban planning** in the cities.

117. This was the case in Mexico where the project is credited with having been key for the establishment of the interdisciplinary Commission on the Care Economy and Equality at Work (CECILA) within the Secretariat of Labour and Employment, which also includes the Undersecretariat for Labour and Social Security, INMUJERES, the Secretariat of Finance, the Social Development Secretariat, civil society organizations such as Simone de Beauvoir and international agencies such as UN-Women and ILO.

ALLIANCES

118. Finally, the project has also **contributed significantly to the partners' expansion of alliances** around the issues promoted by the initiative. This was, in fact, the most significant change identified by survey respondents (see figure 1).

    "The project allowed our institution to share its advances in gender mainstreaming with other organizations of the government" – survey respondent.

119. These alliances have been promoted in the workshops and courses organized under the project. Two kinds of alliances have been particularly highlighted in the course of the evaluation:

    (i) **Connecting local governments/institutions with national entities.** Two cities emphasized the influence of the project in positioning local/municipal agendas within the State organizational institutions. This was the case in Cuenca and, especially, in Montevideo.

    "The spaces generated around the products of the project, such as the presentation of the case study, were important insofar as they put national and municipal agendas in contact" – local authority, Uruguay.

    (ii) **South-South cooperation.** Especially the collaboration established between the national care system of Uruguay and the Government of Mexico City. The evaluation will unpack this later in this chapter.

120. The spaces for sharing, partnership and alliances also **gave partners the opportunity to acknowledge and, in some cases to celebrate, their advancement** on issues related to care policies and women's economic autonomy within the framework of urban planning.

    "The project was also important for us to know where we stand and also to celebrate how much had already been done" – local authority, Mexico.

INFLUENCING PUBLIC POLICIES

121. The evaluation has adapted the levels of analysis proposed by the Overseas Development Institute (ODI)[5] to assess the influence that the activities of the project have had on public policies.

122. These levels are: (a) **influencing public agendas,** i.e. framing debates, getting issues on the political agenda and encouraging discursive commitments from decision-makers, (b) **informing policies,** i.e. affecting policy content, and (c) **impacting on policy practice,** i.e. influencing the development of political practices/programmes derived from the policies that were developed.

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[5]   See [online] https://www.odi.org/sites/odi.org.uk/files/odi-assets/publications-opinion-files/6453.pdf.

Finding 13: INFLUENCING PUBLIC AGENDAS

The project has made its clearest contributions in influencing public and political agendas. This has been achieved by coining terms and creating concepts that are permeating the discourses and political agendas of the targeted cities and by legitimizing issues and debates.

123. In fact, 68% of the survey respondents declared that "the activities carried out under the project contributed to positioning certain topics and concepts at a national or regional level" and 52% thought that "the activities carried out under the project influenced political trends/discourses and/or the opening of new spaces for dialogue" (see figure 2).

Figure 2
Project's contributions to public and political agendas
(Percentages)

Legend: ■ Significantly ■ Quite ■ More or less ■ Not quite ■ At all ■ I don´t know
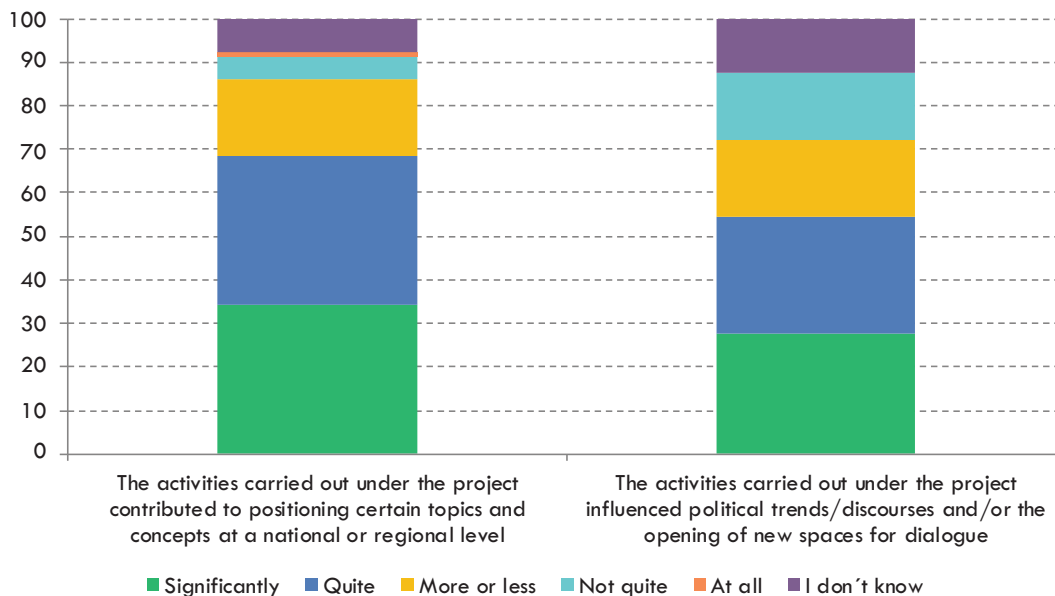
CONCEPTUALIZING

124. This refers to what some informants have called **"conceptual pathways of ECLAC"**, to indicate the institution's contribution to developing the conceptual path that runs, for example, from "domestic work" to "care economy" or from "quotas" in political participation to "parity".

125. This project also documented how **DGA had begun to mark out these "conceptual pathways", helping to conceptualize notions** about how the care of dependent populations in cities impacts gender equality, in particular, women's economic autonomy, and how this can be integrated into urban development and planning.

> *"In addition to the courses, this project has offered spaces for communication, reflection and conceptualization of issues around gender and the city" — local authority.*

LEGITIMIZING ISSUES

126. Numerous testimonies collected both in interviews and from the survey highlighted how **the main value added of ECLAC is its power to legitimize issues and debates.**

127. For many of the partners, the mere fact of ECLAC deciding to work on a specific issue makes it easier to place this issue on public and political agendas. **Partners have therefore "used" the Commission's credibility to advance on public debates about the links between care, gender and urban planning.**

    In **Santiago**: *"When we started working on this, many senior officials were very reluctant to mix urban planning with gender. The fact that ECLAC was behind the process and behind the study gave it enormous legitimacy and allowed us to make important decisions for the municipality"* – former mayor.

    In **Mexico**: *"ECLAC has a very important political and technical role. The mere presence of ECLAC in government forums sends the message that this is a vanguard issue not only for Mexico but also for the entire continent. For example, the exchange with Uruguay was fundamental to convince the assembly members. The presence of ECLAC legitimizes the issues. In addition, their technical contributions are very solid. The rigour of ECLAC is unquestionable"* – civil society representative.

    In **Bogotá**: *"Beyond the case study, the involvement of ECLAC means that we can show that this issue is not just hot air, but aligned with international agendas. In this sense, the involvement of ECLAC means legitimacy"* – local authority.

> **Finding 14: INFORMING PUBLIC POLICIES**
>
> **The project has contributed to informing concrete public policies around gender, care and urban planning especially in Mexico City and, to a lesser extent, in other cities such as Santiago, Montevideo and Cuenca.**

128. Key Mexican partners recognized the project as an essential factor **influencing the changes in the city's Constitution** regarding care. Furthermore, the project is credited with having been instrumental in the **drafting of the city care system,** which was developed modelling the national care system of Uruguay. The South-South exchanges between Uruguay and Mexico City occurred within the framework of the project.

129. In other cities, the evaluation has also collected examples of how the project has an impact, albeit less direct, on public policies.

130. For example, in **Santiago,** gender mainstreaming was made more explicit in the master plans of the Housing and Urban Development Service (SERVIU) of the Metropolitan Region. SERVIU is responsible for materializing the urban housing policy of the Ministry of Housing and Urban Development of Chile in the form of plans and programmes in the city of Santiago. The project contributed to the master plans by providing an additional gender focus which was informed by data and tools produced by the project. Particularly, from the case studies of the cities and from the manual "Territorio e igualdad: planificación del desarrollo con perspectiva de género",[6] developed by DGA in collaboration with ILPES.

131. In **Montevideo,** the project was identified as one of the factors that had contributed (albeit tangentially) to the drafting of specific gender indicators in the departmental municipal planning of 2018. Finally, in **Cuenca,** an advocacy process within the framework of the project was reported that has the potential to impact on the Urban Plan for 2025.

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6   See [online] https://www.cepal.org/es/publicaciones/40665-territorio-igualdad-planificacion-desarrollo-perspectiva-genero.

"With regard to urban planning, in Cuenca, an urban plan has just been published for 2025. It is a completely sectoral plan that talks about the environmental equipment of the roads of buildings and has no human face. As a result of all this research process (case study) we were able to meet with local planners so that they could understand how to use demographic indicators with a gender perspective, urban planning and thus improve care services. They are now trying to integrate it" – consultant, Ecuador.

> **Finding 15: INFLUENCING POLICY PRACTICE**
>
> **The project has influenced concrete policy practices and programmes. All of them occurred in Mexico City.**

132. Legislative change is not the sum total of policy change, although it is an important element. For policy changes to be meaningful and sustainable, they require changes at the level of policy implementation. As pointed out at the beginning of this chapter under "considerations on project design", these types of changes would generally take longer than the framework of the project. This is why the **evaluation considers the fact that at least three examples of influencing concrete policies and programmes have been documented to be highly positive.**

133. The Secretariat of Labour and Employment of CDMX has promoted the creation of a network of **care cooperatives** around the city. This political measure **followed one of the recommendations included in the case study** developed by the project. Both local authorities and representatives of civil society commended the initiative.

134. Another good policy practice documented by the evaluation is related to what the **Government of Mexico City has called the "new labour culture", a code of conduct and a set of practical measures aiming to improve the work-life** balance among all the staff.

    "There has also been another series of measures related to the 'new labour culture' that Mexico City, through the Ministry of Labour, has applied with increased maternity leave of up to 6 months; scheduled flexibility for mothers; paternity leave of up to 15 days" – local authority, Mexico.

135. Finally, the case study produced by the project was also identified as a key element used by the municipal authorities to advocate for **an increase in the local budget for preschool facilities.**

    "It must be said that the federal government is in charge of the whole matter of primary and secondary school education, and is often very resistant to the changes that the cities want. However, we have insisted on expanding the budget for access to preschool education for boys and girls. We have used the case study and also our own publications as evidence. With these inputs, we have made an impact on the parliamentary commission and we have managed to approve 400 million pesos to expand preschool places" – local authority, Mexico.

> **Finding 16: IMPLEMENTATION OF PLANNED ACTIVITIES AND PRODUCTS**
>
> **The project has implemented 100% of the planned activities. However, these activities were sometimes adapted to emerging challenges and opportunities.**

136. There follows an assessment of the progress of the activities and products as envisaged in the original design.

Intended strategies/activities	Strategies/activities carried out	Assessment and deviations
(A1.1) Preparation of six case studies that focus on one city in each country and explore the link between gender equality, care of dependent populations and urban planning.	Studies have been published in the cities of Santiago, Montevideo, Havana, Bogotá, San Salvador and Mexico City. Another is being prepared in Cuenca, to be included as an article in the final book of the project.	100%
(A1.2) Research, publication and dissemination of a regional study on the link between gender equality, care of dependent populations and urban planning.	The proposal for the ECLAC book *¿Quién cuida en la ciudad?: aportes para políticas urbanas de igualdad* was published and presented in Chile on 21–22 November 2017.	100% The regional study was produced and published but there was no time to implement a dissemination strategy within the framework of the project.
(A1.3) One (regional) expert meeting to validate the preliminary results of the regional study on promoting women's economic autonomy through implementation of policies and programmes for care of dependent populations as part of urban development.	The final event took place in Santiago, on 21–22 November 2017, in the form of an international seminar entitled ¿Quién cuida en la ciudad? Políticas urbanas y autonomía económica de las mujeres ("Who Cares in the City? Urban Policies and Economic Autonomy of Women"). It was attended by local authorities and other stakeholders from all targeted cities.	100% Originally it was planned for the first semester of 2017.
(A1.4) National workshops in the six cities of the case studies. The workshops are aimed at national mechanisms for the advancement of women, ministries responsible for investment/economy/social policy, and municipal authorities.	To date, four national workshops have been organized to present case studies: 1. In Santiago on 6 August 2015. The meeting was attended by various departments within the Municipality of Santiago, including planning, social development and others. 2. In Montevideo on 29 October 2015. The meeting was attended by representatives of different departments of the government of Montevideo. Presentations were given by a representative of the national care system. 3. In Mexico City, in November 2015, co-organized with the government of Mexico City and UN-Women, to present the preliminary results of the case study as well as the advances of the regional project in other cities. 4. In Havana, on 4 October 2017, a working meeting was held in which the general findings of the project and the preliminary conclusions of the case study was presented.	100% Four national workshops were organized to disseminate the findings of the case studies. Another six national additional workshops (not related directly to the case studies) took place within the framework of the project. The original formulation of the project was not clear about whether it was intended to organize (or co-organize) these events or if it was intended to participate in them with relevant presentations about the project. This has been the case in several of these examples.

Intended strategies/activities	Strategies/activities carried out	Assessment and deviations
	Other national workshops were organized under the project, although not strictly case study presentations: 1. In Montevideo on 26–27 May 2016, entitled: *Jornadas: Miradas hacia una agenda urbana con igualdad de género*. This event focused on urban planning form a gender perspective and was co-organized by the government of Montevideo, with the Ministry of Social Affairs and the National Institute for Women as well as ECLAC and UNDP. 2. In Mexico City in November 2016, "Primer Foro Internacional de Economía del Cuidado e Igualdad Laboral de la Ciudad de México", co-organized by the government of Mexico City and ECLAC with UN-Women. 3. In Cordoba, Argentina, on 4–5 May 2017, the Workshop Seminar "Mujeres y Ciudad (IN) Justicias Territoriales" was held, a space for dialogue and critical reflection, from a gender perspective, on urban planning and the generation of public policy proposals, in coordination with women's and feminist organizations, State actors, and national and regional experts. 4. In Mexico City, in October 2017 the second international forum on the care economy and labour equality. 5. An international forum on transport, gender and care, Primer Foro Internacional Transporte, Género y Cuidados, in Mexico in October 2017.	
(A2.1) Technical assistance in each of the target countries/cities to provide support to strategic partners, including national mechanisms for the advancement of women, ministries and local authorities responsible for gender equality, care of dependent populations and urban development.	Technical assistance has taken place in the form of meetings and presentations at technical and political levels, with cities participating in the project, as well as other cities in the region: 1. In Montevideo two meetings took place on 20 October 2014, the first on a political level and the second at the technical level. 2. In Mexico City, a first meeting was held with the mayor of the city on 30 October 2014. The authorities' participation in the project had been announced earlier in May 2014. Subsequently, technical assistance took place on two further occasions in the framework of the Commission on the Care Economy and Equality at Work (CECILA), in November 2015 and November 2016.	100% Technical assistance was organised in all the cities targeted by the project, included South-South assistance. What is not clear is what qualifies as "technical assistance". Some of these events were one-off meetings with relevant stakeholders and had no apparent follow-up.

