FINAL EVALUATION REGIONAL OFFICE FOR THE AMERICAS AND THE CARIBBEAN STRATEGIC NOTE 2023–2025

August 2025

ANNEXES

ANNEXES

1. Terms of Reference

1. TOR SN
Evaluation.pdf

2. Evaluation Matrix

Evaluation criteria and questions	Indicators	Data Collection Methods	Information Source
Key Question: Coherence, Relevance	To what extent does the RO Strategic Note provide a coherent, relevant and effective vision, framework and roadmap for the regional work?		
How are Regional Office efforts supporting internal coherence, catalysing efforts at country level and bridging corporate and country level efforts across UN Women offices in the region to ensure a coherent approach to achieving its integrated mandate to advance gender equality and the empowerment of women? [coherence 1];	• Evidence of coherence across strategies, work plans, evaluations and annual reports. • Concrete examples of coherence and complementarity across regional and country levels. Review potential areas of duplication or areas were most regional support was needed. • Alignment between donor and UNS strategic priorities and the project strategies. • Perceptions of RO and CO/NPP personnel regarding RO efforts & results in relation to internal coherence (both vertical coherence between CO/RO/HQ, and coherence across thematic areas)	• Desk review. • Semi-structured interviews. • Workshops on thematic areas and/or within certain areas of common regional work (care, mobility).	• ACRO strategic documents: SN, ToC, AWPs, ProDocs • Monitoring, Reporting and evaluation: Annual Reports, Donor reports, Reviews/ Assessments, Evaluation, project reports) • KIIs with UN Women personnel and implementing partners across all outcomes. • Duty bearers, CSOs and right holders' views and/or information from existing assessments/ evaluation. • Stories of Change and evidence from Impact Note.
To what extent is UN Women's regional thematic focus and strategies for influencing normative level efforts relevant and effective for advancing regional/sub-regional policy frameworks and agreements on gender equality and women's empowerment? [relevance 1];	• Evidence that the project is aligned with relevant normative frameworks, policies, strategies and priorities at global, regional, country, and local level. • Alignment of RO programmes with key regional and international frameworks • Alignment of RO programmes with key regional and international frameworks	• Desk review. • Semi-structured interviews. • Use of Impact Note results and stories of change across related areas.	• Monitoring, Reporting and evaluation: Annual Reports, Donor reports, Reviews/ Assessments, Evaluation, project reports. • KIIs with UN Women personnel and implementing partners across all outcomes. • Duty bearers, CSOs and right holders' views and/or information from existing assessments/ evaluation. • Stories of Change and evidence from Impact Note.
How effectively is UN Women leveraging its coordination mandate to strategically position itself and contribute to a more coherent and gender-	• Level of engagement across workgroups, thematic groups and other spaces of coordination. • Examination of the value added by UN Women across evaluations and from	• Desk review. • Semi-structured interviews.	• Monitoring, Reporting and evaluation: Annual Reports, Donor reports, Reviews/ Assessments, Evaluation, project reports.

Evaluation criteria and questions	Indicators	Data Collection Methods	Information Source
responsive approach by UN partners and other development actors with respect to gender equality and women's empowerment in the region? [coherence 2]	interviews with members of coordination groups. • Documentation of UN Women's strategies and results in relation to coordination efforts		• Meeting minutes/TORs/Concept notes from different coordination groups that ACRO and COs are engaged in. • KIIs with members across the different coordination mechanisms and with UN Women personnel that are part of these groups. • Stories of Change and evidence from Impact Note.
Key Question: Efficiency and Effectiveness	To what extent have the RO Strategic Note's intended results been effectively and efficiently achieved to date?		
To what extent have the Strategic Note's intended results been achieved to date, particularly the intended impact? [Effectiveness 1];	• Performance against existing outcome and outputs indicators in the Results Framework. • Evidence against proxy indicators suggested in the evaluability assessment.	• Desk review. • Semi-structured interviews. • Use of Impact Note results and stories of change across related areas.	• Monitoring, Reporting and evaluation: Annual Reports, Donor reports, Reviews/ Assessments, Evaluation, project reports. • KIIs with UN Women personnel and implementing partners across all outcomes. • Duty bearers, CSOs and right holders' views and/or information from existing assessments/ evaluation. • Stories of Change and evidence from Impact Note.
What internal and external factors, barriers, or opportunities have influenced progress toward achieving these results? [Effectiveness 2];	• Evidence of challenges, limitation and enablers in working across the different impact areas and outcomes. • Perceptions across all stakeholders involved in programme implementing regarding limitations, enables and potential opportunities.		
Based on current financial progress and identified challenges, what insights can be provided on the likelihood of achieving the intended results by the end of the strategic note period? [Efficiency 1]	• Financial management information • Performance against existing outcome and outputs indicators in the Results Framework. • Stakeholder perception (e.g. staff, partners) of the implementation modality adopted in addressing mobility related challenges (capturing strengths, limitations and weaknesses)	• Review of the portfolio analysis and detailed financial analysis for each year.	• Monitoring, Reporting and evaluation: Annual Reports, Donor reports, Reviews/ Assessments, Evaluation, project reports. • Financial data from utilization reports and the Results Management System. • KIIs with UN Women personnel and implementing partners across projects - particularly programme/project and financial managers.
Key Question: Sustainability	To what extent has the implementation of the SN contributed towards greater sustainability of UN Women's agenda?		
To what extent the core elements and frameworks of the Strategic Note are likely to continue, such as the change strategies, the theories of change, and the integrated	• Perceptions of personnel/partners/ stakeholders regarding whether ownership and sustainability has been ensured, and successful strategies to do this have been set in place • Existence of sustainability plans or exit strategies.	• Desk Review • Semi-structured interviews. • Use of Impact Note results and stories of change that can	• ACRO strategic documents: SN, ToC, AWPs, ProDocs • Monitoring, Reporting and evaluation: Annual Reports, Donor reports, Reviews/ Assessments, Evaluation, project reports.

Evaluation criteria and questions	Indicators	Data Collection Methods	Information Source
results and resources framework? [Sustainability 1];	• Evidence of systemic changes or long term changes within reports and impact note.	provide examples of sustainability and resilience.	• KIIs with UN Women personnel, donors and implementing partners across all outcomes.
What are the strengths and weaknesses in the design, operationalization, and implementation of the Strategic Note which may affect its sustainability? [Sustainability 2]	• Perceptions of personnel/partners/ stakeholders regarding key obstacles and strengths for sustainability. • Evidence of social and environmental standards integrated into strategic and programme documents		• Duty bearers, CSOs and right holders' views and/or information from existing assessments/ evaluation. • Stories of Change and evidence from Impact Note.
Key Question: Organisational Efficiency, HHRR	What are key good practices and lessons learned that should be incorporated in the future?		
To what extent is UN Women RO Knowledge Management (KM), Results-Based Management (RBM), capacity development, resource mobilization and partnership development and management, as well as advocacy and communications effectively catalyzing and supporting the delivery of UN Women results in the region? [organizational efficiency 1];	• Perceptions of regional and CO personnel regarding RO contribution to catalyzing country efforts (resources, partnerships etc) • Perceptions of personnel/ partners/ stakeholders regarding quality, relevance and use of knowledge produced, capacity provided and advocacy efforts. • Evidence of knowledge products being used within advocacy and communication efforts. • Data on online access, sharing, uptake of knowledge and advocacy products • Performance against existing outcome and outputs indicators in the Results Framework. • Evidence against proxy indicators suggested in the evaluability assessment.	• Desk review. • Semi-structured interviews. • Use of Impact Note results and stories of change across related areas.	• ACRO strategic documents: SN, ToC, AWPs, ProDocs • Monitoring, Reporting and evaluation: Annual Reports, Donor reports, Reviews/ Assessments, Evaluation, project reports. • KIIs with UN Women personnel, donors and implementing partners across all outcomes. • Duty bearers, CSOs and right holders' views and/or information from existing assessments/ evaluation. • Stories of Change and evidence from Impact Note.
Has the portfolio been designed and implemented according to human rights, LNOB, including disability perspective, social and environmental safeguards and development effectiveness principles (ensuring national ownership)? [human rights and gender equality 1]	• Documentation provides evidence of GEHR & LNOB being incorporated into RO portfolio. • Evidence of consultation and perception of stakeholders regarding meaningful engagement of marginalized group. • Experiences and testimonies of women, girls, and LGBTIQ+ in leadership spaces and participating in decision-making processes regarding human mobility contexts of the three countries. • Evidence of social and environmental standards integrated into strategic and programme documents	• Desk Review • Semi-structured interviews. • Use of Impact Note results and stories of change on human rights, LNOB, disability, social and environmental safeguards.	• ACRO strategic documents: SN, ToC, AWPs, ProDocs • Monitoring, Reporting and evaluation: Annual Reports, Donor reports, Reviews/ Assessments, Evaluation, project reports. • KIIs with UN Women personnel, donors and implementing partners across all outcomes. • Duty bearers, CSOs and right holders' views and/or information from existing assessments/ evaluation. • Stories of Change and evidence from Impact Note.

Evaluation criteria and questions	Indicators	Data Collection Methods	Information Source
	• Strategies developed and implemented to meet social and environmental standards (e.g, CO_2 emissions) .		

3. Consulted Documents List

#	Document Type	Year	Publisher	Title
1	Evaluation Report	2025	UN Women	Women's leadership, empowerment, access and protection in human mobility crisis in Central America Caribbean (LEAP-TRAYECTOS)
2	Synthesis Report	2024	UN Women, UNDP, UNFPA, UNICEF, WFP	Are We Getting There? A Synthesis of UN System Evaluations of SDG 5
3	Program End Evaluation	2024	UN Women	Program End Evaluation UNPRPD Joint Program In Panama: Advancing a favorable environment for the recognition of persons with disabilities
4	Collaborative Evaluation	2024	UN Women	Feminist Collaborative Evaluation of UN Women's Approach to Social Norms Change
5	Assessment	2024	UN Women	Rapid Assessment of Online Capacity Development in ACRO
6	Thematic Evaluation	2024	UN Women	Corporate Thematic Evaluation of UN Women's Support to Women's Political Participation: Insights from the Field
7	Budget Evaluation	2024	UN Women	Evaluación sobre la utilización del trazador presupuestal
8	Final Evaluation	2024	UN Women	Final Evaluation Second Chance Education and Vocational Learning (SCE) Programme
9	Collaborative Evaluation	2024	UN Women	Feminist Collaborative Evaluation of UN Women's approach to social norms change
10	Strategic Partnership Review	2024	UN Women	Mid-term review of the Strategic Partnership Framework 2022-2025 between UN Women, Sida and Norad (SPFIII)
11	Contribution Evaluation	2024	UN Women	Evaluation of Sweden non-earmarked contribution to the SN
12	Detention Conditions Assessment	2024	UN Women	Amélioration des conditions de détention des détenues des prisons de Cabaret, Les Cayes et Cap-Haïtien
13	Communication Product Note	2024	UN Women	Internal note to produce communication products UN Women impact contributions in the Americas and the Caribbean (2020-2023)
14	Evaluation Report	2023	UN Women	Evaluation of Civil Society Engagement in the Americas and Caribbean
15	Final Evaluation	2023	UN Women	Final Evaluation of Human Rights of Indigenous and Quilombola Women: A Governance Matter
16	Synthesis Report	2023	UN Women	Are We Getting There - A synthesis of UN system evaluations of SDG 5
17	Project Evaluation	2023	UN Women	Evaluación del Proyecto Caminando

18	Portfolio Evaluation	2023	UN Women	Evaluación de Portafolio País, Nota Estratégica de Ecuador 2019-2022
19	Migration Project Evaluation	2023	UN Women	Making Migration Safe for Women (Phase 1)
20	Economic Empowerment Evaluation	2023	UN Women	Corporate Evaluation of UN Women's contribution to Women's Economic Empowerment
21	Capacity Development Evaluation	2023	UN Women	Corporate evaluation of UN Women's support for capacity development of partners to respond to the needs of women and girls at national level
22	Climate Change Evaluation	2023	UN Women	Corporate Formative Evaluation of UN Women's Work in the area of Climate Change
23	Civil Society Engagement Evaluation	2023	UN Women	Evaluation of Engagement with Civil Society in the Americas and Caribbean
24	Advocacy Meta-Synthesis	2023	UN Women	Meta-Synthesis of UN Women Evaluations on Advocacy and Communications
25	Gender Statistics Evaluation	2023	UN Women	Corporate Evaluation of UN Women's support to gender statistics (2018-2022)
26	GBV CERF Allocation Evaluation	2023	UN Women, UNFPA	Evaluation of UNFPA / UN Women GBV 2-year Central Emergency Response Fund (CERF) Allocation
27	Violence against Women Data Evaluation	2023	UN Women, WHO	UN Women-WHO Global Joint Programme on Violence against Women Data: End Term Evaluation
28	Strategic Note Evaluation	2023	Mendez, UN Women Colombia	Evaluación externa de la contribución de Suecia a la Nota Estratégica de ONU Mujeres Colombia 2018-2022
29	Economic Empowerment Evaluation	2023	UN Women	Corporate Evaluation of UN Women's support for Women's Economic Empowerment by Advancing Gender-Responsive Laws, Frameworks, Policies and Partnerships
30	Multi-Country Office Evaluation	2021	UN Women	Evaluation of the UN Women Caribbean Multi-Country Office 2011–2019
31	Final Project Evaluation	2021	UN Women	Final external evaluation of the "Economic Empowerment of Women in Agriculture/Fanm nan Agrikilti se Devlopman Ekonomi Ayiti (FADEKA)" project (2018–2021)
32	UNSDCF Cooperation Frameworks	2023/2025	UN Women and UN Country Teams	Various country documents (Argentina, Bolivia, Brazil, Colombia, Ecuador, Chile, El Salvador, Guatemala, Haiti, México, Perú, Central America and the Caribbean)
33	RMS Dashboard	2025	UN Women	RMS Country Dashboard ACRO
34	RMS Utilization Report	2024	UN Women	Regional RMS Reports Americas and the Caribbean
35	RMS Utilization Report	2023	UN Women	Regional RMS Reports Americas and the Caribbean
36	RMS Utilization Report	2022	UN Women	Regional RMS Reports Americas and the Caribbean
37	Coordination Report	2023	UN Women	Third Report Coordination Framework with the Government of Panama
38	Strategic Note Annual Report	2024	UN Women	ACRO Strategic Note Annual Report
39	Strategic Note Annual Report	2023	UN Women	ACRO Strategic Note Annual Report

40	UNSDCF Evaluation	2025	UN	Final evaluation for the Multi-country Sustainable Development Cooperation Framework (UNMSDCF
41	UNSDCF Progress Report	2023/2025	UN	Various country documents (Argentina, Bolivia, Brazil, Colombia, Ecuador, Chile, El Salvador, Guatemala, Haiti, México, Perú, Central America and the Caribbean)
42	Evaluation	2023	UN Ecuador	Policies and Programmes for Youth with Disabilities in Latin America (includes Ecuador, 2023)
43	Evaluation	2024	UNICEF	Multi-country (Violence Against Children, Gender-Based Violence) – UNICEF formative evaluation 2024
44	Strategic Note	2025	UN Women	ACRO Strategic Note (2023-2025)
45	Database Utilization Report	2025	UN Women	UN Women's corporate database Quantum (Utilization Report, September 2025)
46	Request System Insight	2025	UN Women	The ACRO Request System (Key Insights)
47	Audit Report	2024	UN Women	Internal Audit Report UN Women ACRO (February 2024)
48	Capacity Development Assessment	2024	UN Women	Rapid assessment of online capacity development in Latin America and the Caribbean
49	Management System Review	2025	UN Women	Donor Agreements Management System (DAMS) (Desktop review)
50	Management System Review	2025	UN Women	Partner Agreement Management System (PGMAS) (Desktop review)
51	Evaluation Handbook/Policy	2025	UN Women	UN Women's Evaluation Policy and Handbook
52	Information Security Policy	2025	UN Women	UN Women Information Security Policy
53	Policy/Government Report	2024	ONU Mujeres, Mexico Secretariats, Instituto Nacional de las Mujeres	Política Exterior Feminista: Soluciones para un mejor mañana. Documento de trabajo de la III Conferencia Ministerial sobre Políticas Exteriores
54	Gender Indicators Report	2024	ECLAC / UN Women	The 2030 Agenda for Sustainable Development and the Regional Gender Agenda in Latin America and the Caribbean: Gender Indicators for 2024
55	Gender Indicators Report	2025	ECLAC / UN Women	The 2030 Agenda for Sustainable Development and the Regional Gender Agenda in Latin America and the Caribbean: Gender Indicators up to 2023
56	Human Rights Legal Opinion	2024	Corte Interamericana de Derechos Humanos	Opinión Consultiva OC-31/24. "El contenido y alcance del derecho al cuidado y su interrelación con otros derechos."
57	Guide for Mainstreaming Gender	2025	INEGI, ECLAC, UN Women	Guide for Mainstreaming the Gender Perspective in Statistical Production
58	Regional Gender Profile	2025	UN Women, ECLAC	Regional Profile of Gender Equality in LAC
59	Gender Budgeting Guide	2025	UN Women	Gender-Responsive Budgeting: A Roadmap for Its Implementation
60	Gender Data Report	2025	UN Women	Gender Data Outlook
61	Femicide Measurement Report	2025	UN Women	Measuring Femicide: Challenges and Efforts to Bolster the Process in Latin America and the Caribbean (Infographic)
62	Normative Overview: VAWP	2025	UN Women	Normative Overview: Violence against women in politics (VAWP)

63	Human Rights Standards Guide	2025	UN Women	Standards Guide: Human rights standards in political participation
64	FFP Knowledge Product	2025	UN Women	FFP Knowledge Product (Feminist Foreign Policy)
65	Financing Report	2025	UN Women	Financing of Political Parties and Campaigns
66	Evaluation Norms and Standards	2016	UNEG	Norms and Standards
67	Ethical Guidelines	2020	UNEG	Ethical Guidelines
68	HRGE Evaluation Guidance	2025	UNEG	Guidance on Integrating Human Rights and Gender Equality in Evaluation
69	Government Reports, External Data	2025	Various Authors	Government reports, academic studies, international databases, monitoring data, assessments, regular reports and evaluations
70	Financial Project Reports	2025	Various Authors	Financial data, budget allocations, expenditure, funding sources and resource mobilization efforts
71	External Project Reports, Donor/Evaluations	2023/2024/2025	Various Authors	UN Women reports (donor reports, evaluations, audits)
72	ACRO Request System Data	2023/2024/2025	Various Authors	Virtual monitoring datasets
73	Cuidados AECID	2023/2024/2025	Various Authors	Project Documents
74	Project Documents WPS/Peace and Security Projects	2023/2024/2025	Various Authors	Project Documents
75	Generation Equality Projects	2023/2024/2025	Various Authors	Project Documents
76	LEAP Human Mobility Projects	2023/2024/2025	Various Authors	Project Documents
77	EU Spotlight	2023/2024/2025	Various Authors	Project Documents
78	EFI_Ecosistema Financiero	2023/2024/2025	Various Authors	Project Documents
79	Scaling up Climate Change	2023/2024/2025	Various Authors	Project Documents
80	UNIDAS II	2023/2024/2025	Various Authors	Project Documents
81	Women Count	2023/2024/2025	Various Authors	Project Documents
82	Promoting parity democracy in Panama	2023/2024/2025	Various Authors	Project Documents
83	Annual WP Report AC-RO (RO)	2023	Various Authors	Monitoring Reports
84	Annual WP Report AC-RO (RO)	2024	Various Authors	Monitoring Reports
85	Annual WP Report MCO Caribbean)	2023	Various Authors	Monitoring Reports
86	Annual WP Report MCO Caribbean)	2024	Various Authors	Monitoring Reports
87	Annual WP Report Bolivia (CO)	2023	Various Authors	Monitoring Reports
88	Annual WP Report Bolivia (CO)	2024	Various Authors	Monitoring Reports
89	Annual WP Report Colombia (CO)	2023	Various Authors	Monitoring Reports

90	Annual WP Report Colombia (CO)	2024	Various Authors	Monitoring Reports
91	Annual WP Report Colombia (CO)	2023	Various Authors	Monitoring Reports
92	Annual WP Report Ecuador (CO)	2024	Various Authors	Monitoring Reports
93	Annual WP Report Ecuador (CO)	2023	Various Authors	Monitoring Reports
94	Annual WP Report Argentina (CO)	2024	Various Authors	Monitoring Reports
95	Annual WP Report Argentina (CO)	2023	Various Authors	Monitoring Reports
96	Annual WP Report Brazil (CO)	2024	Various Authors	Monitoring Reports
97	Annual WP Report Brazil (CO)	2023	Various Authors	Monitoring Reports
98	Annual WP Report Chile (CO)	2024	Various Authors	Monitoring Reports
99	Annual WP Report Chile (CO)	2023	Various Authors	Monitoring Reports
100	Annual WP Report El Salvador (CO)	2024	Various Authors	Monitoring Reports
101	Annual WP Report El Salvador (CO)	2023	Various Authors	Monitoring Reports
102	Annual WP Report Guatemala (CO)	2024	Various Authors	Monitoring Reports
103	Annual WP Report Guatemala (CO)	2023	Various Authors	Monitoring Reports
104	Annual WP Report Haiti (CO)	2024	Various Authors	Monitoring Reports
105	Annual WP Report Haiti (CO)	2023	Various Authors	Monitoring Reports
106	Annual WP Report Mexico (CO)	2024	Various Authors	Monitoring Reports
107	Annual WP Report Mexico (CO)	2023	Various Authors	Monitoring Reports

4. Projects and Interventions Overview

Project Number	Project Name	Donor Name
00038520	**Extra-Budgetary - Administrati-UNW-WCA-00038520**	**UN Women**
00077506	**UN Trust Fund Secretariat-UNW-00077506**	**UN Women**
00078942	**Building Back Better: Gender-R-UNW-00078942**	**GOVERNMENT OF REPUBLIC OF KOREA**
00081124	**2012-2013 IB COLOMBIA OFFICE-UNW-COL-00081124**	**UN Women**

00081268	IB for Evaluation Office-UNW-00081268	UN Women
00081568	2012-2013 IB for Panama-UNW-LAC-00081568	UN Women
00082242	Knowledge Gateway on Women's E-UNW-00082242	CANADIAN INTERNATIONAL DEVELOPMENT AGENC
00082282	Ending Violence against Women-UNW-00082282	UN Women
00086788	RO America & Caribe Exb-UNW-LAC-00086788	UN Women
00089345	UN COORD & RBM &EvaluationACRO-UNW-LAC-00089345	FORD FOUNDATION
00089347	OP_RM_COMM ACRO-UNW-LAC-00089347	Angelica Fuentes Foundation
00090522	EXB - Trust Fund EVAW-UNW-LAC-00090522	UN Women
00097818	ACRO_OUTCOME6.1_Glob Norm&Pol-UNW-LAC-00097818	MEX-INSTITUTO NACIONAL DE LAS
00100663	Indigenous Women Econ Emp-UNW-LAC-00100663	TECK RESOURCES LTD.
00103615	SPF2 O1.1 Legislation-UNW-00103615	GOVERNMENT OF SWEDEN
00104027	Brazil OEEF SN 2017-2021-UNW-BRA-00104027	UN Women
00108722	PARTNERSHIPS-UNW-LAC-00108722	UN Women
00108811	Empowerment of Women-UNW-SLV-00108811	Italian Min. for Foreign Affairs
00108823	Knowledge Manag& Quality Assur-UNW-LAC-00108823	CONVERSION MULTI-SPONSOR
00112191	ARG COUNTRY PROG 2018-2020-UNW-LAC-00112191	ARG-MIN REL EXTERIORES Y CULTO
00113819	AC Leadrship & Part in Gov Sys-UNW-LAC-00113819	UN Women
00113820	AC Incom Secrity, Dec Wk, Econ-UNW-LAC-00113820	UN Women
00113821	ACRO Elim Viol Ag Women-UNW-LAC-00113821	UN Women
00113822	ACPeace, Prev Conf, CrisisResp-UNW-LAC-00113822	AG. ESPANOLA DE COOPERACION INT.
00116090	Beijing+25: Gender Equality &-UNW-00116090	UN Women
00116961	EU Spotlight LAC-Regional Prog-UNW-LAC-00116961	MPTF-Spotlight Initiative Fund
00119247	Generation Equality Forum-UNW-00119247	BILL AND MELINDA GATES FOUNDATION
00125136	Promoting Venezuelan women-UNW-LAC-00125136	GOVERNMENT OF NORWAY
00125250	Panama Cooperation Agreement-UNW-LAC-00125250	GOVERNMENT OF PANAMA
00129648	SPF 3_Outcome1 WPP-UNW-00129648	SWEDISH INT'L DEVELOPMENT COOPERATION
00129668	SPFIII Women Peace Security-UNW-00129668	SWEDISH INT'L DEVELOPMENT COOPERATION
00129776	MPTF PANAMA-UNW-LAC-00129776	Multi-Donor Trust Fund Office
00129828	DomRep_SDG Fund-UNW-LAC-00129828	MPTF-SDG Fund
00130111	Costa Rica Tech Assistance-UNW-LAC-00130111	UN Women
00130150	LAC Women Count Phase II-UNW-LAC-00130150	SWEDISH INT'L DEVELOPMENT COOPERATION
00132149	Build Back equal Initiative --UNW-BRB-00132149	Dept of Forgn Afrs Trade & Dev
00132150	Build Back Equal Initiative --UNW-BRB-00132150	Dept of Forgn Afrs Trade & Dev

00132151	Build Back Equal Initiative --UNW-BRB-00132151	Dept of Forgn Afrs Trade & Dev
00134090	EFI_Ecosistema Financiero Incl-UNW-LAC-00134090	GOVERNMENT OF LUXEMBOURG
02000123	Cuidados AECID	AECI-AGENCIA ESPANOLA DE COOPERACION INT
02000157	New Core 2023	UN Women
02000185	Venezuela WPS-HA	UN Women
02000242	Generation Equality - support and strengthen CSOs, and youth and adolescent girls' organizations	OPEN SOCIETY INSTITUTE
02000317	DPPA Project -Promoting parity democracy in Panama	UNITED NATIONS DEVELOPMENT PROGRAMME
02000390	Scaling up Climate Change with a gender perspective	GOVERNMENT OF LUXEMBOURG
02000410	Fondo Regional LAC	COL-MINITERIO DE RELACIONES EX
02000533	LAC_A.C.T. to End Violence against Women	EUROPEAN COMMISSION
02000536	UNIDAS II	GOVERNMENT OF NORWAY
02000607	2Fase Cuidados AECID	AG. ESPANOLA DE COOPERACION INT.
02000610	2Fase Cuidados AECID Perú	AG. ESPANOLA DE COOPERACION INT.
02000611	2Fase Cuidados AECID República Dominicana	AG. ESPANOLA DE COOPERACION INT.
02000615	2Fase Cuidados AECID Panamá	AG. ESPANOLA DE COOPERACION INT.
02000638	LEAP Human Mobility CA	GOVERNMENT OF JAPAN
02000661	LEAP Human Mobility CA - Panama	GOVERNMENT OF JAPAN
02000662	LEAP Human Mobility CA- Costa Rica	GOVERNMENT OF JAPAN
02000665	LEAP Human Mobility CA-Honduras	GOVERNMENT OF JAPAN
02000804	WPS Caribbean NAP	Arsenault Family Foundation
02000863	Implementation of Beijing +30 & Sustainable Development	UN DEPT OF ECONOMIC AND SOCIAL AFFAIRS
02000901	Cuidados y discapacidad Panamá	Multi-Donor Trust Fund Office
02000910	Cuidados y discapacidad UNPRPD RO	Multi-Donor Trust Fund Office
02001126	3Fase Cuidados AECID RO	AG. ESPANOLA DE COOPERACION INT.
02001127	3Fase Cuidados AECID Panamá	AG. ESPANOLA DE COOPERACION INT.
02001128	3Fase Cuidados AECID Perú	AG. ESPANOLA DE COOPERACION INT.
02001129	3Fase Cuidados AECID República Dominicana	AG. ESPANOLA DE COOPERACION INT.
02001132	3Fase Cuidados AECID México	AG. ESPANOLA DE COOPERACION INT.
02001133	3Fase Cuidados AECID Ecuador	AG. ESPANOLA DE COOPERACION INT.
02001178	PSU & COMMS	UN Women
02001179	OPS - Other Operating Expenses	UN Women
02001184	OPS - OPEX ED Priorities W0007	UN Women

5. Target Audiences and Intended Uses

Target uses	Primary users	Secondary users
Learning and improved decision-making to support development of the next Strategic Note 2026–2029.	- ACRO and Country Offices	- UN Country Teams and Gender Theme Groups in ACRO.
Support accountability for development effectiveness in terms of UN Women's strategic contribution to gender equality and women's empowerment as well as organizational effectiveness, learning and knowledge management.	- ACRO and UN Women headquarters - National government institutions - Donors and development partners	- Programme/project partners - UN Country Teams and Gender Theme Groups - Regional civil society and networks - Evaluation professionals and networks across the region
Learning on effective, promising and innovative strategies and practices.	- ACRO, Country Offices and UN Women headquarters - UN County Offices - National government institutions - Programme/project partners	- Civil society representatives - Duty bearers - UN Country Teams and Gender Theme Groups - Evaluation professionals and networks across the region
Better understanding the mission and vision of UN Women at the country level	- National government institutions - Donors and development partners - Programme/project partners - Civil society representatives - Beneficiary groups, their households and community members - UN Country Teams and thematic groups (Gender, Monitoring and Evaluation, Others.) - Academia, regional evaluation professionals and networks.	

