



Evaluation Inception Report
Global Centre of Excellence on Gender Statistics (CEGS)
UN Women Mexico

Evaluation team:

Giulia Tarducci
Alejandra Faúndez
Soledad Quiroz
Paola Siclari

September 21, 2020

Table of Contents

Acronyms	3
1. Context and object of the evaluation	4
1.1 Background of the CEGS's installation phase.....	4
1.2 CEGS's Strategic Plan 2018-2020	4
1.3 CEGS's Theory of Change	7
2. Purpose, objectives and scope of the evaluation	9
2.1 Objectives of the evaluation	9
2.2 Scope of the evaluation	9
3. Evaluation framework.....	10
3.1 Evaluation criteria	10
3.2 Evaluation Matrix.....	11
4. Methodology.....	14
4.1 Unities of analysis	14
4.2 Data gathering techniques.....	14
4.3 Data analysis techniques.....	15
4.4 Key informants' selection criteria	16
4.5 Limitations and mitigation measures.....	16
4.6 Ethical considerations	17
5. Evaluation Phases and workplan	17
5.1 Phases of the evaluation	17
5.2 Workplan.....	18
6. Outputs and quality control	18
7. Roles and responsibilities.....	19
8. Annexes.....	21
8.1 List of key informants.....	21
8.1.1 Key informants for focal group.....	21
8.1.2 Key informants for individual interviews.....	21
8.1.3 Participants to the online survey.....	23
8.2 Data collection instruments	23
8.2.1 Basic guidelines for interviews and focus group	23
8.2.2 On line survey guidelines.....	27
8.3 List of material provided	31
8.4 Terms of Reference of the evaluation.....	33

List of figures

Figure 1: CEGS's governance structure	6
Figure 2: Current organization chart of the CEGS	7
Figure 3: Key elements of the Theory of Change	8

List of tables

Table N° 1 Results Framework	8
Table N° 2 Study subjects and data collection techniques	16

Acronyms

BPfA	Beijing Platform for Action
CEGS	Centre of Excellence on Gender Statistics
CSW	Commission on the Status of Women
DAC	Development Assistance Committee
EB	Executive Board
ECLAC	Economic Commission for Latin America and the Caribbean
GERAAS	Global Evaluation Reports Assessment and Analysis System
INEGI	National Institute of Statistics and Geography
OECD	Organization for Economic Cooperation and Development
SDG	Sustainable Development Goals
TAB	Technical Advisory Board
ToC	Theory of Change
ToR	Terms of Reference
UNDAF	The United Nations Development Assistance Framework
UNEG	United Nations Evaluation Group
UNSD	United Nations Statistics Division
UN SWAP	United Nations System Wide Action Plan
WB	World Bank

1. Context and object of the evaluation

1.1 Background of the CEGS's installation phase

In September 2016, in the framework of the launch of UN Women's gender statistics initiative, the flagship program "Making Every Woman and Girl Count", held at the side event of the LXXI session of the United Nations General Assembly, the Government of Mexico announced its decision to create a global centre of excellence on gender statistics, in order to join efforts in the fields of research, innovation, cooperation and exchange of technical experiences and contribute to the effective adaptation/contextualization, implementation and monitoring of the Sustainable Development Goals (SDGs).

Besides, on November 25, 2016, UN Women and the Mexican National Institute of Statistics and Geography (INEGI) signed a first collaboration agreement to implement the project called "*Preparatory Phase of the Global Centre of Excellence on Gender Statistics (CEGS)*" in Mexico, which established the construction of the institutional design of the Centre.

UN Women and INEGI share a long history of bilateral cooperation for mainstreaming gender in the production and analysis of national statistics with the support of the National Institute for Women (INMUJERES). Jointly, they have created a solid and strategic alliance to promote the development of gender statistics at international, regional, and national level. This alliance was officially established in 1995 aiming at responding to the commitments established in the Beijing Platform for Action (BPfA) during the Fourth World Conference on Women.

In December 2017, through a new collaboration agreement, the CEGS was formally established in Mexico under the project called "*Installation and operation phase of the first three years of the Global Centre of Excellence on Gender Statistics*", contributing to the strategic efforts of both institutions to strengthen the generation, availability, analysis and use of internationally comparable data and statistics on key and emerging aspects for the achievement of gender equality and women's empowerment.

The proposal for the CEGS's institutional design is based on the conceptual definition of a Centre of Excellence established by the High-Level United Nations Conference on South-South Cooperation (2009). This definition was later revised by the United Nations General Assembly in Resolution 64/222 (2010) and enhanced by the United Nations High Level Committee on South-South Cooperation during the evaluation of the implementation of the Buenos Aires Action Plan (2012). In all these documents, a Centre of Excellence is defined as a platform that:

"...facilitates the exchange of experiences and good practices; focuses on one or several strategic thematic areas; does research to determine what works and what does not work in development policies; documents solutions and prepares public policy documents and recommendations; supports knowledge strategies based on networks; and facilitates discussion forums on public policy-related issues".

1.2 CEGS's Strategic Plan 2018-2020

The object of the evaluation is the project called "*Installation and operation phase of the first three years of the Global Centre of Excellence on Gender Statistics*", whose operational program has been described in the CEGS's Strategic Plan 2018 - 2020.

According to the CEGS's Strategic Plan, the overall objective of the Centre is to strengthen gender statistics through collaboration, knowledge sharing, research and innovation in order to effectively contribute to the implementation and monitoring of the main international commitments on women's rights and gender equality including CEDAW, the Beijing Platform for Action, and the 2030 Agenda.

Its specific objectives are:

1. Strengthen the technical capacity of national statistical offices to produce gender statistics.
2. To disseminate knowledge and promote the exchange of best practices on key issues for gender statistics.
3. Promote analysis, research and innovation in gender statistics, with emphasis on key emerging areas for gender equality.

To achieve these objectives, the CEGS operates through three programmatic strategies, which are mutually reinforcing:

1. Facilitate access to technical expertise: Facilitate national statistical systems' access to technical expertise to produce gender statistics.
2. Knowledge Hub: Disseminate knowledge and promote the exchange of best practices on key issues for gender statistics.
3. Innovation Lab: Promote analysis, research and innovation in gender statistics, with emphasis on emerging areas for gender equality.

Furthermore, the Center's program document states that its work should reflect the global consensus on gender statistics derived from the United Nations Statistical Commission and the United Nations Commission on the Status of Women (CSW); as well as be aligned with the agreements of the Inter-Agency and Expert Group on SDGs indicators (IAEG-SDGs) and the Inter-Agency and Expert Group on Gender Statistics (IAEG-GS).

The activities of the CEGS contribute to the efforts both of the Global Gender Statistics Programme of the United Nations Statistics Division (UNSD) and the UN Women's flagship programme in gender statistics "Making Every Woman and Girl Count", avoiding duplication of activities.

The programmatic approach of the Centre is oriented to close the implementation gaps in the generation, analysis and use of gender statistics; focusing on the following priority themes:

1. Measurement of different forms of violence against women and girls (particularly femicide/femicide violence)
2. Measurement of unpaid care and domestic work; and
3. Gender and geospatial analysis, including vital statistics.