Intended strategies/activities	Strategies/activities carried out	Assessment and deviations
	3. In the city of Cuenca, Ecuador, three meetings were held during April 2015 with different relevant authorities of the municipal government, and representatives of mechanisms for women's advancement.	
	4. On 22 and 23 September 2016, meetings were held in Havana with relevant ministries at the highest political level and with municipal representatives, as well as with mechanisms for women's advancement.	
	5. In Bogotá, three meetings were held in November 2016. The first targeted political representatives at the local level and was chaired by the city's District Secretariat for Women. The second targeted technical staff and the third, also of a technical nature, was held with representatives of the knowledge management department.	
	6. In Santiago, technical assistance took place in July 2015 between the Santiago district and the Municipality of Cuenca. The exchange focused on the experience of each city in urban planning with a gender perspective and the challenges arising from it.	
	7. Mexico City supported the mechanisms for women's advancement of Cuba and El Salvador in June 2016. The exchange took place in the framework of the preparatory meeting for the thirteenth session of the Regional Conference of Women for Latin America and the Caribbean, which took place in Mexico in June 2016.	
	8. Technical assistance meetings were held in São Paulo in December 2014, March 2015 and July 2016.	
	9. At the regional level, technical support was offered within the framework of the South American Colloquiums on Metropolitan Cities (MSUR), in Santiago in April 2015, in São Paulo in June 2015 and in Montevideo in October 2015.	
	10. Finally, in Uruguay, in June 2017, technical cooperation was carried out between Uruguay and Mexico.	
(A2.2) Development of a manual on promoting women's economic autonomy as part of urban development, with a focus on redistribution of care.	The manual entitled "Territorio e igualdad: planificación del desarrollo con perspectiva de género" was developed in collaboration with ILPES. The manual has specific sections on urban planning, which it links with examples related to the care economy. It was published in October 2016 and distributed at the thirteenth session of the Regional Conference of Women in Latin America and the Caribbean, held in Montevideo in October 2016, among other venues.	100%

Intended strategies/activities	Strategies/activities carried out	Assessment and deviations
(A2.3) Development and implementation of one e-learning course aimed at policymakers and technical staff from local and national authorities on design and implementation of policies and programmes for care of dependent populations that promote women's economic autonomy as part of urban development.	The training on "design and implementation of policies and programmes for dependent populations that promote the autonomy of women as part of urban development" was integrated into the course on planning with a gender approach, held in Santiago in July 2015, 2016 and 2017, and in El Salvador in October 2017.	100% The courses were originally envisaged as online, but were adapted to be on-site.
(A2.4) Organization of one regional and one international seminar with experts, national and local authorities to share knowledge and lessons learned.	A session on urban development, women's economic autonomy and care was organized during the III Ibero-American Summit of Local Agendas of Gender "Woman and City", which took place in Santiago in January 2016. In the context of the United Nations Conference on Housing and Sustainable Urban Development (Habitat III) in October 2016, two events took place: • Round table on management and monitoring of cities and urban settlements with a gender approach. • Side event on women in the city: building inclusion and sustainability. The findings of the project were presented in a side event during the sixty-first session of the Commission on the Status of Women in March 2017.	100%

Finding 17: FACTORS FACILITATING OR HINDERING IMPLEMENTATION

The political buy-in of the partners was a key aspect that has facilitated the implementation of the activities. Mexico City has been a paradigmatic example of how the partners' ownership has facilitated the implementation of the project. However, in most targeted cities, such a firm political ownership was not clear, as a result of a complicated political process, tensions between administrations and changes in municipal governments.

THE POLITICAL OWNERSHIP OF THE PARTNERS – THE CASE OF MEXICO

137. **Mexico City** has been **a paradigmatic case** of how partners have facilitated the smooth execution of the planned activities. This city became an example of how municipal decision-makers have made good use of the products and processes emerging from the project and have built on them to plan other stages of the process, together with ECLAC. In this process, ECLAC and its Mexican partners adapted to the changing context and used emerging opportunities beyond the mere research relating to the case study.

138. Within CDMX, the project co-organized the international forum of experts on care in November 2015, which in the words of the local authorities meant "*the first steps to understanding the fundamental concepts, to begin exploring how care and public policies can be interconnected in practical terms*".

139. One year later, the first international forum on the care economy and equality at work in Mexico City was organized (Foro Internacional "Economía del Cuidado e Igualdad Laboral de la Ciudad de México"). This event allowed partners to go a step further as they learned about the different international experiences in matters of public policy and care. As part of this Forum, the local partners organized a regular session of the Commission on the Economy of Care and Equality at Work (CECILA), at which specific agreements were taken to maximize the political commitment achieved during the Forum.

140. In follow-up to these activities, another workshop was organized, aimed at the design of a holistic care system in Mexico City. The event consisted of two days of intense work with the National Secretariat on Care of Uruguay. This South-South connection was facilitated by the project.

COMPLICATED POLITICAL PROCESSES

141. The **peculiarities of different political processes in which the different partners were immersed were identified as the foremost difficulty that the project encountered during implementation**. Political dynamics affected both the development and the use of products such as the case studies. There follows a typology of such difficulties:

TENSIONS BETWEEN ADMINISTRATIONS THAT HINDERED THE COMPILATION OF INFORMATION FOR THE CASE STUDIES

142. On occasion, the evaluation identified how **tensions and lack of coordination between national and local governments resulted in difficulties for the national researchers of the project to access relevant information**. This occurred in spite of their understanding of the local context and their good relations with representatives of both administrations (local and national). Researchers pointed out that these tensions were difficult to navigate as they are often related to embedded political struggles for resources and competences.

CHANGES IN MUNICIPAL GOVERNMENTS

143. The municipal government in several of the cities targeted by the project changed during the course of implementation, which affected the relationship with the project for different reasons.

144. In **Santiago**, the change of government affected the **political buy-in** of the local authorities. In **Bogotá**, the new local administration felt that the case study was **not taking into consideration their commitment** to mainstreaming gender into urban planning. Several of the recommendations contained in the study referred to actions that the new administration was already doing, but that the study does not recognize. This also affected the usability of the case study, as the report will tackle under sustainability.

145. Finally, in **Montevideo**, the local partner felt that their political dynamics after the municipal election were **not in line with the aims of the project**.

> *"The project happened at a bad time for several reasons: (a) because the government was launching the national care system and that must be taken into account; (…) because we had just settled in and during the first year [after elections] our goal was to position ourselves under the Mayor's office in the Municipality [and not the development of the products of the project as originally envisaged]"* – local authority, Uruguay.

> **Finding 18: FLEXIBILITY IN IMPLEMENTATION**
>
> **The project positively adapted to emerging opportunities and challenges at several levels: despite the relative flexibility, fixed timeframes were one of the most salient difficulties for the implementation of the activities.**

146. The evaluation concludes that **the project adapted positively to emerging opportunities and challenges at several levels**:

    (a) The <u>selection of targeted cities</u> was modified according to criteria that related to its potential impact and level of political ownership by local authorities. This meant that the selection of cities changed substantially for technical and political reasons. For example, San Salvador joined the project only in 2016, when the project management identified a window of opportunity with the local authorities. This put Central America on the project´s map.

    (b) The expected <u>timeframe for the development of some of the products</u> was extended to guarantee their quality. For example, for the case study of El Salvador, the case study was initially planned to last three months. Finally, the project was flexible enough to extend this to around seven months. However, as the report will discuss later, in some cases these extensions were not sufficient in the view of researchers and other stakeholders.

    (c) <u>Unforeseen products and activities</u> were developed in response to emerging needs and opportunities. For example, in Mexico City, a study that was not envisaged at the outset was commissioned by the project. This new research emerged from the findings and recommendations of the case study, and it went one step further as it tackled budget aspects of the care services in the city.

    (d) Staff <u>quotas</u> were expanded to <u>attend the courses</u> developed together with ILPES in the framework of the project. According to key partners, the admission policies of the courses were flexible enough to adapt to the requirements of stakeholders.

    > *"The courses had a lot of flexibility. They always offered us a place, but we have always wanted to have at least two people attend to maximize the impact after the course, and they have always accepted it"* – municipal staff member, Uruguay.

    The selection criteria of the participants also had certain flexibility, prioritizing their potential opportunities for applying the learning over formal and fixed <u>admittance protocols</u>.

TIGHT TIMEFRAMES

147. Despite the relative flexibility, stakeholders identified **fixed timeframes as one of the most salient difficulties for the implementation of the activities**, especially in relation to the development of the case studies, as the following testimonies illustrate:

    > *"The study was done in about nine months. For optimum results, we should have made plans for primary data collection but that would have taken more time and resources than we had available"* – consultant, Uruguay.

    > *"We joined the project late and then we had cyclones and hurricanes. This process should have taken more time; in the end we had barely three months to work"* – local authority, Cuba.

148. Tight timeframes affected not only the quality but also the outreach and use of the case studies. For example, in San Salvador, Bogotá, Havana and Cuenca, the research was completed but there was **no time left for adequate dissemination and use** of the publications.

    > *"We are still at the beginning of the process. We have finished the analysis and we have written the publication: now it would be necessary to disseminate it and train municipalities"* – local authority, Cuba.

149. However, the most important limitation relating to the project timeframe had to do with the **need to adapt the timing of the activities/products to the framework of the project regardless of the political rhythms of the partners.** This meant that the project sometimes missed strategic opportunities that could have maximized the potential influence of the products.

   "What happened was that the study was presented when the political administration was just changing. Strategically, it would have been better if the project had started with the new government, that is, in 2016; but that kind of flexibility was not permitted" — local authority, Uruguay.

150. The pressure to complete the case studies (and also the delays on the part of some partners) meant that on one occasion **stakeholders could not share the drafts as would have been desirable,** thus reducing the ownership of the product by key government entities. This was the case of Colombia:

   "ECLAC reacted immediately and all the necessary adjustments were made. The problem was that there was no time for other organizations —which had been very diligent offering information— to give feedback to the study. This was quite disempowering especially for two key organizations, the Secretariat of Mobility and the Secretariat of Social Integration. These two organizations are key in the process of incidence in urban planning with a gender perspective" — local authority, Colombia.

> **Finding 19: QUALITY OF THE PRODUCTS**
>
> **The knowledge products and activities developed by the project have generally been of very high technical quality. However, two factors emerged that hindered the quality of some of the products: (i) the methodological approach of the case studies, and (ii) the weak presence of the concept of urbanism.**

TECHNICAL QUALITY

151. Stakeholders unanimously perceived the **quality of the products generated by the project as very good.** The **case studies** were commended for their **credibility and rigour;** and the **national and regional meetings** for **the convening power** of ECLAC as well as their technical quality.

152. 83% of the survey respondents declared that the technical quality of the activities of the project in which they participated was either excellent (41%) or very good (42%).

METHODOLOGICAL APPROACH OF THE CASE STUDIES

153. All case studies were to follow a **common methodology so that the results would be comparable** among different cities. This was **aligned with the ECLAC regional mandate,** whose added value is precisely to offer comparable studies across countries to provide a rigorous overview of the different relevant subjects in the region. However, this methodological approach **presented difficulties,** as the following quote illustrates:

   "I think we should have discussed the original template for the research methodology. I think that, as feminists, we should have given ourselves room to differ rather than try to be uniform" — consultant.

154. Despite this initial common methodological framework, the **results of the different case studies were not comparable** for three main reasons that emerged during the course of the evaluation. Firstly, as several of the researchers and the project management pointed out, different consultants hired to carry out the case studies had **different sets of expertise.** This meant that, for example, those researchers with a stronger background in urban planning analysed the topic in the reports more in-depth than those researchers who came from other academic backgrounds.

155. Secondly, the case studies did **not provide the resources to generate primary data**. As a result, the research process relied entirely on secondary data, whose availability and quality differed greatly among cities.

156. Finally, the **context of each city** was entirely different in terms of size, political context, degree of gender mainstreaming, etc. Accordingly, the research needs and expectations of the cities were also very different, as several consultants and partners pointed out.

   "The great difficulty of the case study was that there was a very rigid template of what had to be done. However, the local reality did not fit with that template" – consultant.

INCIPIENT PRESENCE OF URBAN PLANNING

157. As pointed out under the chapter on relevance, the link between urban planning, women's economic autonomy and care is still tremendously innovative. This meant that, in the view of many stakeholders, the **topic of urban planning was not sufficiently addressed in some of the products**, such as the case studies and the training courses.

158. Local authorities from several of the participating cities pointed out that they had missed a stronger focus on urban planning in the research of the case studies. They argued that more **specific urban information, such as georeferencing of care services, would have given them more practical inputs to inform policies**.

159. Participants in **training courses** also pointed out that the curricula did **not give enough room to topics related to urban planning** and its links with gender.

> **Finding 20: PRODUCT OUTREACH**
>
> **The project generally reached the right audiences, that is, the political and technical staff in the targeted cities with the capacity to influence municipal public policies.**
>
> **There is, however, a caveat: at many events the audiences consisted of the same faces, which weakened the exchanges among multiple actors, platforms and convergent agendas. Furthermore, there is room for better dissemination of the knowledge products. Finally, the selection process for the people who attend the courses could be fine-tuned to systematically get to potential students who could make the best use of the learning.**

160. This is backed by the profile of the people who completed the online survey. 50% of the respondents declared that they were very influential or quite influential in their organizations. Moreover, a detailed analysis of the attendees at the events indicates that the project managed to convene a wide range of highly influential people.

161. The interview schedule for this evaluation also contained a high proportion of senior positions in the organizations that the project intends to influence, as well as a large number of experts of recognized regional and international reputation.