6. Stakeholder Analysis

Stakeholder Categories	Names and Contact Details	Role and specific observations	Importance
Main Duty Bearers (those mainly responsible for provision of services to targeted population including implementing partners and government institutions they work with and/or support **or advice)**	**Government organisations:** representatives Governments of Honduras, Panama, Costa Rica, Uruguay, Chile, Colombia, and local government partners in Honduras, Costa Rica and Panama. Specific examples found so far include: Electoral Tribunal (TE), Ministry of Social Development, Ministry of Health, National Secretariat for Disability (SENADIS), Ministerio Relaciones Exteriores and the National Women's Institute (INAMU) in Panamá, Ministry of Environment of the Government of Chile, and National Statistics Offices from Chile, Colombia, Mexico, Caribe, and Uruguay.	Some are duty bearers and recipients of services funded through the UN SN. Some already interviewed in recent evaluations, information already available should be explored first. 12	High
Secondary Duty Bearers (supporting government and non-government organizations, but not directly responsible for drafting or implementing)	**Providers of capacity building and University/Academic partners:** Facultad Latinoamericana de Ciencias Sociales (FLACSO), Consejo Latinoamericano De Ciencias Sociales (CLACSO), Union Iberoamericana De Municipalistas (UIM), Instituto Interamericano de Derechos Humanos (IIDH), Asociación Profundación Para Las Ciencias Sociales,	Providers of capacity building perspectives. Most already interviewed in 2024 for the Rapid Assessment of Online Capacity Building. To analyse what information is already available. 6	High
	International Partners: HIAS	Supporting activities at the national level. Already interviewed for the project evaluation, to determine what information	Medium-High

Stakeholder Categories	Names and Contact Details	Role and specific observations	Importance
	Other local supporting partners: Defensoria del Pueblo Panamá (others to determine)	Supporting activities at the national level	Medium-Low
Supporting Partners (UN Women, other UN agencies, and donors)	**Other UN organisations and Inter-Governmental Organisations:** representatives of UNDP, UNFPA, UNICEF, UNHCR, IOM, UN Secretariat, UN Economic Commission for LAC (ECLAC), General Secretariat of the OAS, International Labor Organization (ILO), Global Centre of Excellence on Gender Statistics (CEGS), Organization of the East Caribbean (CARICOM)	In some cases implementing partners, in others beneficiaries of capacity building, in others external stakeholders during the evaluation process.	Medium-High
	Donors: FORD Foundation, MPTF-Spotlight Initiative Fund, Bill and Melinda Gates Foundation, Government of Panama, Swedish Innternational Development Cooperation, Multi-Donor Trust Fund Office -SDG Fund, Government of Luxembourg, Agencia Española de Cooperación Internacional, Open Society Institute, UNDP, MINRELEXT Colombia, European Commission, Government of Norway, Government of Japan, UNPRPD Disability Fund, Arsenault Family Foundation	Provided funding for the implementation of the programmes	High
	UN Women ACRO Staff	Each of them provided specific support to the projects, programmes and interventions funded by the ACRO SN 2023-205.	High
Right holders -CSOs, WROs, leaders and supporting partners	**Partner WROs/CSOs:** Associacao Mulheres Pela Paz, Asociacion Civil Economia Feminista, Fondation Citoyennete Et Developpement, Yaaxil Tu Ser Desarrollo e Integridad Ac, Fundacion Ivi Maraei Tierra Sin Mal, Fundacion Niñas Valientes, Chicas Poderosas, Chicas En Tecnologia Asociacion Civil, Solidaria Mexico, A.C., Union Nacional de Mujeres del Ecuador, Asociacion de Mujeres por el Bienestar Y, Con Voz Asociación Por Una Vida Sin Violencia, Centro de Estudios Legales y Sociales, Centro de Apoyo y Proteccion de los Derechos, Saberes Locales A.C., Winad, Ong Madre Nativa, Redmu, Voces De Mujeres Afrodescendientes En Panamá, Centro De Comunicacion Virginia Woolf, Fondo para el Desarrollo de los Pueblos Indigenas de America Latina y el Caribe, Fundación Arco Iris SigloXXI, Panama National Association for the Social Integration of Persons with Disabilities, Red Centroamericana de Microfinanzas, Asociacion Ecosistemas de Impacto, Interculturalidad Salud y Derechos, Fundacion Calicanto, Asoc. Mujeres Unidas en Salud y Desarrollo., Mujeres del Planton Reconstruyendo Vidas, Asociacion de Mujeres Alas de Mariposas, Centro de Capacitacion y Defensa de los DDHH, Centro Yanapanakusun, Fundación Derechos Humanos Equidad y Género FUNDEGH, Fundación Morena, Jovenes por una Salud, Integral A.C., Asociacion Civil Mujeres en Tecnologia Cordoba, Fundacion Golees (Genero Orgullo Libertad Y Empoderamiento De Ellas En La Sociedad), Fundacion 100% Natural Afrovictimas - Funavic, Equipo	Some are both partners and recipients of funds.	High

Stakeholder Categories	Names and Contact Details	Role and specific observations	Importance
	Latinoamericano De Justicia Y Género ELA, Voces De Mujeres Afrodescendientes en Panamá, Centro De Intercambio Subregional Cono Sur Alahua Ciscsa, Ormusa, Centro De Estudios Legales Y Sociales, Asociacion De Trabajadora Domestica - ASTRADOMEs, Chirapaq Centro De Culturas Indigenas.		
	Target groups of rights holders (intended and unintended "beneficiaries" of interventions): Women with different sexual orientations or gender identities, Women living with HIV, Women with disabilities, Migrant women, Young decision-makers and Youth, Women human rights defenders (WHRDs), Indigenous women, Survivors of violence, Women entrepreneurs and women-owned Businesses, CSOs representing women and other marginalized and at-risk groups e.g., persons living with disabilities, LGBTQI+, elder women, and female headed households, Community leaders, Service providers, Women's Rights Organizations (WROs) and Women's Leadership Organizations (WLOs), Men and boys, National Human Rights Institutions (NHRIs), Sex workers.	Target and direct beneficiaries. Specific numbers and names not available, information from recent evaluations will be used, and programme PoCs will be asked whether FGDs with direct targeted beneficiaries could be implemented.	High

7. Stakeholders Interview List

Type of Stakeholder	Role/Organisation
1 UN Women ACRO	UN Coordination
1 UN Women ACRO	OEE / Comms
4 Externals/UN Partners	UNCT Colombia
1 UN Women ACRO	
1 UN Women ACRO	
1 UN Women ACRO	GPP
1 UN Women ACRO	GPP
1 UN Women ACRO	WPS
1 UN Women ACRO	EVAW
1 UN Women ACRO	Cuidados
1 UN Women ACRO	Cuidados
1 UN Women ACRO	Inclusión Financiera
1 UN Women ACRO	Normative and civil society
1 UN Women ACRO	Data and gender statistics
1 UN Women ACRO	OEE / Operaciones
1 UN Women ACRO	OEE / RRHH
1 UN Women ACRO	OEE / Procurement
1 UN Women ACRO	OEE / Partnerships
2 UN Women COs/NPPs	Perú (NRA)
2 UN Women COs/NPPs	Rep. Dominicana
2 UN Women COs/NPPs	Costa Rica (NRA)
2 UN Women COs/NPPs	Caribbean (MCO)
2 UN Women COs/NPPs	Chile (CO)
2 UN Women COs/NPPs	Panamá (NRA)
2 UN Women COs/NPPs	Honduras (NPP)
2 UN Women COs/NPPs	Ecuador (CO)
2 UN Women COs/NPPs	Venezuela (NPP)
2 UN Women COs/NPPs	Colombia (CO)
2 UN Women COs/NPPs	México (CO)
2 UN Women COs/NPPs	Uruguay (NPP)
2 UN Women COs/NPPs	Brasil (CO)
3 Externals/Government	Government of Costa Rica
3 Externals/Government	Government of Chile
4 Externals/UN Partners	UNDP
4 Externals/UN Partners	ECLAC
4 Externals/UN Partners	UNICEF
4 Externals/UN Partners	UNCT Perú
4 Externals/UN Partners	UNCT Jamaica MCO
4 Externals/UN Partners	UNCT Panamá
5 Externals	Facultad Latinoamericana de Ciencias Sociales (FLACSO)
5 Externals	Equipo Latinoamericano De Justicia Y Género ELA
6 Donor	Representantatives CAF
2 UN Women COs/NPPs	Planning and Coordination Specialist.
1 UN Women HQ	Chief, SPPEU, Strategic Planning Unit
1 UN Women HQ	Advisor, Business Transformation, SPRED
1 UN Women HQ	Director Strategy, Participation, Advocacy, CSRM
1 UN Women HQ	Director – SPRED
1 UN Women HQ	Director – OIC, Coordination Division

8. Collection of Most Significant Change stories

Name of the MSC	Details
Evaluation of Civil Society Engagement in Latin America and the Caribbean	The partnership between UN Women and civil society in Latin America and the Caribbean has been pivotal in advancing gender equality. Through grants, technical support, and regional campaigns, UN Women has helped build a resilient feminist movement that influences public policy and institutional culture. Tailored to regional contexts, the initiative has supported marginalized groups—such as Afro-descendant, Indigenous, and ex-combatant women—while aligning with national priorities. In Brazil, this led to the election of two Indigenous women to Congress in 2022. Civil society's role has evolved from aid recipients to co-creators of public policy, supported by platforms like Civil Society Advisory Groups (CSAGs). Though unevenly implemented, these mechanisms have institutionalized feminist participation. Multi-stakeholder forums have further amplified marginalized voices and shaped inclusive agendas. The Gender@Work framework highlights progress in empowerment, social norms, policy reform, and access to resources—demonstrating how coordinated strategies can drive lasting, systemic change.
LEAP-Trayectos: Women's Protection and Leadership in Human Mobility	The LEAP-Trayectos project, led by UN Women with support from Japan, addressed gender-based vulnerabilities in human mobility crises across Central America and the Caribbean. It provided direct services, strengthened institutional capacities, and promoted social cohesion, particularly in border areas like Darién and Los Chiles. The project empowered women and LGBTIQ+ individuals through culturally relevant protection tools and inclusive humanitarian practices, such as integrating disability criteria in shelters and involving migrant women in decision-making spaces. The initiative also influenced national policies, training over 1,100 humanitarian actors and supporting gender-sensitive legal reforms like Honduras' Law for Women in Emergencies. Despite challenges in sustainability and limited LGBTIQ+ inclusion, the project's participatory, adaptable approach left a lasting impact. It fostered leadership, challenged social norms, and expanded access to protection services for over 30,000 women—offering a replicable model for gender-responsive humanitarian action.
Caring for Equality: Regional and Local Pathways to Transform Care Systems	UN Women has played a catalytic role in transforming care systems across Latin America and the Caribbean to advance women's economic autonomy. Through regional programs like Transformando las Economías and Comunidades de Cuidado, and the municipal-level Ver-o-Cuidado project in Belém, Brazil, the organization has driven policy innovation, service delivery, and cultural change. In Peru and the Dominican Republic, initiatives led to the creation of local care plans, intersectoral governance structures, and professional training for care workers—embedding care into national development agendas. In Belém, the Ver-o-Cuidado project piloted a participatory, gender-responsive care system that influenced Brazil's first National Care Policy. It strengthened municipal institutions, engaged over 30 civil society organizations, and reached marginalized groups including Afro-Brazilian and Indigenous women. Across all initiatives, care was reframed as a public good, supported by public campaigns and community dialogues. These efforts institutionalized care governance, expanded women's access to services and decent work, and demonstrated how local innovation can shape national policy—reinforcing UN Women's leadership in care policy transformation.
Rapid assessment of online training	During the COVID-19 pandemic, UN Women in Latin America and the Caribbean transformed its capacity development strategy by establishing an inclusive and resilient online learning ecosystem. Through partnerships with institutions like FLACSO, CLACSO, IIDH, and UIM, more than 17 initiatives reached over 17,000 participants—including Indigenous, Afro-descendant, LGBTIQ+, and disabled women. These programs continued after the pandemic, as a mechanism to support cost-effective capacity building on leadership, care systems, and gender-based violence, while integrating mentorship, peer support, and flexible methodologies tailored to low-connectivity contexts.

Name of the MSC	Details
	This shift positioned digital learning as a central tool for advancing gender equality, enabling vulnerable women to access training and empowerment opportunities. Programs like Originarias in Chile and Second Chance Education in Mexico demonstrated how innovation and strategic partnerships can overcome structural barriers for inclusive participation, fostering women's leadership, economic autonomy, and political participation. The experience offers a replicable model of cost-efficient, transformative, digital education grounded in human rights and intersectionality.
Advancing Disability Rights in Panama through Inclusive Systems Transformation	The UNPRPD Joint Programme in Panama marked a shift from a medical-welfare model to a human rights-based approach to disability inclusion. Led by UN Women, WHO/PAHO, UNESCO, and national partners like SENADIS, the programme improved disability certification, decentralized services, and introduced disaggregated data tools to enhance access to social protection. Over 370 stakeholders were trained, and inclusive planning tools were co-developed with organizations of persons with disabilities (OPDs), especially women, Indigenous, and Afro-descendant leaders. Beyond technical gains, the programme sparked a cultural shift in public policy, strengthened OPD leadership, and linked certification to employment. While sustainability challenges remain, it laid the groundwork for systemic change by embedding inclusion in national planning and empowering persons with disabilities as rights holders—offering a replicable model for CRPD implementation in the region.
Outcome 1.1 – Co-creando la Paz: Advancing Women's Civic Leadership in Post-Conflict Colombia	Launched in 2022, Co-creando la Paz is a joint initiative by UN Women and IOM that has strengthened young women's civic leadership in Colombia's conflict-affected regions of Nariño and Cauca. Reaching nearly 2,000 women from diverse backgrounds, the program provided certified training in democratic leadership and public policy, boosting participants' confidence and public speaking skills—especially in mixed-gender forums. The initiative created new pathways for civic engagement, with participants developing action plans that were formally presented to local governments. Many of these proposals—focused on issues like safe school routes and gender-responsive budgeting—were integrated into municipal development plans. Public campaigns and forums helped reframe young women as peacebuilders, reducing stigma and expanding civic space. These changes reflect a multi-level transformation: personal empowerment, community recognition, institutional responsiveness, and expanded access to leadership opportunities.
Outcome 1.3 EVAW	In July 2023, Argentina took a landmark step toward justice for survivors of sexual violence with the launch of the "Protocolo de investigación y litigio de casos de violencia sexual." Developed by the Specialized Prosecutor's Unit on Violence against Women (UFEM) with technical support from UN Women, the protocol translates international due diligence standards into practical, survivor-centered guidance for prosecutors. By centering consent, rejecting honor-based narratives, and embedding safeguards against secondary victimization, the protocol redefines how Argentina's criminal justice system approaches sexual violence—marking a pivotal shift toward gender-responsive, rights-based prosecution. The process behind the protocol was as transformative as the product itself. UN Women convened a diverse coalition of actors—federal and provincial prosecutors, forensic experts, civil society organizations, and LGBTIQ+ advocates—to co-create the instrument and plan its national rollout. Within a year, public prosecutors in four provinces formally adopted the protocol, signaling a ripple effect beyond the federal level. By standardizing survivor-centered investigations, challenging harmful stereotypes, and mobilizing justice actors of all genders, the initiative not only advances Outcome 1.3 of ending violence against women—it also catalyzes a broader cultural shift in how justice is pursued and delivered.
Outcome 2.2 – Gender-Responsive	In April 2023, El Salvador hosted the first regional conference on gender in the tourism value chain, catalyzed by UN Women's MELYT program. This event marked a turning point in post-COVID recovery, positioning tourism as a driver of gender-just economic growth. A key milestone was the announcement of a national standard linking fiscal incentives and public

Name of the MSC	Details
Financing in Tourism (MELYT)	procurement to gender equity, embedding gender-responsive budgeting into recovery strategies. The initiative also spurred action from the Central American Bank for Economic Integration (CABEI), which launched credit lines for women-led tourism SMEs in the Trifinio region. This shift—from microcredit to scalable, long-term financing—was backed by evidence from ECLAC and McKinsey, showing the economic potential of closing the gender credit gap. By aligning public budgets, multilateral finance, and private sector standards, MELYT created a systemic framework to redirect capital toward women's economic empowerment—redefining financial systems to work in favor of gender equality.
Outcome 3.1 – UN Coordination Mandate (FAO– UN Women– UNFPA)	On October 6, 2023, FAO, UN Women, and UNFPA signed a two-year Joint Work Plan to accelerate gender equality in rural Latin America and the Caribbean. More than a program package, the plan is a structured capacity-building tool that transforms how the UN system operates through a gender lens. By aligning mandates across food systems, care economies, and sexual and reproductive health, it sets a new standard for UN Cooperation Frameworks in at least eight rural-focused countries. The plan institutionalizes a shared results framework with common indicators, joint training for 150 UN staff, and co-produced annual data briefs on rural women. These tools enhance coherence, accountability, and evidence-based advocacy across agencies. Most importantly, the initiative represents a systemic upgrade in the UN's ability to plan, budget, and implement gender-transformative programs from the outset—delivering on the promise of Outcome 3.1.
Outcome 3.2 – Normative: Accelerating the Buenos Aires Commitment	The Buenos Aires Commitment (BAC), adopted at the XV Regional Conference on Women in 2022, outlines 74 actions to build a care society, close digital and climate gaps, and finance gender equality through gender-responsive fiscal reform. At the 2023 follow-up meeting, Ministers for Women's Affairs mandated all countries to present costed, interministerial care action plans—anchoring international commitments within national policy cycles. A regional peer learning platform, co-led by UN Women and ECLAC, was launched to facilitate the exchange of legislative templates and budget tracking tools. The BAC was also explicitly linked to the 2030 Agenda and the Escazú Agreement, ensuring legal and operational coherence across environmental, fiscal, and digital governance. This transformation of a political pact into a structured framework for technical cooperation and accountability marks a major step forward in institutionalizing gender equality across the region.
Outcome 3.3 Gender data	In 2023, Argentina became a regional pioneer in using open, gender-responsive data to transform justice and digital safety systems. With support from UN Women, two groundbreaking initiatives advanced Outcome 3.3 by closing evidence gaps and translating data into policy change. The Buenos Aires-based court Juzgado 10 began publishing anonymized, machine-readable rulings on gender-based violence—creating the country's first open judicial dataset on GBV. This enabled researchers to analyze sentencing patterns and fed directly into the city's 2024 Justice Modernization Plan, while also informing Spotlight Initiative policy briefs calling for specialized judicial training. Simultaneously, digital rights advocates, supported by UN Women, pushed for open data standards to monitor online gender-based violence. Their inputs helped shape Argentina's National Observatory on Online Violence and a pilot dashboard tracking misogynistic hashtags across social media. These tools are now cited in legislative proposals on digital violence. Together, these initiatives exemplify the full "produce-analyze-use" cycle of Outcome 3.3— generating disaggregated data, translating it into actionable insights, and applying it to shape justice reform and digital safety policies. By embedding transparency and accountability into both offline and online violence responses, Argentina is setting a precedent for data-driven gender equality governance in the region.

9. Evaluability Assessment Report

DRF Quality and Completeness Assessment (Detailed)

Number	OUTCOMES/ OUTPUTS/INDICATORS	QUALITY SCORE
Impact Area 1	**Women in Latin America and the Caribbean live in a more equal, peaceful and safe society.**	
Outcome 1.1	Latin America and the Caribbean democratic institutions are strengthened, and States advance towards gender parity in political participation at all decision-making levels	**Rating:** Adequate **Pros:** Clearly measures change. Focuses on strengthening institutions and achieving gender parity. It addresses behaviour, institutional performance, attitude, or beliefs, by targeting democratic institutions and gender parity. It used plain language; it is accessible and straightforward. **Cons:** It is broad in scope but does outline a clear goal (gender parity in political participation). Includes two key elements (democratic institutions and gender parity), which may dilute focus slightly. **The SN Results Framework does not seem to have outcome level indicators, but general pre and post regional gender indicators can serve as a proxy.**
Output 1.1.1	UN Women Country Offices, institutional partners and civil society in Latin America and the Caribbean enhanced their capacities to promote women's full and effective participation in public life, including through the adoption, reform and implementation of legal and policy frameworks	**Rating:** Strong **Pro:** Clearly measures change, focusing on enhanced capacities. It aligned to Outcome 1.1. It has a singular focus by addressing capacity enhancement comprehensively, with capacity building leading to systemic change, thus having a logical direct indication of change. **Cons:** It defines broad capacities but lacks measurable precision.
Indicators/ Activities	No indicators for this output but four activities included: • Strengthen capacities of women in political and public life to follow-up and promote a substantive equality agenda and encourage women's participation and leadership at national and local level, including an intersectional and intercultural approach. • Promote women's leadership in public and political life through data and knowledge production and dissemination, and political dialogues at parliamentary and intergovernmental level based on CEDAW GR40 and on feminist foreign policies. • Strengthen capacities of electoral bodies in order to contribute to the defense of women's political rights and access to justice, and to advance towards mechanisms that guarantee inclusive political financing. • Advice and support COs and countries where UN Women is NRA in planning and implementing actions focused on the defense and promotion of women's political rights (especially those facing electoral processes), with a special focus on	**Rating:** Weak The DRF does not include indicators, potential proxy indicators could be constructed. Activities listed involve strengthening capacities, promoting leadership, and advising on actions. These are action-oriented but can indirectly reflect change if tied to measurable results (e.g., number of women participating in leadership roles, changes in electoral processes).

Number	OUTCOMES/ OUTPUTS/INDICATORS	QUALITY SCORE
	VAWP's monitoring, as on the promotion of mechanisms of inclusive political financing and of feminist foreign policies.	
Output 1.1.2	Changes attributed to UN Women in skills and capacities of individuals or institutions in Uruguay to design or implement institutional reforms, strategies or policies to promote Gender Equality and Women's Empowerment and women's full and effective participation in public life	**Rating:** Adequate **Pro:** Clearly measures change, explicitly focusing on changes in skills and capacities. It aligned to Outcome 1.1, on gender parity and institutional strengthening. It has a singular focus by focusing on skills and capacity changes, and there is a clear connection between capacity changes and outcomes. **Cons:** It lacks precise criteria for measuring success.
Indicators/ Activities	No indicators for this output but two activities included: • Enhancing the governance of gender-responsive climate change adaptation and mitigation planning and financing in key sectors and territories in Uruguay. • Enhancing women political participation in Uruguay.	**Rating:** Weak The DRF does not include indicators, potential proxy indicators could be constructed. Activities suggest capacity building and governance enhancement, but they don't directly measure change. Some proxy indicators could be developed (e.g., number of gender-responsive policies developed post-training).
Outcome 1.2	**More women lead and benefit from national and local initiatives in political dialogue, peacebuilding, conflict prevention, human mobility, humanitarian action and climate resilience**	**Rating:** Adequate **Pros:** Clearly measures change by emphasizes leadership and direct benefits for women. It addresses behavior, institutional performance, attitude, or beliefs, by focusing on leadership and participation in various areas. It used plain language; it is accessible and straightforward. **Cons:** Covers a broad range of areas, making it less specific. Attempts to unify multiple domains, but this breadth could impact focus.**The SN Results Framework does not seem to have outcome level indicators, but general pre and post regional gender indicators can serve as a proxy.**
Output 1.2.1	Women peacebuilders, mediators and human rights defenders' leadership and networks are consolidated, and their capacities are strengthened to participate meaningfully in conflict prevention, peacebuilding, social and political dialogues and decision-making processes	**Rating:** Strong **Pro:** Clearly measures change, focusing on enhanced capacities. It aligned to Outcome 1.1. It has a singular focus by addressing capacity enhancement comprehensively, with capacity building leading to systemic change, thus having a logical direct indication of change. **Cons:** It defines broad capacities but lacks measurable precision.
Indicators/ Activities	No indicators for this output but three activities included: • Develop tools and support capacity building to strengthen conflict prevention, peacebuilding, and social and political dialogue strategies among women leaders and women's civil society organizations and/or community-based organizations.Capacity building of civil society and national institutions in Venezuela for the prevention of violence, peace building, protection and defense of human rights. • Training, networking, and support to gender equality advocates and women-led civil society organizations to lead and participate in peace negotiations, dialogues, mechanisms,	**Rating:** Weak The DRF does not include indicators, potential proxy indicators could be constructed. Activities involve capacity building and participation in dialogues, which could measure change if specific (e.g., number of women mediators trained, participation rates in peacebuilding processes). Some limitations are foreseen, such as: activities are not time-bound or measurable and it is unclear how leadership or network strengthening is tracked.

Number	OUTCOMES/ OUTPUTS/INDICATORS	QUALITY SCORE
	platforms, or coalitions on conflict prevention, peacebuilding, and social and political dialogue. • Develop tools and support capacity building to strengthen conflict prevention, peacebuilding, and social and political dialogue strategies among women leaders and women's civil society organizations and/or community-based organizations in Venezuela	
Output 1.2.2	Peacebuilding projects and initiatives address existing and emerging challenges and opportunities in peace & security, responding to peace processes, political instability, economic and social unrest, human mobility, climate change, security sector reform, access to justice and transformative reparation	**Rating:** Adequate **Pro:** Clearly measures change, focusing on enhanced capacities. It aligned to Outcome 1.1. It has a singular focus by addressing capacity enhancement comprehensively, with capacity building leading to systemic change, thus having a logical direct indication of change. **Cons:** It defines broad capacities but lacks measurable precision.
Indicators/ Activities	No indicators for this output but six activities included: • Implementation of the Global Program for Safe Cities and Public Spaces for Women and Girls in San Miguel, Lima - Perú • Capacity building for organizations and institutions to identify and address discriminatory behavior, social and gender norms change in government and the security sector, and to promote women´s leadership and participation in peacebuilding. • Capacity building for peace preparedness in Venezuela from an HDP and gender nexus approach favoring localization to face instability. • Support the design and implementation of NAPs as well as projects and initiatives in peacebuilding, SRR, access to justice, climate and security, human mobility and emerging challenges of the WPS agenda. • Support peacebuilding processes to be inclusive for youth, addressing intersectionality with initiatives towards indigenous, afro-descendant, and LGBTIQ+, as critical partners in developing and implementing conflict prevention initiatives. • Assessment of Opportunities for Women in Peace Operations within Peru's Armed Forces and National Police (Elsie Fund - USAID)	**Rating:** Weak These activities are diverse, covering initiatives from Safe Cities programs to youth inclusion in peace processes. They align with the output but need quantifiable measures (e.g., number of inclusive initiatives implemented). Some limitations are foreseen, activities are action-oriented rather than change-oriented, proxy indicators may work but won't fully capture change outcomes.
Output 1.2.3	Migrant and refugee women's leadership, access, protection, empowerment and peacebuilding capacities are strengthened, in the nexus between peace, security and development	**Rating:** Adequate **Pro:** Clearly measures change, focusing on enhanced capacities. It aligned to Outcome 1.1. It has a singular focus by addressing capacity enhancement comprehensively, with capacity building leading to systemic change, thus having a logical direct indication of change. **Cons:** It defines broad capacities but lacks measurable precision.