The CEGS has a governance structure oriented towards efficiency and the simplification of decision-making processes, strategic guidance and its operations. This structure is flexible and can be modified as the CEGS evolves over time. The CEGS has an **Executive Board (EB)** and a **Technical Advisory Board (TAB)**.

The CEGS staff serve as the Secretariat to the Executive Board and the Technical Advisory Board. As the secretariat, the CEGS staff:

- organize and participate in the meetings of the two bodies;
- document the meeting proceedings through the preparation of meeting reports as well as regularly supervise the progress and results of the work programme;
- exchange information and points of view about any issue that may impact the CEGS's actions and responsibilities, including good practices and lessons learned regarding its direction, operation and administration.

The Executive Board is the oversight body of the CEGS. As of March 2019, the Board is composed of senior representatives from UN Women and INEGI with both decision-making power and technical authority on gender statistics. The main functions of the Executive Board are the following:

- Establish appropriate mechanisms to promote and maintain an efficient and effective system for delivering the CEGS's programme strategies;
- Formulate policies on all matters relating to statistical operations of the CEGS;
- Review and approve the terms of reference of the governance mechanisms;
- Approve the members of the Technical Advisory Board;
- Approve the programmatic work plan, budget and projects of the CEGS that will be implemented by UN Women as the operational coordinating body;
- Prescribe appropriate frameworks for the effective and well-coordinated delivery of the CEGS's strategies;
- Determine executive measures to enhance the efficiency of the CEGS's programme, including the CEGS's governance mechanisms and the Technical Advisory Board;
- Monitor the compliance to and assess the quality of delivery of the programmatic work plan;

- Discuss and approve any other initiative, which was not included in the workplan, including those arising from new demands, taking into account the likely impact on the existing workplan and capacities of the centre;
- Review the annual reports of the CEGS and provide recommendations;
- Define and approve the modalities for the participation of new partners in the Executive Board;
- Represent the CEGS at high-level events, as appropriate.

The Executive Board meets annually, with the possibility of organizing additional virtual ad-hoc meetings as needed. All decisions of the Executive Board will be made by consensus.

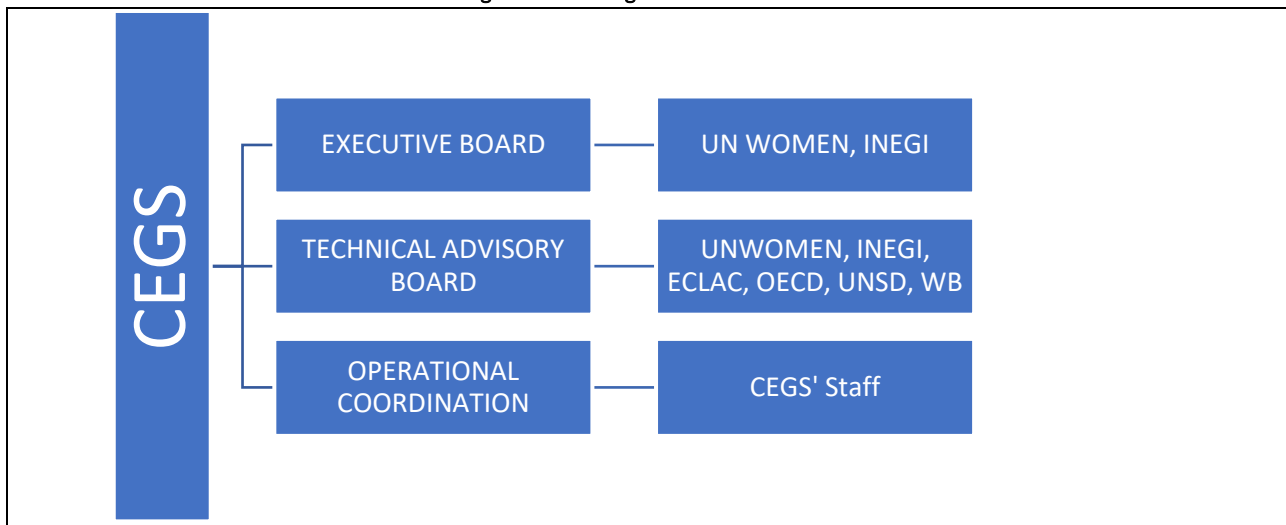
The Technical Advisory Board (TAB) is the governance body that provides technical advice, provides feedback and inputs to the CEGS’s work programme. The main functions of the Technical Advisory Board are as follows, to:

- Serve as a forum for the exchange of technical views and expertise to provide advice to implement the CEGS workplan;
- Ensure the relevance and appropriateness of the CEGS’s programmatic work;
- Recommend to the Executive Board technical and concrete recommendations as well as appropriate measures for the effective and well-coordinated delivery of the CEGS’s strategies;
- Provide general input, specific recommendations and comments on the CEGS’s work for the consideration of the Executive Board;
- Promote the CEGS at the international and regional level, providing support for the creation establishment of new partnerships and cooperation as well as synergy-building with other initiatives;

Following the first meeting of the Executive Board in September 2018, it was agreed that the TAB will have four permanent members, in addition to UN Women and INEGI. The following entities and organizations were selected:

- UN Economic Commission for Latin America and the Caribbean (ECLAC), as representative of UN Regional Commissions;
- Organization for Economic Co-operation and Development (OECD);
- United Nations Statistics Division; and
- World Bank

Figure 1: CEGS’s governance structure



Source: authors’ elaboration from the diagram proposed in the Agreement between UN Women and INEGI for the CEGS’s installation phase

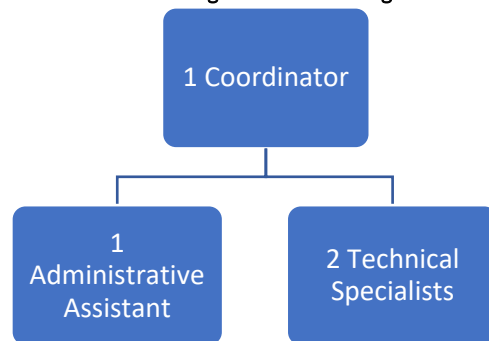
The CEGS is managed by UN Women in compliance with UN Women’s rules, regulations, procedures and internal policies. This model builds on the successful experience of the UNODC-INEGI Centre of Excellence for Statistical Information on Government, Crime, Victimization and Justice.

In order to achieve the results stated in the Strategic Plan, activities are implemented through different modalities used by UN Women. UN Women identifies responsible parties to assist as needed in carrying out activities based on written agreement or contract. These partners are directly accountable to UN Women in accordance with the terms of their agreement or contract with UN Women.

The operational management and administrative oversight is coordinated by the Operational Coordination Team under the overall guidance of UN Women’s country representative in Mexico and under the technical and programmatic guidance of the *Women Count* team in Headquarters.

As for the employees of UN Women, the approval of the personnel profiles, as well as the selection and hiring of the Coordinator and other personnel of the CEGS is carried out based on the established processes and procedures of UN Women, in consultation with INEGI. For its operations in this initial phase (2017-2020), the CEGS adopts a structure that covers the coordination, technical and administration areas. The staff of the CEGS are responsible for the overall implementation of the CEGS workplan and for the implementation of activities and/or the execution of projects, UN Women may contract external consultants or procure services from vendors, when needed.

Figure 2: Current organization chart of the CEGS



Source: authors’ elaboration from the information provided during the interview with the CEGS’ team on August 31, 2020.