162. It is also important to note that the products **reached relevant audiences not only once they were finalized. While they were being developed** they also involved a relevant number of important stakeholders. This was the case in Cuba. The research process for the case study of Havana included the municipal government, civil society representatives and the Federation of Cuban Women (FMC).

163. There is a caveat, however. Several of the voices captured both during the interviews and through the survey pointed out that at many events the audiences consisted of the same faces, which not only weakens the exchanges among multiple actors, platforms, and convergent agendas, but also reduces the diversity and depth of the issues that are debated.

     "It is key that as an international organization [ECLAC] facilitate the strengthening of diverse local actors. The same participants are at all the events. It is essential to map the actors properly, not only among decision-makers, who are usually a small group, but among specialists in the subject who are often the ones who write the topics that other organizations present. Failing to do this perpetuates inequalities" — survey respondent.

164. The knowledge products were **disseminated at national events and at relevant regional meetings** such as the thirteenth session of the Regional Conference on Women in Latin America and the Caribbean (Montevideo 2016) and at the fifty-sixth meeting of the Presiding Officers of the Regional Conference on Women (Havana, 2017) and **at global events** such as the United Nations Conference on Housing and Sustainable Urban Development (Habitat III) (Quito, 2016). Furthermore, research was also disseminated through ECLAC platforms and publications, such as *Notes for Equality,* No. 25.[7] In addition, the project followed a dissemination strategy for products generated in the period February-March 2018, particularly, through the book *Quién cuida en la ciudad?: aportes para políticas urbanas de igualdad.*

165. However, even if the audience outreach was appropriate, the project management team and other key stakeholders agree that **more energy was devoted to the development of the products and the activities than to their dissemination, use and follow-up.** For example, 42% of the survey respondents either did not know of any follow-up actions to the activities or declared that these actions were not sufficient.

166. There is also wide recognition that this is to be expected to a certain degree given the innovative nature of the project. Therefore, the natural first step is to create evidence and knowledge around the issues (for example through research) and then reach out to appropriate audiences. What happened in this case was that, given the tight framework of the project, often the dissemination stage could not be properly completed.

     "I think that with regard to the scope we have reached the people we had to reach. The publications have been systematically taken to all the relevant forums. Anyway, I agree that we gave more attention to the production than to the dissemination" — project management.

167. During the evaluation, it was also apparent that some of the **case studies had not yet reached all the relevant people** they should have reached.

     "What I think is that ECLAC would have to follow up on all of this, for example, I do not have a copy of the study in my office; there should be someone disseminating it" — local authority, Uruguay.

168. Finally, according to the project management team and partners, the selection process for the courses attendees could also be improved. There is a certain consensus that the selection criteria should have favoured (a) people who do **not have in-depth gender knowledge**, but have sensitivity and commitment (several stakeholders indicated that this is the profile that benefits the most from the courses), and (b) people who will **return to their jobs after the training to find a conducive culture** for applying the learning. Otherwise, after the training the learning is of no use whatsoever. In this sense, an explicit commitment from the management of the trainees can improve the chances that what they have learned will be applied.

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[7] See [online] https://oig.cepal.org/sites/default/files/nota25eng.pdf.

2.5 SUSTAINABILITY

> **Finding 21: THE SUSTAINABILITY OF THE CASE STUDIES**
>
> **The use of the products and activities that have resulted from the implementation of the project are subject to different degrees of sustainability. The case studies have reached the right audience. However, their dissemination strategy could be improved.**
>
> **Furthermore, even if it is safe to assume that many of those reached will continue to use the publications when the project has finished, there are two factors that could significantly hinder the usability of these studies: (i) content becoming obsolete, and (ii) municipal dynamics.**

169. 82% of survey respondents declared having used the publications, 55% of them thought that the publications are contributing to organizational transformations and 50% believed that they are influencing public policies in their cities.

170. DGA has also identified future relevant events at which to disseminate the research products developed by this project. Examples are the Ninth Session of the World Urban Forum (Kuala Lumpur, Malaysia, February 2018) that will focus on the implementation of the New Urban Agenda adopted at the United Nations Conference on Housing and Sustainable Urban Development (Habitat III); the IV Ibero-American Summit of Local Gender Agendas (Cuenca, Ecuador, May 2018); and the fourteenth session of the Regional Conference on Women in Latin America and the Caribbean (Chile, 2019).

171. DGA also intends to carry out a workshop on planning and gender in coordination with UNDP during the IV Ibero-American Summit of Local Agendas (Cuenca, Ecuador, May 2018). This event will serve as a platform to present the results of the case studies and other tools and analysis generated by the project.

OUTDATED CONTENT

172. Both ECLAC and its partners have undertaken a series of mapping, diagnosis and inventories under the project, including the case studies on the care economy and gender at the municipal level. **The contents of these inventories and diagnosis, by nature, tend to become obsolete quickly**. For example, during the course of the evaluation, it was reported by project partners that in the case studies of **Montevideo and Bogotá** the contents have quickly become outdated, which can hinder the usability of the research.

    "The political context was changing so fast that the study is already extemporaneous; several of the conclusions that are gathered are no longer relevant. Maybe an update would be interesting" – consultant, Uruguay.

173. In the case of Bogotá, the report does not adequately reflect the efforts of the new city government in matters of care and gender. This has reduced the potential to use the case study according to the partner.

TAKING INTO ACCOUNT MUNICIPAL DYNAMICS

174. As mentioned earlier, local governments are not the natural partners of ECLAC, which is used to working with State level organizations.

175. National governmental organizations, such as **ministries,** are by nature open to reflection on policymaking. In these contexts, **solid research** such as the studies provided by ECLAC has **better chances of being used by decision-makers** once they are aware of them.

176. **Municipalities,** conversely, have a strong contingency culture. In other words, according to senior municipal officials in several of the targeted cities, local governments **tend to lean more towards the urgency of service provision than to reflection,** precisely because they are the direct implementers of services. In this context, it would have been particularly **important to design strategies that explicitly promote the use of the case studies beyond formal presentations.**

   "It is true that what we lacked was to make a more thorough use of the case study. We should have worked more with it. For that to happen, it would have been useful to have a wider project or strategies from ECLAC" – local authority, Chile.

> **Finding 22: THE SUSTAINABILTY OF THE TRAINING COURSES**
>
> **The training courses also generally reached the right audiences. However, there were factors identified that could significantly increase the application of the knowledge acquired in the course and therefore the sustainability of its results.**

177. The first factor is for ECLAC to include in the criteria for selecting students that they will be returning to a **work environment that is receptive and open to the application of the knowledge acquired** in the course.

   "The course marked a before and after in my gender awareness. However, it would have made me feel very alone and it would not have been very useful if it were not for the fact that I returned to a very receptive institutional environment where I had fellow activists and a very powerful gender consultancy" – municipal staff member, Uruguay.

178. The second factor is to formally **facilitate communication networks** among students.

   "I would propose to ECLAC that it facilitate formal communications among the people who attend the courses" – municipal staff member, Chile.

> **Finding 23: THE SUSTAINABILITY OF THE RESULTS ACHIEVED**
>
> **To guarantee the sustainability of the results obtained, it is essential to ensure the long-term commitment of ECLAC and partners.**
>
> **Personal transformations, such as acquisition of knowledge and skills, are more sustainable, as well as advancements in influencing public agendas. However, organizational transformations and results related to the enactment and implementation of policies are not yet sufficiently institutionalized.**

179. As pointed out in the section on effectiveness, there is unanimity that this project has started a new, long and challenging path. All stakeholders interviewed shared this view, as did several of the people who provided inputs for the evaluation through the online survey.

   "The events made the subject visible, but it is necessary to keep working on it in order to make it noticeable, otherwise we will not get any further" – survey respondent.

180. The **acquisition of knowledge and skills is a more permanent transformation.** This is also partially the case of progress **in positioning topics on public agendas.** The evaluation concludes that some of

these topics have been firmly established on the political agendas and they should continue to gain ground in several of the targeted cities.

> In **Mexico**: *"This is now a hot topic on the agenda. I think that what feminist economists were to the last decade is what feminist architects will be to this decade"* – local authority.

181. However, the **organizational changes and the transformations in the enactment and implementation of policies are not yet sufficiently institutionalized**. During the course of the evaluation, different factors have been identified that influence the level of sustainability of these results.

182. The **most important factor influencing the reversibility or sustainability of the results achieved is the ownership by the local government**. In other words, the degree to which the government is convinced of the relevancy of the issues tackled by the project.

> *"[The results] happened because there was firm political will on the part of the head of the Municipality. I am also optimistic that the next government will be willing to continue with this agenda"* – local authority, Mexico.

183. Closely related to this, the **level of institutionalization of gender mainstreaming** is another important factor for the institutional transformation to be sustainable.

184. In municipalities such as Montevideo or Mexico City, where both factors rank very high, it is easier for the project contributions to be more permanent.

> *"The process of gender mainstreaming in the Municipality of Montevideo is not reversible, it has already been firmly installed"* – municipal staff member, Uruguay.

> *"What has happened in the municipality of Montevideo is that a very concrete effort has been made to mainstream gender in everything. These efforts allow gender mainstreaming in such gender-blind areas such as urban planning"* – local authority, Uruguay.

185. Related to this, **having feminist women in prominent positions** has also been identified by many stakeholders as a relevant factor in maintaining political will.

> *"A fundamental gain has been the incorporation of feminist women in positions of power in the local government"* – local authority, Mexico.

Finding 24: WHAT WAS DONE TO PROMOTE SUSTAINABILITY

During the implementation of the project, ECLAC has carried out specific activities and strategies aimed at ensuring the sustainability of the results. Despite these, sustainability remains a pending issue, given the novelty of the subject and the complexity of the changes sought.

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186. The evaluation has identified three types of strategies that have contributed to the sustainability of the project.

(i) **Promoting political commitment among different political parties.** This was done to minimize the effect of elections and changing governments. The backing of ECLAC has meant that the contents of the project could be presented in a more technical way and therefore appeal to all "political colours".

> *"In June 2017 we also had a meeting with legislators to explain the proposal for the care system in Mexico City. People from all political parties attended. The political parties also felt the weight of having international organizations such as ECLAC there"* — local authority, Mexico.

(ii) **Entrusting the case studies to local consultants.** Hiring qualified local consultants to undertake the case studies has proven to be an excellent strategy to expand and strengthen the local expertise and the local alliances, for example, between consultants and local governments.

> *"Another very remarkable aspect is how ECLAC has relied on local actors to do [the case studies]. ECLAC has left the commitment and the installed capacity and now we can continue to advocate using both the process and the results of the study"* — consultant, Ecuador.

(iii) **Training technical personnel in the municipalities on gender mainstreaming.** This has helped to strengthen gender teams and gender analysis in traditionally gender-blind areas.

> *"The courses and meetings of the project are totally key. They have trained teams from non-gender-related departments very comprehensively. This helps to institutionalize gender mainstreaming"* — local authority, Uruguay.

187. Despite these actions, **sustainability remains a pending subject.** In this regard, all the stakeholders (including DGA) agreed that it was **essential that ECLAC continue to support this issue** to reinforce the sustainability of results.

> *"It is very important that international institutions give continuity to this. We leave behind a series of evidence-based publications, and a critical mass of people who share a vision, but it is important that the new leaders feel the international pressure to move forward on this"* — local authority, Mexico.

Finding 25: POTENTIAL FOR REPLICATION

The evaluation identified one clear opportunity where key stakeholders were considering replicating aspects of the present project. This is in the reconstruction project within CDMX that followed the earthquake of 2017 in Mexico.

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188. This was backed by several testimonies from local authorities of different Mexico City government institutions and from the minutes of the international seminar which constituted the final event of the project, organized in Santiago, where a senior Mexico City official also referred to this possibility.

> *"Although it is true that at the beginning of the project, the focus was on social development and the care economy, a window of opportunity has opened up in the wake of the earthquake. The Economic and Social Council of Mexico City meets just tomorrow, and we will present a comprehensive proposal for post-earthquake reconstruction. In this space, we are going to try to incorporate the gender perspective and the care perspective into the design of urban planning"* – local authority, Mexico.

189. In addition, depending on the demand for technical assistance from the city governments, the project is expected to advance in the systematization and analysis of statistical information on the relationship between urban aspects and women's autonomy.

3. CONCLUSIONS

Conclusion 1	Relevance: Related to finding 1
	The project is highly adequate and innovative in the context of the targeted cities.

190. The project tackles a highly relevant theme with the potential to transform how cities interact with women and men. The three-pronged theme of gender (women's economic autonomy), care and urban planning is considered to be tremendously innovative, especially the nexus between urban planning and gender.

Conclusion 2	Relevance: Related to findings 2, 3 and 4
	The project is aligned with partners' strategic aims, with ECLAC strategic frameworks and with the principles and strategic objectives of the New Urban Agenda (2016) at the regional level.

191. The project was in line with and relevant to the municipal aims in the targeted cities. Often it was not only aligned with local agendas, but also had the potential to influence them. This occurs because the involvement of ECLAC has the power to legitimize issues and to open new doors and spaces for reflection.

192. The project was also in line with ECLAC institutional strategies, most relevantly, with the ECLAC strategic framework and programme of work 2014-2015, which addressed gender objectives under subprogramme 6. It is also important to highlight that issues related to unpaid work performed by women and the care economy, as well as women's economic autonomy, has been firmly rooted in the work programme of DGA since 2005.

Conclusion 3	Relevance: Related to findings 5 and 6
	Partners have been involved in the implementation of some activities, but not so much in the conceptualization of the project. The coordination with UN-Women is very noteworthy.

193. Many of the institutional relationships established through the project have been new. These new partnerships have frequently emerged from informal networks of the "feminist intelligence" of the region, consisting of professional and personal relationships forged over the years between the leaders and members of DGA and the leaders of governments and civil society in Latin America.

194. Partners have been able to join the project at different stages, contributing to the design of the components and activities in which they were involved. In most cases, partners were not so involved in the conceptualization of the project.

195. The coordination with United Nations agencies has been very noteworthy, particularly with UN-Women. Partners have referred to the joint work as "fabulous" and "tremendously complementary". Within ECLAC, the project has established notable synergy with ILPES. It also interacted successfully with other ECLAC divisions.

Conclusion 4	Efficiency: Related to findings 7 and 8
	The efficiency of the project is found to be satisfactory in the light of the good management mechanism, the contribution to results and the high delivery rate.