Number	OUTCOMES/ OUTPUTS/INDICATORS	QUALITY SCORE
Indicators/ Activities	No indicators for this output but five activities included: • Technical and programmatic support for the implementation of gender mainstreaming in humanitarian response and recovery initiatives with a nexus approach in Venezuela. • Policy and project development and technical assistance to public institutions, regional processes, CSOs, and other partners to increase migrant and refugee women's leadership, access, protection, empowerment, and peacebuilding capacities. • Support civil society organizations, especially women's organizations, to increase their leadership and to promote accountability in gender equality and women's empowerment in the context of human mobility. • Direct costs LEAP. • Strengthen the leadership, participation and equal access of women in situations of human mobility to gender perspective protection services and social cohesion initiatives in Panama.	**Rating:** Weak Activities focus on technical support, capacity building, and policy development, which are change-enabling but not directly measurable. As a consequence, there are some limitations: change is implied (e.g., leadership and empowerment) but not quantified, and activities lack precision and criteria for success.
Output 1.2.4	Women's protection, community resilience and accountability towards gender equality are mainstreamed in humanitarian action and disaster risk reduction	**Rating:** Adequate. **Pro:** It clearly indicates change focusing on enhanced capacities. It aligned to Outcome 1.1. It has a singular focus by addressing capacity enhancement comprehensively, with capacity building leading to systemic change, thus having a logical direct indication of change. **Cons:** It defines broad capacities but lacks measurable precision which create strong limitations for the evaluation.
Indicators/ Activities	No indicators for this output but two activities included: • Participation in and support to regional and local inter-agency humanitarian mechanisms to effectively mainstream gender in humanitarian action and DRR and to promote accountability. • Project development and capacity building to institutional partners and women's organizations to deliver and monitor services, resources, and goods for women in humanitarian, disaster risk reduction, and development settings.	**Rating:** Weak The activities suggest progress towards mainstreaming gender in humanitarian action but lack clear change measurement (e.g., inclusion rates, accountability mechanisms). The activities provide broad descriptions without measurable outcomes and proxy measures might not reflect nuanced change.
Output 1.2.5	In Costa Rica, National institutions are strengthened, and relevant stakeholders and women are resilient and respond to risks and global trends, including migration, violence against women and climate change	**Rating:** Adequate. **Pro:** Clearly measures change, focusing on enhanced capacities. It aligned to Outcome 1.1. It has a singular focus by addressing capacity enhancement comprehensively, with capacity building leading to systemic change, thus having a logical direct indication of change. **Cons:** It defines broad capacities but lacks measurable precision which create strong limitations for the evaluation.

Number	OUTCOMES/ OUTPUTS/INDICATORS	QUALITY SCORE
Indicators/ Activities	No indicators for this output but five activities included: • Strengthen capacities of national institutions to implement gender-responsive social programs and policies for poverty reduction and women's economic autonomy that increase resilience and better respond to women's needs • Strengthen capacities of criminal justice institutions in target communities to exchange information, coordinate investigations, and prosecute organized crimes of human trafficking and the smuggling of migrants, with a gender and human rights perspective (Migration MPTF Outcome 1) • Facilitate access of migrants to health and financial services (specifically money transfers) that are sensitive to and work to address their unique needs, thereby reducing their risk of becoming victims of trafficking or smuggling (Migration MPTF Outcome 2) • Direct management costs (Migration MPTF) • Strengthen the leadership, participation and equal access of women in situations of human mobility to gender perspective protection services and social cohesion initiatives in Costa Rica	**Rating:** Weak Activities involve capacity building and facilitating access to services, which can indicate progress if coupled with data (e.g., improved access rates or strengthened programs). Outcomes like resilience or strengthened institutions are difficult to assess through actions alone.
Output 1.2.6	Strategies and advocacy implemented in Uruguay to overcome barriers to increase the meaningful participation of women in Peacekeeping Operations	**Rating:** Adequate **Pro:** Clearly measures change, focusing on enhanced capacities. It aligned to Outcome 1.1. It has a singular focus by addressing capacity enhancement comprehensively, with capacity building leading to systemic change, thus having a logical direct indication of change. **Cons:** It defines broad capacities but lacks measurable precision.
Indicators/ Activities	No indicators for this output but two activities included: • Uruguayan Armed Forces- Implementation of strategies and actions to overcome barriers to increasing the meaningful participation of women in PK. • DPMC Elsie	**Rating:** Weak The listed strategies and actions could reflect barriers addressed but would need measurable results (e.g., participation percentages). Activities lack specificity and focus on outcomes. Proxy indicators might not fully capture meaningful participation.
Outcome 1.3	**More women lead and benefit from national and local initiatives in political dialogue, peacebuilding, conflict prevention, human mobility, humanitarian action and climate resilience**	**Rating:** Adequate **Pros:** Clearly measures change by focusing on women's leadership and participation outcomes. It addresses behavior, institutional performance, attitude, or beliefs, by focusing on targeting behavioral and institutional improvements.. It used plain language; it is accessible and straightforward. **Cons:** Covers several domains, making it less precise. a broad range of areas, making it less specific, and includes multiple interconnected areas, which may reduce focus slightly.
Output 1.3.1	More individuals, policy makers and institutions have access to new products and services that strengthen their capacities to	**Rating:** Adequate

Number	OUTCOMES/ OUTPUTS/INDICATORS	QUALITY SCORE
	contribute to change in social norms and the elimination of gender stereotypes, including men and boys.	**Pro:** It aligns to Outcome 1.1, by supporting the broader outcome of women benefiting from initiatives addressing gender equality. It has a singular focus by addressing capacity enhancement comprehensively, with capacity building leading to systemic change, thus having a logical direct indication of change. Language is clear and understandable. **Cons:** It partly measures change because it doesn't clearly define what "strengthened capacities" look like. It lso lacks specific criteria for success or measurable attributes.
Indicators/ Activities	No indicators for this output but one activity included: • Develop a comprehensive and intersectional regional strategy on addressing harmful social norms and masculinities, for advocacy, campaigning and programming purposes, to be implemented across the different sections of UN Women and jointly with Country Offices.	**Rating:** Weak The activity (developing a comprehensive regional strategy) builds a foundation for change but does not directly measure results. However, its implementation could be monitored with indicators like: Number of stakeholders using the strategy, Number of campaigns or programs influenced by the strategy. The limitations are that these lack direct links to measurable change (e.g., in capacities or elimination of stereotypes), and while aligned with the output, the activity alone does not clearly measure change or success.
Output 1.3.2	More governments have strengthened knowledge and capacities to adopt and implement regional regulatory frameworks and policies and service providers, in particular their justice operators, are trained to implement these frameworks with a gender perspective	**Rating:** Adequate **Pro:** It clearly measures change as it targets strengthened knowledge and capacities. It is also aligned with the outcome as it promotes systemic policy adoption and training and has singular focus by centering on government and service provider capacity building. Language is clear and understandable. **Cons:** It is not specific as it mentions frameworks and justice operators but does not define measurable goals.
Indicators/ Activities	No indicators for this output but two activities included: • Support national processes of legislative and policy reforms to promote comprehensive laws and regional standards on ending violence against women and girls, including the Belem do Para Convention, the Inter-American Model Law on Femicide/Feminicide, the Latin American Protocol on Femicide, through specialized technical assistance to Country Offices and government authorities and the development of regional and multi-country studies. • Support and advocate for the implementation of regional standards on ending violence against women and girls, through the dissemination, use and upscale of evidence and recommendations, including studies and guidelines developed with the Follow-up Mechanism of the Belém do Pará Convention (MESECVI) in support of the Country Offices.	**Rating:** Weak The activities can be tied to indicators such as: number of reforms implemented, or number of justice operators trained. The problem is that the activities themselves do not measure outcomes (e.g., strengthened knowledge or capacities). Long-term changes (e.g., adoption and effective use of policies) are harder to track.
Output 1.3.3	Women's rights organizations, women's rights defenders and activists have improved capacities and resources to exercise their	**Rating:** Adequate **Pro:** It clearly measures change as it focuses on improved capacities and resources. It is also aligned with the outcome as it supports women's leadership and participation

Number	OUTCOMES/ OUTPUTS/INDICATORS	QUALITY SCORE
	rights and participate in global, regional and sub-regional mechanisms and networks	and has singular focus by centering on women's rights organizations and activists. Language is clear and understandable **Cons:** It lacks measurable criteria for "improved capacities and resources."
Indicators/ Activities	No indicators for this output but two activities included: • Strengthening feminist and women's movements, their leadership, resilience and participation in sub-regional, regional and multilateral intergovernmental advocacy and decision-making processes, as well as their ability to exchange knowledge, strategies and collaborate to end violence against women and girls. • Promotion of campaigns and/or advocacy strategies led by feminist and women's movements for the adoption of policies to end violence against women and girls.	**Rating:** Weak Possible indicators include: number of campaigns conducted by women's organizations, participation rates in decision-making mechanisms. Yet, the activities don't measure outcomes (e.g., capacity improvements, advocacy success) and outputs might rely on additional data to demonstrate systemic changes.
Output 1.3.4	Government officials and key institutions are better equipped with knowledge and evidence to prevent VAWG and provide care services and reparation to victims and survivors	**Rating:** Adequate **Pro:** It clearly measures change as it focuses on equipping officials and institutions with knowledge and evidence. It is also aligned with the outcome as it supports prevention of VAWG and provision of services, and has singular focus by centering on knowledge and institutional capacity-building. Language is clear and understandable **Cons:** It lacks precision in measurable success criteria.
Indicators/ Activities	No indicators for this output but three activities included: • Support the implementation at country level of the UN Women Global RESPECT Framework adapted to the region, and the development of models and plans to prevent and respond to violence against women and girls, including harmful practices, in Latin America and the Caribbean. • Identify existing evidence and good practices on experiences to respond to femicide/feminicide in the region to develop a comparative analysis. • Collaborate with the Specialized Gender Network (REG) of the Iberoamerican Association of Public Ministries (AIAMP) to enable the contribution of women's organizations, coalitions, and networks and continue its work in guaranteeing access to justice in the region through the development, advocacy, and implementation of regional and international standards on ending violence against women.	**Rating:** Weak Possible indicators include number of officials trained in the RESPECT framework and number of justice institutions adopting evidence-based practices. Yet, the activities focus on preparation and collaboration, not measurable outcomes and success depends on long-term institutional adoption.
Output 1.3.5	National Women's Machineries strengthened as the governing body for public gender policies and prevention & eradication of violence against women in Countries where UN Women is a Non-Resident Agency	**Rating:** Adequate **Pro:** It clearly measures change as it partially focuses on strengthening machineries without clear metrics. It is also aligned with the outcome as it supports leadership and prevention of violence against women and focuses on Women's Machineries. Language is clear and understandable

Number	OUTCOMES/ OUTPUTS/INDICATORS	QUALITY SCORE
		Cons: It lacks measurable criteria for "improved capacities and resources."
Indicators/ Activities	No indicators for this output but three activities included: • Support strengthening of Peru's National Women's Mechanism as the governing body for public gender policies • Support the strengthening of Paraguay's National Women's Mechanism as the governing body for public gender policies • Support for the strengthening of the National Women's Mechanism as the governing body for public gender policies	**Rating:** Weak Proxy indicators could include Number of policies initiated by strengthened machineries and budget allocations to machineries. It focuses on action rather than results, because there is no clear link between support activities and measurable institutional changes.
Output 1.3.6	Changes attributed to UN Women in skills or abilities and capacities of individuals or institutions and/or the availability of new products and services contributing to Women's equitable access to services, goods & resources	**Rating:** Adequate **Pro:** It clearly measures change as it focuses on skills, capacities, and products, and is also aligned with the outcome as it supports equitable access to services and resources. Language is clear and understandable **Cons:** It doesn't provide measurable success criteria.
Indicators/ Activities	No indicators for this output but two activities included: • Implementation of the Global Program for Safe Cities and Public Spaces for Women and Girls in Canelones • Support Costs Safe Cities URY	**Rating:** Weak Possible proxy indicators include Number of Safe Cities initiatives implemented, and number of women benefiting from the Safe Cities program. Activities focus on implementation costs without measuring results and outcomes depend on additional data from program evaluations.

Number	OUTCOMES/ OUTPUTS/INDICATORS	QUALITY SCORE
I.A. 2	**Women in Latin America and the Caribbean have increased their economic autonomy and their access to comprehensive care policies and systems**	
Outcome 2.1	National care systems enable Latin America and the Caribbean women's economic autonomy.	**Rating:** Adequate **Pros:** It clearly measures change by targeting the creation of national care systems that enhance women's economic autonomy. Aligned with the broader objective of fostering systemic support for women's participation in the economy. Language is simple and easy to understand. **Cons:** Vague in terms of measurable outcomes (e.g., how is "economic autonomy" defined or measured?). Broader scope (all care systems and women's economic autonomy across the region) makes precision and singularity of focus more challenging.
Output 2.1.1	Integrated policy advice modelled and costed, and technical assistance provided to national and subnational governments in the design and implementation of care systems	**Rating:** Adequate **Pro:** It clearly measures change as it focuses on skills, capacities, and products, and is also aligned with the outcome as it supports equitable access to services and resources. Language is clear and understandable **Cons:** It doesn't provide measurable success criteria.
Indicators/ Activities	No indicators for this output but six activities included:	**Rating:** Weak

Number	OUTCOMES/ OUTPUTS/INDICATORS	QUALITY SCORE
	• Support national process of legislative and policy reforms to promote care integrated systems as well as the recognition, reduction, and redistribution of unpaid care work. • Disseminate, use and upscale regional knowledge production on recognition, reduction, and redistribution of unpaid care work, including financing care integrated systems and policies, promoting access to social security of domestic work • Scalable model of local care system developed and disseminated at the regional level (AECID Care Project Regional Component) • Support Cost AECID (SUPPORT COST AECID OR+ PERU + PANAMA + RD) • Direct project management costs AECID Care Project • Broadening of knowledge on care policies and costing of care services.	These activities can indirectly demonstrate progress (e.g., number of policies reformed, or models developed). They focus on actions rather than measurable outcomes (e.g., improved access to care systems). Require follow-up metrics (e.g., how broadly knowledge has been disseminated or adopted).
Output 2.1.2	Integrated policy advice modelled and costed, and technical assistance provided to national and subnational governments in the design and implementation of care systems in Countries where UN Women is a Non-Resident Agency	**Rating:** Adequate **Pro:** Measures change through targeted technical assistance and policy advice. Aligned with the outcome, enabling care system creation and implementation. Clear focus on non-resident agency countries. **Cons:** Vague in terms of success criteria (e.g., specific metrics for assessing capacity improvements or care system effectiveness).
Indicators/ Activities	No indicators for this output but six activities included: • Technical support to private, public and civil society partners for the development of women's economic empowerment initiatives and care systems in Venezuela. • RD Support and follow-up to the creation of the Integral Care System in Dominican Republic (AECID RD 2.1.3 y 2.2.4) • Provide Integrated policy advice and technical assistance to national and subnational governments in the design and implementation of care systems • Support and follow-up to the creation of the Integral Care System in Peru (AECID 2 Care Project in Peru) • Support and follow-up to the creation of the Integral Care System in Panama that provides the necessary services to the entire population, allowing the full incorporation of women into the labor market • Support and follow-up for the creation of the Integral Care System in Paraguay which provides the necessary services to the entire population	**Rating:** Weak Proxy measures like the number of systems created or number of women accessing services can be used. Yet, activities focus on process (technical support) rather than outcomes.
Outcome 2.2	Public and private financing advance gender equality through gender responsive budgets, policies, strategies and instruments	**Rating:** Strong **Pros:** Clearly measures change by linking public and private financing to gender-responsive frameworks. Aligned with the overall goal of enhancing financing

Number	OUTCOMES/ OUTPUTS/INDICATORS	QUALITY SCORE
		mechanisms to reduce inequality. Focused on specific financing mechanisms and actions such as budgets and strategies. Language is accessible and straightforward. **Cons:** While focused, it does not provide a direct success metric to gauge progress (e.g., specific financing gaps to be reduced).
Output 2.2.1	Private sector is engaged in promoting gender equality and women empowerment through financing as well as workplace, value chain and community policies and practices, so that access to finance and gender lens investment contribute to reducing the financing gap for gender equality	**Rating:** Weak **Pro:** Aligned with the outcome of advancing gender equality through financing. Clearly focuses on private sector engagement. **Cons:** No measurable success criteria (e.g., how much financing gap is reduced or what specific changes are achieved). The language is broad and non-specific.
Indicators/ Activities	No indicators for this output but one activity included: • Support engagement of Private sector in promoting gender equality and women empowerment through financing as well as workplace, value chain and community policies and practices, so that access to finance and gender lens investment contribute to reducing the financing gap for gender equality	**Rating:** Weak Proxy measures like the number of engaged private sector organizations or initiatives implemented could be used. It lacks direct measurement of how private sector engagement reduces financing gaps.
Output 2.2.2	Governments in Latin America and the Caribbean have increased capacity to promote gender responsive macroeconomic policies and budgets	**Rating:** Adequate **Pro:** Focuses on measurable change in government capacity building. Aligned with the outcome of gender-responsive financing. **Cons:** No specific criteria for success (e.g., the number of gender-responsive policies or budgets implemented).
Indicators/ Activities	No indicators for this output but two activities included: • UN Women's positioning as a knowledge hub on gender responsive budgeting through the specialized portal and community of practice • Analyze and advocate for gender-responsive macroeconomic policies and budgets through specialized technical assistance, capacity building and regional and multi-country studies.	**Rating:** Weak Metrics like government engagement or changes in budgeting practices could be tracked. Activities don't measure actual change in macroeconomic policies or budgets.
Output 2.2.3	Changes attributed to UN Women in skills or abilities and capacities of individuals or institutions and/or the availability of new products and services contributing to Financing for gender equality	**Rating:** Adequate **Pro:** Aligned with the outcome of advancing gender equality through financing. Clearly focuses on building skills and capacities. **Cons:** Lacks specificity in defining success criteria or measurable results.
Indicators/ Activities	No indicators for this output but two activities included: • TA for companies to Implement the Gender Impact Framework of the REIF (Renewable Energy Innovation Fund) SDG2 Uruguay • DPMC SDG V2 Uruguay	**Rating:** Weak Proxy measures like the number of companies implementing the framework could be used. Activities lack direct tracking of outcomes related to financing for gender equality.
Outcome 2.3	Public and private financing advance gender equality through gender responsive budgets, policies, strategies and instruments	**Rating:** Adequate **Pros:** It clearly aligns with advancing gender equality through targeted financing mechanisms and stakeholder capacity building. Measures potential change by focusing on gender-responsive financing linked to sustainable livelihoods. Language is simple and aligned to the broader gender equality goals.

Number	OUTCOMES/ OUTPUTS/INDICATORS	QUALITY SCORE
		Cons: Focus on broad themes (income generation, financial and digital inclusion, green and circular economy) reduces singularity and specificity. Lacks measurable outcomes to track progress across these multiple domains.
Output 2.3.1	Strengthened capacities of relevant stakeholders and Women in Latin America and the Caribbean to support their income generation and sustainable livelihoods, through financial and digital inclusion and opportunities in the framework of the green and circular economy	**Rating:** Strong **Pros:** Measurable indicators exist, such as the number of partnerships established and capacity-building processes. Aligned with the outcome and clearly targets income generation and sustainable livelihoods. Provides specific targets for success (e.g., partnerships increasing annually). **Cons:** None noted; this output is well-structured with clear goals.
Indicator 2.3.1A	Number of partnerships established to improve products and services available for female entrepreneurship **Targets:** **Value:** 8 **Year:** 2023, **Notes:** Baseline +2 **Value:** 10 **Year:** 2024 **Notes:** Target 2023 +2 **Value:** 12 **Year:** 2025 **Notes:** Target 2024 +2 **Baseline:** **Value:** 6 **Year:** 2022 **Source:** ACRO's reports.	**Rating:** Strong Baselines and targets stablished. The indicator is also limited in time and is measurable and specific.
Indicator 2.3.1B	Number of capacity building processes, tools and knowledge products developed to increase women's capacities to support their income generation and sustainable livelihoods **Targets:** **Value:** 8 **Year:** 2023, **Notes:** Baseline +2 **Value:** 10 **Year:** 2024, **Notes:** Target 2023 +2 **Value:** 12 **Year:** 2025, **Notes:** Target 2024 +2 **Baseline: Value:** 6, **Year:** 2022, **Source:** Annual Reports	**Rating:** Strong Baselines and targets stablished. The indicator is also limited in time and is measurable and specific.
Output 2.3.2	Relevant stakeholders and women in Latin America and the Caribbean have strengthened capacities to support their income generation and sustainable livelihoods, through financial and digital inclusion and opportunities in the framework of the green and circular economy in Countries where UN Women is a Non-Resident Agency	**Rating:** Adequate **Pros:** Measures potential for change through strengthening capacities. Aligned with the outcome of income generation and livelihoods. **Cons:** Success criteria are not specific or measurable.
Indicators/ Activities	No indicators for this output but two activities included: • Generation and dissemination, among public authorities and the private sector, of evidence demonstrating the benefits of increased participation of women in the post-pandemic economic recovery by COVID19 • Promoting initiatives and policies aimed at fostering women's economic participation, especially in non-traditional sectors and conditional cash transfers	**Rating:** Weak Metrics like participation rates or initiatives launched could be used. Focuses on action rather than measurable outcomes.

Number	OUTCOMES/ OUTPUTS/INDICATORS	QUALITY SCORE
Output 2.3.3	Public institutions, relevant stakeholders and women in Costa Rica have strengthened capacities to support their income generation and sustainable livelihoods, through financial and digital inclusion and opportunities in the framework of the green and circular economy, as well as their access to social protection and care services	**Rating:** Adequate **Pros:** Measurable indicator exists (capacity-building processes in Costa Rica). Aligned with the outcome and provides clear targets for success. **Cons:** Broader scope (social protection, care services, green economy) may dilute focus.
Indicator 2.3.3A	Number of capacity building processes, tools and knowledge products developed to increase women's capacities to support their income generation and sustainable livelihoods in Costa Rica **Targets:** Value: 1 Year: 2023, Value: 1 Year: 2024, Value: 1 Year: 2025 **Baseline:** Value: 2, Year: 2022 **Source:** Annual Reports	**Rating:** Adequate Indicators already provided, which track progress on capacity-building processes. The broader scope may make tracking specific successes challenging.

Number	OUTCOMES/ OUTPUTS/INDICATORS	QUALITY SCORE
I.A 3	**The United Nations System has contributed to transformative changes for gender equality and governments have advanced implementation of international and regional gender equality frameworks**	
Outcome 3.1	The United Nations System in Latin America and the Caribbean increased its capacity to advance a gender transformative perspective and include GEWE in its planning and programming	**Rating: Adequate** **Pros:** Targets systemic change within the UN system to prioritize gender equality (GEWE). Focuses on strengthening capacity in interagency planning and programming for SDG results. Uses plain language, ensuring clarity and accessibility. **Cons:** Lack of measurable success criteria or progress metrics for determining improved capacity. Broad scope (entire UN system) may reduce precision.
Output 3.1.1	UN system and government officials have strengthened capacity to mainstream gender in interagency planning and programming processes for Sustainable Development Goals results	**Rating: Adequate** **Pros:** Targets strengthening capacity in gender mainstreaming, aligning with Outcome 3.1. Focused on SDG-related planning and programming, addressing global priorities. Uses clear and accessible language. **Cons:** No measurable success criteria (e.g., extent to which capacities are strengthened).
Indicators/ Activities	No indicators for this output but two activities included: • Engage and support the complete interagency planning cycle through the PSG or direct engagement, and with a focus on strengthening the GEWE mainstreaming and transforming vision throughout the preparation of CCAs, UNSDCFs, and JWPs. With the use of gender mainstreaming tools such as the UNCT Gender Markers and trainings on the Gender Guiding Principle. • Strengthening of UNCTs through the UNCT-SWAP Scorecard by enhancing standardized assessments of UN country-level gender mainstreaming practices and performance aimed at ensuring accountability of senior managers and improving UNCT performance.	**Potential as Indicators:** Moderate. Proxy indicators like the number of UNCT-SWAP assessments or gender mainstreaming tools adopted could reflect progress. **Limitations:** Activities focus on processes rather than measurable change in capacity. Success depends on effective implementation by various stakeholders.

Number	OUTCOMES/ OUTPUTS/INDICATORS	QUALITY SCORE
Output 3.1.2	Gender equality focus integrated within UN system interagency mechanisms, priorities, advocacy and programming.	**Rating: Strong** **Pros**: Clearly aligned with Outcome 3.1; targets integration of gender equality across mechanisms and programming. Highlights specific interagency spaces and advocacy priorities, making the output actionable. Uses plain and precise language. **Cons**: Lacks defined success metrics (e.g., extent to which advocacy has influenced programming).
Indicators/ Activities	No indicators for this output but four activities included: • Lead the Regional Gender Theme Group and support and coordinate the network of national level themed groups UN partners. • Participate and lead interagency spaces through the Regional Collaborative Platform and the Issue Based Coalitions to enhance interagency coordination for gender focused policy advice to UNCTs, to regional and national programme implementation as well as for policy/knowledge advancement with UN partners. • Strengthen UN Women coordination mandate through the leadership and coordination of the regional Community of Practice on UN coordination issues. • Participate and substantially contribute to interagency spaces through the Issue Based Coalitions on Climate change, the Task Force on Food Systems, the Working Group to enhance Gender and Climate Change Data, the RGEP and the Regional Working Group on Gender and Environment to enhance interagency coordination for gender and environmental regional and national programme implementation as well as for supporting national, regional and international policy/knowledge advancement and implementation.	**Potential as Indicators**: Moderate to Strong. Metrics such as the number of mechanisms influenced or interagency priorities adopted could track progress.
Output 3.1.3	Gender equality is integrated within UN system interagency coordination mechanisms and priorities in Countries where UN Women is a Non-Resident Agency.	**Rating: Adequate** **Pros**: Clearly focuses on UN Women's unique role in non-resident agency contexts. Highlights integration of gender equality in planning and coordination mechanisms. **Cons**: No measurable success metrics defined for gender equality integration. Broad coverage across multiple countries and contexts dilutes focus.
Indicators/ Activities	No indicators for this output but four activities included: • Technical support to optimize and enhance coordination, advisory, advocacy, and capacity-building roles safeguarding gender equality and women's empowerment in Venezuela. • Strengthen the positioning of UN Women in Costa Rica's UNCT to promote the integration of gender equality and mobilize resources	**Potential as Indicators**: Moderate. Metrics like the number of interagency processes supported or gender-responsive frameworks adopted could be used. **Limitations**: Focuses more on action (technical support) than measurable integration outcomes.