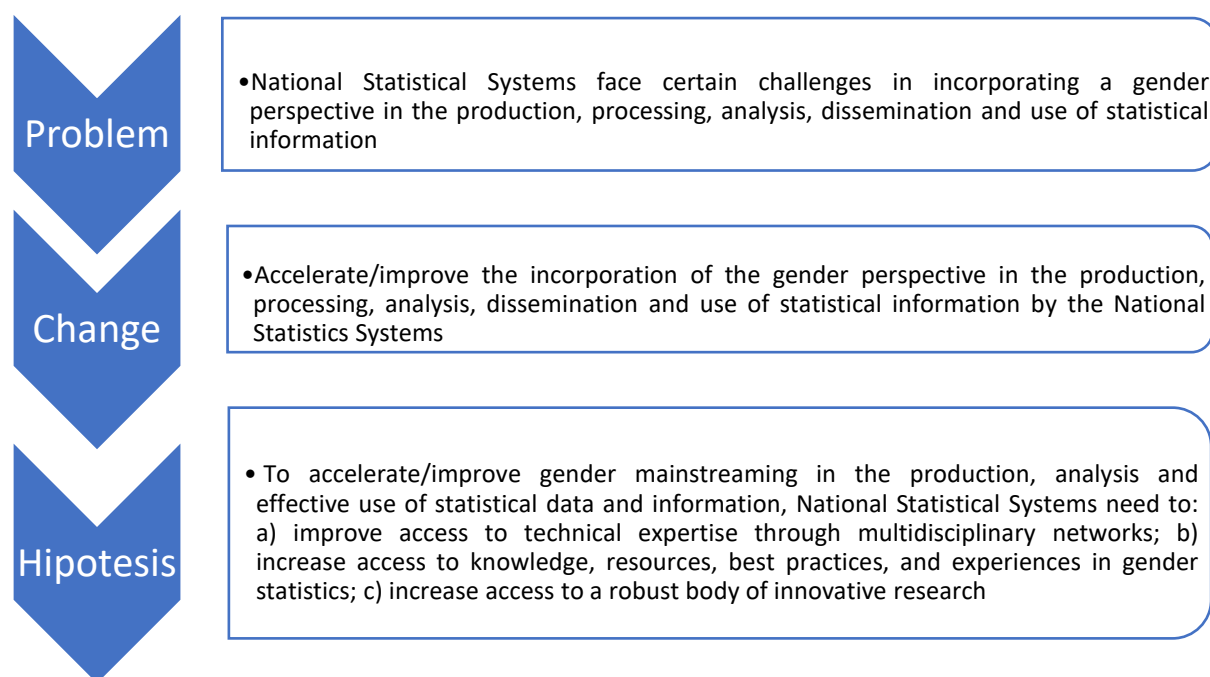
1.3 CEGS’s Theory of Change

As mentioned on page 11 of the CEGS’s Strategic Plan 2018-2020 document, the main goal of the Theory of Change is that National Statistics Systems mainstream gender into the production, processing, analysis, dissemination, and use of statistical information as a reference for decision making, accountability, and to monitor international agreements and goals as relates to gender equality and women’s rights.

According to the same section, the Theory of the CEGS is described as follows:

IF (i) National Statistics Systems and other stakeholders have improved access to technical expertise through multidisciplinary networks; and (ii) National Statistical Systems have increased access to knowledge, resources and best practices and experiences on gender statistics; and if (iii) National Statistical Systems (NSS) have increase access to a robust body of innovative research to strengthen production, analysis and use of gender statistics; THEN (iv) the enabling conditions to accelerate gender mainstreaming into the production, analysis, and effective use of data and statistics will exist; which (v) will improve the production and use of gender statistics to inform the implementation of the SDGs; BECAUSE (vi) the emerging needs and structural challenges faced by gender data producers and data users to produce, process, analyze, disseminate, and use timely, regular, reliable, and comparable gender statistics will be addressed.

Figure 3: Key elements of the Theory of Change



Source: Authors' elaboration from the Statement of the Theory of Change on page 11 of the CEGS's Strategic Plan 2018-2020

The table below includes the results framework and the main indicators of the CEGES's Strategic Plan 2018-2020:

Table N° 1 Results Framework

Outcomes and Outputs		Indicators
Outcome 1	National Statistical Systems (NSS) have improved access to technical expertise through multidisciplinary networks to improve the production and use of gender statistics.	Number of producers (including NSOs) and users of gender statistics have increased access to technical expertise through multidisciplinary networks of experts, global conferences and seminars on Gender Statistics.
Output 1.1	Access to technical expertise through multidisciplinary networks of experts is facilitated. (Access to technical expertise).	Indicator 1.1.a Number of global conferences, seminars and webinars on Gender statistics organized by UN Women. Indicator 1.1.b Number of expert groups/networks created. Indicator 1.1.c Number of meetings of the CEGS governance structures
Outcome 2	National Statistical Systems (NSS) have increased access to knowledge, resources and best practices on gender statistics.	Number of downloads from the digital repository of UN Women's resources, best practices and experiences on new and emerging issues on gender statistics.
Output 2.2	Knowledge, resources, best practices and experiences on emerging issues on gender	Indicator 2.1a Number of conference materials /documents / briefing papers

Outcomes and Outputs		Indicators
	statistics are documented and available, including through the creation of a global repository. (Knowledge hub)	
Outcome 3	National Statistical Systems (NSS) have increased access to and use of a robust body of innovative research to strengthen production, analysis and use of gender statistics.	Number of citations of the new and emerging research products developed by UN Women on time use, economic empowerment of women and femicide and vital statistics.
Output 3.1	Research and innovation on new and emerging issues on gender statistics is produced. (Innovation Lab)	Indicator 3.1a. Number of new and emerging research products developed by UN Women on time use, economic empowerment of women and femicide and vital statistics. Indicator 3.1b. CEGS has a roster of Experts of innovative research and good practices on gender statistics and GIS.

Source: Results and Resources Framework (RRF) of the CEGS's Strategic Plan 2018-2020

2. Purpose, objectives and scope of the evaluation

The general purpose of the evaluation is to assess, based on solid evidence, the relevance and contribution of the CEGS both to the promotion of gender statistics towards gender equality and women's empowerment, as well to the implementation, monitoring and evaluation of the 2030 Agenda and the Sustainable Development Goals, while leaving no one behind.

The results achieved by the Centre will be analyzed according to the mission and objectives set out in (i) the Strategic Plan 2018-2020, and (ii) according to the thematic priorities and programmatic strategies of Annex A of the Agreement signed between UN Women and INEGI for the CEGS's Installation Phase.

The evaluation also aims at systematizing lessons learned and good practices, as well as identifying, where appropriate, those emerging issues that could be considered in the CEGS's next plan. The conclusions and recommendations of the evaluation will not only contribute to describe the results achieved by the Centre for the promotion and strengthening of gender statistics, but will also represent a key input to help define both the sustainability strategy of the Centre and its new Strategic programme for the coming years.

2.1 Objectives of the evaluation

The specific objectives of the evaluation are outlined below:

1. To analyze the CEGS institutional design, efficiency, and organizational effectiveness to achieve results, develop capacities, generate knowledge, and create networks.
2. To document findings, good practices and lessons learned in order to inform and strengthen UN Women policy and programming.
3. To identify the enabling and limiting factors that contribute to the improvement and sustainability of the centre.
4. To establish emerging issues that allow to continue the implementation in the following year.