196. Given the level of contribution to concrete results and the high degree of budget execution, it can be determined that the degree of efficiency has been satisfactory. This has occurred even in the light of challenges derived from the implementation of UMOJA, the new central administrative system of the United Nations.

197. The evaluation assesses the management and coordination mechanisms of the project favourably. The professionalism, responsiveness and warmth of the two ECLAC coordinators were especially highlighted. Furthermore, the flow of information and the decision-making system within DGA was always fluid and empowering.

198. The relationship between DGA and the consultants entrusted with the case studies was also generally agreeable and efficient. However, the evaluation documented some difficulties derived from the methodology proposed by ECLAC for the case studies.

Conclusion 5	Effectiveness: Related to finding 9
	The design of the project, particularly the definition of indicators, presented limitations.

199. The design of the project followed a logical framework approach, which presented significant difficulties when it came to realistically evaluating achievements. The objectives pursued by the project go well beyond what can be realistically achieved within its timeframe. This meant that transformations to which the project has contributed are, at best, timid first steps. Furthermore, the indicators developed were not specific enough to realistically measure the contributions of the project.

Conclusion 6	Effectiveness: Related to findings 10, 11 and 12
	The project has contributed to the acquisition of knowledge and awareness of policymakers. It has also strengthened partners' organizational capabilities.

200. The project has helped key stakeholders acquire knowledge, awareness and skills about the connections between care policies, women's empowerment and urban planning. Training courses have been particularly useful in this regard.

201. The project has also contributed to institutional changes in partner organizations that have strengthened their capabilities, often related to changes in their organizational culture. These types of transformations were reported repeatedly from all cities where the project has worked. The project has also contributed significantly to their partner's expansion of alliances around the issues promoted by the initiative, particularly, connecting local governments/institutions with national entities and South-South cooperation. Finally, the project has contributed to the development and/or strengthening of new mechanisms directly related to gender, care and urban planning in the cities.

Conclusion 7	Effectiveness: Related to findings 13, 14 and 15.
	The project has contributed significantly to putting relevant issues on the political and public agendas of the targeted cities. It has also influenced policies and policy practices, notably in Mexico City.

202. The project has made the clearest contributions in positioning certain topics and concepts at a national or regional level. Partners have used the credibility of ECLAC to advance public debates on the links

between care, gender and urban planning. DGA also contributed significantly to coining terms and creating concepts that are permeating discourses and political agendas.

203. Moreover, the project has contributed to informing concrete public policies on gender, care and urban planning, especially in Mexico City, concretely influencing the changes in the city's Constitution regarding care and the drafting of the its care system.

204. Finally, the evaluation hails as highly positive the fact that at least three examples have been documented where the project's activities have influenced concrete policy practices and programmes. All of these examples occurred in Mexico City.

Conclusion 8	Effectiveness: Related to findings 16, 17 and 18
	The project has implemented the vast majority of the activities as originally planned. During the implementation it adapted to opportunities and challenges to a certain degree.

205. Some factors have facilitated and/or hindered successful implementation. Political ownership by the partners was a key aspect that has facilitated the implementation of activities. Mexico City has been a paradigmatic case of how partners have facilitated a smooth execution of the planned activities. However, in most cities, political ownership of the project was not so clear. In fact, the peculiarities of different political processes in which the different partners were immersed were identified as the foremost difficulty encountered by the project during its implementation.

206. The project adapted to new challenges and opportunities at several levels: (a) the selection of targeted cities was modified according to criteria that related to the project's potential impact and the level of political ownership by local authorities; (b) the timeframe for the development of some of the products was extended to guarantee their quality; and (c) unforeseen products and activities were developed in response to emerging needs and opportunities.

207. Despite this relative flexibility, stakeholders identified fixed timeframes as one of the most salient difficulties for the implementation of the activities, especially in relation to the development and dissemination of the case studies.

Conclusion 9	Effectiveness: Related to findings 19 and 20
	The quality of the products was generally very good. They reached the targeted audiences, although the dissemination strategy could be improved.

208. The quality of the products generated by the project was perceived as very good by stakeholders. The case studies were commended for their credibility and rigour; and the national and regional meetings for the convening power of ECLAC.

209. Two factors emerged repeatedly that hindered the quality of some of the products: (i) the methodological approach of the case studies, and (ii) the weak presence of the concept of urban planning.

210. The project generally reached the right audiences, that is, the political and technical staff in the targeted cities with the capacity to influence municipal public policies. However, even if the audience outreach was appropriate, stakeholders agree that more energy was devoted to the development of the products and the activities than to their dissemination, use and follow-up.

Conclusion 10	Sustainability: Related to findings 21 and 22
	The use of the products and activities that have resulted from the implementation of the project are subject to different degrees of sustainability.

211. The case studies will continue to be used, both by DGA and its partners, once the project has finished. However, two factors could hinder usability. First, their contents, by nature, tend to become quickly obsolete; second local governments tend to lean more towards the urgency of service provision than towards reflection. In this context, case studies would have better chances of being influential if ECLAC designs strategies that explicitly promote their use beyond formal presentations.

212. The learning gained from training courses is more likely to be used if students return to a work space that is receptive and open to the application of the knowledge acquired.

Conclusion 11	Sustainability: Related to findings 23, 24 and 25.
	Personal transformations and the positioning of certain topics in the public agenda have caused more permanent changes. Organizational transformations and new policies are still not institutionalized.

213. The acquisition of knowledge and skills is a more permanent transformation. This is also partially the case of progress in positioning topics on public agendas. Some of these topics have been firmly installed on political agendas and should continue to gain ground in several of the targeted cities. However, organizational changes and transformations in the enactment and implementation of policies are not yet sufficiently institutionalized.

214. ECLAC has carried out specific activities and strategies to promote the sustainability of results, most significantly: (a) promoting political commitment among different political parties; (b) entrusting the case studies to local consultants; and (c) training technical personnel in the municipalities on gender mainstreaming.

215. Despite these actions, sustainability remains a pending issue given the novelty of the subject and the complexity of the changes sought. This project has started a new, long and challenging path. Therefore, to guarantee the sustainability of the results obtained, it is essential to ensure the long-term commitment of ECLAC and partners.

4. LESSONS LEARNED

Lesson 1	Understanding that this theme is relevant and worth insisting on, but it also requires continuous involvement by ECLAC and others.

216. The first important lesson that the project teaches us is the need for a perspective that recognizes territory and city management as an important dimension in the development of gender equality policies. This is an innovative subject that is highly relevant for the well-being of men and women in urban environments in Latin America and the Caribbean.

217. However, the fact that it is so innovative, coupled with its aim at profound social and cultural transformation, means that this is a long road. Therefore, ECLAC and partners have understood that sustained commitment is key to achieve meaningful and practical transformations.

Lesson 2	Working with municipalities is very different to working with State organizations and requires different strategies to influence policies and practices.

218. Local governments are not the natural partners of ECLAC, which is used to working with State level organizations, such as ministries.

219. National governmental organizations are, by nature, open to reflection on policymaking. In these contexts, **solid research** such as the studies provided by ECLAC has **better chances of being used straight away by decision-makers** once they are aware of them. This can be done through workshops, presentations or simply by making them available on a web platform.

220. **Municipalities**, conversely, have a strong contingency culture. As services providers, they tend to be more inclined to deal solely with the implementation of service provision. They therefore have much less space to read, reflect upon and think about new strategies, let alone undertake a total change of paradigm.

221. This project teaches us that the development of solid research and its dissemination in formal presentations is not enough to guarantee its use within the local government dynamics.

Lesson 3	One size does not fit all.

222. Despite the regional mandate of ECLAC, this project shows that when working with municipalities one size does not fit all. For the project to be fully relevant to such different realities, ECLAC would need to be prepared to adapt to each context and allow different strategies for each city even if they all can follow a similar ToC.

223. This could mean allowing different roles for different cities in a regional project. For example, more advanced cities like Montevideo or Mexico could take on roles as trainers in the courses organised by DGA and ILPES.

224. It could also mean that different products would have to adapt to the speed and requirements of each city, for example, introducing georeferencing of care services for more advanced cities.

Lesson 4	The project approach works insofar as a number of preconditions are met.

225. The example of Mexico City shows us that the project's approach works as long as some key factors are put in place. These are:

(a) A high degree of gender mainstreaming within the municipal partner. This could translate into a solid gender architecture, feminist women in positions of power, and/or clear internal gender regulations.

(b) Strong buy-in by the local authorities at the highest level. This aspect is proven to be a double-edged sword. If political leaders assume very clear ownership, political rivals could identify these issues with a particular political colour.

(c) Adaptation to the timing and local dynamics.

5. RECOMMENDATIONS

Recommendation 1	For: DGA	Linked to conclusions 1, 2 and 3 (relevance)

226. In order to make the theme increasingly more relevant to the practical realities of cities, the following steps should be taken:

   (a) Continue developing a clear analysis framework, intersecting the themes of urban planning, care and municipal policies, from a gender perspective. This framework should include common elements (such as mobility, or georeferencing of care services) that can be shared by several local governments on the continent.

   (b) Identify concrete practical aspects, relevant to each city, from where to start designing specific public policies. The theme of mobility was one especially mentioned as a spearhead.

Recommendation 2	For: DGA	Linked to conclusions 3 (relevance) and 8 (effectiveness)

227. Conduct a conscious and formal diagnosis when different cities become involved in the project, taking into consideration: (a) the level of institutionalization of gender mainstreaming; (b) the political ownership by the authorities; (c) the political dynamics/ timings in the municipality. Accordingly assign a purposeful role to each city, promoting:

   (i) South-South learning process from more advanced to least advanced cities.

   (ii) More meaningful involvement in the design of the ToC of the project and in the design of concrete products (such as methodology for case studies or curricula for training courses).

Recommendation 3	For: DGA	Linked to conclusion 4 (effectiveness)

228. Build the methodological approaches together with the national consultants, making sure that the frameworks designed and selected are in line with the particular contexts of the cities and the academic background of the researchers.

229. Promote formal dialogue and exchanges among all consultants working on the project to ensure harmonization of approaches and sharing of learning.

Recommendation 4	For: DGA and the Development Account	Linked to conclusion 5 (effectiveness)

230. In future interventions use ToC as a complementary approach to the log frame. This would imply:

   (a) Developing in a participatory manner (with the main counterparts) the ToC under which the project operates and review it at appropriate times, for example, when other counterparts are incorporated. A ToC should contain a description of the expected results, an update of the contexts in which it operates, a description of the main actors (change agents, partners, etc.), the preconditions for achieving such changes and the hypothesis behind the occurrence (or not) of the desired transformations. This description should be incorporated into the programme documents, including performance reports.

   (b) Based on the processes of change specified in the ToC, identify indicators that reflect the nature of the changes sought, among which it is important to identify indicators of process, maintenance (of policies/themes/critical mass training), adaptation and also —but not only— success.

Recommendation 5	For: DGA	Linked to conclusion 10 (sustainability)

231. It would be advisable to create permanent research mechanisms in charge of updating the information emerging from products such as the case studies, rather than producing ad hoc publications that may become quickly obsolete.

Recommendation 6	For: DGA	Linked to conclusion 10 (sustainability)

232. It is important to design strategies that explicitly promote the use of the case studies beyond formal presentations with municipal partners. Ideally, they should be part of broader projects signed with each of the targeted cities that can adapt to each particular context.

Recommendation 7	For: DGA	Linked to conclusion 10 (sustainability)

233. Review the admittance protocols to the training courses to include an analysis of the extent to which the organizational culture is conducive to applying the learning gained by participants.

Recommendation 8	For: DGA and ECLAC at large	Linked to conclusion 11 (sustainability)

234. To promote the sustainability of the project's results, it is essential to ensure the long-term commitment of ECLAC. This would mean mobilizing resources and designing new programmes and projects in collaboration with municipal partners to build on the learning and results of this initiative.

ANNEXES

ANNEX 1	TERMS OF REFERENCE
ANNEX 2	DOCUMENTS REVIEWED
ANNEX 3	EVALUATION MATRIX
ANNEX 4	INTERVIEW GUIDELINES
ANNEX 5	SURVEY QUESTIONNAIRE
ANNEX 6	LIST OF INTERVIEWEES
ANNEX 7	EVALUATOR'S REVISION MATRIX

ANNEX 1

TERMS OF REFERENCE

Assessment of the Development Account Project ROA 293-9

**Strengthening national capacities to design and implement rights-based policies and programmes
that address care of dependent populations and women's economic autonomy
in urban development and planning**

I. Introduction

1. This assessment is out in accordance with the General Assembly resolutions 54/236 of December 1999, 54/474 of April 2000 and 70/8 of December 2015, which endorsed the Regulations and Rules Governing Programme Planning, Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (PPBME) and its subsequent revisions. In this context, the General Assembly requested that programmes be evaluated on a regular, periodic basis, covering all areas of work under their purview. As part of the general strengthening of the evaluation function to support and inform the decision-making cycle in the UN Secretariat in general and ECLAC in particular and within the normative recommendations made by different oversight bodies endorsed by the General Assembly, ECLAC's Executive Secretary is implementing an evaluation strategy that includes periodic evaluations of different areas of ECLAC's work. This is therefore a discretionary internal evaluation managed by the Programme Planning and Evaluation Unit (PPEU) of ECLAC's Programme Planning and Operations division (PPOD).

II. Evaluation Topic

2. This evaluation is an end-of-cycle review of a regional project aimed at supporting national and local policymakers to improve their awareness, knowledge, skills and technical capacity to design policies and programmes that address women's economic autonomy and care of dependent populations as part of urban planning and development. This would be achieved by on the one hand increasing the knowledge and awareness of policy-makers and other stakeholders on the link between urban development, care policies and women's economic autonomy and on the other increasing the capacity of technical staff an decision makers to design and implement policies and programmes for care of dependent populations to promote women's economic autonomy as part of urban development.

III. Objective of the Evaluation

3. The objective of this evaluation is to review the efficiency, effectiveness, relevance, and sustainability of the project implementation and more particularly document the results the project attained in relation to its overall objectives and expected results as defined in the project document.

4. The project objective was to support governments in the design and implementation of rights-based policies and programmes that address the care of dependent populations (children, elderly, disabled) and women's economic autonomy as part of urban planning and development.

5. The evaluation will place an important emphasis in identifying lessons learned and good practices that derive from the implementation of the project, its sustainability and the potential of replicating them to other countries.

6. The lessons learned and good practices in actual project implementation will in turn be used as tools for the future planning and implementation of projects.