Number	OUTCOMES/ OUTPUTS/INDICATORS	QUALITY SCORE
	• Technical assistance to countries where UNW does not have a physical presence. Focusing on (1) supporting the engendering of all cooperation planning documents, and the continued work of gender themed groups; (2) providing technical assistance for updating and enhancing normative frameworks, costing exercises for equality policies with a focus on the LNOB approach and prioritizing care systems; and (3) by developing recommendations for engendered and inclusive general policy responses, increasing the quality of gender responsive data, and enhancing women's political participation and the inclusion of women in non-traditional economic sectors. • Promote the integration of a gender perspective in the joint workplans of the UNS and interagency processes and mechanisms and develop interagency initiatives to promote gender equality in Panama.	
Output 3.1.4	Changes attributed to UN-Women in skills or abilities and capacities of individuals or institutions and/or the availability of new products and services contributing to UN system coordination for gender equality	**Rating: Weak** **Pros**: Clearly focuses on skill development and products/services aimed at coordination for gender equality. Aligns conceptually with Outcome 3.1. **Cons**: No measurable success criteria or indicators provided. Limited to a single activity, reducing potential impact.
Indicators/ Activities	No indicators for this output but one activity included: • Gender Interagency Group Uruguay Promote the integration of a gender perspective in the joint workplans of the UNS and interagency processes and mechanisms and develop interagency initiatives to promote gender equality in Panama.	**Potential as Indicator**: Limited. Proxy measures (e.g., number of work plans incorporating gender perspectives) could be used. **Limitations**: Focuses solely on action rather than outcomes. Difficult to attribute changes to this singular activity.
Outcome 3.2	Latin America and the Caribbean Governments increased their capacity to advance a gender transformative perspective and implement gender equality international and regional norms and frameworks at the national and subnational levels	**Rating: Strong** **Pros**: Clearly aligned with improving national and subnational capacities to implement gender equality frameworks. Encourages inclusivity by addressing vulnerable and marginalized groups. Target-oriented, promoting a gender-transformative perspective in governance. **Cons**: Success depends on cooperation across diverse governments and contexts, which may complicate uniform progress measurement.
Output 3.2.1	The States of the region have their capacities strengthened to effectively implement their international and regional commitments on gender equality and women's empowerment, ensuring the full participation of civil society, as well as the inclusion of traditionally marginalized groups of women and girls and those in situations of greater vulnerability (including but not limited to indigenous and afro-descendant women, LGBTIQ+ community and women with disabilities)	**Rating: Strong** **Pros**: Clearly aligned with Outcome 3.2; focuses on capacity strengthening for international commitments. Promotes inclusivity by emphasizing traditionally marginalized groups. **Cons**:No measurable success criteria to gauge implementation progress.

Number	OUTCOMES/ OUTPUTS/INDICATORS	QUALITY SCORE
Indicators/ Activities	No indicators for this output but two activities included: • Provide technical and substantive support for the strengthening and effective implementation of normative frameworks (CEDAW and its GRs, among others) and promote the participation of regional actors at the intergovernmental forums (CSW, Regional Conference on Women, Beijing +30) • Facilitate technical and substantive assistance to promote transformative change of social norms, an intersectional approach, and the inclusion of women in all their diversity, in particular, those facing multiple and interrelated forms of discrimination	**Potential as Indicators:** Strong. Metrics like the number of normative frameworks strengthened or civil society participation rates in forums could be used. **Limitations:** Requires consistent follow-up to track actual implementation and societal change.
Output 3.2.2	Civil society organizations in the region, especially feminist and women's organizations and those representing women from traditionally marginalized groups, improve their knowledge of international and regional instruments on gender equality and women's empowerment and have their coordination and advocacy capacities strengthened	**Rating: Strong** **Pros**: Aligned with Outcome 3.2 and directly targets strengthening CSOs' knowledge and advocacy capacities. Emphasizes inclusivity by targeting feminist groups and traditionally marginalized communities.Language is plain and accessible, ensuring clarity. **Cons**: Lacks specific measurable criteria to assess improvements in knowledge or capacities.
Indicators/ Activities	No indicators for this output but two activities included: • Facilitate regular communication between the RO and CSOs to foster a transformative change of social norms and exchange substantive information on UNWs work • Contribute to strengthening CSOs, especially women and feminist organizations, and promote their participation in the development of knowledge products	**Potential as Indicators**: Strong. Proxy indicators could include: Number of communication exchanges conducted, Number of CSOs involved in developing knowledge products. **Limitations:** The activities focus on engagement and participation but may not capture the depth of capacity improvements.
Outcome 3.3	Gender statistics, sex-disaggregated data, and knowledge are produced, analysed and used to inform countries' policies and norms and UN Women programming, advocacy and accountability for delivering gender equality and women´s empowerment results	**Rating: Strong** **Pros**: Highly actionable outcome that directly contributes to data-driven policymaking and advocacy. Aligns with global goals of increasing gender statistics and evidence-based decision-making. Uses plain and precise language. **Cons**: Broader coverage (governments, civil society, UN Women) may reduce singular focus.
Output 3.3.1	Technical capacity of governments, civil society and other key actors is strengthened to improve the production and use of gender statistics	**Rating: Strong** **Pros**: Aligned with Outcome 3.3, focusing on capacity-building for gender statistics production and use. Targets key stakeholders, ensuring systemic change. Language is clear and actionable. **Cons**: Does not specify measurable success criteria, such as how much capacity has improved or how statistics are being used.
Indicators/ Activities	No indicators for this output but six activities included: • Provide technical support the National Statistical Offices, MAMs, and CSOs to improve the production and use of gender statistics in coordination with ECLAC.	**Potential as Indicators**: Strong. Possible metrics could include: Number of technical support sessions provided. Number of stakeholders trained.

Number	OUTCOMES/ OUTPUTS/INDICATORS	QUALITY SCORE
	• Strengthen the institutional and technical capacities of the CEGS to provide assistance in emerging areas for gender statistics and for gender and geospatial research. • Support and develop regional and country technical capacities on the production and use of gender statistics through training. • Programme quality assurance and technical support. • Contribute to the Statistical Conference of the Americas. • Support for the updating and operation of Panama's National Gender Statistics System, and for improving the collection of comparable data and statistics on femicide.	**Limitations**: The activities focus on capacity-building processes but may not measure long-term impacts (e.g., improved data usage).
Output 3.3.2	Increased data production, capacity, and analysis to monitor and evaluate the Sustainable Development Goals and other national and international priorities	**Rating: Strong** **Pros**: Directly aligned with monitoring SDGs and other priorities, supporting Outcome 3.3. Targeted indicators are already provided, with clear baselines and targets for 2023-2025. Highly actionable and measurable. **Cons**: None noted; the output is well-defined and provides measurable targets.
Indicator 3.3.2A	Number of national M&E systems that strengthen inclusion of GEEW as a result of UN Women's technical assistance **Targets: Value:** 3 **Year:** 2023, **Value:** 5 **Year:** 2024, **Value:** 8 **Year:** 2025 **Baseline: Value:** 2, **Year:** 2022 **Source:** Annual Reports	**Potential as Indicators**: Strong. The provided indicators are already specific and measurable, tracking progress over time. **Limitations**: None noted, as the indicators are well-structured.
Output 3.3.3	Statistical business processes are increasingly modernized to improve the production of gender statistics	**Rating: Adequate** **Pros**: Aligned with Outcome 3.3 and focuses on modernizing gender statistics production. Includes innovative approaches (e.g., Big Data, GIS). Language is plain and accessible. **Cons**: No specific success metrics provided for "modernization."
Indicators/ Activities	No indicators for this output but six activities included: • Support in the implementation of innovative processes (Big Data, GIS, Citizen's Generated Data, among others), to produce missing gender statistics and develop guidance tools for countries • Create a system to centralize and automate the consolidation and estimation of gender statistics for the region and across countries	**Potential as Indicators**: Moderate. Possible metrics could include: Number of processes or tools modernized, Functionality and adoption of the centralized system. **Limitations**: Activities focus on processes but lack outcome-oriented measures (e.g., improved data quality).
Output 3.3.4	Increased use of gender statistics for policymaking, budgeting and reporting is promoted	**Rating: Adequate** **Pros**: Aligns with Outcome 3.3, promoting practical applications of gender statistics. Clearly focuses on using statistics for decision-making processes. **Cons**: Lacks measurable criteria for evaluating the "increased use" of statistics.

Number	OUTCOMES/ OUTPUTS/INDICATORS	QUALITY SCORE
Indicators/ Activities	No indicators for this output but three activities included: • Support country offices in promoting the use of gender statistics for policymaking, and reporting through developing communications plans, dissemination materials and dashboards. • Support the organization of annual regional events and dialogues on gender statistics, including in key areas such as unpaid care work, innovation, data storytelling etc • Support the organization of regional events, workshops, and dialogues on gender statistics, including in key areas such as unpaid care work, innovation, GBV, data storytelling etc.	**Potential as Indicators**: Moderate. Proxy measures could include: Number of communication materials developed. Attendance and outcomes of regional events. **Limitations**: The activities focus on promotion and outreach but may not track how statistics are used in policymaking or budgeting.

Table 10. OEEF Quality and Completeness Assessment: OEEF Output Clusters and Indicators

Number	OUTCOMES/ OUTPUTS/INDICATORS	QUALITY SCORE
SP OEE OA 1	Related Strategic Plan SP OEE Outcome Area 1: Assuring an accountable organization through principled performance	
Output 1.1	**Oversight and support for financial resources is continuously reviewed, adjusted and provided to the region for the effective and efficient implementation of programmes**	**Rating:** Strong **Pros**: Within control of UN Women; achievable; and specific. Logical indication of change, singular focus, plain language
Indicator 1.1A	Implementation rate for regular resources Baseline: Value: 87,5%, Year: 2022 Targets: Value: 87,5% Year: 2023, Value: 87,5% Year: 2024, Value: 87,5% Year: 2025	**Rating:** Strong **Pros:** Clearly measures change, logical indication of change, specific, singular focus, plain language
Indicator 1.1B	Implementation rate for other resources Baseline: Value: 85%, Year: 2022 Targets: Value: 85% Year: 2023, Value: 85% Year: 2024, Value: 85% Year: 2025	**Rating:** Strong **Pros:** Clearly measures change, logical indication of change, specific, singular focus, plain language
Indicator 1.1C	Percentage of projects financially closed across the region within 12 months after the project end date Baseline: Value: 0, Year: 2022 Targets: Value: 85% Year: 2023, Value: 85% Year: 2024, Value: 100% Year: 2025	**Rating:** Strong **Pros:** Clearly measures change, logical indication of change, specific, singular focus, plain language
Indicator 1.1D	Percentage of agreed long outstanding internal or external audit recommendations implemented Baseline: Value: 100%, Year: 2022 Targets: Value: 100% Year: 2023, Value: 100% Year: 2024, Value: 100% Year: 2025	**Rating:** Strong **Pros:** Clearly measures change, logical indication of change, specific, singular focus, plain language
Output 1.2	**RO and CO's improve quality standards of donor reports with stronger reporting skills and RO quality support processes in line with RBM standards**	**Rating:** Strong **Pros**: Within control of UN Women; achievable; and specific. Logical indication of change, singular focus, plain language

Number	OUTCOMES/ OUTPUTS/INDICATORS	QUALITY SCORE
Indicator 1.2A:	Percentage of donor reports submitted on time **Baseline: Value:** 80% **Year:** 2022 **Targets: Value:** 80% **Year:** 2023 **Value:** 82% **Year:** 2024 **Value:** 85% **Year:** 2025	**Rating:** Strong **Pros:** Clearly measures change, logical indication of change, specific, singular focus, plain language
Indicator 1.2B:	Percentage of feedback received from member states on donor reports that are positive **Baseline:** **Value:** 0 **Year:** 2022 **Targets: Value:** 85% **Year:** 2023 **Value:** 90% **Year:** 2024 **Value:** 90% **Year:** 2025	**Rating:** Strong **Pros:** Clearly measures change, logical indication of change, specific, singular focus, plain language
Output 1.3	**Security, ICT, Administrative and ERM services effectively provided to RO and across the Region**	**Rating:** Strong **Pros:** Within control of UN Women; achievable; and specific. Logical indication of change, singular focus, plain language
Indicator 1.3A:	O 1.6-Percentage of offices compliant with a) business continuity plans and processes b) Occupational Safety and Health requirements c) UNSMS Security policies" Baseline: Value: 100%, Year: 2022 Targets: Value: 100%, Year: 2023 Value: 100% Year: 2024, Value: 100% Year: 2025	**Rating:** Strong **Pros:** Clearly measures change, logical indication of change, specific, singular focus, plain language
Indicator 1.3B	% compliance with mid-year and end-year asset certification Baseline: Value: 100%, Year: 2022 Targets: Value: 100% Year: 2023 Value: 100% Year: 2024, Value: 100% Year: 2025	**Rating:** Strong **Pros:** Clearly measures change, logical indication of change, specific, singular focus, plain language
Indicator 1.3C	Percentage of Offices that are compliant with InfoSec Baseline: Value: 52%, Year: 2022 Targets: Value: 70% Year: 2023 Value: 80% Year: 2024, Value: 90% Year: 2025	**Rating:** Strong **Pros:** Clearly measures change, logical indication of change, specific, singular focus, plain language
Indicator 1.3D	Percentage of risk units meeting Enterprise Risk Management policy and framework requirements Baseline: Value: 90%, Year: 2022 Targets: Value: 91% Year: 2023, Value: 93% Year: 2024, Value: 95% Year: 2025	**Rating:** Strong **Pros:** Clearly measures change, logical indication of change, specific, singular focus, plain language
Output 1.4	**Efficient and Effective Procurement Services provided to the Region**	**Rating:** Adequate **Pros:** Within control of UN Women; achievable; and specific. **Cons:** Needs better definition of what success looks like within the output.
Indicator 1.4A	% of Procurement actions recorded against existing LTA's Baseline: Value: 0 Year: 2022	**Rating:** Strong

Number	OUTCOMES/ OUTPUTS/INDICATORS	QUALITY SCORE
	Targets: Value: 40 Year: 2025	**Pros:** Clearly measures change, logical indication of change, specific, singular focus, plain language
Indicator 1.4B	Average resolution time for Procurement in Planner Baseline: Value: TBD, Year: 2022 Targets: Value: 30 Year: 2025	**Rating:** Strong **Pros:** Clearly measures change, logical indication of change, specific, singular focus, plain language
Indicator 1.4C	Time required for R-PRC quality assurance (measured from the time the meeting is convened) Baseline: Value: 12, Year: 2022 Targets: Value: 11 Year: 2023, Value: 10 Year: 2024, Value: 9 Year: 2025	**Rating:** Strong **Pros:** Clearly measures change, logical indication of change, specific, singular focus, plain language
SP OEE OA 2	**Advancing partnerships & resourcing; Effectively influencing for impact & scale**	
Output 2.1	**Communications as a core pillar to support Partnerships, Resource Mobilization and Advocacy: Communication products provide a strong foundation for UN Women ACRO brand awareness, visibility and effective resource mobilization**	**Rating:** Adequate **Pros**: Within control of UN Women; achievable; and specific. **Cons:** Needs better definition of what success looks like within the output. Might duplicate output 2.5.
Indicator 2.1. A	Number of Knowledge products, programmatic proposals to leverage the partnerships and RM efforts. Baseline: Value: 15 Year: 2022 Targets: Value: 30 Year: 2023, Notes: baseline +15 Value: 45 Year: 2024 Notes: target 2023 +15 Value: 60 Year: 2025, Notes: target 2024 +15	**Rating:** Adequate. **Pros:** measurable, plain language, source is identified, singular focus. **Cons:** not necessarily helps to measure brand awareness and visibility.
Output 2.2	**New fundraising mechanisms are explored such as Advisory services, with public and private sector partners at regional and CO level**	**Rating:** Adequate **Pros**: Within control of UN Women; achievable; and specific. **Cons:** Needs better definition of what success looks like within the output.
Indicator 2.2. A	Number of existent agreements for advisory services for public and private sector including financial sectors and investors are implemented to raise funds for UNW (ex.to implement the WEPS 2.0) Baseline: Value: 0 Year: 2022 Targets: Value: 3 Year: 2023 Value: 5 Year: 2024 Value: 8 Year: 2025	**Rating:** Adequate. **Pros:** measurable, plain language, source is identified, singular focus. **Cons:** not necessarily helps relates to overall outcome statement.
Output 2.3	**Human capacities to stablish functional partners and to mobilize resources are enhanced at regional and CO level**	**Rating:** Adequate **Pros**: Within control of UN Women; achievable; and specific. **Cons:** Needs better definition of what success looks like within the output.
Indicator 2.3. A	Number of CO surveyed that demonstrate and state that they have improved their capacities to implement a Resource Mobilization strategy. Baseline: Value: 4, Year: 2022	**Rating:** Strong **Pros:** Clearly measures change, logical indication of change, specific, singular focus, plain language

Number	OUTCOMES/ OUTPUTS/INDICATORS	QUALITY SCORE
	Targets: Value: 8 Year: 2023 Value: 12 Year: 2024 Value: 18 Year: 2025	
Output 2.4	Innovative financing mechanisms developed and implemented with public and private sector for financing gender equality	**Rating:** Strong **Pros**: Within control of UN Women; achievable; and specific. Logical indication of change, singular focus, plain language
Indicator 2.4. A	Number of partnerships with financial sector and investors to incorporate gender analysis in their investment processes and financing mechanisms Baseline: Value: 0, Year: 2022 Targets: Value: 2 Year: 2023 Value: 4 Year: 2024 Value: 7 Year: 2025	**Rating:** Strong **Pros:** Clearly measures change, logical indication of change, specific, singular focus, plain language
Output 2.5	UN Women's credibility and brand recognition enhanced by positioning the organization as the lead in gender equality and women's empowerment	**Rating:** Strong **Pros**: Within control of UN Women; achievable; and specific. **Cons:** Creates some duplication with output 2.1.
Indicator 2.5A	Number of website visits to regional website LAC Baseline: Value: 450K, Year: 2022 Targets: Value: 500K Year: 2023 Value: 550K Year: 2024 Value: 605K Year: 2025	**Rating:** Strong **Pros:** Clearly measures change, logical indication of change, specific, singular focus, plain language
Indicator 2.5B	Number of followers on social media: Facebook, Twitter, Instagram and LinkedIn Baseline: Value: 1,2M Year: 2022 Targets: Value: 1,3M Year: 2023, Value: 1,4M Year: 2024, Value: 1,5M Year: 2025	**Rating:** Strong **Pros:** Clearly measures change, logical indication of change, specific, singular focus, plain language
Indicator 2.5C	Number of social media interactions in Facebook, Twitter, Instagram and LinkedIn Baseline: Value: 900K Year: 2022 Targets: Value: 1M Year: 2023 Value: 1,1M Year: 2024 Value: 1,2M Year: 2025	**Rating:** Strong **Pros:** Clearly measures change, logical indication of change, specific, singular focus, plain language
Output 2.6	Awareness, understanding, support and respect for women's issues and women's rights, and support for UN Women's mission, priorities and programmes at the regional level promoted	**Rating:** Adequate **Pros**: Within control of UN Women; achievable; and specific. **Cons:** Needs better definition of what success looks like within the output.
Indicator 2.6A	Potential reach of the hashtags of our campaigns Baseline: Value: 40M, Year: 2022 Targets: Value: 50M Year: 2023 Value: 60M Year: 2024 Value: 70M Year: 2025	**Rating:** Strong **Pros:** Clearly measures change, logical indication of change, specific, singular focus, plain language

Number	OUTCOMES/ OUTPUTS/INDICATORS	QUALITY SCORE
Indicator 2.6B	Interactions of our hashtags Baseline: Value: 120K, Year: 2022 Targets: Value: 132K Year: 2023 Value: 145,2K Year: 2024 Value: 159,7K Year: 2025	**Rating:** Strong **Pros:** Clearly measures change, logical indication of change, specific, singular focus, plain language
Indicator 2.6C	Number of stories (human-interested) published in the regional website LAC Baseline: Value: 79, Year: 2022 Targets: Value: 85 Year: 2023 Value: 90 Year: 2024 Value: 95 Year: 2025	**Rating:** Strong **Pros:** Clearly measures change, logical indication of change, specific, singular focus, plain language
Indicator 2.6D	Number of Social Media packages created, published and shared Baseline: Value: 12m Year: 2022 Targets: Value: 14 Year: 2023 Value: 16 Year: 2024 Value: 18 Year: 2025	**Rating:** Strong **Pros:** Clearly measures change, logical indication of change, specific, singular focus, plain language
Indicator 2.6E	Number of shared content (tweets, posts, images, video, statements, media mentions, etc) in social media in Facebook, Twitter, Instagram (saved) and LinkedIn Baseline: Value: 89K, Year: 2022 Targets: Value: 97,9K Year: 2023 Value: 107,6K Year: 2024 Value: 118,4K Year: 2025	**Rating:** Strong **Pros:** Clearly measures change, logical indication of change, specific, singular focus, plain language
SP OEE OA 3	Advancing business transformation	
Output 3.1	**Enhanced knowledge management and innovation strategy**	**Rating:** Adequate **Pros**: Within control of UN Women; achievable; and specific. **Cons:** Needs better definition of what success looks like
Indicator 3.1A	Indicator 3.1A: Enhanced and updated knowledge management platform through Microsoft tools (through the number of new and ongoing KPs uploaded to the Platform by users) Baseline: Value: No, Year: 2022 Targets: Value: Yes Year: 2023, Notes: platform for internal use successfully updated Value: Yes Year: 2024, Notes: platform for internal use successfully updated Value: Yes Year: 2025, Notes: platform for internal use successfully updated	**Rating:** Strong **Pros:** Clearly measures change, logical indication of change, specific, singular focus, plain language
Indicator 3.1B	Visits to knowledge products (through website and social media) Baseline: Value: 7700, Year: 2022 Targets: Value: 10400 Year: 2023, Value: 14000 Year: 2024, Value: 18900 Year: 2025	**Rating:** Strong **Pros:** Clearly measures change, logical indication of change, specific, singular focus, plain language

Number	OUTCOMES/ OUTPUTS/INDICATORS	QUALITY SCORE
Indicator 3.1C	Number of use cases of big data for advocacy and knowledge dissemination at regional level, Baseline: Value: 0, Year: 2022, Targets: Value: 3 Year: 2023, Value: 5 Year: 2024, Value: 10 Year: 2025	**Rating:** Strong **Pros:** Clearly measures change, logical indication of change, specific, singular focus, plain language
Indicator 3.1D	Strengthen Knowledge sharing through Community of Practice at regional level (active members) Baseline: Value: 191, Year: 2022 Targets: Value: 220 Year: 2023, Value: 250 Year: 2024, Value: 290 Year: 2025	**Rating:** Weak **Cons:** unclear what knowledge sharing implies.
Indicator 3.1E	Training in place as part of the Capacity-building strategy Baseline: Value: 2, Year: 2022, Targets: Value: 3 Year: 2023, Value: 4 Year: 2024m Value: 5 Year: 2025	**Rating:** Adequate **Pros:** logical indication of change, singular focus, plain language **Cons:** Not specific, unclear training on what and for whom,
SP OEE OA 4	**Nurturing an empowered workforce and advancing an inclusive UN Women culture**	
Output 4.1	**AC Region has increased capacity to maintain and grow a diverse, inclusive and respectful working environment**	**Rating:** Adequate **Pros**: Within control of UN Women; achievable; and specific. **Cons:** Needs better definition of what success looks like
Indicator 4.1A	Learning Plan developed, costed and implemented annually Baseline: Value: No, Year: 2022 Targets: Value: Yes Year: 2023, Value: Yes Year: 2024, Value: Yes Year: 2025	**Rating:** Strong **Pros:** Clearly measures change, logical indication of change, specific, singular focus, plain language
Indicator 4.1B	% of Regional Office staff that considers an improvement in their well-being and work life balance Baseline: Value: 0, Year: 2022 Targets: Value: 85% Year: 2023, Value: 90% Year: 2024, Value: 100% Year: 2025	**Rating:** Strong **Pros:** Clearly measures change, logical indication of change, specific, singular focus, plain language
SP OEE OA 5	**Effective normative, programmatic and coordination products, services and processes**	
Output 5.1	**A clear evidence base is generated from high quality evaluations for learning, decision-making and accountability in the LAC region**	**Rating:** Strong **Pros**: Within control of UN Women; achievable; and specific. **Cons:** Creates some duplication with output 2.1.
Indicator 5.1A	Number of regional strategic and programmatic evaluations conducted in the SN period Baseline: Value: 0Year: 2022 Targets: Value: 1 Year: 2023 Value: 2 Year: 2024 Value: 4 Year: 2025	**Rating:** Strong **Pros:** Clearly measures change, logical indication of change, specific, singular focus, plain language

Number	OUTCOMES/ OUTPUTS/INDICATORS	QUALITY SCORE
Indicator 5.1B	Number of personnel in LAC offices trained on evaluation Baseline: Value: 0, Year: 2022 Targets: Value: 20 Year: 2023 Value: 30 Year: 2024 Value: 40 Year: 2025	**Rating:** Strong **Pros:** Clearly measures change, logical indication of change, specific, singular focus, plain language
Output 5.2	**LAC Offices produce high quality Strategic Notes, Work Plans and Reports in compliance with RBM standards**	**Rating:** Adequate **Pros**: Within control of UN Women; achievable; and specific. **Note.** responsibilities are better defined in indicators.
Indicator 5.2A	Inclusion of targets and baseline data across all SN outcomes and outputs (Boolean - Y/N) Baseline: Value: Yes, Year: 2022 Targets: Value: Yes Year: 2023, Value: Yes Year: 2024, Value: Yes Year: 2025	**Rating:** Strong **Pros:** Clearly measures change, logical indication of change, specific, singular focus, plain language
Indicator 5.2B	Number of info/training sessions on quarterly monitoring and RMS provided to COs Baseline: Value: 2, Year: 2022 Targets: Value: 2 Year: 2023, Value: 2 Year: 2024, Value: 2 Year: 2025	**Rating:** Strong **Pros:** Clearly measures change, logical indication of change, specific, singular focus, plain language
Indicator 5.2C	Number of COs completing quarterly monitoring in a timely manner Baseline: Value: TBD, Year: 2022 Targets: Value: 10 Year: 2023, Value: 10 Year: 2024, Value: 10 Year: 2025	**Rating:** Strong **Pros:** Clearly measures change, logical indication of change, specific, singular focus, plain language
Indicator 5.2D	Percentage of Annual Reports in the region rated as "excellent" quality Baseline: Value: TBD, Notes: Baseline 2020: 0, Year: 2022 Targets: Value: 50% Year: 2023, Value: 60% Year: 2024, Value: 70% Year: 2025	**Rating:** Strong **Pros:** Clearly measures change, logical indication of change, specific, singular focus, plain language
Indicator 5.2E	Percentage of offices in the region that rate annual reporting support as satisfactory or higher Baseline: Value: TBD, Notes: Baseline 2020: 0, Year: 2022 Targets: Value: 85% Year: 2023, Value: 90% Year: 2024, Value: 95% Year: 2025	**Rating:** Strong **Pros:** Clearly measures change, logical indication of change, specific, singular focus, plain language
Indicator 5.2F	Indicator 5.2F: Publication of annual report on RO results (Boolean - Y/N) Baseline: Value: No, Year: 2022 Targets: Value: Yes Year: 2023, Value: Yes Year: 2024, Value: Yes Year: 2025	**Rating:** Strong **Pros:** Clearly measures change, logical indication of change, specific, singular focus, plain language
Indicator 5.2G	Indicator 5.2G: Mid-term review report completed Baseline: Value: No, Year: 2022 Targets: Value: No Year: 2023, Value: Yes Year: 2024, Value: No Year: 2025	**Rating:** Strong **Pros:** Clearly measures change, logical indication of change, specific, singular focus, plain language
Indicator 5.2H	High quality MTR process and reports completed Baseline: Value: No, Year: 2022 Targets: Value: No Year: 2023, Value: Yes Year: 2024, Value: No Year: 2025	**Rating:** Strong **Pros:** Clearly measures change, logical indication of change, specific, singular focus, plain language

Number	OUTCOMES/ OUTPUTS/INDICATORS	QUALITY SCORE
Indicator 5.2I	Number of staff from COs and the RO completing basic refresher training on RBM Baseline: Value: TBD, Notes: Baseline 2020:0 Year: 2022 Targets: Value: 100 Year: 2023, Value: 110 Year: 2024, Value: 120 Year: 2025	**Rating:** Strong **Pros:** Clearly measures change, logical indication of change, specific, singular focus, plain language
Indicator 5.2J	Number of CO staff with planning and reporting duties trained in RBM Baseline: Value: TBD, Notes: Baseline 2020: 0, Year: 2022 Targets: Value: 90 Year: 2023, Value: 90 Year: 2024, Value: 90 Year: 2025	**Rating:** Strong **Pros:** Clearly measures change, logical indication of change, specific, singular focus, plain language

10. Quality and Availability of UN Women Evaluations and Reports

Evaluation	Evaluation Type	Unit/Country	Completion Year	ERQR*	Use for SN Evaluation
Final Evaluation of Human Rights of Indigenous and Quilombola Women: A Governance Matter	Programme Evaluation	Brazil	2023	Not Rated	Mostly focus on implementation before 2023.
Are We Getting There - A synthesis of UN system evaluations of SDG 5	Thematic Evaluation	Independent Evaluation Service (IES)	2024	Not Rated	Mostly focus on implementation before 2023.
Evaluación del Proyecto Caminando	Programme Evaluation	Ecuador	2024	Not Rated	Mostly focus on implementation before 2023.
Making Migration Safe for Women (Phase 1)	Programme Evaluation	Policy, Programme and Intergovernmental Division	2023	Good	Recommendations used to compare with other migration programmes
Corporate evaluation of UN Women's contribution to Women's Economic Empowerment by advancing gender-responsive laws, frameworks, policies and partnerships	Thematic Evaluation	Independent Evaluation Service (IES)	2023	Very Good	Recommendations used to compare with other WEE regional programmes
Corporate evaluation of UN Women's support for capacity development of partners to respond to the needs of women and girls at national level	Organizational Performance Evaluation	Independent Evaluation Service (IES)	2023	Very Good	Recommendations used to compare with other regional capacity building programmes
Rapid Assessment of Online Capacity Development in ACRO	Rapid Assessment	Independent Evaluation Service (IES)	2024	Not Rated	Used for case study and best practices
Corporate Formative Evaluation of UN Women's Work in the area of Climate Change	Thematic Evaluation	Independent Evaluation Service (IES)	2023	Very Good	Recommendations used to compare with regional climate change programmme
Evaluation of Engagement with Civil Society in the Americas and Caribbean	Thematic Evaluation	Independent Evaluation Service (IES)	2023	Very Good	Used for case study and best practices
Meta-Synthesis of UN Women Evaluations on Advocacy and Communications	Thematic Evaluation	Independent Evaluation Service (IES)	2023	Not Rated	Only to review information available on advocacy
Corporate Evaluation of UN Women's support to gender statistics (2018-2022)	Thematic Evaluation	Independent Evaluation Service (IES)	2023	Very Good	Recommendations used to compare with regional work on Gender Statistics
Evaluation of UNFPA / UN Women GBV 2- year Central Emergency Response Fund (CERF) Allocation	Programme Evaluation	Policy, Programme and Intergovernmental Division	2023	Good	Mostly focus on implementation before 2023.