2.2 Scope of the evaluation

The evaluation will cover all aspects related to the results, activities and objectives established in the Strategic Plan. It will also identify and document significant unexpected or unplanned results, with a particular focus on the development of the CEGS's sustainability plan and strategy during its consolidation phase (2021-2023).

The evaluation process will examine the actions implemented from 2018 until its completion. It will be carried out according to the thematic areas and the three programmatic strategies established in (i) the Strategic Plan 2018-2020, and (ii) Annex A of the Agreement between UN Women and INEGI for the CEGS's Installation Phase.

3. Evaluation framework

CEGS's achievements will be evaluated according to the results framework and the ToC established in the Strategic Plan 2018-2020. As set in the ToR, the evaluation will apply the following analysis criteria: relevance, effectiveness, efficiency, sustainability. It will also include the principles of gender equality and human rights, examining whether and how the results of the CEGS had an explicit, or implicit, impact on equality, inclusion, non-discrimination and empowerment of women and girls.

3.1 Evaluation criteria

The evaluation will be carried out according to the OECD-DAC criteria established in the Terms of Reference:

- **Relevance:** The extent to which the expected results and implementation strategies are consistent with the strategic objectives of UN Women, with the priorities of the Women Count Programme and with the needs in terms of gender statistics.
- **Effectiveness:** Level of progress towards the achievement of objectives/results and the level of achievement of performance indicators.
- **Efficiency:** The extent to which the outputs and/or outcomes were achieved with the appropriate human and financial resources.
- **Sustainability:** The extent to which strategies and mechanisms have been implemented to create synergies with other relevant UN Women projects or other organizations and initiatives to ensure CEGS's sustainability.
- **Human rights and gender mainstreaming:** The extent to which the project includes a human rights approach in its programming and mainstreams gender equality and non-discrimination into its various levels of action, monitoring, evaluation and accountability.

The evaluation will not consider the impact criterion (as defined by the UNEG), however, it will provide useful information for decision making, as well as a set of guidelines to improve the future work of the CEGS, while contributing to assess its longitudinal impact once the implementation of the current Strategic Plan is concluded.

3.2 Evaluation Matrix

Criteria	Objectives	Questions	Sources of information	Methodology and gathering collection techniques
Relevance	<ul style="list-style-type: none"> Assess whether the expected results and implementation strategies are consistent with the strategic objectives of UN Women, with the priorities of the Women Count Programme and with the needs in terms of gender statistics 	<ul style="list-style-type: none"> Did the results, objectives and activities implemented by the CEGS align with the priorities of the UN Women's Flagship Program "Making every woman and girl count" ("Women Count") as well as the mandates of its main partner (INEGI)? Are the results, objectives and activities undertaken aligned with the Strategic Plan 2018-2020? What has been the added value of the Centre and what have been its contributions in the field of innovation? To what extent were the CEGS's model (programmatic approach) and its tools and actions consistent and oriented towards closing the gaps in the generation, analysis and use of gender statistics? To what extent are the CEGS's institutional design and its tools and actions relevant to its aspiration to be a global Centre? In general, what has been the relevance of the CEGS's programme for the work and strategic objectives of UN Women? What has been the degree of articulation and relevance of the three programmatic strategies of the CEGS? To what extent are the CEGS's results and outputs relevant to the needs of users of gender statistics? 	<p>Documents and frameworks of the CEGS, UN Women, the "Women Count" Program and INEGI.</p> <p>PRODOC and Strategic Plan</p> <p>UN Women, INEGI, UNDAF and Donor Reports</p> <p>Minutes of the CEGS Executive Committee meetings</p>	<p>Documentary review to assess relevance to institutional priorities, Strategic Plan and Operational Action Plans of UN Women and the Women Count Program</p> <p>Documentary review of CEGS's reports and documents</p> <p>Interviews with UN Women and INEGI authorities and similar key partners (including EB and TAB members, Women Count staff and other relevant actors)</p> <p>Survey (users)</p>
Effectiveness	<ul style="list-style-type: none"> Determine the level of progress towards the achievement of objectives/results and the level of 	<ul style="list-style-type: none"> In terms of programming, to what extent did the CEGS contribute to the achievement of UN Women and Women Count results in gender statistics? 	<p>Corporate and donor reports</p> <p>Evaluation reports</p> <p>Reports, products and interviews</p>	<p>Elaboration of a matrix for the systematization and analysis of indicators according to quantitative methodology</p>

	<p>accomplishment of outcome indicators</p>	<ul style="list-style-type: none"> • To what extent has CEGS improved knowledge on violence against women, women's empowerment and gender equality? • What are the enabling and constraining factors that contribute/hinder the achievement of the objectives and results set out in the CEGS's Strategic Plan and what actions need to be taken to achieve the sustainability of the Centre? • What unexpected or unplanned factors may have facilitated or hindered the achievement of results? • To what extent has the CEGS contributed to generate products that respond to the needs of users of statistics and to the challenges faced by national statistical entities in terms of data production? 	<p>Reports, official documents, interview and survey information (users)</p> <p>Minutes of the CEGS Executive Committee meetings</p>	<p>In-depth analysis of the Theory of Change (ToC)</p> <p>Documentary review</p> <p>Interviews, focus groups (including CEGS's team, EB and TAB members, Women Count staff and other relevant stakeholders), survey (users)</p>
<p>Efficiency</p>	<ul style="list-style-type: none"> • Assess the extent to which the outputs and/or outcomes were achieved with the appropriate human and financial resources 	<ul style="list-style-type: none"> • Has the project been implemented efficiently in terms of its human, technical and financial resources? • Have these resources been sufficient to achieve the programmed results? Have the capacities of the Centre's members been promoted? • To what extent has the CEGS's management model facilitated or hindered the effective implementation and delivery of results? • To what extent has the CEGS had effective monitoring arrangements to measure its performance and progress towards results? • Has the development of knowledge on the issues set out in the partnership agreement with the donor enabled the Centre to mobilize resources? • How have the three programmatic strategies of the CEGS been able to articulate and generate synergies? • How has the CEGS articulated with UN Women Mexico, UN Women's "Women Count" program and INEGI? 	<p>Planning and reporting systems</p> <p>Reports to Women Count Headquarters, UN Women, INEGI, UNDAF and Donors</p> <p>Minutes of follow-up meetings and Reports</p> <p>Annual financial reports</p> <p>Corporate reporting for government and key donors</p> <p>Interviews</p>	<p>Design of a matrix of budget distribution and expenses prepared according to program areas and specific objectives per year</p> <p>Documentary review of M&E planning mechanisms used and other documents</p> <p>Interviews, including key informants, such as staff of "Women Count", UN Women Mexico, INEGI etc.</p>