IV. Background

The Development Account

7.   The Development Account (DA) was established by the General Assembly in 1997, as a mechanism to fund capacity development projects of the economic and social entities of the United Nations (UN). By building capacity on three levels, namely: (i) the individual; (ii) the organizational; and (iii) the enabling environment, the DA becomes a supportive vehicle for advancing the implementation of internationally agreed development goals (IADGs) and the outcomes of the UN conferences and summits. The DA adopts a medium to long-term approach in helping countries to better integrate social, economic and environmental policies and strategies in order to achieve inclusive and sustained economic growth, poverty eradication, and sustainable development.

8.   Projects financed from the DA aim at achieving development impact through building the socio-economic capacity of developing countries through collaboration at the national, sub-regional, regional and inter-regional levels. The DA provides a mechanism for promoting the exchange and transfer of skills, knowledge and good practices among target countries within and between different geographic regions, and through the cooperation with a wide range of partners in the broader development assistance community. It provides a bridge between in-country capacity development actors, on the one hand, and UN Secretariat entities, on the other. The latter offer distinctive skills and competencies in a broad range of economic and social issues that are often only marginally dealt with by other development partners at country level. For target countries, the DA provides a vehicle to tap into the normative and analytical expertise of the UN Secretariat and receive on-going policy support in the economic and social area, particularly in areas where such expertise does not reside in the capacities of the UN country teams.

9.   The DA's operational profile is further reinforced by the adoption of pilot approaches that test new ideas and eventually scale them up through supplementary funding, and the emphasis on integration of national expertise in the projects to ensure national ownership and sustainability of project outcomes.

10.   DA projects are being implemented by global and regional entities, cover all regions of the globe and focus on five thematic clusters[1]. Projects are programmed in tranches, which represent the Account's programming cycle. The DA is funded from the Secretariat's regular budget and the Economic Commission for Latin America and the Caribbean (ECLAC) is one of its 10 implementing entities. The UN Department of Economic and Social Affairs (DESA) provides overall management of the DA portfolio.

11.   ECLAC undertakes internal assessments of each of its DA projects in accordance with DA requirements. Assessments are defined by ECLAC as brief end-of-project evaluation exercises aimed at assessing the relevance, efficiency, effectiveness and sustainability of project activities. They are undertaken as desk studies and consist of a document review, stakeholder survey, and a limited number of telephone-based interviews.

The project

12.   The project under evaluation is part of the projects approved under this account for the 9th Tranche (2014-2017). It was implemented by the Economic Commission for Latin America and the Caribbean (ECLAC), specifically its Division for Gender Affairs, with substantive and technical support from the Human Settlements Unit of the Division for Sustainable Development and Human Settlements of ECLAC.

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

13.   The original duration of this project was of approximately four years (2014 –2017), having started activities in June 2014.

14.   The overall logic of the project against which results and impact will be assessed contains an overall objective and a set of expected accomplishments and indicators of achievement that will be used as signposts to assess its effectiveness and relevance.

15.   The project's objective as stated above is "To support governments in the design and implementation of rights-based policies and programmes that address the care of dependent populations (children, elderly, disabled) and women's economic autonomy as part of urban planning and development."[2] The project was envisaged to work on six cities in six countries in Latin America with the objective to improve national and local capacities to integrate the gender perspective into urban planning.

16.   The expected accomplishments were defined as follows:

- EA1: Increase awareness and knowledge of policy-makers and other stakeholders in select target cities in Latin America of the importance of rights-based policies that address care of dependent populations and women's economic autonomy in urban development.

- EA2: Increased capacity of technical staff and decision-makers in selected countries to design and implement rights-based policies and programmes aimed at care of dependent populations and attainment of women's economic autonomy in urban areas as part of urban development.

17.   To achieve the expected accomplishments above, the following activities were originally planned:

(A1.1)   Preparation of six case studies that focus on one city in each country and explore the link between gender equality, care of dependent populations and urban planning.

(A1.2)   Research, publication and dissemination of a regional study on the link between gender equality, care of dependent populations and urban planning.

(A1.3)   One (regional) expert meeting to validate the preliminary results of the regional study on promoting women's economic autonomy through implementation of policies and programs for care of dependent populations as part of urban development.

(A1.4)   National workshops in the six cities which are the focus of the case studies. The workshops are aimed at national mechanisms for the advancement of women, ministries responsible for investment/ economy/ social policy, and municipal authorities.

(A2.1)   Technical assistance in each of the target countries/ cities to provide support to strategic partners including national mechanisms for the advancement of women, ministries and local authorities responsible for gender equality, care of dependent populations and urban development.

(A2.2)   Development of a Manual on promoting women's economic autonomy as part of urban development, with a focus on redistribution of care.

(A2.3)   Development and implementation of one e-learning course aimed at policy-makers and technical staff from local and national authorities on design and implementation of policies and programmes for care of dependent populations that promote women's economic autonomy as part of urban development.

(A2.4)   Organization of one regional and one international seminar with experts, national and local authorities to share knowledge and lessons learned.

18.   The budget for the project totalled US$ 564,000. Progress reports were prepared on a yearly basis.

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2   See Annex 1: Project Document.

Stakeholder Analysis

19.   Project beneficiaries included National mechanisms for the advancement of women, Ministries responsible for planning and investment (Planning Ministries, Ministries of Economy/ Finance, Ministries of Infrastructures/ Environment), Sectoral Ministries responsible for care of dependent populations (Ministries of Social Development/ Health/ Education) and Municipal authorities.

V. Guiding Principles

20.   The evaluation will seek to be independent, credible and useful and adhere to the highest possible professional standards. It will be consultative and engage the participation of a broad range of stakeholders. The unit of analysis is the project itself, including its design, implementation and effects. The assessment will be undertaken in accordance with the provisions contained in the Project Document. The evaluation will be conducted in line with the norms, standards and ethical principles of the United Nations Evaluation Group (UNEG).[3]

21.   It is expected that ECLAC's guiding principles to the evaluation process are applied.[4] In particular, special consideration will be taken to assess the extent to which ECLAC's activities and outputs respected and promoted human rights.[5] This includes a consideration of whether ECLAC interventions treated beneficiaries as equals, safeguarded and promoted the rights of minorities, and helped to empower civil society.

22.   The assessment will also examine the extent to which gender concerns were incorporated into the project —whether project design and implementation incorporated the needs and priorities of women, whether women were treated as equal players, and whether it served to promote women's empowerment.

23.   Moreover, the evaluation process itself, including the design, data collection, and dissemination of the assessment report, will be carried out in alignment with these principles.[6]

24.   The evaluation will also include an assessment of the project´s contribution to the achievement of the Sustainable Development Goals (SDGs).

25.   Evaluators are also expected to respect UNEG's ethical principles as per its "Ethical Guidelines for Evaluation":[7]

- Independence: Evaluators shall ensure that independence of judgment is maintained and that evaluation findings and recommendations are independently presented.

- Impartiality: Evaluators shall operate in an impartial and unbiased manner and give a balanced presentation of strengths and weaknesses of the policy, program, project or organizational unit being evaluated.

- Conflict of Interest: Evaluators are required to disclose in writing any past experience, which may give rise to a potential conflict of interest, and to deal honestly in resolving any conflict of interest which may arise.

- Honesty and Integrity: Evaluators shall show honesty and integrity in their own behavior, negotiating honestly the evaluation costs, tasks, limitations, scope of results likely to be

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[3] Norms and Standards for Evaluation, UNEG, June 2016. http://www.unevaluation.org/document/detail/1914. UNEG Ethical Guidelines for Evaluation, UNEG, March 2008, http://www.unevaluation.org/document/detail/102.

[4] See ECLAC, "Preparing and Conducting Evaluations: ECLAC Guidelines" (2009) and ECLAC, "Evaluation Policy and Strategy"(2014) for a full description of its guiding principles.

[5] For further reference see UNEG "Integrating Human Rights and Gender Equality in Evaluations" (2014), http://www.unevaluation.org/document/detail/1616.

[6] *Human rights and gender perspective.*

[7] *UNEG Ethical Guidelines for Evaluation, UNEG, March 2008* (http://www.unevaluation.org/document/detail/102).

obtained, while accurately presenting their procedures, data and findings and highlighting any limitations or uncertainties of interpretation within the evaluation.

- Competence: Evaluators shall accurately represent their level of skills and knowledge and work only within the limits of their professional training and abilities in evaluation, declining assignments for which they do not have the skills and experience to complete successfully.

- Accountability: Evaluators are accountable for the completion of the agreed evaluation deliverables within the timeframe and budget agreed, while operating in a cost effective manner.

- Obligations to Participants: Evaluators shall respect and protect the rights and welfare of human subjects and communities, in accordance with the UN Universal Declaration of Human Rights and other human rights conventions. Evaluators shall respect differences in culture, local customs, religious beliefs and practices, personal interaction, gender roles, disability, age and ethnicity, while using evaluation instruments appropriate to the cultural setting. Evaluators shall ensure prospective participants are treated as autonomous agents, free to choose whether to participate in the evaluation, while ensuring that the relatively powerless are represented.

- Confidentiality: Evaluators shall respect people's right to provide information in confidence and make participants aware of the scope and limits of confidentiality, while ensuring that sensitive information cannot be traced to its source.

- Avoidance of Harm: Evaluators shall act to minimize risks and harms to, and burdens on, those participating in the evaluation, without compromising the integrity of the evaluation findings.

- Accuracy, Completeness and Reliability: Evaluators have an obligation to ensure that evaluation reports and presentations are accurate, complete and reliable. Evaluators shall explicitly justify judgments, findings and conclusions and show their underlying rationale, so that stakeholders are in a position to assess them.

- Transparency: Evaluators shall clearly communicate to stakeholders the purpose of the evaluation, the criteria applied and the intended use of findings. Evaluators shall ensure that stakeholders have a say in shaping the evaluation and shall ensure that all documentation is readily available to and understood by stakeholders.

- Omissions and wrongdoing: Where evaluators find evidence of wrong-doing or unethical conduct, they are obliged to report it to the proper oversight authority.

VI. Scope of the evaluation

26. In line with the evaluation objective, the scope of the evaluation will more specifically cover all the activities implemented by the project. The assessment will review the benefits accrued by the various stakeholders in the region, as well as the sustainability of the project interventions. The assessment will also review the interaction and coordination modalities used in its implementation within ECLAC, and between/among other co-operating agencies participating in the implementation of the project.

27. In summary, the elements to be covered in the assessment include:

- Actual progress made towards project objectives

- The extent to which the project has contributed to outcomes in the identified countries whether intended or unintended.

- The efficiency with which outputs were delivered.

- The strengths and weaknesses of project implementation on the basis of the available elements of the logical framework (objectives, results, etc) contained in the project document

- The validity of the strategy and partnership arrangements. Coordination within ECLAC, and with other co-operating agencies.

- The extent to which the project was designed and implemented to facilitate the attainment of the goals.

- Relevance of the project's activities and outputs towards the needs of Member States, the needs of the region and the mandates and programme of work of ECLAC.

28.   It will also assess various aspects related to the way the project met the following Development Account criteria:

- Result in durable, self-sustaining initiatives to develop national capacities, with measurable impact at field level, ideally having multiplier effects;

- Be innovative and take advantage of information and communication technology, knowledge management and networking of expertise at the sub regional, regional and global levels;

- Utilize the technical, human and other resources available in developing countries and effectively draw on the existing knowledge/skills/capacity within the UN Secretariat;

- Create synergies with other development interventions and benefit from partnerships with non-UN stakeholders.

VII. Methodology

29.   The evaluation will use the following data collection methods to assess the impact of the work of the project:

(a) **Desk review and secondary data collection analysis**: of the programme of work of ECLAC, DA project criteria, the project document, annual reports of advance, workshops and meetings reports and evaluation surveys, other project documentation such as project methodology, country reports, consolidated report, webpage, etc.

(b) **Self-administered surveys**: Surveys to beneficiaries in the different participating countries covered by the project should be considered as part of the methodology. Surveys to co-operating agencies and stakeholders within the United Nations and the countries participating in the project should be considered if applicable and relevant. PPEU can provide support to manage the online surveys through SurveyMonkey. In the case, this procedure is agreed upon with the evaluator, PPEU will distribute the surveys among project beneficiaries to the revised lists facilitated by the consultant. PPEU will finally provide the evaluator with the consolidated responses.

(c) Semi-**structured interviews and focus groups** to validate and triangulate information and findings from the surveys and the document reviews, a limited number of interviews (structured, semi-structured, in-depth, key informant, focus group, etc.) may be carried out via tele- or video-conference with project partners to capture the perspectives of managers, beneficiaries, participating ministries, departments and agencies, etc. PPEU will provide assistance to coordinate the interviews, including initial contact with beneficiaries to present the assessment and the evaluator. Following this presentation, the evaluator will directly arrange the interviews with available beneficiaries, project managers and co-operating agencies.

(d) **Field visits**: In addition to undertaking data collection efforts in Santiago at ECLAC's headquarters, the consultant in charge of the evaluation will participate in the closing event of the project and visit 1-2 beneficiary countries in the region with a view to gauge the opinion of High level officials and authorities with regards to the relevance, effectiveness, efficiency, impact, and sustainability of the interventions of the project.

30.   Methodological triangulation is an underlying principle of the approach chosen. Suitable frameworks for analysis and evaluation are to be elaborated —based on the questions to be answered. The experts will identify and set out the methods and frameworks as part of the inception report.

VIII. Evaluation Issues/Questions

31.   This evaluation encompasses the different stages of the given project, including its design, process, results, and impact, and is structured around four main criteria: relevance, efficiency, effectiveness, and sustainability. Within each of these criteria, a set of evaluation questions will be applied to guide the analysis.[8] The responses to these questions are intended to explain "the extent to which," "why," and "how" specific outcomes were attained.

32.   The questions included hereafter are intended to serve as a basis for the final set of evaluation questions, to be adapted by the evaluator and presented in the inception report.

Efficiency

(a)   Collaboration and coordination mechanisms within ECLAC and with other cooperating agencies that ensure efficiencies and coherence of response;

(b)   Provision of services and support in a timely and reliable manner, according to the priorities established by the project document;

Effectiveness

(a)   How satisfied are the project's main beneficiaries with the services they received?

(b)   How much more knowledgeable are the participants in workshops and seminars?

(c)   What are the results identified by the beneficiaries?

(d)   Has the project made any difference in the behavior/attitude/skills/ performance of the clients?