Evaluation	Evaluation Type	Unit/Country	Completion Year	ERQR*	Use for SN Evaluation
UN Women-WHO Global Joint Programme on Violence against Women Data: End Term Evaluation	Programme Evaluation	Policy, Programme and Intergovernmental Division	2023	Good	
Corporate Thematic Evaluation of UN Women's Support to Women's Political Participation: Insights from the Field	Thematic Evaluation	Independent Evaluation Service (IES)	2024	Very Good	Recommendations used to compare with work on women's political participation.
Evaluación sobre la utilización del trazador presupuestal	Country-level Evaluation	Colombia	2024	Not Rated	Mostly focus on COs efforts. Information about the support by the RO reviewed.
Final Evaluation Second Chance Education and Vocational Learning (SCE) Programme	Programme Evaluation	Policy, Programme and Intergovernmental Division	2024	Good	Recommendations used to compare with other WEE regional programmes
Feminist Collaborative Evaluation of UN Women's approach to social norms change	Organizational Performance Evaluation	Independent Evaluation Service (IES)	2024	Very Good	Recommendations used to compare with other regional work on social norms
Mid-term review of the Strategic Partnership Framework 2022-2025 between UN Women, Sida and Norad (SPFIII)	Programme Evaluation	Programme Division	2024	Not Rated	
Evaluation of Sweden non-earmarked contribution to the SN	Programme Evaluation	Colombia	2024	Not Rated	Mostly focus on COs efforts. Information about the support by the RO reviewed.
« Amélioration des conditions de détention des détenues des prisons de Cabaret, Les Cayes et Cap-Haïtien à travers la mise en œuvre de la Directive Genre de la Direction de l'Administration Pénitentiaire »	Programme Evaluation	Haiti	2024	Very Good	Mostly focus on the res efforts. Information about the support by the RO reviewed.
Project reports (quarterly or annual reports)	Based on a preliminary assessment of projects implemented between 2023 and 2025, 87% have annual reports and 95% at least one quarter report. The missing ones seem to have started their implementation period just recently or the implementation was stopped.				Used for desk review and categorisation.

Source: Global Accountability and Tracking of Evaluation Use - GATE System, Results Management System and Donor Agreement Management System (DAMS)

11. Sampling Targets and Achieved Results

Stakeholder	Population	Targeted sample	Achieved sample[1]
UN Women teams (in country and regional)	- **UN Women headquarters**: 1 office - **ACRO**: 1 office (102 staff, including regular staff and retainers) - **CO/NPP/MCO**: 19 offices,[2] including 11 countries (10 CO and 8 NPP) and 1 Caribbean region (1 MCO)	At least one person consulted per level, thematic/operational data and 70 per cent of COs and NPPs. **UN Women headquarters**: 1 person at least. **ACRO**: at least 1 person per each thematic/operational area (at least 14 people).[3] **CO/NPP/MCO**: at least 1 person in each 13 COs/NPPs.	**Target achieved.** **UN Women headquarters:** 5 individuals (key informant interviews) **ACRO:** 18 individuals (key informant interviews) thematic/operations area. 18 individuals surveyed. **Country Office/Non-Physical Presence:** 14 individuals (key informant interviews) 8 individuals (focus groups discussion) and 37 individuals surveyed.
Main duty bearers	- 11 governments located in Latin American countries (Footnote 7). - 8 governments located in Caribbean countries (Footnote 7).	At least 50 per cent of the countries where there are interventions. - 5/6 government stakeholders in Latin America. - 4 government stakeholders in the Caribbean.	**Target achieved.** **Government stakeholders in Latin America:** 2 individuals (key informant interviews from Chile and Costa Rica), 19 individuals surveyed. **Government stakeholders in the Caribbean:** 5 individuals (Survey from St. Vincent and the Grenadines, Guyana, Commonwealth of Dominica, Trinidad and Tobago and Jamaica).
Secondary duty bearers	Capacity-building providers, international partners: 25 organizations identified	- At least 1 organization per geographical area (Central, Southern and Andean). - At least 1 regional, international organization.	**Target achieved.** 2 individuals (key informant interviews) from regional capacity-building providers and international partners. 7 institutions represented by 7 individuals (focus group

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[1] Numbers are reported by data collection method. Global totals are not provided, as some individuals may have both participated in interviews and responded to the survey, risking double counting.

[2] There are 11 countries (Panama, Dominican Republic, Colombia, Costa Rica, Uruguay, Chile, Mexico, Venezuela, Peru, Honduras and Ecuador) and the one multi-country Caribbean region (Trinidad and Tobago, Grenada, Guyana, Jamaica, Saint Lucia, Antigua and Barbuda, Bahamas, and Grenadines).

[3] Nine thematic areas: political participation, WPS, EVAW, national care systems, public and private finance, decent work entrepreneurship, SMET, planning and programming norms and frameworks, gender statistics and data. Five operational areas: operations and finance, alliances and communications, business, HR, triple mandate.

Stakeholder	Population	Targeted sample	Achieved sample[1]
		- At least 1 per thematic area (WEE, WPS, EVAW, Political Participation).	discussion), across each of the geographic and thematic areas. 2 individuals surveyed.
Other UN agencies part of coordination mechanisms	15 UN agencies (22 UN Country Teams [UNCTs] identified)	- At least 50 per cent of UN agencies (7 UN agencies) - At least 50 per cent with the UNCT where there is a project/intervention considered by this evaluation (7 UNCT)	**Target achieved.** **UN agency:** 3 individuals (key informant interviews) 15 individuals surveyed **UNCT:** 4 individuals (key informant interviews) 3 individuals surveyed.
Civil society and women's rights organizations, and other duty bearers	60 organizations identified	- At least 1 organization per geographical area (Central, Southern and Andean). - At least 1 regional/international organization. - At least 1 organization per thematic area (WEE, WPS, EVAW, Political Participation).	**Target achieved.** 5 institutions represented by 8 individuals (focus group discussion), across the three subregional areas. 24 individuals surveyed representing 9 countries across all subregions and the four thematic areas.
Directly targeted beneficiaries	Directly target beneficiaries across 9 projects identified.[4] This does not include the 60 organizations identified above.	Representatives from at least one of the key programmes and across various thematic areas, as well as 1 case study per thematic line (4 at least).	**Target achieved.** 167 individuals surveyed from capacity building interventions. Some also took part in other programmes as partners or duty bearers.
Donor representatives	18 donors identified	At least 50 per cent of those in contact with Latin America and Caribbean UN Women teams (6 donors)	**Partly achieved** 1 individual (key informant interviews), 3 individuals surveyed.

12. Data Collection Protocols: Interviews, Focus Groups and Survey

The following interview protocols provide examples of guiding questions for five respondent groups:

1. UN Women personnel (RO/CO/NRA)
2. CSOs

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[4] As many other evaluations of these projects have been implemented across 2023-2025, interviews/FGDs from these projects were included within the desk review. Direct beneficiaries not consulted in recent evaluations, like those from capacity building interventions, were also selected for data collection.

3. Government
4. UN partners
5. Donors

UN Women personnel – Regional Office/ Country Office/NPP

Name of Interviewee:
Designation of interviewee
Organization of interviewee
Date:
Evaluation team members present:

Thank you for agreeing to meet us today.

- The team has been assigned by UN Women to conduct an evaluation of the UN Women Regional Office of Americas and the Caribbean Strategic Note (2023-2025). The UN Women Independent Evaluation Service (IES) evaluates the work of UN Women to enhance organizational accountability, provide evidence-based information for decision-making and to contribute to learning on gender equality and the empowerment of women.
- The primary purpose of the Americas and the Caribbean Regional Office (ACRO) Strategic Note (SN) 2022-2025 evaluation is to assess the contributions of UN Women in advancing gender equality and women's empowerment in the Americas and the Caribbean region, and with a view to previous efforts that fall under the UN Women Strategic Plan 2026-2029 and also serve as inputs for the next Strategic Note (SN).
- As part of this evaluation, we are conducting interviews with a wide range of stakeholders including UN Women personnel*, government and civil society partners, UN partners and donors.
- This interview will take approximately **45 minutes**. All interviews are confidential, and your name will not be associated with any of the findings as the information is reported in aggregate. The information collected will be shared in the form of interview notes only among the team members and will be deleted after the evaluation report is finalized.
- You do not need to share any personal information or answer any questions you are uncomfortable with. If at any time you feel uneasy or upset by our questions, we can take a break or stop the interview. We appreciate your participation, but your comfort is our priority.
- Do you have any questions about the evaluation before we begin?

* Questions will be chosen and modified based on role of each staff member and as relevant to RO/CO/NPP

Introduction

1. Can you briefly describe your role and how long you have worked with UN Women?

Relevance

2. Do you think ACRO's Strategic Note (SN) priorities and areas of focus (WPS, WEE, EVAW, Resilience) are relevant to advancing gender equality in the region? How well do they balance support for COs/NPPs and delivering regional results?
3. Do you think that ACRO's work under the current SN has sufficiently taken account of changing contexts or emerging challenges and priorities? Can you provide examples of this?
4. Within your area of work/regional programme, how were the priorities, needs and interests of stakeholders

assessed, and how were they involved in programme design?

5. In the context of advancing Gender Equality and Women's Empowerment across the SN key areas (WPS, WEE, EVAW, Resilience), where should the UN Women Regional Office for Latin America and the Caribbean prioritize its efforts in its upcoming Strategic Note for 2026-2029? Please select up to 3 focus areas

1	Trabajo decente, protección social y reducción de la pobreza
2	Financiamiento para la igualdad de género en esferas públicas y privadas
3	Corresponsabilidad de los cuidados e implementación de sistemas integrales de cuidados a nivel nacional y regional.
4	Inclusión digital y uso seguro de tecnologías emergentes (STEM e Inteligencia Artificial)
5	Prevención y reducción de todas las formas de violencia, así como prestación de servicios esenciales de calidad de manera integral
6	Respuesta a los afectos diferenciados del cambio climático y a las dimensiones de género, a través de, economías sostenibles, liderazgo y agencia de las mujeres en la reducción de riesgos a desastres.
7	Promoción de la paz y respuesta a conflictos armados promoviendo el liderazgo de las mujeres y su acceso a medios de vida en situaciones de emergencia y crisis humanitarias.
8	Mejora en la producción y uso de datos que informen avances de los ODS, facilitando la toma de decisiones basada en evidencia a nivel regional y nacional.
9	Fomento de la participación de las mujeres en la toma de decisiones en espacios públicos y privados a diferentes escalas nacionales y regionales.
10	Promoción de normas sociales para la igualdad de género y el empoderamiento de las mujeres.
11	Otros *(especifique)*

External Coherence

6. Has the RO strategically positioned itself within the region and leveraged its coordination mandate effectively? What strategies or partnerships have worked best, and what have been the results?
7. How has the RO's work on UN coordination contributed to results, and how could these efforts be strengthened (e.g., joint programming, avoiding duplication)?

Internal coherence

8. How has the RO promoted internal coherence across corporate, regional, and country levels, including thematic areas? What role have regional programmes played in this?

Effectiveness

9. As above: What have been the main results of UN Women ACRO under the current SN? Which strategies have worked well or not worked well in advancing normative gains? Can you provide examples?
10. What role have regional programmes played in advancing normative gains? Can you share examples?

Efficiency

11. How have the RO's regional efforts catalyzed resources or driven new work at the country level? Can you provide examples, especially related to long-term, flexible funding?

12. How would you assess the relevance and quality of the RO's knowledge hub work and capacity development efforts? How have these contributed to results?

HRGE

13. How have HRGE and LNOB principles been incorporated into your area of work/programme? What have been the results of this, and for which groups? (Probe: WWDs, ethnic minorities, LGBTIQ, HIV, migrant women)
14. What has been done in your area of work/programme to meet social and environmental standards? What more could have been done?
15. What steps have been taken in your area of work/programme to prevent sexual exploitation and abuse (PSEA), ensure the rights and dignity of victims and survivors are prioritized, and promote a culture of zero tolerance towards sexual harassment and everyday sexism?

Sustainability

16. What steps have been taken in your area of work/programme to develop ownership by national/regional actors and to ensure sustainability of programming? What strategies have effective in doing this?

Recommendations

17. What are your key recommendations for the next ACRO strategic note? Would you like to share any lessons learned?

Name of Interviewee:
Designation of interviewee
Organization of interviewee
Date:
Evaluation team members present:

Thank you for agreeing to meet us today.

- The team has been assigned by UN Women to conduct the ACRO Evaluation for the two SN periods – 2019-2022 and 2023-2025.
- The Independent Evaluation Service (IES) is conducting the evaluation of the Americas and the Caribbean Regional Office (ACRO) to provide an independent and systematic assessment of the contributions made by UN Women to development results with respect to gender equality in the region and to feed into learning on what strategies work well and what needs strengthening. A secondary purpose is also to identify UN Women's comparative advantages in the Americas and the Caribbean region and support decision-making for the office strategy moving forward.
- We are conducting interviews with a wide range of stakeholders including government and civil society partners, UN partners and donors.
- This interview will take approximately 45 minutes. All interviews are confidential, and your name will not be associated with any of the findings as the information is reported in aggregate. The information collected will be shared in the form of interview notes only among the team members and will be deleted after the evaluation report is finalized.
- Do you have any questions about the evaluation before we begin?

Introduction

1. (If necessary) Please describe the relationship between your organization and UN Women RO and the UN Women projects, programmes or activities that you have been involved in.

Relevance

2. Do you think the UN Women's regional work is well aligned to the regional context and priorities?
3. Is UN Women working in the right areas to ensure that Gender Equality and Women's Empowement is advanced in the region? (Probe: structural barriers, policy change, social norms change, power dynamics, etc.) Can you provide examples?
4. Do you have any insights on how well UN Women has responded to contextual challenges and emerging priorities in the region? (e.g. Covid)

Coherence

5. Has UN Women played an effective role in building partnerships and networks for Gender Equality and Women's Empowerment? What is their added value compared to other stakeholders?

Effectiveness

6. From your perspective, what have been the main results of UN Women's regional-level work? What strategies (e.g., technical support, capacity building, advocacy) contributed to these results, and which were most or least effective? Can you provide examples?
7. What factors have enabled or hindered the achievement of regional-level outcomes in your engagement with UN Women? From your perspective, what have been the main results of UN Women's regional level work? Can you mention some examples? (Probe on normative results)

Efficiency

8. Are you aware of UN Women's regional knowledge products and capacity development support? How relevant and useful have these been to your work? Can you provide examples?

9. What is your perception of UN Women ACRO's human and financial capacities and resources? Have there been any issues or bottlenecks in your cooperation with UN Women?

HR/GE

10. To what extent do you think UN Women's efforts addressed underlying causes of Gender Equality and Women's Empowerment inequalities in the region? Can you provide examples?

11. Do you believe UN Women is reaching the most marginalized groups? Which groups does it reach and with what results?

Sustainability

12. How sustainable do you think the results of UN Women's work are? What steps have been taken to ensure these results are sustained, and what challenges remain?

Recommendations

13. How would you like to see UN Women develop its regional work in future with Civil Society Organizations? (probe: what thematic focus, partnerships etc.)

Name of Interviewee:
Designation of interviewee
Organization of interviewee
Date:
Evaluation team members present:

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- We are conducting interviews with a wide range of stakeholders including government and civil society partners, the UN partners and donors.
- This interview will take approximately 45 minutes. All interviews are confidential, and your name will not be associated with any of the findings as the information is reported in aggregate. The information collected will be shared in the form of interview notes only among the team members and will be deleted after the evaluation report is finalized.
- Do you have any questions about the evaluation before we begin?

Introduction

1. Can you briefly describe your role within your government entity and how you have engaged with UN Women?

Relevance

2. Do you think UN Women's regional work and programme align with your government's context and priorities? How effectively has it responded to changing contexts, such as COVID-19?
3. To what extent has UN Women's work on international normative frameworks (e.g., CEDAW, UN SCR 1325, Beijing) been relevant to your government's priorities?

Coherence

4. Has UN Women effectively built partnerships, platforms, and networks for Gender Equality and Women's Empowerment in the region? Are they working with the right actors at the regional level?
5. How has UN Women contributed to supporting coordination and exchange between the government, the UN system, and other partners? Has it avoided duplication?

Effectiveness

6. What have been the main results of your engagement with UN Women? What strategies (e.g., technical support, capacity building, advocacy) have supported these results, and which have been more or less effective?
7. What are the main factors that have enabled or hindered the achievement of results?

Efficiency

8. Are you aware of UN Women's regional knowledge products and capacity development support? How relevant and useful have these been to your work? Can you provide examples?

9. Were there any issues or bottlenecks related to efficiency in your cooperation with UN Women?

HR/GE

10. To what extent do you think UN Women's efforts and programmes have contributed to addressing underlying causes of Gender Equality and Women's Empowerment inequalities? (Probe: structural barriers, policy change, social norms change, power dynamics, etc.) Examples?

11. Do you believe UN Women is reaching the most marginalized groups? Which groups does it reach and with what results?

Sustainability

12. How sustainable do you think the results of UN Women's work are? What steps have been taken to ensure sustainability, and what challenges remain?

Recommendations

13. How would you like to see UN Women develop its regional work in future? (probe: what thematic focus, partnerships etc.)

UN Partners

Name of Interviewee:
Designation of interviewee
Organization of interviewee:
Date:
Evaluation team members present:

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- We are conducting interviews with a wide range of stakeholders including government and civil society partners, the UN partners and donors.
- This interview will take approximately 45 minutes. All interviews are confidential, and your name will not be associated with any of the findings as the information is reported in aggregate. The information collected will be shared in the form of interview notes only among the team members and will be deleted after the evaluation report is finalized.
- Do you have any questions about the evaluation before we begin?

Introduction

1. Please briefly describe your role in the organization, including how long you have held the role.
   - (If necessary) Please describe the relationship between your organization and UN Women ACRO and what projects, programmes or activities you have collaborated on.

Relevance

2. To what extent is UN Women ACRO's work aligned with regional priorities and contexts? How effectively has it responded to contextual challenges and emerging priorities, such as COVID-19?

Coherence

3. How effectively is UN Women engaging in regional coordination within the UN system and among other development actors? What has been its comparative advantage in advancing Gender Equality and Women's Empowerment? Do you think that UN Women ACRO has been able to strategically position itself and leverage its coordination mandate within the region? Which strategies have worked best to do this?
4. How do you think the RO's work on UN coordination has contributed to results and can you provide some examples of this? How could UN coordination efforts be strengthened? (probe on joint programming, duplication of efforts etc.)
5. Do you think that the RO has been able to develop relevant partnerships for advancing the normative agenda in the region? And what have been the results of these partnerships?

Effectiveness

6. What do you think have been the main results from UN Women's regional level normative and coordination work? Can you provide some examples?
7. What were the main strategies used by UN Women to support these results? (Probe: technical support, capacity building, advocacy etc.). Which strategies were more / less effective?

Efficiency

8. Are you aware of UN Women's regional knowledge products or capacity development initiatives? How relevant and useful have these been to your work? Can you provide examples?
9. Were there any issues or bottlenecks related to efficiency in your cooperation with UN Women?

HR/GE

10. To what extent do you think UN Women ACRO contributes to addressing underlying causes of Gender Equality and Women's Empowerment inequalities in the region? In what way, and with what results?
11. To what extent are UN Women ACROs efforts engaging the most marginalized groups in the region? And with what results?

Sustainability

12. How effectively does UN Women ACRO develop ownership and sustainability within its regional work? What strategies do you think work well/less well in doing this?

Recommendations

13. What are your recommendations to UN Women ACRO for the next strategic period?

Name of Interviewee:	
Designation of interviewee	
Organization of interviewee:	
Date:	
Evaluation team members present:	

Thank you for agreeing to meet us today.

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- We are conducting interviews with a wide range of stakeholders including government and civil society partners, the UN partners and donors.
- This interview will take approximately 45 minutes. All interviews are confidential, and your name will not be associated with any of the findings as the information is reported in aggregate. The information collected will be shared in the form of interview notes only among the team members and will be deleted after the evaluation report is finalized.
- Do you have any questions about the evaluation before we begin?

Introduction

1. Can you briefly describe your role within your organization, how long you have held this role, and your relationship with UN Women ACRO, including any specific projects you have supported?

Relevance

2. To what extent is UN Women ACRO's work aligned with regional priorities and contexts? How effectively has it responded to contextual challenges and emerging priorities, such as COVID-19?

Coherence

3. How effectively is UN Women engaging in regional-level coordination within the UN system and among other development actors? What is its comparative advantage in advancing Gender Equality and Women's Empowerment? Are there areas of duplication or gaps in coordination?
4. Has UN Women ACRO strategically positioned itself to leverage its coordination mandate in the region? Which strategies have been most effective in achieving this?
5. Do you think that the RO has been able to develop relevant partnerships for advancing the normative agenda in the region? And what have been the results of these partnerships?

Effectiveness

6. What have been the main results of UN Women's regional normative and coordination work? Can you provide examples?
7. What strategies (e.g., technical support, capacity building, advocacy) have been used to achieve these results? Which strategies have been more or less effective, and why?
8. What are the enabling or hindering factors to normative and coordination work on Gender Equality and Women's Empowerment in the region? And to what extent does UN Women take account of these factors?

Efficiency

9. Are you aware of UN Women's regional knowledge products or capacity development initiatives? How relevant and useful have these been to your work? Can you provide examples?
10. Were there any issues or bottlenecks related to efficiency in your cooperation with UN Women?

HR/GE

11. To what extent do you think UN Women ACRO contributes to addressing underlying causes of Gender Equality and Women's Empowerment inequalities in the region? In what way, and with what results?
12. To what extent are UN Women ACROs efforts engaging the most marginalized groups in the region? And with what results?

Sustainability

13. How effectively does UN Women ACRO develop ownership and sustainability within its regional work? What strategies do you think work well/less well in doing this?

Recommendations

14. What are your recommendations to UN Women ACRO for the next strategic period?

ACRO SN Evaluation

Event Observation Tool

Event Details	
Event Title	
Sessions Attended	
Organized by (Team/Focal Point)	
Date	
Location	
Number of Participants (approx.)	
Event Key Data	
Purpose of the event. What is the event aiming to achieve? (Please request the team to share the concept note/TORs etc)	
Link to Normative Processes • How does this event contribute to advancing normative frameworks on gender equality and women's empowerment (e.g., CEDAW, Beijing Platform for Action, SDGs)? • What specific normative frameworks are being targeted?	
Link to Coordination Efforts • How is this event fostering coordination among UN partners or external stakeholders? • What partnerships or collaborations are being developed or leveraged?	
Event Engagement	
Type of Engagement • Are there any knowledge products linked to the event or launched as a result of it? (Please note the specific knowledge product and upload to this folder: Events attended) • Are there panel discussions, group work, interactive sessions, or presentations? (Please note the specific material and upload to this folder: Events attended) • What kind of questions and discussions took place? Were they relevant to the event's purpose and strategy?	
Interactions: • How did participants engage with the content and each other? • Were there significant debates, consensus-building, or conflicts?	
Participation: • Were diverse voices (e.g., women, marginalized groups, CSOs) represented and active in discussions?	
Other Observations:	
Participant Feedback: Were there any notable reactions or comments from participants that stood out? (Please request the team to share any surveys/feedback received)	
Gender and Inclusivity: Was the event inclusive, with attention to gender, marginalized groups, or underrepresented stakeholders?	
Results of the Event: What immediate results can be observed (e.g., commitments made, partnerships formed)?	
Final Notes	
• What observations did you make regarding the environmental sustainability? • Additional Observations	

Survey templates

Survey design has been coordinated with the other Regional Evaluation Specialists that are leading RO-SN evaluations in parallel so that we can compare data collected across regions for corporate use.