<p>Sustainability</p>	<ul style="list-style-type: none"> Assess whether strategies and mechanisms have been implemented to create synergies with other relevant UN Women projects or with other organizations and initiatives to ensure sustainability 	<ul style="list-style-type: none"> What are the existing synergies of the CEGS with other relevant initiatives and projects within UN Women, partners and other organizations? What has been the degree of collaboration between the CEGS and its partners? To what extent has the CEGS collaborated with other organizations or initiatives to create synergies after the end of the current agreement? What actions has the CEGS undertaken to guarantee the sustainability of the Centre? What progress has it made? What actions and mechanisms should the CEGS consider to strengthen its resource mobilization capacity and guarantee its sustainability? Including additional emerging issues into the CEGS's Strategic Plan may be a strategic factor in ensuring its sustainability? 	<p>UN Women, INEGI, UNDAF and Donor reports.</p> <p>Reports, products and interviews</p>	<p>Documentary review</p> <p>Interviews</p>
<p>Human rights and gender mainstreaming</p>	<ul style="list-style-type: none"> Examine the extent to which the Project includes a human rights-based approach to its programming and mainstreams gender equality and non-discrimination into its various levels of action monitoring, evaluation and accountability 	<ul style="list-style-type: none"> Do the results, objectives and actions during the three years of implementation reflect and promote women's human rights? 	<p>Indicator and Project framework</p> <p>Progress Reports</p>	<p>Documentary review</p> <p>Interviews</p>

4. Methodology

The evaluation is intended to be a participatory process that will involve all major stakeholders during the design, information gathering, validation, and reporting stages. It will be independent and conducted in an objective, impartial, and open manner, based on empirically verified evidence that is solid and reliable. It will be of a "summative" nature, which means that it will be oriented to evaluate the expected and unexpected results of the CEGS's work (by programmatic areas and in general). It will also analyze how and why certain results were achieved or, conversely, why they were not achieved. It will also be a training/prospective exercise, evaluating to what extent the learning acquired became good practices, supporting UN Women in the reflection and future decision making for the definition of the new Strategic Plan of the CEGS.

Finally, and as part of the evaluation process, the theory of change (ToC) of the CEGS will be analyzed and the relevance of the assumptions that define it will be assessed, as well as the coherence with the context in which it is applied. The evaluation will also analyze the logical connection among the different levels of results included in the ToC and their alignment with the objectives of the global flagship program "Women Count" and UN Women's strategic plan, proposing recommendations where appropriate. The ToC reconstruction exercise will be done in coordination with the counterpart and other stakeholders.

4.1 Unities of analysis

The following units of evaluation analysis are identified: actors, processes, and mechanisms/strategies:

1. Actors: entities and persons who have operated as managers and recipients, as well as decision makers, donors, national counterparts, etc. at different levels of implementation of the CEGS's programmatic strategies.
2. Processes: all those chained or sequential actions that are implemented in a given time by institutional and social actors for the design and execution of the strategy to achieve the main objectives of the program.
3. Mechanisms/Strategies: are all means, tools and/or instruments that facilitate dialogue, action and/or articulation practices between institutional and social actors around to the programmatic strategies of the CEGS, among others:
 - Technical assistance
 - Financial Support
 - Training and capacity building actions
 - Alliances and calls for articulation spaces
 - Social communication campaigns
 - Knowledge production (studies, guides or documents)
 - Knowledge Sharing Instances
 - Seminars and webinars

4.2 Data gathering techniques

The methodology proposed is of a mixed nature. The research design is based on quantitative and qualitative data gathering techniques and analysis, ensuring that the evaluation is rigorous in identifying achievements and constraints of the program. This methodology seeks to triangulate different approaches, respecting the participative character of the evaluation process. It will consider not only the relationship among the techniques, but also the relationship between the techniques and the informants.

According to the evaluation objectives, as well as the complexity of the actors involved in the achievement of the program results, the following information gathering techniques are proposed:

- **Document review**

The set of documents provided by the counterpart (Annex 8.3) will be reviewed and analyzed. A document review matrix will be prepared and information will be systematized according to the evaluation criteria and questions. In addition, a literature review related to the object evaluated will be carried out in order to build a quality theoretical framework for the evaluation that will allow to identify possible limitations in the ToC of the program. Finally, a review of financial and resource execution information will be conducted. The documents to be reviewed will include the ProDoc (Institutional Design Document of the CEGS), the Cooperation

Agreement between UN Women and INEGI, the Strategic Plan of the CEGS, the Annual Work Plans of the CEGS (2018, 2019 and 2020), the Implementation Partner Agreement between UN Women and the Colegio de México, the quarterly and annual reports sent to Women Count, to partners and to the Executive Board, CEGS financial reports, knowledge products developed by the Centre, documents of the Flagship Programme "Making Every Woman and Girl Count", including annual reports and evaluations.

- **Interviews with key informants**

Semi-structured interviews will be conducted, using a pattern of questions that can be adapted to the different experiences and roles of the key informants. The list of key informants to be interviewed includes, among others: the CEGS's team, key informants from UN Women Mexico, from UN Women's Regional Office, Women Count Program, INEGI, members of the technical advisory board (ECLAC; UNSD; WB; OECD); academic and civil society experts, among others. Key informants have been selected in agreement with the counterpart and the final list is included in Annex 8.1.

- **Focus groups**

They are small or medium (three to ten people) group meetings, in which participants discuss certain topics under the facilitation of the evaluator in charge. They allow evaluators to collect shared/divergent perceptions on different key issues. In case the focal group could not be carried out in person, it will be realized using the Zoom or Skype Business platform. It is proposed to carry out a focus group with the evaluation management group.

- **Online Survey**

This is a quantitative instrument, which allows the collection and analysis of information of some key variables previously defined. We believe it would be important to collect information from users and producers of statistics to identify their main needs, learn about their challenges and emerging issues. This information will be used to determine a set of relevant recommendations for the next CEGS's programme. This quick survey will be directed to the participants of the Webinar conducted by the CEGS in August 2020 "*Measuring time use and quantifying care: challenges and strategies in the design and harmonization of time use surveys*" and to participants of the XX International Meeting on Gender Statistics "*From Beijing to Agenda 2030: to leave no one behind*" that was held on September 11-13, 2019 in their capacity as participants of that particular event. The participants in the survey will be selected in agreement with UN Women and the Women Count Program. With the support of the Women Count team, the survey could also be directed to some national statistic system, which are partners of the Program. The survey would be designed and implemented through the online platform Survey Monkey, using an intentional non-probability sampling.

- **Workshop to validate preliminary findings**

While delivering the first draft of the evaluation report, a workshop will be held to validate the main conclusions, lessons learned, good practices and proposed recommendations. The evaluation management group and other key actors will be invited.

4.3 Data analysis techniques

The analysis of information include categorization to facilitate its interpretation. While quantitative information is categorized once the collection phase is completed, qualitative information is categorized as it is collected. Categorizing implies organizing and grouping the information according to the evaluation objectives so as to support evaluation conclusions. In particular, the information will be analyzed according to the results of the CEGS's Strategic Plan (for each programmatic area), as well as to the factors that might have affected its success or, on the contrary, that might have hindered its development, considering the different evaluation criteria.

Different types and levels of information analysis will be applied:

- Descriptive analysis will be used before applying the interpretive approach to understand the contexts in which the CEGS's initiatives have been developed.
- Content analysis is the core of qualitative analysis. Interview documents and notes, focus groups and workshop results will be analyzed to identify common issues and patterns of the key units of analysis, as well as to outline divergent views and opposing trends. Identifying trends is central to design preliminary results that will later be improved to contribute to lessons learned and conclusions.