(e)   How effective were the project activities in enabling capacities and influencing policy making?

(f)   Are there any tangible policies that have considered the contributions provided by the ECLAC in relation to the project under evaluation?

Relevance:

(a)   How in line were the activities and outputs delivered with the priorities of the targeted countries?

(b)   How aligned was the proposed project with the activities and programme of work of ECLAC, specifically those of the subprogrammes in charge of the implementation of the project?

(c)   Were there any complementarities and synergies with the other work being developed?

Sustainability

With beneficiaries:

(a)   How did the project utilize the technical, human and other resources available in participating countries?

(b)   How have the programme's main results and recommendations been used or incorporated in the work and practices of beneficiary institutions after completion of the project's activities? What were the multiplier effects generated by the programme?

(c)   What mechanisms were set up to ensure the follow-up of networks created under the project?

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8   The questions included here will serve as a basis for the final set of evaluation questions, to be adapted by the evaluator and presented in the inception report.

Within ECLAC:

(a) How has the project contributed to shaping/enhancing ECLAC's programme of work/priorities and activities? The work modalities and the type of activities carried out? How has ECLAC built on the findings of the project?

(b) Have the project managers effectively taken into consideration human rights and gender issues in the design and implementation of the project and its activities?

(c) Has and how has the project contributed to the achievement of the Sustainable Development Goals (SDGs)?

IX. Deliverables

33. Due to the limitations to sign contracts with ending dates beyond December 31st 2017, the evaluation will divided into two phase. The evaluation will include the following phases and outputs:

Phase I

(a) **Work Plan**. No later than five days after the signature of the contract, the consultant must deliver to PPOD a detailed Work Plan of all the activities to be carried out related to the evaluation of project ROA/293-9, schedule of activities and outputs detailing the methodology to be used, etc.

(b) **Inception Report**. No later than 4 weeks after the signature of the contract, the consultant should deliver the inception report, which should include the background of the project, an analysis of the Project profile and implementation and a full review of all related documentation as well as project implementation reports. Additionally, the inception report should include a detailed evaluation methodology including the description of the types of data collection instruments that will be used and a full analysis of the stakeholders and partners that will be contacted to obtain the evaluation information. First drafts of the instruments to be used for the survey, focus groups and interviews should also be included in this first report.

(c) **Field Visit and preliminary findings Report**. No later than 8 weeks after the signature of the contract, the consultants should deliver the field visit report which should include the main results of the field visits and the preliminary findings based on data analysis of surveys, interviews and focus groups. The consultants will also make a presentation of preliminary findings to the members of the ERG.

Phase II

(a) **Draft final evaluation Report**. No later than 4 weeks after the signature of the contract for the second phase of the evaluation, the consultant should deliver the preliminary report for revision and comments by PPOD and the ERG which should include the main draft results and findings, conclusions of the evaluation, lessons learned and recommendations derived from it, including its sustainability, and potential improvements in project management and coordination of similar DA projects.

(b) **Final Evaluation Report**. No later than 8 weeks after the signature of the contract for the second phase of the evaluation, the consultant should deliver the final evaluation report which should include the revised version of the preliminary version after making sure all the comments and observations from PPOD and the ERG, which includes representatives of the implementing substantive Divisions of each Regional Commission have been included. Before submitting the final report, the consultant must have received the clearance on this final version from PPOD, assuring the satisfaction of ECLAC with the final evaluation report.

(c) **Presentation of the results of the evaluation**. A final presentation of the main results of the evaluation to ECLAC staff involved in the project will be delivered at the same time of the delivery of the final evaluation report.

X. Payment schedule and conditions

34.   The duration of the consultancy will be initially for 16 weeks divided in two phases. Phase I will take place between October and December 2017, and phase II will take place between January and March 2017. The consultant will be reporting to and be managed by the Programme Planning and Evaluation Unit (PPEU) of the Programme Planning and Operations Division (PPOD) of ECLAC. Support to the evaluation activities will be provided by the Division for Gender Affairs of ECLAC in Santiago.

35.   The contract will include the payment for the services of the consultant as well as all the related expenses of the evaluation. Payments will be done according to the following schedule and conditions:

(a)   20% of the total value of the contract will be paid against the satisfactory delivery of the inception report which should be delivered as per the above deadlines.

(b)   30% of the total value of the contract will be paid against the satisfactory delivery of the field visit and preliminary findings report which should be delivered as per the above deadlines.

(c)   20% of the total value of the contract will be paid against the satisfactory delivery of the draft final evaluation report which should be delivered as per the above deadlines.

(d)   30% of the total value of the contract will be paid against the satisfactory delivery and presentation of the final evaluation report which should be delivered as per the above deadlines.

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

XI. Profile of the Evaluator

37.   The evaluator will have the following characteristics:

Education

- MA in social sciences, public policy, development studies, business administration, or a related social science.

Experience

- At least seven years of progressively responsible relevant experience in programme/project evaluation are required.

- At least two years of experience in areas related to gender and urban planning is highly desirable.

- Experience in at least three evaluations with international (development) organizations is required. Experience in Regional Commissions and United Nations projects, especially Development Account projects is highly desirable.

- Proven competency in quantitative and qualitative research methods, particularly self-administered surveys, document analysis, and informal and semi-structured interviews are required.

- Working experience in Latin America and the Caribbean is desirable.

Language Requirements

- Proficiency in English and Spanish is required.

XII. Roles and responsibilities in the evaluation process

38.   Commissioner of the evaluation

➔   (ECLAC Executive Secretary and PPOD Director)
  - Mandates the evaluation
  - Provides the funds to undertake the evaluation
  - Safeguards the independence of the evaluation process

39.   Task manager

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

40.   Evaluator/Evaluation team

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

41.   Evaluation Reference Group (ERG)

➔   (Composed of representatives of each of the implementing partners)
  - Provides feedback to the evaluator/evaluation team on preliminary evaluation findings and final conclusions and recommendations
  - Reviews draft evaluation report for robustness of evidence and factual accuracy

XIII. Other Issues

42.   Intellectual property rights. The consultant is obliged to cede to ECLAC all authors rights, patents and any other intellectual property rights for all the work, reports, final products and materials resulting from the design and implementation of this consultancy, in the cases where these rights are applicable. The consultant will not be allowed to use, nor provide or disseminate part of these products and reports or its total to third parties without previously obtaining a written permission from ECLAC.

43.   Coordination arrangements. The team in charge of the evaluation comprised of the staff of the Programme Planning and Evaluation Unit of ECLAC and the consultant will confer and coordinate activities on an on-going basis, ensuring at least a monthly coordination meeting/teleconference to ensure the project is on track and that immediate urgencies and problems are dealt with in a

timely manner. If any difficulty or problem develops in the interim the evaluation team member will raise it immediately with the rest of the team so that immediate solutions can be explored and decisions taken.

XIV. Assessment use and dissemination

44.	This assessment seeks to identify best practices and lessons learned in the implementation of development account projects and specifically the capacities of the beneficiary countries to incorporate gender considerations into urban plannig. The evaluation findings will be presented and discussed to ECLAC. An Action Plan will be developed to implement recommendations when appropriate in future development account projects. The evaluation report will also be circulated through ECLAC's internet and intranet webpages (and other knowledge management tools), including circulating a final copy to DESA, as the programme manager for the Development Account, so as to constitute a learning tool in the organization.

ANNEX 2

DOCUMENTS REVIEWED

- ¿Quién cuida en la ciudad?: oportunidades y propuestas en Santiago de Chile (Chile)
- ¿Quién cuida en la ciudad?: oportunidades y propuestas en Montevideo (Uruguay)
- ¿Quién cuida en la ciudad?: oportunidades y propuestas en la Ciudad de México (México)
- ¿Quién cuida en la ciudad?: oportunidades y propuestas en San Salvador (El Salvador)
- ¿Quién cuida en la ciudad?: oportunidades y propuestas en Bogotá (Colombia)
- ¿Quién cuida en la ciudad?: oportunidades y propuestas en La Habana (Cuba)
- ¿Quién cuida en la ciudad?: oportunidades y propuestas en Cuenca (Ecuador)
- Manual - Territorio e Igualdad
- Libro: ¿Quién cuida en la ciudad?: oportunidades y propuestas

ANNEX 3

EVALUATION FRAMEWORK

Focus areas	Key issues
Relevance	Were the programme's objectives relevant to the implementing countries' development needs and priorities?
	Were the project's objectives aligned with the mandate of ECLAC and that of the Gender Affairs sub-programme? Have the project managers effectively taken into consideration human rights and gender issues in the design of the project and its activities?
	Were there any complementarities and synergies with the other work being developed?
	Was the project design carried out through active involvement of all the implementing partners promoting national ownership?
	To what extent did the project have a useful and reliable M&E strategy that contributed to measured results?
Efficiency	Did the governance and management structures of the Project (including coordination mechanisms within ECLAC and with other cooperating agencies) contribute to effective implementation of its operations?
	Were resources used efficiently and cost-effectively?
	Did the project apply protocols and practices to ensure that workflows were carried out effectively and coherently?
Effectiveness	To what extent did the Project achieve the goals and objectives outlined in the project document?
	What are the results identified by the beneficiaries? Were there any unintended results achieved?
	How satisfied were the Project's main beneficiaries with the quality (timeliness, credibility, relevance, accessibility) of the projects outputs (services and products)?
	How much more knowledgeable are the participants in workshops and seminars?
	Has the project made any difference in the behaviour/attitude/skills/ performance of the clients?
	How effective were the project activities in enabling capacities and influencing policy making?
	Are there any tangible policies that have considered the contributions provided by the ECLAC in relation to the project under evaluation?
	How has the project contributed to the achievement of the Sustainable Development Goals (SDGs)?
Sustainability	How have the programme's main results and recommendations been used or incorporated into the work and practices of beneficiary institutions after completion of the project's activities? What were the multiplier effects generated by the programme?
	What mechanisms were set up to ensure the follow-up of networks created under the project?
	How did the project utilize the technical, human and other resources available in participating countries?
	In ECLAC - How has the project contributed to shaping / enhancing ECLAC's programme of work / priorities and activities? The work modalities and the type of activities carried out? How has ECLAC built on the findings of the project?
	Does the project demonstrate potential for replication and scale-up of successful practices?

ANNEX 4

INTERVIEW GUIDELINES

Focus	Evaluation Questions	Interview questions	Relation with the project				
			Manag.	Partner	Consultant	Participant	Bellwether
Relevance	Were the programme's objectives relevant to the implementing countries' development needs and priorities?	Cuáles diría que son las prioridades de desarrollo de esta ciudad/país? Y cuáles las prioridades para llegar a alcanzar la igualdad de oportunidades entre hombres y mujeres?	x	x	x		x
	Were the project's objectives aligned with the mandate of ECLAC and that of the Gender Affairs subprogramme? Have the project managers effectively taken into consideration human rights and gender issues in the design of the project and its activities?	Describame cómo este proyecto se relaciona con las estrategias de la DAG y de CEPAL. ¿Cómo se han integrado los principios rectores de promoción de la igualdad y de DDHH?	x				
	Were there any complementarities and synergies with the other work being developed?	¿Cómo se ha relacionado este proyecto con otros de la DAG, la CEPAL? Deme ejemplos concretos	x	x	x		x
	Was project design carried out through active involvement of all implementing partners promoting national ownership?	¿Me podría describir el proceso de diseño del proyecto? Desde su punto de vista, ¿involucró este proceso a todas las personas que tenían que involucrarse?	x	x			
	To what extent did the project had a useful and reliable M&E strategy that contributed to measure results?	Durante la implementación del proyecto, cómo iba sabiendo que el proyecto iba por buen camino? Tenía acceso a informes, reuniones u otros procesos de monitoreo de resultados?	x				

Focus	Evaluation Questions	Interview questions	Relation with the project				
			Manag.	Partner	Consultant	Participant	Bellwether
Efficiency & coordination	Did the governance and management structures of the project (including coordination mechanisms within ECLAC and with other cooperating agencies) contribute to effective implementation of its operations?	¿Qué fue lo que mejor funciono del sistema de coordinación (otros actores) del proyecto? ¿Y lo qué se pudo mejorar?	x	x	x		
	Were resources used efficiently and cost-effectively?	¿Piensa que los recursos del proyecto se han usado de manera juiciosa? ¿Se podría haber conseguido lo mismo con menos recursos o mucho más con un poco más de inversión?	x	x			
	Did the project apply protocols and practices to ensure that workflows were carried out effectively and coherently?	¿Podría describir los protocolos de control de gastos? Desde su punto de vista, ¿han sido suficientes y efectivos?	x		x		
Effectiveness & early impact	To what extent did the project achieve the goals and objectives outlined in the project document?	¿Cuáles han sido los cambios a los que ha contribuido este proyecto? ¿Eran cambios previstos?	x	x	x		x
	What are the results identified by the beneficiaries? Were there any unintended results achieved?						
	How satisfied were the project's main beneficiaries with the quality (timeliness, credibility, relevance, accessibility) of the projects outputs (services and products)?	¿Cuál es su opinión sobre de la calidad de los productos (cursos, talleres, publicaciones) que han salido de este proyecto (credibilidad, relevancia, accesibilidad, etc)? ¿Qué se podría haber hecho mejor?	x	x		x	x

Focus	Evaluation Questions	Interview questions	Relation with the project				
			Manag.	Partner	Consultant	Participant	Bellwether
	How much more knowledgeable are the participants in workshops and seminars?	¿En qué medida los productos del proyecto han contribuido a transformaciones personales como adquisión de conocimeintos o transformaciones ideológicas? Nos puede dar ejemplos					
	Has the project made any difference in the behavior/attitude/skills/performance of the clients?	¿En qué medida los productos del proyecto han contribido a transformaciones en comportamientos o prácticas laborales? Nos puede dar ejemplos	x	x		x	
	How effective were the project activities in enabling capacities and influencing policy making?	¿En que medida el proyecto ha contribuido a influir políticas públicas? Deme ejemplos concretos	x	x		x	
	Are there any tangible policies that have considered the contributions provided by the ECLAC in relation to the project under evaluation?						
	How has the project contributed to the achievement of the Sustainable Development Goals (SDGs)?	(para revisión documental)	x				
Sustainability	How have the programme's main results and recommendations been used or incorporated in the work and practices of beneficiary institutions after completion of the project's activities? What were the multiplier effects generated by the programme?	¿Hasta que punto las contrapartes han integrado los resultados y recomendaciones del proyecto? ¿Hasta que punto se ha institucionalizado?	x	x	x	x	

Focus	Evaluation Questions	Interview questions	Relation with the project				
			Manag.	Partner	Consultant	Participant	Bellwether
	What mechanisms were set up to ensure the follow-up of networks created under the project?	¿Qué tipo de mecanismos concretos hay ya instalados para potenciar las redes que se han establecido a través del proyecto?	x	x			
	How did the project utilize the technical, human and other resources available in participating countries?	¿Hasta qué punto el proyecto ha sabido gestionar y maximizar las capacidades humanas (y de otro tipo) de las contrapartes?	x	x			
	In ECLAC - How has the project contributed to shaping/enhancing ECLAC's programme of work/priorities and activities? The work modalities and the type of activities carried out? How has ECLAC built on the findings of the project?	¿Cómo ha influido el proyecto a lo interno de la CEPAL? ¿Me puede dar ejemplos concretos?	x				
	Does the project demonstrate potential for replication and scale-up of successful practices?	Conoce alguna iniciativa piloto y/o catalizadora con potencial de replicarse en otros países en el campo de la planificación urbana y la igualdad de género? Qué papel ha tenido la CEPAL en esta iniciativa?	x	x	x	x	x

ANNEX 5

SURVEY QUESTIONNAIRE

Presentación

Como parte de su estrategia de mejora continua y con la intención de proveer un mejor servicio a los países de la región, la Comisión Económica para América Latina y el Caribe (CEPAL) realiza evaluaciones periódicas de sus proyectos y programas relativos a sus diferentes áreas de trabajo. En esta ocasión la CEPAL está realizando la evaluación del Proyecto "Desarrollo urbano, autonomía económica de las mujeres y políticas de cuidados" ejecutado entre los años 2014 y 2017, a fin de determinar los grados de pertinencia y eficacia de sus actividades en beneficio de las ciudades y países de América Latina y el Caribe.