Dear Madam/Sir:
The Independent Evaluation Service (IES) is conducting the evaluation of the Americas and the Caribbean Regional Office (ACRO) to provide an independent and systematic assessment of the contributions made by UN Women to development results with respect to gender equality in the region and to feed into learning on what strategies work well and what needs strengthening. A secondary purpose is to identify UN Women's comparative advantages in the Americas and the Caribbean region and support decision-making for the office strategy moving forward.
In this context, the survey seeks to **better understand your perspective on UN Women's work in the region**. The survey will take between 10-20 minutes to complete; certain questions are optional in the case you are unable to answer.
All data will be treated confidentially without any attribution to your identity. If you have any questions, please contact the independent evaluation team at violeta.leiva@unwomen.org

UN Women Personnel (RO)	UN Women Personnel (CO/NPP)	Stakeholders (REGIONAL)
Introduction		
1. What type of contract do you have -SSA (Special Services Agreement) -SC (Service Contract) -FTA (Fixed Term Appointment) -UNV (UN Volunteer) -Other		1. Your organization type -United Nations agency -Civil Society Organization -Bilateral agency or donor -Government - Private sector -Other
2. Your gender identification -Female -Male -Non-binary -Transgender -Prefer not to say -Other:	1. Your gender identification -Female -Male -Non-binary -Transgender -Prefer not to say -Other:	2. Your gender identification -Female -Male -Non-binary -Transgender -Prefer not to say -Other
3. How long have you worked at UN Women Regional Office? - Less than 1 year - 1-3 years - 3-5 years - More than 5 years	2. How long have you worked in the region with UN Women? - Less than 1 year - 1-3 years -3-5 years - More than 5 years	3. How long have you been collaborating with UN Women in the region? - Less than one year - 1-3 years - 3-5 years - More than 5 years
4. What is your main operational area of work? - Project Management and Implementation - Strategic Planning - Human Resources - Finance - Administration - Operations - Communication	3. Which country/ies do you cover? [List all countries covered by the Regional Office] Other	4. Which country/ies do you cover in your work? [List all countries covered by the Regional Office]

UN Women Personnel (RO)	UN Women Personnel (CO/NPP)	Stakeholders (REGIONAL)
- Coordination - Other:		
5. What is your main thematic area of work? Select all that apply - Ending violence against women nd girls - Women's political empowerment - Governance, planning and budgeting - Women's economic empowerment - Women Peace and Security - Normative - Coordination - Operations - Communications - All of the above - Not applicable - Other:	4. Please indicate your stream of work: Operational Programmatic Other:	5. Since 2022, what coordination mechanisms, if any, have you participated in? - LAC Thematic Group - IBC de Cambio Climático y Resiliencia - Task Force de sistemas alimentarios - IBC de Crecimiento Equitativo y Financiamento para el Desarrollo - GIG Regional - Grupo de Juventud - Grupo de SDG Data y Estadísiticas - Peer Support Group (PSG) - Grupo de Alianzas y Comunicación - Grupo de Gestión de Operaciones (OMT) Regional - Evaluation Group - National Thematic Group
Relevance of regional thematic focus and strategies		
6. On a scale of 1 to 5, how would you rate the effectiveness of Regional Office's work in the following areas? (1 = Very ineffective, somewhat ineffective, neither effective nor ineffective, somewhat effective, 5 = very effective; not sure / not applicable) - ALIGNMENT to the most pressing needs of women and girls in the region - Targeting the CAUSES of gender inequality - IDENTIFICATION of the most marginalised and vulnerable populations in line with the principle of "leave no one behind" - ENGAGE with the most marginalized and vulnerable populations in line with the principle of "leave no one behind"	5. On a scale of 1 to 5, how would you rate the effectiveness of Regional Office's work in the following areas? *(1 = Very ineffective, somewhat ineffective, neither effective nor* ineffective, somewhat effective, 5 = very effective; not sure / not applicable) - ALIGNMENT to the most pressing needs of women and girls in the region - Targeting the CAUSES of gender inequality - IDENTIFICATION of the - most marginalised and vulnerable populations in line with the principle of "leave no one behind" - ENGAGE with the most marginalized and vulnerable populations in line with the principle of "leave no one behind"	6. On a scale of 1 to 5, how would you rate the effectiveness of Regional Office's work in the following areas? (1 = Very ineffective, somewhat ineffective, neither effective nor ineffective, somewhat effective, 5 = very effective; not sure / not applicable) - ALIGNMENT to the most pressing needs of women and girls in the region - Targeting the CAUSES of gender inequality - IDENTIFICATION of the most marginalised and vulnerable populations in line with the principle of "leave no one behind" - ENGAGE with the most marginalized and vulnerable populations in line with the principle of "leave no one behind"

UN Women Personnel (RO)	UN Women Personnel (CO/NPP)	Stakeholders (REGIONAL)
7. On a scale of 1-5, please rate the level of value added by the UN Women Regional Office in the areas listed below (1 = Very low, low, medium, high, 5 = very high) - Governance and participation in public life - Women's economic empowerment - Elimination of violence against women and girls - Humanitarian action, risk and disaster management - Women, peace and security [update for Regional Office thematic areas]	6. On a scale of 1-5, please rate the level of value added by the UN Women Regional Office in the areas listed below (1 = Very low, low, medium, high, 5 = very high) - Governance and participation in public life - Women's economic empowerment - Elimination of violence against women and girls - Humanitarian action, risk and disaster management - Women, peace and security [update for Regional Office thematic areas]	7. On a scale of 1-5, please rate the level of value added by the UN Women Regional Office in the areas listed below (1 = Very low, low, medium, high, 5 = very high) - Governance and participation in public life - Women's economic empowerment - Elimination of violence against women and girls - Humanitarian action, risk and disaster management - Women, peace and security [update for Regional Office thematic areas]
8. On a scale of 1-5, how effectively has the UN Women Regional Office contributed to NORMATIVE work in the following areas (1 = Very ineffective, somewhat ineffective, neither effective nor ineffective, somewhat effective, 5 = very effective; not sure / not applicable) - Technical support for discussions in international processes (CSW, Beijing +25, SCR 1325) - Support for the Universal Periodic Review and CEDAW processes - Monitoring the implementation of CEDAW recommendations - Support to the development of the gender equality policies in the country - Support to implementation of the national gender equality policy in the country - Awareness raising on international and national normative commitments	7. On a scale of 1-5, how effectively has the UN Women Regional Office contributed to NORMATIVE work in the following areas in your country? (1 = Very ineffective, somewhat ineffective, neither effective nor ineffective, somewhat effective, 5 = very effective; not sure / not applicable) - Technical support for discussions in international processes (CSW, Beijing +25, SCR 1325) - Support for the Universal Periodic Review and CEDAW processes - Monitoring the implementation of CEDAW recommendations - Support to the development of the gender equality policies in the country - Support to implementation of the national gender equality policy in the country - Awareness raising on international and national normative commitments	8. On a scale of 1-5, how effectively has the UN Women Regional Office contributed to NORMATIVE work in the following areas 1. = Very ineffective, somewhat ineffective, neither effective nor ineffective, somewhat effective, 5 = very effective; not sure / not applicable) - Technical support for discussions in international processes (CSW, Beijing +25, SCR 1325) - Support for the Universal Periodic Review and CEDAW processes - Monitoring the implementation of CEDAW recommendations - Support to the development of the gender equality policies in the country - Support to implementation of the national gender equality policy in the country - Awareness raising on international and national normative commitments
9. Can you provide an example where UN Women's regional strategies have significantly influenced policy frameworks	8. Can you provide an example where Regional Office's regional strategies have significantly influenced policy frameworks on gender equality and	9. Can you provide an example where UN Women's regional strategies have created significant change on policy frameworks on

UN Women Personnel (RO)	UN Women Personnel (CO/NPP)	Stakeholders (REGIONAL)
on gender equality and women's empowerment?	women's empowerment relevant for your UN Women Country Office?	gender equality and women empowerment?
10. Which regional thematic areas require more attention from the Regional Office to further advance regional/sub-regional frameworks on gender equality and women's empowerment? Please select all that apply: - Governance and participation in public life - Women's economic empowerment - Elimination of violence against women and girls - Humanitarian action, risk and disaster management - Women, peace and security - Other [Update for regional thematic areas]	9. Which regional thematic areas require more attention from the Regional Office to further advance regional/sub-regional frameworks on gender equality and women's empowerment? Please select all that apply - Governance and participation in public life - Women's economic empowerment - Elimination of violence against women and girls - Humanitarian action, risk and disaster management - Women, peace and security - Other [Update for regional thematic areas]	10. Which regional thematic area(s) require more attention from UN Women to further advance policy frameworks on gender equality and women's empowerment? Please select all that apply - Governance and participation in public life - Women's economic empowerment - Elimination of violence against women and girls - Humanitarian action, risk and disaster management - Women, peace and security - Other: [Update for regional thematic areas]
11. For those thematic areas that require more attention to further advance regional/sub-regional frameworks on gender equality and women's empowerment, what opportunities are there for the Regional office?	10. For those thematic areas that require more attention to further advance regional/sub-regional frameworks on gender equality and women's empowerment, what opportunities are there for the Regional office?	11. For those thematic areas that require more attention to further advance policy frameworks on gender equality and women's empowerment, what opportunities are there for UN Women's work?
Regional Office efforts supporting internal coherence, bridging and amplifying corporate and country level efforts across UN Women offices		
12. On a scale of 1-5, how effectively did the Regional Office advance internal coherence by linking country level initiatives with initiatives in other countries and at the regional level? (1 = Very ineffective, somewhat ineffective, neither effective nor ineffective, somewhat effective, 5 = very effective; not sure / not applicable)	11. On a scale of 1-5, how effectively did the Regional Office advance internal coherence by linking country level initiatives with initiatives in other countries and at the regional level? (1 = Very ineffective, somewhat ineffective, neither effective nor ineffective, somewhat effective, 5 = very effective; not sure / not applicable)	
13. For areas where you rated the Regional office as 'very ineffective' or 'ineffective',	12. For areas where you rated the Regional office as 'very ineffective' or 'ineffective', please expand on areas	

UN Women Personnel (RO)	UN Women Personnel (CO/NPP)	Stakeholders (REGIONAL)
please expand on areas where the Regional Office can support greater internal coherence.	where the Regional Office can support greater internal coherence.	
Regional Office positioning to cover gender responsiveness of humanitarian responses/ UN Women's work on gender responsiveness of humanitarian responses		
14. On a scale of 1 to 5, how would you rate the effectiveness of the Regional Office in supporting gender-responsive humanitarian responses in the region in the following areas? (1 = Very ineffective, somewhat ineffective, neither effective nor ineffective, somewhat effective, 5 = very effective; not sure / not applicable) a. Approach 1: Strengthen accountability towards gender commitments in coordination and implementation of UN-led humanitarian and refugee - Coordination and leadership in Gender in Humanitarian Action - Capacity development and expertise - Gender analysis and needs assessments - Reporting, communications and accountability *b. Approach 2: Strengthen* comprehensive protection and livelihoods support to crisis-affected women and girls - Service delivery for at- risk and crisis-affected women and girls - Community mobilization and advocacy - Women's leadership and participation	13. On a scale of 1 to 5, how would you rate the effectiveness of the Regional Office in supporting gender-responsive humanitarian responses in your country in the following areas? (1 = Very ineffective, somewhat ineffective, neither effective nor ineffective, somewhat effective, 5 = very effective; not sure / not applicable) a. Approach 1: Strengthen accountability towards gender commitments in coordination and implementation of UN-led humanitarian and refugee responses - Coordination and leadership in Gender in Humanitarian Action - Capacity development and expertise - Gender analysis and needs assessments - Reporting, communications and accountability b. Approach 2: Strengthen comprehensive protection and livelihoods support to crisis-affected women and girls - Service delivery for at-risk and crisis-affected women and girls - Community mobilization and advocacy - Women's leadership and participation	12. On a scale of 1 to 5, how would you rate the effectiveness of UN Women in supporting gender-responsive humanitarian responses in the region in the geographical location(s) you work in? *(1 = Very ineffective, somewhat ineffective, neither effective nor ineffective, somewhat effective, 5 = very effective; not sure / not applicable)* Approach 1: Strengthen accountability towards gender commitments in coordination and implementation of UN-led humanitarian and refugee responses - Coordination and leadership in Gender in Humanitarian Action - Capacity development and expertise - Gender analysis and needs assessments - Reporting, communications and accountability Approach 2: Strengthen comprehensive protection and livelihoods support to crisis-affected women and girls - Service delivery for at-risk and crisis-affected women and girls - Community mobilization and advocacy - Women's leadership and participation
15. Please provide further information for any areas you rated as 'ineffective' or 'very ineffective'	14. Please provide further information for any areas you rated as 'ineffective' or 'very ineffective'	13. Please provide further information for any areas you rated as 'ineffective' or 'very ineffective'
Managing of external partnerships/Support to our partners		
16. UN Women works to strengthen the capacity of its	*15.* UN Women works to strengthen the capacity of its partners to develop	

UN Women Personnel (RO)	UN Women Personnel (CO/NPP)	Stakeholders (REGIONAL)
partners to develop and implement gender- responsive policies, strategies, frameworks and programmes. On a scale of 1-5, please assess the Regional Office's effectiveness in its CAPACITY BUILDING efforts with the following partners (1 = Very ineffective, somewhat ineffective, neither effective nor ineffective, somewhat effective, 5 = very effective; not sure / not applicable) - Civil society - United Nations System - Regional / intergovernmental bodies	and implement gender-responsive policies, strategies, frameworks and programmes. On a scale of 1-5, please assess the Regional Office's effectiveness in its CAPACITY BUILDING efforts with the following partners *(1 = Very ineffective, somewhat ineffective, neither effective nor ineffective, somewhat effective, 5 = very effective; not sure / not applicable)* - United Nations System - Regional / intergovernmental bodies - Civil society	
17. On a scale of 1-5, Please assess the effectiveness of the Regional Office's MANAGEMENT OF PARTNERSHIPS with the following actors in order to effectively fulfil its mandate (1 = Very ineffective, somewhat ineffective, neither effective nor ineffective, somewhat effective, 5 = very effective; not sure / not applicable) - United Nations System - Regional / intergovernmental bodies - Civil society - Academic institutions - International non- governmental organizations - Donors - International financial institutions	16. On a scale of 1-5, Please assess the effectiveness of the Regional Office's MANAGEMENT OF PARTNERSHIPS with the following actors in order to effectively fulfil its mandate (1 = Very ineffective, somewhat ineffective, neither effective nor ineffective, somewhat effective, 5 = very effective; not sure / not applicable) - United Nations System - Regional / intergovernmental bodies - Civil society - Academic institutions - International non- governmental organizations - Donors - International financial institutions	14. How are gender equality and human rights positioned in your organization's priorities? - They are a separate strategic priority - They are cross-cutting all priorities - Both of the above - They are not a part of our strategic priorities
	17. On a scale of 1-5, how would you rate the effectiveness of the Regional Office's support to your partnerships? (1 = Very ineffective, somewhat ineffective, neither effective nor ineffective, somewhat effective, 5 = very effective; not sure / not	15. On a scale of 1 to 5, how would you rate the effectiveness of the UN Women Regional office support to you in the following areas (with option for N/A) (1 = Very ineffective, somewhat ineffective, neither effective nor ineffective, somewhat effective,

UN Women Personnel (RO)	UN Women Personnel (CO/NPP)	Stakeholders (REGIONAL)
	applicable)	5 = very effective; not sure / not applicable) - Integrated normative support - Integrated policy advice - Comprehensive and disaggregated data - Advocacy and social mobilization - Capacity building - Other support, please explain
18. Please share one of the results of a Regional Office partnership that you are most proud off.	18. Please provide any examples of where the Regional Office has supported your partnerships?	**16. On a scale of 1-5, how would you rate the effectiveness of your partnership with UN Women?** (1 = Very ineffective, somewhat ineffective, neither effective nor ineffective, somewhat effective, 5 = very effective; not sure / not applicable)
19. Can you give examples of where UN Women Regional Office's partnerships could be strengthened, if at all	19. Can you give examples of where UN Women Regional Office's partnerships could be strengthened, if at all	17. Can you give examples of where UN Women Regional Office's partnerships could be strengthened, if at all
Regional Structure		
20. From a scale of 1-5, how well does the current Regional Office structure support Strategic Note delivery?		
21. Do you have any suggestions for ways to better structure the Regional Office to better support synergies and coherence?		
22. **From a scale of 1-5, how** effectively **does the current delegation of authority to offices support effective delivery?** (Options: 1= Very ineffectively, Somewhat ineffectively, Neither effectively nor ineffectively, Somewhat effectively, 5 = Very effectively)	20. From a scale of 1-5, how effectively does the current delegation of authority to your office support effective delivery? (Options: 1= Very ineffectively, Somewhat ineffectively, Neither effectively nor ineffectively, Somewhat effectively, 5 = Very effectively)	
23. What are the bottlenecks in relation to the **delegation** of authority to country offices and programme presences?	21. What are the bottlenecks in relation to the delegation of authority to country offices and programme presences?	
24. From a scale of 1-5, how	22. From a scale of 1-5, how effective	

UN Women Personnel (RO)	UN Women Personnel (CO/NPP)	Stakeholders (REGIONAL)
effective and coherent is the regional structure (across Non-Resident Agencies, programme presences, country offices and multi-country offices) at supporting delivery? (Options: 1= Not coherent or optimized at all, Slightly coherent and optimized, Moderately coherent and optimized, Highly coherent and optimized, 5 = Fully coherent and optimized)	and coherent is the regional structure (across Non- Resident Agencies, programme presences, country offices and multi-country offices) at supporting delivery? (Options: 1= Not coherent or optimized at all, Slightly coherent and optimized, Moderately coherent and optimized, Highly coherent and optimized, 5 = Fully coherent and optimized)	
Effectiveness of Regional Office's functions in supporting the region (OEEF)		
	23. Please select the Regional Office led TRAINING opportunities you have participated in since 2022 or after you joined the office, while indicating the number of those opportunities. - Regional Office webinar - Online course - Workshop - Community of Practice - Other	
	24. To what extent do you agree with the following (Full agree; agree; not sure; disagree; fully disagree) - Capacity needs were well assessed by the Regional Office - Capacity building was relevant to me and it provided knowledge and skills I didn't have before - I successfully applied learnt knowledge and skills after the programme - The Regional Office provided follow up support to facilitate application of knowledge and skills	
	25. Please expand on anything where you disagreed with the above statements.	
25. How effectively is the Regional Office catalyzing and supporting delivery of UN Women results in the region? (also option for not applicable) (1 = Very ineffective, somewhat	26. Please rate your level of satisfaction with the support provided by the UN Women Regional Office in the following areas? (also option for not applicable) (1 = Very ineffective, somewhat ineffective, neither effective nor	

UN Women Personnel (RO)	UN Women Personnel (CO/NPP)	Stakeholders (REGIONAL)
ineffective, neither effective nor ineffective, somewhat effective, 5 = very effective; not sure / not applicable) Thematic areas [include separate one for each thematic area] - Resource mobilization - Monitoring and reporting - Evaluation - Partner engagement and catalyzing strategic partnerships - UN System coordination - Knowledge management - Communication and advocacy - Procurement Finance - Recruitment and human resources - Strategic representation	ineffective, somewhat effective, 5 = very effective; not sure / not applicable) Thematic areas [include separate one for each thematic area] - Resource mobilization - Monitoring and reporting - Evaluation - Partner engagement and catalyzing strategic partnerships - UN System coordination - Knowledge management - Communication and advocacy - Procurement Finance - Recruitment and human resources - Strategic representation	
26. Please indicate where and how the UN Women Regional Office's support and capacity building can be improved, if at all.	27. Please indicate where and how the UN Women Regional Office's support and capacity building can be improved, if at all.	
27. In your opinion, what are the areas where UN Women Regional Office has most effectively catalyzed and supported the delivery of UN Women results in the region?	28. In your opinion, what are the areas where UN Women Regional Office has most effectively catalyzed and supported the delivery of UN Women results in the region?	
Human rights and gender equality, and sustainability		
28. **On a scale of 1-5, how effectively is the Regional Office reaching people with disabilities?** (1 = Very ineffective, somewhat ineffective, neither effective nor ineffective, somewhat effective, 5 = very effective; not sure / not applicable)	29. On a scale of 1-5, how effectively is the Regional Office reaching people with **disabilities?** (1 = Very ineffectively, somewhat ineffectively, neither effectively nor ineffectively, somewhat effectively, 5 = very effectively; not sure / not applicable)	18. **On a scale of 1-5, how effectively is the Regional Office reaching people with disabilities?** (1 = Very ineffective, somewhat ineffective, neither effective nor ineffective, somewhat effective, 5 = very effective; not sure / not applicable)
29. How can the Regional Office strengthen its approach to disability inclusion?	30. How can the Regional Office strengthen its approach to disability inclusion?	19. How can the Regional Office strengthen its approach to disability inclusion?
30. On a scale of 1-5, how sustainable is the work that the Regional Office is doing? (1 = not very sustainable; 5 = very sustainable; not sure / not	31. On a scale of 1-5, how sustainable is the work that the Regional Office is doing? (1 = not very sustainable; 5 = very sustainable; not sure / not applicable)	20. On a scale of 1-5, how sustainable is the work that the Regional Office is doing? (1 = not very sustainable; 5 = very sustainable; not sure / not

UN Women Personnel (RO)	UN Women Personnel (CO/NPP)	Stakeholders (REGIONAL)
applicable)		applicable)
31. How can the Regional Office strengthen the sustainability of its work?	32. How can the Regional Office strengthen the sustainability of its work?	21. How can the Regional Office strengthen the sustainability of its work?
Closing / good practices and lessons learned		
32. Please use this space to suggest 2-3 ACTIONS for UN Women Regional Office regarding its approach to achieving gender equality and women's empowerment in the region.	33. Please use this space to suggest 2-3 ACTIONS for UN Women Regional Office regarding its approach to achieving gender equality and women's empowerment in the region.	22. Please use this space to suggest 2-3 ACTIONS for UN Women Regional Office regarding its approach to achieving gender equality and women's empowerment in the region.
Thank you so much for taking the time to participate in this survey. Your insights will be critical for strengthening the Regional Office's efforts to support gender equality and women's empowerment.		

Duty bearers (Short Survey)
1. Your gender identification: -Female, -Male, -Non-binary, -Transgender, -Prefer not to say, - Other.
1a. If you answer 'other', please specify:
2. In which of the below country(ies) do you reside?
2a. If you answer 'other', please specify:
3. Was the country where you participated in UN Women's activities/interventions different from the country where you reside?
3b. If you answer 'yes', where did this activities interventions take place?
4. In which of the below thematic areas of work did you receive support from UN Women? Select all that apply. a. Ending violence against women and girls b. Women's political empowerment c. Governance, planning and budgeting d. Women's economic empowerment e. Women, peace and security f. Normative g. Coordination h. Operations i. Communications
4a. If you answer 'other', please specify:
5. Please shortly describe what specific support or activity did you receive or participated in?
6. On a scale of 1-5, how relevant do you think was this intervention in relation to women and girls rights and needs in your country?
6b. If you rated the intervention as 'not very relevant' or 'somewhat irelevant', please explain why?
7. Was there any positive result/change from the intervention/activity in which you participated in?
7a. If you answer 'positive change', can you share what this positive result/change was?
7b. If you answer 'negative change', can you share what this negative result/change was?
7c. If you answer 'no positive or negative change', can you share why do you think this was?
7d. Is there any significant story of change or lesson learn that you want to share in relation to the support/intervention in which you participated?
8. Where should the UN Women Regional Office for Latin America and the Caribbean prioritize its efforts in its upcoming Strategic Note for 2026-2029?

a) Financing for Gender Equality in the Public and Private Spheres
b) Decent Work, Social Protection, and Poverty Reduction Shared Responsibility for Care and Implementation of Comprehensive Care Systems at the National and Regional Levels
c) Digital Inclusion and Safe Use of Emerging Technologies (STEM and Artificial Intelligence)
d) Prevention and Reduction of All Forms of Violence, as Well as Comprehensive Provision of Quality Essential Services
e) Response to the Differentiated Impacts of Climate Change and Gender Dimensions through Sustainable Economies, Women's Leadership, and Women's Agency in Disaster Risk Reduction
f) Promotion of Peace and Response to Armed Conflicts by Promoting Women's Leadership and Access to Livelihoods in Emergency Situations and Humanitarian Crises
g) Improvement in the Production and Use of Data to Report on Progress towards the SDGs, Facilitating Evidence-Based Decision-Making at the Regional and National Levels
h) Promoting women's participation in decision-making in public and private spheres at different national and regional levels Promoting social norms for gender equality and women's empowerment
8a. If you answer 'other', please expand below

13. Data Collection Protocol: Violence Against Women

The primary focus of discussions with rights holders will be on understanding how UN Women supported programming has affected their own life without referring specifically to any affect (positive or negative) around violence. Nevertheless, the following steps will be taken for all interviews:

Safety of respondents and research team:

- The title of the study communicated to stakeholders that the objective of the evaluation will be "to assess for the implementation period (2022-2025) the results achieved and to document lessons learned for its next Strategic Note", so as to avoid confusion and keep the discussion focused on the outcomes of their engagement in development work or leadership activities; and appropriately translated into the local language.
- All discussions will be organized in a space that is private and away from public interference. The interviewer will ask whether the respondent feels safe in the space before initiating and if not then will identify a new space or discontinue with the participant.
- Informed consent will be obtained after describing the purpose of the interview and how the findings will be used; and prior to initiating the interview/FGD. It is very important to explain the benefits and risks of participation and verify the potential participants comprehension.

Protect confidentiality: confidentially of information obtained will be ensured through ensuring the actual names of participants are not included in the report; given that discussions with rights holders engaged by UN Women in programming efforts will be organized, the participants will be requested to avoid sharing details regarding other participants outside of the space; all local laws pertaining to reporting incriminating information regarding violence reported will be followed.

Train team members: The National evaluation consultant and the team leader will discuss in advance of field work the protocol for discussions with rights holders, follow the agreed upon interview / discussion guide and agree upon steps to take in the case that violence is reported.

Minimize stress to the respondent: the below is adapted from the WHO guidelines[5]:

- Data collection tools will be designed in a way that are culturally appropriate and avoid stress to the participant.

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[5] WHO (2022). Improving the collection and use of administrative data on violence against women: global technical guidance.

- The timing and location of the discussions will be determined in consultation with the local staff to ensure that they do not create stress or harm to the respondent.
- When distress is detected, inform the participant that the research process has been suspended. d. Provide and/or refer the participant for support.
- Discuss the appropriateness of continuing the research process on that or on another occasion, or to opt out of the project altogether.
- If continuing with the research, inform the participant that the researcher is resuming her research role, and that the process can be interrupted again if the woman becomes distressed again or does not want to continue for any reason.

Refer those in need to local services: UN Women CO will provide the evaluation team with a list of services relevant to the specific area of the participant. This will be provided to all participants regardless of whether they have reported that they are affected by violence.

Feed findings into efforts to strengthen response to VAW: The WHO guidance discusses the ethical obligation to advocate for the availability of an intervention if it is proven effective[6]. The evaluation is being used to inform UN Women's approach at the regional level; any specific findings related to the MSC stories will be communicated to the Evaluation Management Group and included in the evaluation report.

14. Data Management Plan

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

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

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

Collection of data and study materials

Type of data: The Independent Evaluation Service (IES) is conducting the ACRO SN evaluation to assess UN Women's contribution to development results with respect to gender equality at the regional level. The team is comprised of the Regional Evaluation Specialist for Americas and the Caribbean at the IES, one evaluation analyst and one independent consultants, and an evaluation intern.

The **data collection process** is organized via web/telephone interviews, on-line surveys, in-person interviews and field visits, and desk reviews. Therefore, digital statistical (surveys) and textual data (interview notes, documents) will be collected and stored using UN Women' MS SharePoint/OneDrive accessible by evaluation team members only. Only personal data collected and used in this evaluation will be: names and last names of the interviewees, their function in the organization/institution and the affiliated institution. Personal names and last names will not be

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published in any of the reports and will be known only to the evaluation team members. Codes will be used to anonymize actual interview notes.

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

Methods of data / materials collection: Interviews will be organized remotely using online communication tools (MS teams, zoom) or telephone lines. Meeting minutes will be taken (MS Word) and stored. No audio recordings of individual interviews will be made, however, recordings of discussions over video platforms such as Zoom or Microsoft teams were taken with consent where required.

Survey will be designed using **Kobo** forms and distributed to UN Women Americas and the Caribbean Regional Office staff and targeted coordination partners via email link. Survey will ask for identification of UN Women Country Office / Presence or an organization but will not ask for the personal data of those filling the questionnaire.