- Bivariate or multivariate quantitative analysis will be used to interpret quantitative data from the survey, to analyze the different characteristics of CEGS's programmatic areas, as well as to identify concepts and perceptions that are common or expressed by the majority of the survey respondents.
- The comparative analysis will be used to examine the results among different programmatic and thematic areas, finding common patterns, differences and also to identify good practices and lessons learned. This type of analysis will be used throughout the process, to examine secondary information and interview data.
- The integrated analysis will be applied to have an overall view of the results of the CEGS's Strategic Plan, focusing specifically on an integrated response to the evaluation main questions.

Triangulation will be applied, both in the information collection phase and in the analysis, to improve the quality of analysis and to control the validity and reliability of the evaluation conclusions. Thus, the information gathered from different actors and documents will be compared to corroborate evidence and facts, assessing if several versions coincide or, on the contrary, if points of view are divergent. Triangulation facilitate the confluence of various perspectives, which may explain different dimensions of the phenomenon analyzed.

4.4 Key informants' selection criteria

The selection of key informants has been carried out in agreement with the counterpart, identifying those actors who due to their role, position and experience, have access to relevant information and knowledge about the object of the evaluation and can provide key inputs according to each criterion selected in the methodology.

The intentional and non-probability sampling of key informants, which has been detailed in Annex 8.1 of this document, includes the following groups of actors:

- Actors involved in the CEGS's governance system
- Actors that contribute to the sustainability of the CEGS
- Actors that articulate with the CEGS at different levels
- Actors with experience in gender statistics

Table N° 2 Study subjects and primary data collection techniques	CEGS Team and MG team	Members of the EB (UN Women INEGI)	Members of the TAB (ECLAC, WB, OECD, UNSD)	Staff Program Women Count (un Women HQ)	UN Women RO	UN Women México	UN Women CO	Academic and civil society experts	Other actors (INMUJERES, UNODC)	Users and producers of statistics
Individual interview	X	X	X	X	X	X	X	X	X	
Focal group	X									
Online survey										X
Validation workshop	X	X								

4.5 Limitations and mitigation measures

Among possible limitations are time constraints and unavailability of some of the selected key informants due to the current health emergency context caused by the COVID 19 pandemic. However, with the support of the CEGS team and UN Women this limitation should be easily overcome. On the other hand, the evaluation team, composed by 4 professionals, will plan a broad schedule of days and times available for interviews, using different platforms (WhatsApp, Zoom, Team, Skype) in order to facilitate the process of data gathering.

4.6 Ethical considerations

The evaluation will consider the requirements and reference frameworks presented in the documents that guide UN Women evaluation processes, such as: The Evaluation Policy, the Evaluation Manual, the GERAAS checklist for quality control of evaluation reports, the Evaluation Performance Indicator of the United Nations System Action Plan for Gender Equality and the Empowerment of Women.

Moreover, the evaluation will comply with the ethical principles of independence, impartiality, credibility, responsibility, honesty and integrity established by the United Nations Evaluation Group (UNEG). It will also respect the dignity and diversity of the people who will be interviewed and guarantee that human rights and gender equality is considered throughout the evaluation process.

5. Evaluation Phases and workplan

5.1 Phases of the evaluation

A. Data collection

In this first stage, information and data will be collected from both primary and secondary sources. The information and data obtained will be triangulated to ensure validity and reliability.

The data collection process will include the following sources of information: review of key documents; interviews and focus groups with key actors and informants; online survey directed to users/producers of statistics.

It is worth mentioning that evaluator has already undertaken two initial briefings with the CEGS team: a first meeting on August 31, 2020 and a second one on September 14, 2020 to review the evaluation matrix and define the list of key informants.

B. Data analysis process

After completing the data collection phase, the analysis and interpretation of findings will begin, according to the following steps:

- ✓ The data collected from primary and secondary sources will be analyzed according to the analytical framework and the evaluation criteria defined in order to draw a first set of conclusions.
- ✓ The evaluation team will make a comparative analysis of the contexts, to ensure consistency in the quality of the results among the different levels of analysis.
- ✓ Based on the preliminary results, a comparative analysis will be conducted on some key cross-cutting issues and strategic issues.
- ✓ Analysis will be carried out using a triangulation method according to the questions of the evaluation matrix. Finally, main conclusions will be consolidated for each evaluation criterion and recommendations defined.

C. Preparation of the final report and validation of findings

The preliminary findings will be presented to the management team and other relevant stakeholders through a validation workshop, in which the main conclusions and proposed recommendations will be discussed and analyzed. The final report will be prepared after a comprehensive review of the results obtained, ensuring consistency across various data sources and methods, and including a final set of conclusions and recommendations.

D. Presenting the final evaluation findings

The final evaluation findings will be presented to the CEGS's team, the Reference Group and other stakeholders.

5.2 Workplan

Phases	Activities	Weeks											
		1	2	3	4	5	6	7	8	9	10	11	
Initial phase	First meeting with the counterpart	x											
	First documentary review	x											
	Design of Evaluation Matrix and instruments		x										
	Review of the management groups			x									
	Output 1. Inception Report												
Data Collection	In-depth review of documents			x	x	x	x						
	Conducting and systematizing interviews/focus groups			x	x	x	x						
	Survey design and implementation			x	x	x	x						
	Systematization and analysis of the information collected					x	x						
	Writing the first draft of the report					x	x						
	Workshop to present preliminary results							x					
Analysis and synthesis	Systematization of the workshop results						x						
	Output 2: Evaluation report (draft) + guidance document + presentation in PPT												
	Counterpart feedback								x	x			
	Inclusion of feedback and writing of the final report										x		
	Output 3: Final evaluation report + executive summary + guidance document + presentation in PPT												
	Final report presentation meeting												x

6. Outputs and quality control

The following evaluation outputs/products, both in Spanish and English, will be delivered:

OUTPUT 1

1.1 Inception Report

The inception report includes:

- Introduction: Background and context, purpose, objectives and scope of the evaluation, Theory of Change of the project;
- Methodology: Evaluation criteria and key questions, indicators for measuring results; Evaluation design (methods for data collection and analysis) Criteria for key actors' selection. Limitations of the evaluation;
- Evaluation Matrix: which synthesizes the main aspects to be evaluated specifying what and how it will be evaluated (criteria, questions, indicators, means, sources, etc.);
- Detailed work plan and schedule;
- Roles and responsibilities, logistics;
- Annexes: Documents reviewed in the initial phase, data collection instruments, interviews;

OUTPUT 2

2.1 Draft Evaluation Report.

The basic list of contents of the draft report are:

- a) Title, index and introductory pages;
- b) Background and purpose of the evaluation;
- c) Description of the context and the project evaluated;
- d) Objectives and scope of the evaluation;
- e) Methodology and limitations of the evaluation;
- f) Findings;
- g) Conclusions;
- h) Recommendations;
- i) Lessons learned and good practices;

2.2 Proposal containing the guidelines to be included in the CEGS's Strategic Plan 2021- 2023 (initial proposal).

2.3 PPT presentation with preliminary findings, main recommendations, challenges, opportunities and lessons learned.

OUTPUT 3

3.1 Final Evaluation Report approved by UN Women:

- a) Title, indexes and introductory pages;
- b) Executive summary;
- c) Background and purpose of the evaluation;
- d) Description of the context and the program evaluated;
- e) Objectives and scope of the evaluation;
- f) Methodology and limitations of the evaluation;
- g) Findings;
- h) Conclusions;
- i) Recommendations;
- j) Lessons learned and good practices
- k) Annexes: i. Terms of reference ii. Documents consulted iii. List of institutions interviewed (without no direct reference to persons) iv. Documentation related to the analysis of information, methodology used, for example, the evaluation matrix.