El proyecto fue financiado a través de la cuenta de las Naciones Unidas para el Desarrollo, y fue coordinado por la Sra. Nieves, Directora de la División de Asuntos de Género de la CEPAL, La Sra. Ana Ferigra Stefanovic y la Sra. Olga Segovia, Oficial Asociada de Asuntos Sociales. El objetivo principal del proyecto era apoyar las autoridades locales y nacionales para que diseñen políticas y programas que aborden la autonomía económica de las mujeres y el cuidado de poblaciones dependientes como parte de la planificación urbana.

Nuestros registros muestran que usted participó o fue referente en algunas de las actividades realizadas dentro del marco de este proyecto, por lo que le solicitamos su colaboración en responder a la encuesta adjunta para conocer sus percepciones sobre dichas actividades/reuniones y el aporte que las mismas pudieron haber tenido en su área de trabajo.

La encuesta le tomará aproximadamente 15-20 minutos de su tiempo y nos ayudará a identificar resultados concretos y áreas donde se puede mejorar la asistencia que brindamos a los países de la región. Mucho agradeceríamos llenar los datos y devolver la encuesta cuanto antes o hasta el 8 de diciembre del 2017.

Agradecemos mucho su ayuda y sus respuestas. Sus aportes serán manejados en forma estrictamente anónima y nos serán de mucha utilidad para establecer los impactos y la efectividad de los servicios prestados por la CEPAL y para mejorarlos en el futuro.

Si tiene alguna pregunta sobre esta encuesta, por favor envíe sus comentarios y sugerencias al siguiente correo: evaluacion@cepal.org

Sobre usted
Información sobre la procedencia de quien completa el cuestionario

1. **Su relación con el Proyecto Regional de la CEPAL** "Desarrollo urbano, autonomía económica de las mujeres y políticas de cuidados":
(Seleccione una respuesta solamente)

- He **colaborado en la organización**/producción de alguna de las actividades del proyecto (publicaciones, eventos, cursos online, etc.)
- **Soy referente** y/o asesor/a en el tema de la igualdad de género, economía de cuidados y/o planificación urbana en la región.
- Durante el periodo del 2014 al 2017 he leído libros; he realizado cursos on-line; me he beneficiado de asistencias técnicas y/o; **he asistido** a encuentros y/o talleres sobre Desarrollo urbano, autonomía económica de las mujeres y políticas de cuidados organizados por la CEPAL.
- No me explico por qué me ha llegado esta encuesta.

2.   ¿Para qué tipo de entidad trabaja actualmente?
(Seleccione una respuesta solamente)

- La CEPAL
- Un mecanismo institucional para el adelanto de las mujeres (MAM)
- Una organización internacional bilateral o multilateral
- Una organización o red de la Sociedad Civil (incluida ONGs)
- Una consultora privada
- Una entidad gubernamental nacional
- Una entidad gubernamental local/regional
- Una entidad académica
- Otro (favor especificar)

3. ¿Trabaja usted en una organización? SÍ/NO

(Si la respuesta es sí)
Indique que grado de influencia que usted tiene en las decisiones estratégicas que se toman en su organización.

En mi organización soy una persona:

1☐	Muy influyente
2☐	Bastante influyente
3☐	Una influencia media
4☐	Poco influyente
5☐	Nada influyente

Por favor indique cuál es su cargo dentro de la organización

3. Por favor, marque en qué país trabaja (seleccione una respuesta solamente)

- Argentina
- Bolivia (Estado Plurinacional de)
- Brasil
- Chile
- Colombia
- Costa Rica
- Cuba
- Ecuador
- El Salvador
- Guatemala
- Honduras
- México
- Nicaragua
- Panamá
- Paraguay
- Perú
- Puerto Rico
- República Dominicana
- Uruguay
- Venezuela (República Bolivariana de)
- Otro (Por favor especifique)

Sobre las actividades en las que ha participado

Queremos saber qué tipo de relación ha mantenido con el proyecto:

He participado en alguno de sus cursos presenciales o en línea (SÍ/NO)

- Curso de Planificación del desarrollo con perspectiva de género en 2015
- Curso de Planificación del desarrollo con perspectiva de género en 2016
- Curso de Planificación del desarrollo con perspectiva de género en 2017
- Otro curso (especificar)

He participado en alguno de los encuentros regionales de expertas/os (SÍ/NO)

- (*Listado de encuentros, posiblemente incluye encuentro final – terminar de validar en Chile con DAG*)

He participado en alguno de los talleres nacionales (SÍ/NO)

- (*Listado de talleres nacionales – terminar de validar en Chile con DAG*)

He participado en alguna de las asistencias técnicas organizadas por el proyecto (SÍ/NO)

- (*Listado de asistencias – terminar de validar en Chile con DAG*)

He participado en alguno de los encuentros paralelos organizados por el proyecto en otros eventos internacionales (SÍ/NO)

- (*Listado de eventos paralelos – terminar de validar en Chile con DAG*)

Relevancia y Calidad

Por favor otorgue una puntuación a cada aspecto de la relevancia de la actividad en la que participó

Los temas tratado son relevantes para el contexto de mi ciudad	Los temas tratado son relevantes para mi trabajo
Dropdown: 1. Muy relevante(s) 2. Relevante(s) 3. Algo relevante 4. No relevante 5. Sin conocimiento suficiente para poder responder	Dropdown: 1. Muy relevante(s) 2. Relevante(s) 3. Algo relevante 4. No relevante 5. Sin conocimiento suficiente para poder responder

Por favor otorgue una puntuación a cada aspecto de la calidad de las actividades en las que ha participado. Si no sabe que contestar en alguna de las categorías marque "no sé"

Calidad técnica de los contenidos	Ocurrió en el momento oportuno	CEPAL le dio el seguimiento adecuado	Valoración general
Dropdown: 1. Excelente 2. Muy buena 3. Buena 4. No muy buena 5. Mala 6. No sé	Dropdown: 6. En el momento perfecto 7. Sí, el momento fue bueno 8. Más o menos 9. En otro momento hubiera sido más oportuno 10. El momento no fue bueno 11. No sé	Dropdown 1. Sí, hubo un seguimiento posterior conveniente 2. Hubieron algunas acciones de seguimiento 3. Un seguimiento ocasional 4. Casi no hubo seguimiento 5. Ninguna acción de seguimiento 6. No sé	Dropdown: 1. Excelente 2. Muy buena 3. Buena 4. No muy buena 5. Mala 6. No sé

¿Tiene algo más que añadir con respecto a la calidad de las actividades?

Alcance

En estas preguntas, queremos saber hasta qué punto las actividades llegaron al público adecuado.

1 Al curso asistieron las personas adecuadas	2 Algunas de las personas que deberían haber asistido no pudieron acudir	3 Había una mezcla entre gente muy relevante y gente que no se sabía bien que hacía allí	4 La mayoría de las personas que asistimos éramos las más relevantes y adecuadas	5 Todas las personas que asistimos éramos las más relevantes y adecuadas	No sé

¿Tiene algo más que añadir con respecto al alcance de las actividades?

Contribución a transformaciones
Cambios personales

Estos aspectos nos darán información sobre la contribución que las actividades han tenido en el ámbito más personal (en usted). Su opinión es por tanto LA MÁS VALIOSA.

Por favor otorgue un valor a cada aspecto de la actividad (o actividades) en la(s) que participó. Si no sabe qué contestar en alguna de las categorías marque "no sé"

Contribuyó a que cambiara ciertas actitudes y/o a abrir mi mente a otras ideas	Contribuyó a que adquiriera nuevas capacidades técnicas	Contribuyó a que expandiera mi círculo de contactos profesionales	Contribuyó a que ascendiera en mi carrera profesional
1. **Significativamente** 2. **Bastante** 3. **Mas o menos** 4. **Muy poco** 5. **Nada** 6. **No sé**	1. Significativamente 2. Bastante 3. Mas o menos 4. Muy poco 5. Nada 6. No sé	1. Significativamente 2. Bastante 3. Mas o menos 4. Muy poco 5. Nada 6. No sé	1 Significativamente 2 Bastante 3 Mas o menos 4 Muy poco 5 Nada 6 No sé

(SI HAN CONTESTADO "Significativamente" o "bastante" en cualquiera de los aspectos anteriores)
Hasta qué punto está de acuerdo con las siguientes afirmaciones

	Totalmente de acuerdo	De acuerdo	Más o menos	En desacuerdo	Totalmente en desacuerdo	No sé
Desde que ocurrieron las transformaciones personales he podido seguir aplicando las nuevas capacidades técnicas que adquirí, lo cual está enriqueciendo significativamente mi quehacer laboral	○	○	○	○	○	○
Los cambios personales en los que estoy pensando me servirán en el futuro para aplicarlos a mi área de trabajo	○	○	○	○	○	○

Por favor, si es el caso, describa aquí como ha aplicado estos conocimientos a su quehacer laboral

Cambios organizacionales

Estos aspectos pretenden medir hasta qué punto las actividades a las que asistió han contribuido a propiciar cambios a lo interno de las organizaciones. **Es importante resaltar que no estamos buscando una relación causal directa entre las actividades organizadas por CEPAL y los cambios en las organizaciones, más bien queremos saber si contribuyeron a ese cambio (entre otros factores).**

Al contestar piense en la organización(es) que considere más relevante (s), ya sea en la organización que trabaja o en una contraparte/aliado.

Por favor otorgue un valor a cada aspecto de las actividades en las que participó. Si no sabe que contestar en alguna de las categorías marque "no sé"

Contribuyó a cambiar la cultura organizativa (relaciones de poder y/o valores organizativos)	Contribuyó a transformaciones de tipo técnico/sustantivo (forma de abordar temas técnicos, nuevos programas, dotaciones presupuestarias, cambios en el organigrama interno, etc.)	Contribuyó a expandir y/o a fortalecer alianzas con otros agentes (formales e informales)	Contribuyó a posicionar a la organización estratégicamente
7. **Significativamente** 8. **Bastante** 9. **Mas o menos** 10. **Muy poco** 11. **Nada** 12. **No sé**	7. Significativamente 8. Bastante 9. Mas o menos 10. Muy poco 11. Nada 12. No sé	7. Significativamente 8. Bastante 9. Mas o menos 10. Muy poco 11. Nada 12. No sé	7 Significativamente 8 Bastante 9 Mas o menos 10 Muy poco 11 Nada 12 No sé

Si ha contestado positivamente a estos aspectos ¿Nos podría describir brevemente en que organización (es) se dieron estos cambios, en qué consistieron y cómo las actividades mencionadas los influyeron? (mencione también si en algún caso algunas de las transformaciones tuvieron un impacto inesperado - positivo o negativo)

Hasta qué punto está de acuerdo con las siguientes afirmaciones

	Totalmente de acuerdo	De acuerdo	Más o menos	En desacuerdo	Totalmente en desacuerdo	No sé
Las actividades desarrolladas por el proyecto han contribuido a que en mi organización (o en otra que conozco) las cosas se hagan de manera diferente	○	○	○	○	○	○
Las actividades desarrolladas por el proyecto han contribuido a que en mi organización (o en otra que conozco) haya habido un cambio importante en la cultura y los valores	○	○	○	○	○	○
Las actividades desarrolladas por el proyecto han a que en organización (u otra que conozco) haya fortalecido/expandido alianzas con otros agentes	○	○	○	○	○	○

Si ha contestado positivamente a estos aspectos, ¿hasta qué punto está de acuerdo con las siguientes afirmaciones?

	Sí	Bastante	Más o menos	No mucho	No	No sé
Existe el suficiente compromiso político como para sostener estos cambios a lo interno de las organizaciones	○	○	○	○	○	○
Las organizaciones cuentan con la suficiente capacidad técnica para sostener estos cambios	○	○	○	○	○	○
Las organizaciones cuentan con la suficiente capacidad financiera para sostener estos cambios	○	○	○	○	○	○

¿Tiene algo más que añadir sobre la sostenibilidad de las transformaciones a las que ha contribuido el proyecto?

Cambios en políticas públicas

Con la siguiente pregunta queremos recabar información sobre cómo percibe usted el nivel de incidencia que las actividades desarrolladas por el proyecto "Desarrollo urbano, autonomía económica de las mujeres y políticas de cuidados" han tenido en las políticas públicas nacionales y regionales.

Reconstruir la línea que une ciertos factores (como podrían ser los cursos o encuentros organizados por el proyecto) con el desarrollo de políticas públicas concretas es harto complejo. La suma de pareceres que recabemos a través de esta encuesta será FUNDAMENTAL para poder hacernos una idea aproximada de lo que fue útil y lo que no fue tanto.