Quality assurance and data validation: The evaluation will adhere to UN Women Evaluation Policy, UNEG Norms and Standards for Evaluation, Ethical Guidelines and Code of Conduct, UNEG guidance on integrating Human Rights and Gender Equality in evaluations with gender responsive and human rights approaches integrated into the approach. To ensure quality and that all required information is included, the evaluation team will self-assess the draft evaluation report using the UN Women Global Evaluation Reports Assessment and Analysis System (GERAAS) tool.

No automatic processes of data validation will be introduced. Raw data will be quality assured by the evaluation team members (which will be the only persons having access to them) using cross reference and triangulation of data from different sources.

Processed data in a form of findings and reports will be subject to **quality review / validation by the peer reviewer**, the evaluation reference group, and the evaluation management group. Due to the dual role of the regional evaluation specialist in this evaluation, as both team leader and manager of the evaluation, Peer Reviewers from IEAS were engaged to add an extra set of objective eyes and ensure that the GERAAS criteria and UN Ethical Guidelines are adhered to.

Treatment of consulted populations

Consulted population will include UN Women personnel, partner UN and other development agencies, donor/development partners' representatives, government representatives, civil society organizations, grass root and informal groups.

Evaluation also aims to capture the **perspective of the duty bearers** who have been directly and indirectly involved in the implementation of the UN Women SN in the evaluation period to advance Gender Equality and Women's Empowerment in the Region.

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

In all cases, evaluation will be conducted with integrity and respect for the beliefs, manners and customs of the social and cultural environment; for human rights and gender equality; and for the 'do no harm' principle. Interviews will be led with a tone of respect, openness and rapport.

Evaluators will respect the rights of institutions, organizations and individuals to **provide information in confidence**. Before collecting any data, an explanation of the purpose and the intention of the evaluation will be provided in the language of the interview and explicit oral consent will be sought.

Presentation of findings in the report will **ensure anonymity of the key informants**. Sensitive data will be protected and ensure they cannot be traced to its source. Actual names of participants are not to be included in the Final Evaluation Report.

Storage, security and backup

Software and platforms used for data processing: Microsoft word, excel and PowerPoint will be used to store and present data. **Atlas.ti** will be used for qualitative data analysis. **Kobo** forms will be used for quantitative data analysis of the survey.

Collected data will be shared and stored via secure file sharing service - UN Women MS One Drive SharePoint folder and will be protected under overall data protection mechanisms by UN Women IT service. The folder will be accessible to evaluation team members only.

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

Once evaluation is over, access to share point folders will be revoked to all external evaluation team members.

Archiving, preservation and curation

Upon completion of the evaluation, IES evaluation team leader will create a **clean dataset containing files that might be relevant for further use in evaluations and research by UN Women**. UN Women recommends preserving data for four years, covering the four-year Strategic note period. The data will be archived on TeamMate.

Personal data (names and last names) of interviewees will be removed/deleted from the interview notes/summaries. All data not assigned to the archive will be deleted upon completion of the evaluation.

Informed consent Checklist

The following checklist aims to assist in elaborating the informed consent using criteria applicable to all IES projects (required), and additional criteria for certain projects (where applicable).

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

CHECKLIST AREA	YES	NO
The individual and global **benefits** of the evaluation are described, as well as the contents of the survey/interview/focus group (i.e. demographics, education, savings behaviors, etc.)	☐	☐
A statement that the consultation or procedures may involve **risks** to the subjects (that are currently unforeseeable), and adequate description of such risks or discomforts (i.e. if some questions make respondents feel uncomfortable)	☐	☐
Clearly state if there are any **costs** associated with participation, and if so, specify what they are	☐	☐
Procedures for any **recording** including: • If recordings will be taken and what type (audio/video) • When and why the recordings will be taken • How the recordings will be kept confidential and when they will be destroyed Whether being recorded in this manner is a requirement of participation, and if not, how participants can express that they would not like to participate	☐	☐
A statement about whether participants' information might be stripped of identifiers and used for future evaluation/research	☐	☐
Any **compensation** for participation, such as a payment or gift	☐	☐
Statement that refusal to participate or withdrawal at any time will not lead to penalty or loss of benefits	☐	☐

15. Evaluation Reference Group Terms of Reference

Background

The UN Women Independent Evaluation Service (IES) evaluates the work of UN Women to enhance organizational accountability, provide evidence-based information for decision-making and to contribute to learning on gender equality and the empowerment of women.

The primary purpose of the Regional Office Americas and the Caribbean (RO) Strategic Note (SN) evaluation is to assess the contributions of UN Women in advancing gender equality and women's empowerment in the Americas and Caribbean region through the implementation of the current Strategic Note 2023-20251. It aims to gain insights into the Regional SN's fitness for purpose, the extent to which its intended results2 have been achieved to date and are likely to be achieved by the end of the period, and to draw lessons to inform the design of the next Strategic Note, 2026-2029.

As with other UN Women evaluations, this evaluation will serve both learning and accountability purposes by providing insights into how the organization's overall strategy and planning processes can be improved (learning) and by providing information on the extent to which the organization is achieving its planned goals and how resources are being used to do so (accountability).

The primary intended users of the evaluation (outlined in the box below) are the UN Women Regional Office, offices that the RO oversees (Country Offices3, Non-physical presence4), Country Office personnel, UN Women Senior Management, and other relevant personnel at the headquarters, regional and country levels. The evaluation may be useful for other actors working with the RO, including partner governments, civil society, UN agencies, INGOs, and NGOs, forums and platforms, NPP national partners and key regional partners, as well as donors, and private sector.

The primary intended uses of this evaluation are:

- Support strategic decision-making regarding the definition of the next Strategic Note.
- Accountability of the existing Strategic Note in terms of UN Women's contributions to gender equality and women's empowerment as well as organizational effectiveness, learning, and knowledge management.
- Learning on effective, promising and innovative strategies and practices to support achievement of the new Regional Agenda.
- Capacity development and mobilization of regional stakeholders to advance gender equality and the empowerment of women.
-

Evaluation purpose and objectives

The evaluation will apply to the Organization for Economic Cooperation and Development/Development Assistance Committee (OECD/DAC) evaluation criteria (relevance, coherence, effectiveness, efficiency, and sustainability) and a Human Rights and Gender Equality criterion. The evaluation has the following objectives:

1. Assess the relevance and coherence of UN Women's Strategic Note as a tool to guide UN Women and its activities in the Region.
   - Review the extent to which the Strategic Note has set clear objectives that align with UN Women's mission, the SDGs, and the most pressing needs and priorities of women and girls in the region; and
   - Examine to what extent the Strategic Note represents an effective guidance and communication tool, and its added value for UN Women at the regional level.
2. Assess effectiveness and organizational efficiency and effectiveness in progressing towards goals and

forecast future achievements:

- Assess the extent to which the intended results set out in the Strategic Note have been achieved to date;
- Identify any key factors, barriers or opportunities that affect or might affect the attainment of intended results; and
- Provide forward-looking insights into the extent to which intended results will likely be achieved by the end of the Strategic Note period based on the current trajectory and the challenges identified.

3. Review the Note's sustainability and the usefulness of its core elements and frameworks for UN Women's work at the regional level and contribute to transformative change and sustainability of efforts.

- Analyse the extent to which the SN was implemented as planned and how it allowed for adjustments and adaptive management in the face of changing priorities and evolving evidence and contexts;
- Identify the sustainability prospectus of the regional portfolio, especially through the provision of capacity building and the development of exit strategies; and
- Assess to what extent core elements and frameworks underpinning the SN have proven to be well developed, coherent and useful.

4. Provide lessons learned and recommendations to inform the upcoming strategic note planning process:

1. Determine strengths and weaknesses in the design, operationalization, and implementation of the SN, including its prioritization of actions, intended results, and resource management;
2. Provide realist and actionable recommendations for improving results and management efficiency for the final year of the current cycle and the next Strategic Note; and
3. Identify good practices and lessons learned that can be applied in future strategic planning processes.
4.

Evaluation management

All evaluation processes at UN Women establish mechanisms to ensure high quality evaluation processes and products as outlined in the UN Women Evaluation Policy and Evaluation Handbook. The Evaluation Report will adapt to the RO the approach outlined in the UN Women Country Portfolio Evaluation Guidance and should also follow the United Nations Editorial Manual. The UN Women Evaluation Report Quality Assurance (GERAAS) criteria will be used to assure quality. All products are subject to quality assurance review by the peer reviewer, the ERG, and the evaluation management group.

This evaluation will have the following structures (as seen in the figure below):

- **Oversight:** The Director of the Independent Evaluation and Audit Service oversees all activities, while the Chief of Independent Evaluation Service is responsible for the evaluation related activities; both will review the key products of the evaluation.
- **Team Leader:** The Regional Evaluation Specialist of the Independent Evaluation Service will manage coordination and day-to-day management, and serve as the team leader, leading methodological approach, collection of data, analysis and writing; as Team Leader, she will also be responsible for overseeing the work of the team members, managing the contracts and assuring quality of the work.
- **Evaluation team:** The evaluation team members will include the evaluation retainers and analyst responsible for key analytical tasks, systematization of information and contribution to analysis and report and presentation preparation and the international evaluation consultant who will support the

entire evaluation process.

- **Evaluation Management Group for administrative support and accountability:** Regional Director and/or Deputy Director, functional and/or thematic area representatives and the Regional Evaluation Specialist (Team Leader).
- **Evaluation Reference Group for substantive technical support:** Regional and National (NRA) government partners, Civil Society representatives, Development partners/donors and UN partners at the regional level.
- **Peer Review for methodological guidance and feedback:** 1 IES staff will be engaged as peer reviewer of the evaluation.

Figure 1: Evaluation Governance Structure
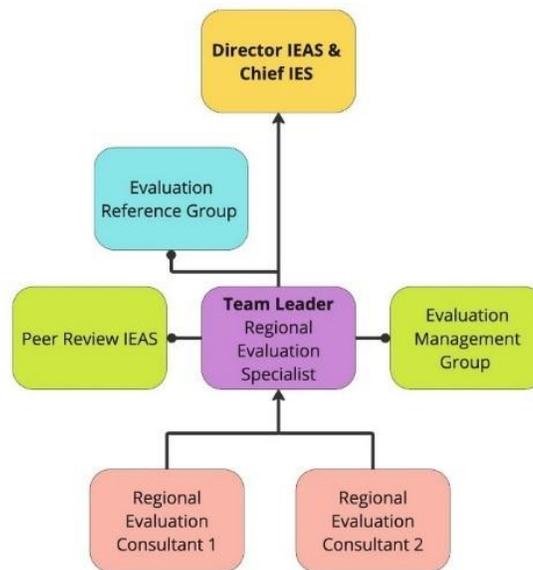
Composition and function of the UN Women reference group

The UN Women reference group is an integral part of the evaluation management structure and is constituted to facilitate the participation of relevant stakeholders in the design and scope of the evaluation, raising awareness of the different information needs, quality assurance throughout the process and in disseminating the evaluation results.

The UN Women reference group will be composed of national counterparts, UN system representatives, non-governmental organization representatives, etc.

Reference group members will be expected to:

- Act as source of knowledge for the evaluation
- Act as an informant of the evaluation process
- Assist in the collection of pertinent information and documentation
- Assist in identifying external stakeholders to be consulted during the process;
- Play a key role in disseminating the findings of the evaluation and implementation of the management response
- Participate in any meetings of the reference group
- Provide input and quality assurance on the key evaluation products
- Participate in the validation meeting of the final evaluation report

- Participate in learning activities related to the evaluation report

ERG composition

UN Women Evaluation Reference Group for Evaluation of UN Women Regional Office of Americas and the Caribbean Strategic Note (2023-2025)	
Name	Title, Unit/Division/Office
Raquel Coello	Policy Advisor, Macroeconomics and Global Lead on Care, Economic Empowerment HQ
Cecilia Alemany	Deputy Regional Director, UN Women ACRO
Alma Perez	Policy Advisor Women Peace and Security
Isiuwa Iyahen	Deputy Representative, UN Women Caribbean MCO
Carolina Miranda Sampaio	Project Manager of the National Secretariat for Care and Family, Ministry of Social Development, Brazil
Anita Peña Saavedra	Head of International Relations, Ministry of Women, Chile
Diana Osorio	Gender Advisor at the National Administrative Department of Statistics (DANE), Colombia
Grisel El Jaber	Executive Director, FLACSO, Argentina
Gladys Miller	Latin American and Caribbean Committee for the Defense, Women's Rights (CLADEM), Panama
Lydia Alpizar	Mesoamerican Initiative of Women Human Rights Defenders, México
Morena Herrera	President of the Citizens' Group for the Decriminalization of Abortion, El Salvador
Miriam San Juan Delgado	Head of Multilateral Cooperation Service, Department of Multilateral Cooperation, AECID
Emiko Yamaguchi	Embassy of Japan in Panamá, Government of Japan
Ivonne Urriola Perez	Gender Specialist at the Regional Centro for Latin America and the Caribbean, UNDP
Graciela Dede	UN Coordination LAC, OACNUDH
Yolanda Durant-Mcklmon	Senior Regional Coordination Office, UNDCO

16. Evaluation Management Group Terms of Reference

UN Women Evaluation Guidance recommends the establishment of an Evaluation Management Group. Given the pilot nature of this Regional Office Evaluation, the function of the EMG has been adopted from the CPE guidance. Composition and function of the UN Women management group:

- The management group is composed of the UN Women office/division senior management and the regional evaluation specialist
- The EMG will be consulted on key decisions regarding the scope, the timeframe, the selection of consultants and will be availed an opportunity to review key products (in parallel to IES oversight) from a factual perspective prior to being shared with the Evaluation Reference Group. However, the decision regarding changes made to the report rests with the Evaluation Team.
- Leader and the Independent Evaluation Service. All suggested changes to evaluation products will be tracked in a transparent manner.
- The Regional Evaluation Specialist will lead the day-to-day management of the process and will consult with the management group regarding key issues.

The inputs of members are expected to strengthen the quality and credibility of the Evaluation Management group members are expected to:
- Participate in any meetings of the management group
- Participate in the consultant team member selection process
- Participation in any inception meeting/s and quality assure the evaluation inception report
- Facilitate access to information by the evaluation team
- Review and quality assure the draft evaluation report
- Disseminate and promote the use of the evaluation findings and recommendations

17. UN Women Coordination Groups Participation

Area	Coordination group/UNCT	UN Women's role
IBC on Gender	Regional	Chair of the Regional Gender Group
IBC on Monitoring and Evaluation	Regional	Chair of the Regional Evaluation Group
IBC on Climate Change and Resilience	Regional	Member
Task Force of Food Systems	Regional	Member and co-chair (in the 2025-26 biennium, UN Women will co-lead the TF with FAO)
IBC Equitable Growth and Development Finance	Regional	Member
Youth Group	Regional	Member
SDG Data and Statistics Group	Regional	Member
Peer Support Group (PSG)	Regional	Member
Partnerships and Communication Group	Regional	Member
Regional Operations Management Group	Regional	Member
National Thematic Group	Barbados and the Eastern Caribbean	Member
National Thematic Group	Bolivia	Member
National Thematic Group	Chile	Member
National Thematic Group	Colombia	Member
National Thematic Group	Costa Rica	Member UNCT, PMT, GIG. Joint program implementation
National Thematic Group	Cuba	UNCT member and a local consultant
National Thematic Group	Ecuador	Member
National Thematic Group	El Salvador	Member
National Thematic Group	El Salvador, Honduras y Venezuela	Member
National Thematic Group	Guatemala	Member
National Thematic Group	Guyana	Member
National Thematic Group	Honduras	Member
National Thematic Group	Panama	UNCT member and joint program implementation
National Thematic Group	Paraguay	UNCT member and joint program implementation
National Thematic Group	Peru	UNCT member and joint program implementation
National Thematic Group	República Dominicana	UNCT member and joint program implementation
National Thematic Group	Venezuela	GIP member and project implementation
National Thematic Group	Uruguay	UNCT member

Source: Elaborated by the Evaluation Team

18. Key Evaluation Limitations

Risk	Impact	Mitigation measures
Delays in the implementation of the evaluation	Delays on the provision of inputs for new SN Evaluation	The evaluation did not suffer significant delays. Yet, evaluation dates were slightly adjusted and rescheduled by common agreement between the team lead, the ERG and RO management team. Data collection, was extended to ensure that all stakeholders had the possibility to participate.
Difficulties in accessing stakeholders for interviews, focus groups, survey response and other demands and/or loss of personnel resulting from loss or reduction in funding.	Delays and rescheduling of Key Informants Interviews.	Frequent reminders were sent to all stakeholders contacted, with additional e-mail and chat messages by the team lead. Interviews with Team Leaders were used to remind them about the participation of their teams in surveys and/or FGDs. As a result, the sampling targets across thematic, geographic and stakeholder types were reached and, in some cases, surpassed.
Lack of project documentation for one or more stakeholders or to answer any of the evaluation questions/criteria.	Gaps on secondary data and desk review	Documentation available at DAMS and PGMAS from the different projects/programmes was highly variable. For interventions where information was not as plenty, data gaps were filled through direct interviews with the teams.
Under-representation of specific institutions and populations on data collection	Bias in the analysis	A potential under-representation from Caribbean countries was detected during the mid-point review in the data collection. This was solved by involving the Caribbean Multi-Country Office to identify stakeholders that might have been missed and get in touch with them. Cascade sampling was also used based on recommendations from interviews and surveys, to ensure that underrepresented regions or thematic areas were duly represented. Despite the efforts to increase the sample across project participants and external partners, the disaggregation of evaluation participants show a very low representation of people with disabilities and population under mobility. A mitigation employed was to use recent evaluations that specifically targeted this population and extrapolating the results.
Barriers for addressing some specific issues with stakeholders involved in sensitive political environments	Bias in the analysis and reputational risks	All meetings were done using encrypted online mechanisms and no interviews were recorded to ensure the confidentiality of the information shared and allow sensitive data to be shared without risks.
Most of the responses to the surveys and participants in FGDs and KIIs were women	This demographic reality means that the perspectives gathered, while rich and valuable, predominantly represent mainly female viewpoints.	While UN Women's mandate inherently focuses on women and girls, this significant gender skew in respondents is noteworthy. It may reflect the primary engagement circles of UN Women, the gendered nature of the sector, or self-selection in survey participation. Consequently, the report's findings, particularly on topics where diverse gender perspectives are crucial (such as engaging men and boys or transforming masculinities), should be interpreted with this consideration in mind. Future consultations for strategic planning might benefit from targeted outreach to ensure a broader range of gender identities are included to capture a more holistic understanding.

19. Gender indicators in the Latin America and the Caribbean

3 out of 10 women were in poverty, and **1 out of 10 in extreme poverty** in Latin America in 2023.
There are **121 women** aged 20 to 59 in **poverty and 120 in extreme poverty for every 100 men in the same situation** in Latin America as of 2023.
The **incidence of poverty** has decreased in the last decade in Latin America, while the **femininity index of poverty has increased** from 105 in 2003, to 113 in 2013, and to 121 in 2023.
Poverty disproportionately affects women, girls, boys, Afro-descendant and indigenous women, rural populations, and young women in Latin America.
26% of women had no personal income in 2023 in Latin America, compared to 10% of men.

17.1% of women aged 15 to 49 in Latin America and the Caribbean had **anaemia** in 2019. This **percentage increases to 21.9% for pregnant women.**

30.3% of women in Latin America and the Caribbean experienced **food insecurity in 2022,** a higher value compared to 25.1% of men.
The **average income of women** who produce food represented between **50% and 82% of** the income of men in 7 countries[15] of Latin America, with data between 2008 and 2021.

83.3% of women aged 15 to 49 met their family planning needs with **modern contraceptive methods** in 2023 in Latin America and the Caribbean.
The **adolescent fertility rate was 50.6 per 1,000** women aged 15 to 19 in 2024 in Latin America and the Caribbean.
Most **new HIV transmissions** occurred in men, **being more than twice as many** as in women in 2022, in Latin America and the Caribbean.

4.07 million girls and adolescent women in 22 countries of Latin America and the Caribbean were out of **primary and secondary education** in 2022[16].

Participation in organized **learning before primary education dropped more for girls** (-2.6 percentage points, from 92.1% to 89.5%) than for boys (-1.7 percentage points, from 93.8% to 89.9%) since 2020, in Latin America and the Caribbean.

Only **35.8% of seats in national parliaments** in Latin America and the Caribbean were occupied by **women in 2024.**
Of the seats elected in the **deliberative bodies of local governments, only 27.2% were occupied by women** (2023).
70% of the Mechanisms for the Advancement of Women in Latin America (20 countries) have **ministerial level or an equivalent rank.** In the Caribbean (18 countries), **this percentage is 16.7%** (2024).
In Latin America, **women spend between 12.0% and 24.2%** of their time on unpaid domestic and care work. For men, this proportion ranges from 3.0% (Honduras) to 12.5% (Cuba), according to the latest data by country.
Most of the total work time of women is dedicated to **unpaid domestic and care work,** while most of the work time of men is dedicated to paid work.

1 in 5 women aged 20 to 24 were **married or in a union before turning 18** (2023), in Latin America and the Caribbean.
At **least 3,897 women were victims of femicide or feminicide** in 27 countries and territories[17] of Latin America and the Caribbean in 2023.
8.3% of women and girls aged 15 to 49 have suffered physical, sexual, or both types of violence at the hands of their **current or former partner** in the last 12 months (2018), in Latin America and the Caribbean. These data require more frequent collection to strengthen monitoring.
Only 72% of women aged 15 to 49 **make their own informed decisions about sexual relations, contraceptive use, and reproductive health care,** in Latin America and the Caribbean (2024).
Latin America and the Caribbean only have **31% of the laws and regulations necessary to ensure access to voluntary abortion** services and **57% of the laws and regulations** necessary for access to the HPV vaccine (2022).
Only **13% of the countries in the region[18]** have systems for **monitoring gender equality and women's empowerment** and allocating public funds for this purpose (2021).

Women's labour income ranged from 72.4% to 98.8% of

The extent to which education for **citizenship and sustainable**

The **gender data perspectives index,** which measures

In **18 countries** of LAC[19], there are **2.5 times more men than women employed** in "Electricity, gas supply; steam and air conditioning" (2023). The equal participation of women is key in strategic sectors such as energy generation.

LAC had the highest percentage of women as a proportion of total researchers worldwide: 44.4%, in 2021[20]. However, we have not yet achieved parity.

51.6% of working-age women participated in the **labour market in 2023, compared to 76.9%** of men. **24.1% of young women** and 10.2% of young men were **neither studying nor working in 2023.**

men's income in 12 countries[21] of the region (2023).

In 2021, **70.6% of** the countries in LAC implemented **migration policies** that facilitate orderly, safe, regular, and responsible migration and mobility of individual.

In **14 countries and territories[22]** of the region, **women reported experiencing sex discrimination** up to five times more than men.

By **2050, climate change** could push more than **13 million women into poverty and more than 19.8 million women into food insecurity** in LAC.

development is integrated into student assessment scored highest in 6[23] out of 9 countries in Latin America (2020).

Only **37% of women i**n LAC **felt safe walking alone,** compared to 52% of men, between 2020 and 2022.

The **intentional homicide rate per 100,000 inhabitants has remained constant for women (3.8),** but appears to be decreasing for men (35.9) between 2020 and 2021.

Commitments such as the **Pact for the Future, the Regional Gender Agenda, and the Escazú Agreement** mark the roadmap towards equality.

national achievements and challenges in the production, accessibility, and use of gender-disaggregated data, **fluctuated between 0.16 and 0.81 (where the maximum is 1) in 2024,** considering 11 countries[24] in LAC.

21 countries and territories[25] of LAC had **national legislation on statistics** aligned with the Fundamental Principles of Official Statistics in 2023.

20. Results Monitoring by Strategic Note Indicators

Results Monitoring against the Impact Area 1 of the ACRO SN 2023-2025

Short Title	Outcome and Impact Statement	Target Value	Target Year	2023 Report	2024 Report
LAC_D_1.1	Latin America and the Caribbean democratic institutions are strengthened, and States advance towards gender parity in political participation at all decision-making levels				
SP_D_1.1	SDG 5.5.1: Proportion of seats held by women in (a) national parliaments, (b) local governments and (c) executive positions/ministers (cabinets) held by women (Desk Review)	0	2025	Regression	No change
SP_D_3.1	SDG 5.2.1: Proportion of ever-partnered women and girls aged 15 years and older subjected to physical, sexual, or psychological violence by a current or former intimate partner in the previous 12 months, by form of violence and by age (Desk Review)	0	2025	Regression	No change
SP_D_3.4	SDG 5.3.1: Proportion of women aged 20–24 years who were married or in a union before age 15 and before age 18 (Desk Review)	0	2025	Regression	No change
SP_D_0.5.4	Number of normative, policy, peace and humanitarian processes influenced by civil society organizations (CO, RO, HQ)	4	2025	Target reached or surpassed	Significant Progress
LAC_D_1.1	Latin America and the Caribbean democratic institutions are strengthened, and States advance towards gender parity in political participation at all decision-making levels				
SP_D_0.1.4	Number of laws that were adopted, revised or repealed to advance gender equality and women's empowerment (CO)	0	2025	No change	No change
SP_D_0.1.6	Number of legal and policy frameworks that promote gender balance in decision making institutions and processes (CO)	Yes	2025	No change	Some Progress
SP_D_0.7.8	Number of UNCTs implementing UN-system commitments and advocacy on women's equal participation in elections and temporary special measures in their support to Member States (CO)	Yes	2025	Target reached or surpassed	No change
LAC_D_1.2	More women lead and benefit from national and local initiatives in political dialogue, peacebuilding, conflict prevention, human mobility, humanitarian action and climate resilience				
SP_D_0.1.7	Number of adopted National Action Plans on Women, Peace and Security with monitoring indicators (CO)	Yes	2025	Target reached or surpassed	Significant Progress
LAC_D_1.3	Ending Violence Against Women has advanced and a society free of gender stereotypes and discriminatory social norms is promoted with the engagement of women, girls, LGBTQ+ individual, men and boys				
SP_D_0.1.4	Number of laws that were adopted, revised or repealed to advance gender equality and women's empowerment (CO)	3	2025	Some Progress	Some Progress
SP_D_0.3.3	Number of countries with comprehensive and coordinated VAW prevention strategy at national and/or sub-national government levels (CO)	Yes	2025	Some Progress	Some Progress
SP_D_0.4.1	Number of countries where there has been an increase in the number of women who access	Yes	2025	Some Progress	Some Progress

Short Title	Outcome and Impact Statement	Target Value	Target Year	2023 Report	2024 Report
	services after experiencing violence or discrimination (CO)				

Results Monitoring against the Impact Area 2 of the ACRO SN 2023-2025 (Source: ONEApp, Result Monitoring and Reporting - SN Development Results)

Short Title	Outcome and Impact Statement	Target Value	Target Year	2023 Report	2024 Report
LAC_D_2	Women in Latin America and the Caribbean have increased their economic autonomy and their access to comprehensive care policies and systems				
SP_D_2.1	SDG 5.4.1: Proportion of time spent on unpaid domestic and care work, by sex, age and location (Desk Review)	-1%	2025	Significant Progress	Some Progress
SP_D_2.2	SDG 8.3.1 Proportion of informal employment in total employment, by sector and sex (Desk Review)	-1%	2025	Significant Progress	Some Progress
LAC_D_2.1	National care systems enable Latin America and the Caribbean women's economic autonomy.				
SP_D_0.1.4	Number of laws that were adopted, revised or repealed to advance gender equality and women's empowerment (CO)	1	2025	Target reached or surpassed	Some Progress
SP_D_0.1.5	Number of national and/or local (multi) sectoral strategies, policies and/or action plans that are adopted with a focus on gender equality (CO)	1	2025	Target reached or surpassed	Some Progress
SP_D_0.4.3	Number of countries where multi-sectoral systems, strategies or programs are implemented to advance women's equal access to and use of services, goods and/resources, including social protection (CO)	Yes	2025	Target reached or surpassed	Some Progress
LAC_D_2.2	Public and private financing advance gender equality through gender responsive budgets, policies, strategies and instruments				
SP_D_0.2.1	SDG Indicator 5.c.1: Proportion of countries with systems to track and make public allocations to gender equality and women's empowerment (Desk Review)	15%	2025	Some Progress	No change
SP_D_0.2.4	Number of innovative financing instruments introduced that include gender equality objectives (Desk Review)	1	2025	Some Progress	No change
LAC_D_2.3	More women have access to decent work and women's entrepreneurship, small and medium-sized enterprises, networks and cooperatives are strengthened through financial and digital inclusion, green and circular economy alternatives in local and regional value chains				
SP_D_0.1.4	Number of laws that were adopted, revised or repealed to advance gender equality and women's empowerment (CO)	0	2025	Some Progress	No change
SP_D_0.4.3	Number of countries where multi-sectoral systems, strategies or programs are implemented to advance women's equal access to and use of services, goods and/resources, including social protection (CO)	Yes	2025	Target reached or surpassed	Some Progress

Results Monitoring against the Impact Area 3 of the ACRO SN 2023-2025 (Source: ONEApp, Result Monitoring and Reporting - SN Development Results)

Short Title	Outcome and Impact Statement	Target Value	Target Year	2023 Report	2024 Report
LAC_D_3	The United Nations System has contributed to transformative changes for gender equality and governments have advanced implementation of international and regional gender equality frameworks				
SP_D_0.7.3	Percentage of UN Sustainable Development Cooperation Frameworks that have a) a dedicated gender equality outcome; and/or b) that mainstream gender equality perspectives across Cooperation Framework outcomes.	100%	2025	Target reached or surpassed	No change
LAC_D_3.1	The United Nations System in Latin America and the Caribbean increased its capacity to advance a gender transformative perspective and include GEWE in its planning and programming				
SP_D_0.7.2	Percentage of UNCTs that conducted the comprehensive UNCT-SWAP Gender Equality Scorecard in the past four years, and met or exceeded requirements for at least 60% of UNCT-SWAP standards.	80%	2025	Some Progress	Some Progress
LAC_D_3.2	Latin America and the Caribbean Governments increased their capacity to advance a gender transformative perspective and implement gender equality international and regional norms and frameworks at the national and subnational levels				
SP_D_0.5.4	Number of normative, policy, peace and humanitarian processes influenced by civil society organizations (CO, RO, HQ)	4	2025	Target reached or surpassed	Target reached or surpassed
LAC_D_3.3	Gender statistics, sex-disaggregated data, and knowledge are produced, analysed and used to inform countries´ policies and norms and UN Women programming, advocacy and accountability for delivering gender equality and women´s empowerment results				
SP_D_0.6.3	Number of policies, plans, and/or strategies that have been informed by gender data and statistics (CO, RO, HQ)	1	2025	Some Progress	Significant Progress

GAPS AND OBSTACLES
INDIVIDUAL CHANGE

INFORMAL CHANGE

FORMAL CHANGE

Consciousness, attitudes and beliefs

- **Systemic MEL weakness:** Limited impact-level measurement capacity undermines ability to track behavioral change and policy influence.
- Insufficient follow-up systems: Lack of systematic mechanisms to assess how training translates into sustained leadership or transformative change.
- Underrepresentation of men and boys in attitude-shifting interventions, limiting potential for broader social transformation.
- Fragmented learning culture: Despite quality training programs, challenges remain in fostering region-wide systematic learning and knowledge consolidation.