3.2 Executive Summary of the evaluation report (3 to 5 pages).

3.3 Proposal of guidelines to be included in the CEGS's Strategic Plan 2021-2023

3.4 PPT presentation with findings, main recommendations, challenges, opportunities and lessons learned.

7. Roles and responsibilities

The evaluation team will be composed of four professionals with the following responsibilities:

- Alejandra Faúndez Meléndez, in charge of methodological issues and reports
- Giulia Tarducci, team coordinator, interviews and reports
- Soledad Quiroz, analysis of efficiency and responsible for systematization of information
- Paola Siclari, institutional design analysis, interviews and reports

All products will be delivered in accordance with the standards set by UN Women and the UNEG, for which the Consultant firm has previous consolidated and verifiable experience.

The evaluation process will also be guided by a Management Group and a Reference Group.

The Evaluation Management Group will oversee the evaluation process and will be composed of:

Name	Position	Institution
Belén Sanz	UN Women Mexico Representative	UN Women Mexico
Juliette Bonnafe	Program specialist	UN Women Mexico
Paulina Grobet	CEGS's Coordinator	UN Women Mexico
Teresa Guerra	Responsible of Statistics and knowledge building UN Women Mexico	UN Women Mexico
Michel Francis Craft	Evaluation Specialist UN Women Regional Office	UN Women
Alejandra Prieto	M&E specialist, UN Women Mexico	UN Women Mexico
Mary Carmen Villada	Technical specialist in gender statistics (CEGS)	UN Women Mexico

The Reference Group is set up to facilitate the participation of the main stakeholders in the design and scope of the evaluation, provide key information, guarantee quality throughout the process and disseminate the evaluation results, ensuring a participatory and efficient process. People invited to this group will include:

Name	Position	Institution
Belén Sanz	UN Women Mexico Representative	UN Women Mexico
Dr. Julio Santaella	President of INEGI	INEGI
Mtro. Edgar Vielma	INEGI General Statistics Department	INEGI
Sr. Papa Seck	Chief of UN Women Gender Statistics and responsible of the Flagship Program "Making Every Woman and Girl Count"	UN Women Mexico
Sra. Nadine Gasman Zylbermann	President of INMUJERES	INMUJERES

8. Annexes

8.1 List of key informants

8.1.1 Key informants for focal group

Management Group			
Name	Position	Institution	e-mail
Juliette Bonnafe	Program Specialist	UN Women Mexico	juliette.bonnafe@unwomen.org
Paulina Grobet	CEGS's Coordinator	UN Women Mexico	paulina.grobet@unwomen.org
Teresa Guerra	Head of Statistics and Knowledge Management at UN Women in Mexico	UN Women Mexico	teresa.guerra@unwomen.org
Michel Francis Craft	Especialista en Evaluación de la Oficina Regional	UN Women	michael.craft@unwomen.org
Alejandra Prieto	Regional Office Evaluation Specialist	UN Women Mexico	alejandra.prieto@unwomen.org
Mary Carmen Villada	CEGS's Technical Specialist in Gender Statistics	UN Women Mexico	marycarmen.villeda@unwomen.org

8.1.2 Key informants for individual interviews

Key informants			
Name	Position	Institution	e-mail
Technical Advisory Board			
Paul Schreyer	Chief Statistician	OECD	paul.schreyer@oecd.org
Stefan Schweinfest	Director of the United Nations Statistics Division	UNSD	schweinfest@un.org
Francesca Grum	Chief of UNSD Social and Gender Statistics Section	UNSD	grum@un.org
Caren Grown	Senior Director, Gender	World Bank Group	cgrown@worldbankgroup.org
Ana Guezmes García	Director of the Division of Gender Affairs	ECLAC	ana.guezmes@unwomen.org
Executive Board			
Sr. Papa Seck	Head of Gender Statistics and responsible for the "Making Every Woman and Girl Count" Flagship Program at UN Women Headquarters	UN Women	papa.seck@unwomen.org
María-Noel Vaeza	UN Women Regional Director for Latin America and the Caribbean	UN Women	mn.vaeza@unwomen.org
Belén Sanz	UN Women Mexico Representative	UN Women Mexico	belen.sanz@unwomen.org
Dr. Julio Santaella	President of the National Institute of Statistics and Geography (INEGI)	INEGI	julio.santaella@inegi.org.mx
Dr. Enrique De Alba	Vice President of the INEGI Governing Board	INEGI	enrique.dealba@inegi.org.mx
Mtro. Edgar Vielma	General Directorate of Socio-demographic Statistics of the National Institute of Statistics and Geography (INEGI)	INEGI	edgar.vielma@inegi.org.mx

Paloma Merodio Gómez	Vicepresidente del Instituto Nacional de Estadística y Geografía INEGI	INEGI	paloma.merodio@inegi.org.mx
Dra. María del Carmen Reyes Guerrero	General Director of Geography and Environment	INEGI	maria.reyesg@inegi.org.mx
Dra. Silvia Giorguli Saucedo	President of El Colegio de México	COLMEX	sgiorguli@colmex.mx
Landy Lizbeth Sánchez Peña	Professor-researcher at the Center for Demographic, Urban and Environmental Studies	CEDUA	lsanchez@colmex.mx
María Edith Pacheco Gomez Muñoz	Professor-researcher at the Center for Demographic, Urban and Environmental Studies	CEDUA	mpacheco@colmex.mx
Margarita Parás	Researcher at the GEO Center, CONACYT.	Centro Geo	mparasf@gmail.com
Begoña Antón	A un/a consultor/a independiente relacionada con el proyecto.	UN Women Consultant	banton@live.com.mx
Gerald Mora	Consultant in Gender Statistics	UN Women RO	gerald.mora@unwomen.org
Raquel Coello-Cremades	Policy Specialist	UN Women RO	raquel.coello@unwomen.org
Yeliz Osman	Policy Specialist	UN Women RO	yeliz.osman@unwomen.org
Mónica Orozco Corona	Director of Genders	Genders AC	
Karla Ramírez	Specialist in Gender Statistics	UN Women Colombia	karla.ramirez@unwomen.org
Paulina Grobet	CEGS's Coordinator	UN Women Mexico	paulina.grobet@unwomen.org
Cynthia Rodríguez	CEGS's Technical Specialist in Gender Statistics	UN Women Mexico	cynthia.rodriguez@unwomen.org
Jessica Estrada	Operations Analyst	UN Women Mexico	jessica.estrada@unwomen.org
Benjamín Carrillo	Administrative Assistant	UN Women Mexico	benjamin.carrillo@unwomen.org
Jessamyn Encarnacion	Statistics Specialist	Women Count	jessamyn.encarnacion@unwomen.org
Lauren Billi	Programme Analyst	Women Count	lauren.billi@unwomen.org
Juncal Plazazola Caztano	Policy Specialist	Women Count	j.plazaolacastano@unwomen.org
Mónica Meltis	Executive Director	Data Cívica	monica.meltis@datacivica.org
Celia Aguilar Setien	General Director of Statistics, Information and Gender Training	INMUJERES	caguilar@inmujeres.gob.mx
Allison Williams	Professor in the School of Geography and Earth Sciences at McMaster University	McMaster University	awill@mcmaster.ca
Salomé Flores Sierra	Coordinator of the Centre of Excellence UNODC-INEGI	UNODC	salome.flores@un.org
Mario Castillo	Senior Economics Affairs Officer	ECLAC	mario.castillo@cepal.org
María Lucía Scuro	Gender Affairs Division	ECLAC	lucia.scuro@cepal.org

8.1.3 Participants to the online survey

The evaluator team believes that, among the key informants, it is important to include also users/producers of statistics who know the activities and products of the CEGS and who have participated in events where the work of the Centre has been presented.