¿Hasta qué punto está de acuerdo con las siguientes afirmaciones?

	Sí	Bastante	Más o meno	No mucho	No	No sé
Las actividades desarrolladas por el proyecto han contribuido a posicionar ciertas temáticas y conceptos ya sea a nivel nacional o regional	◯	◯	◯	◯	◯	◯
Las actividades desarrolladas por el proyecto han influido en tendencias/discursos políticos y/o a la apertura de nuevos espacios de dialogo	◯	◯	◯	◯	◯	◯
Las actividades desarrolladas por el proyecto han incidido en la redacción y/o promulgación de políticas públicas concretas	◯	◯	◯	◯	◯	◯

Si ha contestado positivamente a alguna de las preguntas anteriores, ¿nos podría describir brevemente en cómo se produjeron esos cambios y cómo las actividades desarrolladas por el proyecto los influyeron?

Si ha contestado positivamente a alguna de las preguntas anteriores, ¿nos podría hacer una valoración sobre el grado de institucionalización de estas transformaciones en políticas públicas? En otras palabras, nos podría explicar brevemente en qué medida estás transformaciones están integradas e incorporadas en las instituciones y el quehacer de la ciudad? o sea, ¿han sido transformaciones duraderas? ¿Constituyeron efectos sostenidos en el tiempo?

Sobre las investigaciones del proyecto

He participado en la elaboración y/o he leído alguna de las investigaciones del proyecto (SÍ/NO)
(Listado de investigaciones – terminar de validar en Chile con DAG)

Por favor otorgue un valor a cada aspecto. Si no sabe que contestar en alguna de las categorías marque
"no sé"

Contribuyó a que abriera mi mente a otras ideas y/o a que cambiara ciertos posicionamientos teóricos	Contribuyó a que adquiriera nuevas capacidades técnicas y/o nuevos conocimientos	En general contribuyó a mi crecimiento personal y profesional
Significativamente	Significativamente	Significativamente
Bastante	Bastante	Bastante
Mas o menos	Mas o menos	Mas o menos
Muy poco	Muy poco	Muy poco
Nada	Nada	Nada
No sé	No sé	No sé

Hasta qué punto está de acuerdo con las siguientes afirmaciones

	Totalmente de acuerdo	De acuerdo	Más o menos	En desacuerdo	Totalmente en desacuerdo	No sé
Las publicaciones del proyecto han contribuido a que en mi organización (o en otra que conozco) las cosas se hagan de manera diferente	◯	◯	◯	◯	◯	◯
Las publicaciones del proyecto han incidido en la redacción y/o promulgación de políticas públicas concretas	◯	◯	◯	◯	◯	◯

Si ha contestado positivamente a estos aspectos ¿Nos podría describir brevemente en que organización (es) se dieron estos cambios, en qué consistieron y cómo las publicaciones mencionadas los influyeron?

¿Tiene algo más que añadir con respecto a como usted o sus colegas han usado/o están usando estas publicaciones?

Gracias

Muchísimas gracias por su tiempo. Sus opiniones son muy valiosas para esta investigación.

ANNEX 6

LIST OF INTERVIEWEES

SANTIAGO AGENDA

Tuesday, November 21	
Time	**Activity**
9:00 to 11:00	Attendance to presentation Within the framework of s end the event of the Project "International Seminar: Who cares in the city? Urban policies and economic autonomy of women". ECLAC offices in Vitacura, Santiago, Chile
11:00 to 11:45	Focus Group With partners from Cuba Participants: • Ana Violeta Castañeda, Project Consultantin • Herminia RodriguezHavana,Federation of Cuban Women • Mayra Diaz, Federation of Cuban Women • Eva Otero, External Evaluator ECLAC offices in Vitacura, Santiago, Chile
11:45 to 13:00	Attendance to presentation within the framework of s the Final event of the Project "International Seminar: Who cares in the city? Urban policies and economic autonomy of women". ECLAC offices in Vitacura, Santiago, Chile
13:00 to 13:40	Meeting with Karina Batthyany, Project Consultant in Uruguay ECLAC offices in Vitacura, Santiago, Chile
11:00 to 18:00	Attendance to presentation Within the framework of s end the event of the Project "International Seminar: Who cares in the city? Urban policies and economic autonomy of women". ECLAC offices in Vitacura, Santiago, Chile

Wednesday, November 22	
Time	**Activity**
9:00 to 10:00	Housing and Urban Development Service SERVIU Participants: • Natalia Molina, Coordinator • Eva Otero, external consultant Office: Arturo Prat SERVIU 48.2, Section Social empowerment, Santiago Centro (Metro Universidad de Chile)

11:00 to 12:00	Planning Unit and Program evaluation ECLAC Participants: • Irene Barquero, Program Officer • Maria Esperanza Ramirez, • Catalina Vasquez, Assistant • Eva Otero, External Evaluator CEPAL offices in Vitacura, Santiago, Chile
12:00 to 18:00	Attendance to presentation Within the framework of s end the event of the Project "International Seminar: Who cares in the city? Urban policies and economic autonomy of women". ECLAC offices in Vitacura, Santiago, Chile

Thursday, November 23	
Time	**Activity**
10:50 to 12:45	Gender Division of ECLAC Participants: • Olga Segovia, Project Coordinator • Eva Otero, External Evaluator Cafeteria: Providencia neighborhood of Santiago
13:00 to 14: 00	SECPLAN Community Planning Secretariat, Municipality of Santiago - Participants: • Juan Francisco García Mac-Vicar, Deputy Director of Planning • Pamela Castro, Office of Analysis and Studies • Eva Otero, External Evaluator Office: Santo Domingo 916, piso 11 (SECPLAN meeting room), Santiago Centro.
17:00 to 18:00	Meeting Participants: • Carolina Toha, former Mayor of Santiago • Eva Otero, External Evaluator Office: Maria Luisa Santander 440, Providencia, Santiago.

Friday, November 24	
Time	**Activity**
9:30 to 11:00	Social Development Branch, Municipality of Santiago Participants: • Romina Salinas, Director of Women-Space of Santiago • Eva Otero, External Evaluator Office: 72 Cienfuegos, Santiago Centro

MONTEVIDEO AGENDA

Monday, November 27	
Time	**Activity**
13:30 to 15:30	Council of Montevideo - Foucus Group Participants: ● Solana Quesada, Acting Director, Advisory Gender Equality ● Achchian Daniela Suarez, gender Focal Point, Mobility Team ● Maria Noel Avas, Division for Gender Equality ● Lorena Alesina, Area Coordinator for Gender Mainstreaming ● Eva Otero, External Evaluator Office Building Annex to IM, 2nd floor street Soriano 1426, Montevideo

Tuesday, November 28	
Time	**Activity**
11:00 to 12:00	Council of Montevideo ● Martin José Suárez Calzada, Planning Department, Member of the Equality Team ● Eva Otero, External Evaluator Office: Av July 18, 1360, Zoning Plan, 24 Floor, Montevideo
12:30 to 13:15	Council of Montevideo Participants: ● Patricia González, Director, Advisory for Gender equality ● Eva Otero, EXternal Evaluator Office Building Annex to IM, 1426 Soriano street, 2nd floor, Montevideo
13:30 to 14:30	Council of Montevideo Participants: ● Silvana Pissano, Director, Urban Conditioning Department ● Eva Otero, External Evaluator Office: Montevideo City Hall, 3rd floor, Ejido sector No. 3100, Montevideo

MEXICO AGENDA

Thursday, November 30	
Time	**Activity**
12:30 to 13:30	Women Institute of Mexico City Participants: • Teresa Inchaustegui, Director • Eva Otero, External Evaluator Office: Calle José María Izazaga PH Corner Pino Suarez 148, Colonia Centro, Cuauhtemoc, Mexico City
15:00 to 16:00	Secretariat of Government of the City Mexico Members: • Patricia Mercado, Secretary of the Government of Mexico City • Eva Otero, External Evaluator Office Constitution Square no. 1 Floor 1, Colonia Centro, Cuauhtemoc, Mexico City
17:30 to 18:30	Government of Mexico City. Focus group Participants: • Amalia García, Secretary Labor and Employment • Toyka Bashkoz, Ministry of Labor and Development • Ruth Beneroso, Secretariat of Labor and Development • Juan José León, Secretariat of Labor and Development • Eva Otero, External Evaluator Office: Republic Square No. 9 floor 1, Colonia Tabacalera, by Monument to the Revolution, Mexico City

Friday, December 1	
Time	**Activity**
10: 00 to 11:00	Meeting • Lucía Pérez Fragoso, Project Consultant in Mexico • Eva Otero, External Evaluator (Skype)
13:00 to 14:00	Leadership Institute *Simone de Beauvoir* • Ximena Andión Ibáñez, Director • Christian Mendoza • Alejandra Muñoz • Eva Otero, External Evaluator Office: Tabasco 68, Interior 3. Colonia Roma, Cuauhtemoc Delegation.

Skype interviews

Interviews and focus groups during missions wre supplemented by a series of interviews by Skype.

SKYPE AGENDA

Wednesday, December 6 to Friday, December 8
● Almeciga Carlota Romero; Director of Knowledge Management, Ministry of Women Bogota
● Natalia López Sefair; Knowledge Management Directorate, Ministry of Women Bogota
● Andrea Steel; Knowledge Management Directorate, Ministry of Women Bogota
● Yully Marcela Ramirez Contreras; International Cooperation and Strategic Partnerships, Ministry of Women Bogota
● Mary Cabrera; Project Consultant in the City of Cuenca
● Caroline Moser, Professor Emeritus at the University of Manchester

ANNEX 7

EVALUATOR'S REVISION MATRIX

14/15 AK "Fortaleciendo las capacidades nacionales para diseñar e implementar políticas y programas con enfoque de derecho para el cuidado de población dependiente y la autonomía económica de las mujeres en el desarrollo y la planificación urbana" (ROA/293-9)

COMENTARIOS GENERALES		
SECCIÓN DEL REPORTE	**COMENTARIOS DAG**	**RESPUESTA EQUIPO EVALUADOR**
Relevance Finding 5	El proyecto estableció sinergias con redes y organizaciones regionales y de países: Unión Iberoamericana de Municipialistas (UIM); Red Mujer y Hábitat de América Latina; Asociación Internacional para la Economía Feminista (IAFFE); Instituto de Liderazgo Simone de Beauvoir (México); y Universidad de La República (Uruguay).	**Añadido**
Relevance Findings 5	En el contexto del Proyecto, el equipo de la DAG contribuyo y participo en la retroalimentación del documento del "Plan Regional para la Implementación de la Nueva Agenda Urbana en América Latina y el Caribe". Este documento ha sido coordinado por CEPAL, ONU Habitat y el Foro de Ministros y máximas autoridades del sector vivienda y urbanismo de la región (MINURVI).	**Añadido**
Sustainability	De acuerdo a la demanda de asistencia técnica y apoyo de los gobiernos de las ciudades, se espera avanzar en la sistematización y análisis de la información estadística y la construcción de indicadores para analizar la relación e incidencia de los aspectos urbanos con la autonomía de las mujeres.	**Añadido bajo "replication"**
Sustainability	En relación con la transferencia de conocimientos e instalación de capacidades, está previsto por parte de la DAG, realizar en la IV Cumbre Iberoamericana de Agendas Locales (Cuenca, mayo 2018), Taller de Planificación y género, en conjunto con PNUD. En este se presentarán herramientas y análisis generados por el proyecto. https://cumbregenero.eventosuim.org/	**Añadido bajo "sustainabilty of products"**

COMENTARIOS ESPECIFICOS		
NÚMERO DE PÁRRAFO	**COMENTARIOS DAG**	**RESPUESTA EQUIPO EVALUADOR**
Relevance Finding 5. **Other Divisions in ECLAC.** **Párrafo 56**	En el libro "Desarrollo Sostenible. Urbanización y desigualdad en América Latina y el Caribe", se incorporaron análisis de datos estadísticos elaborados en estudios de caso del proyecto. (Sección "Igualdad, autonomía y derechos de las mujeres en las ciudades").	**Añadido**
Relevance Finding 5. **Other Divisions in ECLAC.** **Párrafo 57**	Integrante de la sede subregional de la CEPAL en México, aporto con comentarios al estudio del Proyecto "¿Quién cuida en la ciudad?: recursos públicos y necesidades de cuidado en Ciudad de México".	**Añadido**
Effectiveness Finding 9. **Párrafo 78**	En (IA2.2): Nuevas medidas basadas en los derechos que abordan las necesidades de atención de las poblaciones dependientes y promueven la autonomía económica de las mujeres, es importante mencionar: • Presentación el Gobierno de la Ciudad de México ante la Asamblea Legislativa local la iniciativa para crear un proyecto de Decreto para Ley del Sistema Integral de Cuidados 21 de marzo 2018).	**Añadidio**
Effectiveness Finding 13 **Párrafo 98**	Al señalar el ejemplo de Santiago, es importante precisar que la transversalización de género se hizo más explícita en los Planes Maestros de SERVIU de la Región Metropolitana. Este organismo materializa los planes y programas derivados de la Política Urbano Habitacional del Ministerio de Vivienda y Urbanismo de Chile. El aporte consistió en aportar enfoque, datos y herramientas producidas por el proyecto. Particularmente, de los estudios de caso de las ciudades y del "Manual Territorio e Igualdad. Planificación con perspectiva de género", elaborado por la DAG en conjunto con ILPES.	**Añadido**
Effectiveness Finding 15 **Párrafo 103**	En relación con A.1.1, el proyecto produjo ocho publicaciones.	**Cambiado**

COMENTARIOS ESPECIFICOS		
NÚMERO DE PÁRRAFO	**COMENTARIOS DAG**	**RESPUESTA EQUIPO EVALUADOR**
Effectiveness Finding 19 Párrafo 131	Respecto a la divulgación de los productos generados por el proyecto durante el periodo febrero-marzo 2018, se ha implementado una estrategia de difusión de las publicaciones. Particularmente, a través de la entrega de Libro "Quien cuida en la ciudad. Aporte para políticas de igualdad" a actores clave de la región.	**Hecho**
Conclusions	El Proyecto esta está alineada los marcos estratégicos de la CEPAL, y de igual forma con los principios y objetivos estratégicos de la Nueva Agenda Urbana (2016) a nivel regional.	**Se ha añadido el matiz**