Access to resources, skills, opportunities

- **Operational bottlenecks:** Systemic weakness in HR, procurement, and administrative functions significantly undermines efficiency and constrains program delivery.
- **NPP disadvantages:** Non-Physical Presence offices face particular challenges in visibility, funding access, operational autonomy, and tailored support
- **Persistent structural barriers:** Informality, limited credit access, and socio-cultural norms continue to restrict women's economic opportunities
- **Limited local visibility:** UN Women's work lacks sufficient visibility at local levels, constraining broader impact
- **Funding model constraints:** Project-based financing limits ability to provide flexible, sustained support to grassroots women's organizations.

Social norms and cultural practices

- **Rising backlash:** Anti-rights movements and political resistance are intensifying; threatening norm change gains (consistent with regional political context identified in evaluation)
- **Project dependency:** Norm change efforts remain project-dependent rather than institutionalized, threatening sustainability
- **Limited male engagement:** Insufficient engagement with men and boys in norm change strategies constrains transformative potential
- **Internal fragmentation:** Siloed work culture and competition among UN agencies for visibility/funding undermines collective impact
- **Inconsistent safeguards:** Environmental and disability inclusion safeguards applied inconsistently across interventions, limiting comprehensive rights-based approach.

Formal policies, laws, and institutional arrangements

- Political resistance to gender equality agendas in some countries, with institutional resistance limiting integration of key frameworks (UNSCR 1325).
- **Sustainability threats:** Project-based funding model creates high transaction costs and threatens long-term institutional capacity.
- Need for strengthened internal coordination and tailored support models for different office types, particularly NPPs.
- Limited systematic application of disability and environmental safeguards across all interventions, despite strong human rights framework
- **MEL underinvestment:** Insufficient investment in monitoring, evaluation, and learning systems hinders strategic adaptation and evidence-based decision-making.
- Corporate structures and contracting procedures often misaligned with country realities, reducing operational flexibility and responsiveness.

SYSTEMIC CHANGE

CHANGES FOUND

INDIVIDUAL CHANGE

Consciousness, attitudes and beliefs

- **Increased awareness and technical capacity on gender issues**, particularly in care systems, WPP, WPS, GRB, and financial inclusion:
  - **Virtual Atenea** and **FLACSO training platform:** Over 6,799 women trained, 4,000+ certified in political leadership, enhancing confidence and political engagement across women leaders in the region.
  - **GRB virtual course:** 300+ women trained in gender-responsive budgeting.
  - **Mentorship initiatives with women leaders at the local level (UIM) and with electoral bodies** in collaboration with IIDH/CAPEL.
- **Digital learning ecosystem:** Reached 17,000+ participants, including Indigenous, Afro-descendant, LGBTIQ+, and disabled women.
- **WPS training**: Over 200 women trained in peacebuilding and conflict mediation in Venezuela.

Access to resources, skills, opportunities

- **Care systems expansion:** Strongest and most consistent progress area with systems developed in 11 countries, and innovative territorial care models piloted.
- **Digital and financial inclusion:** E-commerce platforms, AI-based financial education, gender bonds, and guarantee funds expanded WEE.
- **Access to justice and political participation** strengthened through Parity Counter (Colombia), VI Women, Development and Equality Pact (Panama), and Atenea Initiative. Work with the network of women prosecutors and guidelines, strategic litigation for VAWP, referencing the Guide for Strategic Litigation (UN Women, MESECVI, CIM).
- **Strategic partnerships:** Leveraged collaborations with ECLAC, academic institutions, and regional bodies to amplify resource access and opportunities. Work with MESECVI, the Regional Conference (Parliamentary Forum), RMAAM/MERCOSUR, and regional parliaments.

Social norms and cultural practices

- **EVAW norm change:** Spotlight Initiative challenged norms around femicide and domestic violence, supported legal reforms in 14 countries, with grant fund for feminist organizations as transformative legacy
- **Educational integration**: "4 Steps to Prevent GBV" toolkit integrated into school curricula in four countries, promoting prevention approaches
- **Inclusive humanitarian practices:** While showing some progress in challenging xenophobia and empowering migrant women and LGBTIQ+ individuals, impact remains limited in humanitarian settings (consistent with Evaluation Finding 2)
- **Community-level transformation:** Creation of women's committees, shifts in harmful norms, increased local governance participation, and promotion of positive masculinities
- **Digital inclusion:** Fostered peer support networks across marginalized groups, reducing isolation and building solidarity.

Formal policies, laws, and institutional arrangements

- **Legal reforms:** Parity laws adopted or advanced in 18 countries with quota/Parity laws (9 quotas, 9 parity); 15 have VAWP in legal frameworks, care legislation in 13 countries.
- Integration of gender into UNSDCFs and national planning (e.g. Chile, Colombia).
- **Institutionalization of gender data systems:** Women Count initiative, regional dashboards and open judicial datasets (e.g. Argentina).
- **Coordination mechanisms:** UN Women co-chaired regional platforms (e.g. MIRPS, R4V, Gender and Evaluation IBC) and joint programmes showcasing ability to work together (Panama).
- **Gender markers and scorecards:** Used to guide planning and budgeting.

INFORMAL CHANGE

FORMAL CHANGE

SYSTEMIC CHANGE

22. ACRO Knowledge Management Products 2023-2025

	Title	Publication Year	Office
1.	Democracia paritaria en la Ciudad Autónoma de Buenos Aires: Avances y desafíos	11/01/2023	Argentina
2.	Estado del arte sobre cuidados en contextos de ruralidad en América Latina y el Caribe	25/01/2023	LAC
3.	Agenda de los derechos de las mujeres 2022	25/01/2023	Costa Rica
4.	Territorios que cuidan: Hacia la construcción de un Sistema Nacional de Cuidados en Panamá	27/01/2023	Panamá
5.	Rutas de Empoderamiento. Voces de mujeres indígenas del norte de Chile	01/02/2023	Chile
6.	Vulnerabilidad de las Mujeres Indígenas del norte de Chile frente al Cambio Climático	01/02/2023	Chile
7.	La igualdad de género y la autonomía de las mujeres y las niñas en la era digital: aportes de la educación y la transformación digital en América Latina y el Caribe. Consulta Regional previa al Sexagésimo Séptimo Periodo de Sesiones de la Comisión de la Condición Jurídica y Social de la Mujer.	10/02/2023	LAC
8.	Mapeo de la incorporación del enfoque de género en los sistemas nacionales de evaluación de América Latina	28/02/2023	LAC
9.	Presupuestos con enfoque de género. Una hoja de ruta para su implementación desde las experiencias de América Latina	13/03/2023	LAC
10.	Inversiones públicas en la economía del cuidado. El caso de la provincia de Chaco	15/03/2023	Argentina
11.	Políticas de estímulo fiscal con perspectiva de género en Argentina durante la pandemia del COVID-19	15/03/2023	Argentina
12.	Guía para la cobertura periodística de femicidios y violencia basada en género	22/03/2023	LAC
13.	Aproximaciones de la violencia de género en internet durante la pandemia en Bolivia, 2021	06/04/2023	Bolivia
14.	Estudio sobre el estado del acoso y violencia política contra las mujeres en Bolivia	12/04/2023	Bolivia
15.	Análisis de género: contexto migratorio frontera norte de Chile	14/04/2023	Chile
16.	A 10 años del Consenso de Montevideo: vigencia, avances y retrocesos	11/05/2023	Uruguay
17.	Material de apoyo para espacios institucionales de género y diversidad de los municipios de Salta	15/05/2023	Argentina
18.	Guía para denunciar hechos de acoso y violencia política para mujeres autoridades designadas	29/05/2023	Bolivia
19.	Guía para denunciar hechos de acoso y violencia política para mujeres candidatas	29/05/2023	Bolivia
20.	Guía para denunciar hechos de acoso y violencia política para mujeres electas en el ejercicio de la función pública	29/05/2023	Bolivia
21.	Guía para denunciar hechos de acoso y violencia política para senadoras y diputadas de la asamblea legislativa plurinacional	29/05/2023	Bolivia
22.	Evaluación de Portafolio País de ONU Mujeres Ecuador	07/06/2023	Ecuador
23.	Una segunda oportunidad para las mujeres gracias al aprendizaje en línea	09/06/2023	Chile
24.	Meta-síntesis de evaluaciones de ONU Mujeres en América Latina y el Caribe	20/06/2023	LAC
25.	Cuidados en Chile	Avanzando hacia un sistema integral de cuidados	31/07/2023	Chile
26.	Red de indicadores de género: Violencia contra la mujeres, adolescentes y niñas	22/08/2023	LAC
27.	Guía para la conformación y formalización de cooperativas y la elaboración de planes de negocios asociativos de mujeres empresarias y emprendedoras.	29/08/2023	Costa Rica
28.	Guía para el litigio estratégico de casos de violencia contra las mujeres en la vida pública y política	29/08/2023	LAC
29.	Estándares de protección de derechos humanos de las mujeres: Herramientas necesarias para la defensa de su participación política — Versión actualizada en 2022	29/08/2023	LAC
30.	RESPETO a las mujeres: Prevención de la violencia contra las mujeres	31/08/2023	HQ
31.	Unstereotype 101. Guía básica para enfrentar los estereotipos en la vida diaria	09/09/2023	LAC
32.	Hoja de ruta: Las dimensiones de género en la cadena de valor del turismo — Región del Trifinio	18/09/2023	LAC
33.	Cuidados y políticas públicas. Resúmenes de investigación	02/10/2023	LAC
34.	Fortaleciendo la gestión de las finanzas públicas para lograr la igualdad de género y el empoderamiento de las mujeres	09/10/2023	LAC
35.	Guía para juzgar con perspectiva de género en materia electoral	12/10/2023	LAC
36.	La Aplicación de las Ciencias del Comportamiento para abordar la violencia digital hacia las mujeres y las niñas	20/10/2023	LAC
37.	Seguimiento a las medidas y presupuestos dirigidos a disminuir la violencia contra las mujeres en el marco de la pandemia COVID-19	23/10/2023	LAC
38.	Lineamientos para una política pública de cuidados: Hacia un sistema nacional integral.	Propuesta de la Plataforma Nacional de Corresponsabilidad Social y Pública del Cuidado	28/10/2023	Bolivia
39.	Hablemos de Cuidados	Principales resultados de los diálogos ciudadanos hacia la construcción del Sistema Nacional e Integral de Cuidados	07/11/2023	Chile
40.	Programa Tu Oportunidad — Second Chance Education: Claves para una intervención exitosa.	07/11/2023	Chile
41.	Metodología Programa Tu Oportunidad — Second Chance Education: Fortalecimiento de la autonomía económica de mujeres.	07/11/2023	Chile

	Title	Publication Year	Office
42.	Liderazgos con perspectiva de género: la experiencia de Neuquinas con impacto	08/11/2023	Argentina
43.	MELYT: Mujeres, Economía Local y Territorios. Mujeres empoderadas en territorios dinámicos	10/11/2023	LAC
44.	Mujeres en movimiento(s): el poder del activismo, la incidencia y las estrategias digitales para la igualdad sustantiva	15/11/2023	LAC
45.	Género y Constitución: Experiencia Comparada	22/11/2023	Chile
46.	Desarmando estereotipos	04/12/2023	Argentina
47.	La perspectiva de género en las infraestructuras de cuidados	12/12/2023	Argentina
48.	Hacia políticas y sistemas integrales de cuidados con las personas en el centro: Diálogos entre América Latina, el Caribe y la Unión Europea	15/12/2023	LAC
49.	Empoderamiento económico para mujeres migrantes y refugiadas de Afganistán	21/12/2023	Chile
50.	6 temas para avanzar en la igualdad de género en discusiones constitucionales	28/12/2023	Chile
51.	Impulsar la inclusión de mujeres y niñas en educación STEAM	03/01/2024	LAC
52.	Perspectiva de género y diversidad en proyectos culturales	03/01/2024	Chile
53.	Recomendaciones de trabajo libres de violencia de género 2023	03/01/2024	Chile
54.	Empoderamiento Económico para mujeres refugiadas de Afganistán: Sistematización, Buenas Prácticas y Recomendaciones	04/01/2024	Chile
55.	La Red Especializada en Género de la Asociación Iberoamericana de Ministerios Públicos aprobó el documento sobre "Lineamientos regionales para la investigación y litigio de casos de violencia sexual"	29/02/2024	LAC
56.	La Agenda 2030 para el Desarrollo Sostenible y la Agenda Regional de Género en América Latina y el Caribe: indicadores de género a 2023	06/03/2024	LAC
57.	Mecanismos para el adelanto de las mujeres en América Latina y el Caribe: una condición necesaria para el avance de la igualdad de género.	06/03/2024	LAC
58.	Perfil Regional de Igualdad de Género América Latina y el Caribe	06/03/2024	LAC
59.	Violencia y acoso digital. Herramientas de acción para periodistas	11/03/2024	Argentina
60.	Inclusión digital para el empoderamiento económico de mujeres en Chile	19/03/2024	CHILE
61.	Nota estratégica América Latina y el Caribe	2023 — 2025	22/03/2024	LAC
62.	Nota estratégica Chile	2024 — 2026	25/03/2024	Chile
63.	Brief Nota estratégica Haití	2024 — 2027	03/07/2024	Haití
64.	Cuidados y políticas públicas	29/03/2024	LAC
65.	Costeo de infraestructuras de cuidado en 13 localidades de la provincia del Neuquén.	01/04/2024	ARGENTINA
66.	Transversalización de la perspectiva de género e interseccionalidad en el ciclo de la obra pública	01/04/2024	ARGENTINA
67.	La perspectiva de género en las infraestructuras de vialidad y transporte	08/04/2024	Argentina
68.	Diagnóstico Institucional Componente 2 Programa Ciudades Seguras — Canelones	20/02/2024	Uruguay
69.	Diagnóstico Territorial Componente 3 Programa Ciudades Seguras — Canelones	20/02/2024	Uruguay
70.	(WLEaT) Women, Local Economy, and Territories - Empowering women in dynamic territories	27/03/2024	LAC
71.	Replicating and scaling up women, local economy, and territories (Wleat) in Bolivia	27/03/2024	LAC
72.	Política Pública de Igualdad de Oportunidades para las Mujeres	2024—2034	28/05/2024	Panamá
73.	Estimación de costos y efectos económicos de la ampliación de servicios de cuidados para la Repúbllica del Perú	06/01/2024	LAC
74.	Strategic Note Chile	2024 — 2026	22/04/2024	Chile
75.	Política Exterior Feminista: Soluciones para un mejor mañana	28/06/2024	LAC
76.	Argumentario para el posicionamiento de la agenda de cuidados en República Dominicana Cuidados: una política que cambia vidas y aporta a la economía	2024	LAC
77.	Plan Local de Cuidados de Juan Díaz	27/06/2024	Panamá
78.	Abordaje a las necesidades particulares de las mujeres haitianas a través de su rol de liderazgo: Evaluación rápida de género de ONU Mujeres	17/07/2024	Haiti
79.	Caricom Guidelines And Protocols On The Collection And Use Of Administrative Data On Violence Against Women And Girls	25/07/2024	Mco Caribbean
80.	Caja de herramientas para un periodismo con perspectiva de derechos	02/08/2024	Argentina
81.	Comunicación, infancia y adolescencia. Guía para periodistas. Perspectiva de género (segunda edición)	02/08/2024	Argentina
82.	Participación de las mujeres en las cadenas productivas del Gran Chaco argentino	02/08/2024	Argentina
83.	Agenda Local de Cuidados. Lineamientos para la construcción de políticas ysistemas integrales en América Latina y el Caribe	20/08/2024	LAC
84.	Costeo de Sistemas de Cuidado a nivel subnacional. Provincia de La Rioja	21/08/2024	Argentina
85.	Costeo de Sistemas de Cuidado a nivel subnacional. Provincia de Buenos Aires	21/08/2024	Argentina
86.	Convención sobre la Eliminación de todas las formas de Discriminación contra la Mujer	Comité para la Eliminación de la Discriminación contra la Mujer — Panamá	27/08/2024	Panama
87.	Escenarios para el empoderamiento económico de las mujeres — Uruguay	27/08/2024	Uruguay
88.	Cuidados a nivel local: relevamiento de experiencias en América Latina y Caribe	28/08/2024	LAC
89.	Género, políticas públicas y cuidados: Avances y desafíos en el Caribe insular	28/08/2024	LAC

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90.	La perspectiva de género en las infraestructuras de cuidado en América Latina y el Caribe.	28/08/2024	LAC
91.	Participación política de mujeres: Construyendo la sociedad del cuidado	12/03/2024	Chile
92.	Vulnerabilidad financiera, género y cuidado en los hogares monomarentales	25/10/2024	Argentina
93.	Hacia la transversalización de la perspectiva de género en la producción estadística en América Latina y el Caribe	01/11/2024	LAC
94.	Guía para la transversalización de la perspectiva de género en la producción estadística	01/11/2024	LAC
95.	Piloting the Measurement of SDG Indicator 5.4.1 in Barbados	26/11/2024	Barbados
96.	Cuidados y sector empresarial: oportunidades para el desarrollo con igualdad en América Latina	27/11/2024	LAC
97.	Aportes para la gestión territorial de sistemas integrales de cuidados	11/12/2024	LAC
98.	Techos de cristal y pisos pegajosos: análisis de trayectorias concursales para cargos de magistraturas 2018-2022 en la Justicia Nacional y federal de la República Argentina	20/12/2024	Argentina
99.	Resumen Ejecutivo del V Foro Centroamericano de Inclusión Financiera	03/02/2025	El Salvador
100.	Memoria V Foro de Inclusión Financiera: Para un sistema integrado e innovador	03/02/2025	El Salvador
101.	Perfil de género y generaciones de Uruguay	13/02/2025	Uruguay
102.	Advocacy Paper: Defender los derechos en tiempos hostiles	14/02/2025	LAC
103.	Beijing+30: Innovación Tecnológica y oportunidades para la transición digital inclusiva en Iberoamérica	20/02/2025	LAC
104.	Resumen Ejecutivo: Hacia la democratización del financiamiento de los partidos políticos y las campañas electorales en América Latina	21/02/2025	LAC
105.	Executive Summary: Towards the democratization of the financing of political parties and electoral campaigns in Latin America	21/02/2025	LAC
106.	Advocacy Paper: Defending Right in Hostiles Times	24/02/2025	LAC
107.	Advocacy Paper: Defender direitos em tempos hostis	24/02/2025	Brazil
108.	https://lac.unwomen.org/sites/default/files/2025-03/es_rutaacciontim_web_14mar2025.pdf	27/02/2025	Costa Rica
109.	Newsletter N° 4, Trayectos. Marzo 2025	28/03/2025	LAC
110.	Realidades y retos sobre el financiamiento de políticas y sistemas de cuidados. Sistematización de la Comunidad de Aprendizaje sobre Fiscalidad y Cuidados	28/03/2025	LAC
111.	La Agenda 2030 para el Desarrollo Sostenible y la Agenda Regional de Género en América Latina y el Caribe | Indicadores de género a 2024	02/04/2025	LAC
112.	The 2030 Agenda for Sustainable Development and the Regional Gender Agenda in Latin America and the Caribbean | Gender indicators up to 2024	02/04/2025	LAC
113.	Perfil de género y generaciones de Uruguay	13/02/2025	Uruguay
114.	WPS National Action Plan to Address Gun and Gang Violence in Trinidad and Tobago	2025	MCO Caribbean
115.	Executive Summary — WPS National Action Plan to Address Gun and Gang Violence in Trinidad and Tobago	2025	MCO Caribbean
116.	Estimacion_de_costos_y_efectos_economicos_servicios_cuidados_anexo_3.pdf	2025	Peru
117.	Manual lúdico - Protagonista de mi bienestar - TRAYECTOS	2025	LAC
118.	Servicios financieros para las mujeres: resultados del sondeo realizado en El Salvador, Honduras y Guatemala	2025	Costa Rica
119.	Cartilla digital Trayectos - Mujeres en movilidad - Costa Rica	2025	Costa Rica
120.	Violencia contra las mujeres en política: marcos regulatorios e implementación en América Latina y el Caribe	2025	LAC
121.	2-Pager Proyecto Cuidados Fase 2	2025	
122.	Guia de abordaje y atención de los delitos de trata de personas y tráfico ilícito de personas con enfoque de género: ámbito penal	2025	Costa Rica
123.	Orientaciones para jueces y juezas en el abordaje de víctimas/ sobrevivientes de trata de personas	2025	Costa Rica
124.	Compendio El Tráfico Ilícito de personas Migrantes y la Trata de Personas: Perspectivas desde la Jurisprudencia Internacional y Costarricense con Énfasis en pronunciamientos del sistema internacional de derechos humanos y documentos de Naciones Unidas	2025	Costa Rica
125.	Representaciones sociales del cuidado en Uruguay: ¿mandatos de género en transformación?	2025	Uruguay
126.	https://lac.unwomen.org/sites/default/files/2025-06/es_efi_teoriadelcambio_03jun2025_2.pdf	2025	LAC
127.	La Agenda 2030 para el Desarrollo Sostenible y la Agenda Regional de Género en América Latina y el Caribe: indicadores de género para la República Dominicana a 2024	2025	LAC
128.	La Agenda 2030 para el Desarrollo Sostenible y la Agenda Regional de Género en América Latina y el Caribe: indicadores de género para la República Dominicana a 2024	2025	LAC
129.	Encuentro "Hacia sistemas integrales de cuidados: experiencias locales con igualdad género" Memorias para una hoja de ruta de cuidados en Venezuela	2025	Venezuela
130.	Financiamiento para la igualdad de género y la sociedad de los cuidados	2025	LAC
131.	https://lac.unwomen.org/es/digital-library/publications/2025/07/territorios-que-cuidan-el-compromiso-de-onu-mujeres-en-america-latina-y-el-caribe	2025	LAC

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132.	https://lac.unwomen.org/es/digital-library/publications/2025/07/cuidados-en-contextos-de-ruralidad-en-america-latina-y-el-caribe	2025	LAC
133.	Guía de Monitoreo y Evaluación (M&E) del Marco RESPETO	2025	LAC
134.	Marcos mundiales y regionales para poner fin a la violencia contra las mujeres	2025	LAC
135.	Visión general. Cómo utilizar la Guía de Implementación del Marco RESPETO	2025	LAC
136.	Fortalecimiento de un entorno favorable para la prevención de la VCM	2025	LAC
137.	Guía y libro de trabajo del Plan Nacional para la prevención de la violencia contra las mujeres	2025	LAC
138.	50 años de Feminismos en América Latina y el Caribe: Reflexiones a 30 años de la Declaración y Plataforma de Acción de Beijing	2025	LAC
139.	"Guía de facilitación: Programa de entrenamiento especializado para la investigación y judicialización de los delitos de trata de personas y tráfico ilícito de migrantes en Costa Rica"	2025	Costa Rica
140.	Alerta de género sobre flujos migratorios mixtos. Panamá.	2025	Panama
141.	Alerta de género sobre flujos migratorios mixtos. Costa Rica.	2025	Costa Rica
142.	Alerta de género sobre flujos migratorios mixtos. Colombia.	2025	Colombia
143.	Estrategia Humanitaria Regional para América Latina y el Caribe 2025-2026	2025	LAC
144.	El-derecho-al-cuidado-en-la-planificacion-estrategica-urbana	2025	LAC
145.	Fortalecer-los-cuidados-comunitarios-desafios-y-perspectivas-para-la-accion-colectiva	2025	LAC
146.	Avanzar-la-democracia-paritaria-en-america-latina-y-el-caribe	2025	LAC
147.	El-enfoque-de-genero-en-los-cuidados-comunitarios-analisis-del-potencial-transformador-de-iniciativas-comunitarias-de-cuidado-lac	2025	LAC
148.	Una-agenda-caribena-hacia-la-justicia-climatica-y-del-cuidado	2025	MCO Caribbean
149.	Impactos ambientales con perspectiva de género: inundaciones en Bahía Blanca (2025)	2025	Argentina
150.	Adolescentes_y_trabajo_de_cuidado_31jul25.pdf	2025	LAC
151.	Informe onu-nexos.	2025	LAC
152.	Edades-de-jubilacion-e-inequidades-de-genero-en-los-sistemas-de-pensiones-iberoamericanos	2025	LAC
153.	Movilidad_y_cuidados_07ago25-v02.pdf	2025	LAC
154.	Promocion de politicas y sistemas integrales de cuidados	2025	LAC