8.2 Data collection instruments

8.2.1 Basic guidelines for interviews and focus group

Criteria	Questions	Actors							
		Executive Board	Technical Advisory Board	Team CEGS	UNWomen RO	UNWomen CO	UNWomen HQ	Women Count	Other Actors
Context	What was the context in which the CEGS was created, how was its institutional design generated, and why were certain priority and programmatic areas chosen?	X	X	X	X	X	X	X	
	What is the role of your institution in the area of gender statistics and how is it related to the CEGS?								X
Relevance	In your opinion, what is the role that the CEGS plays especially in relation to the needs, priorities and critical areas in the field of gender statistics? How do you assess that role?	X	X	X	X	X	X	X	X
	How do you evaluate the strategic positioning of the CEGS at global level?	X	X	X	X	X	X	X	X
	In general, what has been the relevance of the CEGS to the work and strategic objectives of UN Women/INEGI/Women Count?	X		X	X	X	X	X	
	Are the results, objectives and activities undertaken aligned with the Strategic Plan 2018-2020?	X		X		X		X	
	To what extent are the CEGS's results and outputs relevant to the main needs of users of gender statistics?	X	X	X	X	X	X	X	X
	How has the CEGS responded to new challenges in the area of gender statistics, including in the framework of the COVID 19 pandemic?	X	X	X					

Criteria	Questions	Actors							
		Executive Board	Technical Advisory Board	Team CEGS	UNWomen RO	UNWomen CO	UNWomen HQ	Women Count	Other Actors
Efficacy	Where are the main institutional capacities of the CEGS in relation to its mandate and functions?	X	X	X	X	X	X	X	
	Where are the main weaknesses of the CEGS and what could be improved?	X	X	X	X	X	X	X	
	What has been the most significant change promoted by the CEGS in these three years in relation to women's empowerment and gender equality?	X	X	X	X	X	X	X	X
	To what extent did the CEGS contribute to the achievement of INEGI/UN Women Count results in gender statistics?	X	X	X	X	X		X	
	What programmatic and thematic areas of the Strategic Plan achieved better advances/results and in which areas do challenges persist? Why?	X	X	X	X	X	X	X	
	Do the results achieved and the products elaborated by the CEGS contribute to respond to the needs, priorities and critical issues in the field of gender statistics?	X	X	X	X	X	X	X	X
	In your opinion, what is the added value of the CEGS compared to other institutions working in the field of gender statistics?	X	X	X	X	X	X	X	X
	What is the added value of the CEGS in strengthening/producing gender statistics, in particular in the field of SDGs measurement and formulation of public policies for gender equality and women's rights?	X	X	X	X	X	X	X	X
Efficiency	Does the structure and internal process of the CEGS facilitate the efficient implementation of the Strategic Plan? What are its main strengths and weaknesses?	X		X	X	X			
	How does the CEGS articulate with UN Women Mexico, the Women Count Program and INEGI to produce synergies in the field of gender statistics? What is the degree of coordination?	X	X	X	X	X		X	

Criteria	Questions	Actors							
		Executive Board	Technical Advisory Board	Team CEGS	UNWomen RO	UNWomen CO	UNWomen HQ	Women Count	Other Actors
	To what extent have effective collaborative relationships been established with other actors at national/regional and international level to meet the objectives of the CEGS's Strategic Plan?	X	X	X	X	X			X
	Are there specific examples of inter-institutional coordination/cooperation that has produced virtuous synergies or good practices?	X	X	X	X	X		X	
	What measures and key factors have effectively contributed to improving the efficiency of the CEGS and what are the key challenges that continue to affect its efficiency?	X	X	X	X	X		X	
	Have the thematic areas prioritized by the CEGS represented a weakness in terms of resource mobilization? or a strength?	X	X	X	X	X	X	X	X
	What actions have been implemented to mitigate risks and to contribute to more cost-efficient actions?	X		X					
	How has the CEGS dealt with emerging needs, especially related to COVID 19?	X	X	X		X		X	
Sustainability	What mechanisms and strategies has the CEGS implemented to guarantee the sustainability of the Centre? What have been the main results?	X		X					
	What are those key challenges that continue to affect the sustainability of the CEGS?	X	X	X	X	X		X	
	What are the existing synergies of the CEGS with other relevant initiatives and projects of UN Women, other partners and organizations?	X		X	X	X	X	X	
	What alliances should the CEGS articulate at national, regional and global level to strengthen its efforts in the production of gender statistics?	X	X	X	X	X	X	X	X
	Among the experiences or initiatives developed by the CEGS you know, which of them have been, or have the potential to be replicated or scaled up?	X	X	X	X	X	X	X	X

Criteria	Questions	Actors							
		Executive Board	Technical Advisory Board	Team CEGS	UNWomen RO	UNWomen CO	UNWomen HQ	Women Count	Other Actors
	What actions should the CEGS take to strengthen its resource mobilization capacity and ensure its sustainability?	X	X	X	X	X	X	X	X
	Integrating additional emerging issues into the CEGS's Strategic Plan, could help ensuring its continuity? In your opinion, what would these emerging issues be?	X	X	X	X	X	X	X	X
Human rights and gender mainstreaming	To what extent has the CEGS integrated an equity, human rights and gender equality approach into its programming?	X	X	X	X	X	X	X	X
Recommendations	What recommendations would you make for the new strategic plan of the CEGS, regarding institutional design, program strategies and priority issues?	X	X	X	X	X	X	X	X
	What would you recommend to guarantee the sustainability of the CEGS?	X	X	X	X	X	X	X	X
	What projections do you see for the CEGS in the short and long term?	X	X	X	X	X	X	X	X

8.2.2 On line survey guidelines

INTRODUCTION

Dear Ms./Mr:

The United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) in Mexico is conducting the evaluation process of Project 108688: Installation and Operation Phase of the first three years of the Global Centre of Excellence on Gender Statistics (CEGS).

The main objective of this formative evaluation is twofold: first, to analyze the relevance and contribution of the CEGS to the promotion of gender equality and women empowerment while leaving no one behind, in the framework of its 2018-2020 Strategic Plan. Second, it is also required to provide solid guidelines and recommendations for the new CEGS's program for the period 2021-2023.

Because of this and given your interest, experience and connection with the thematic areas of the Centre, UN Women Mexico would like to requests your collaboration to complete the following survey. The information gathered will be treated confidentially and only for the purpose of this evaluation. The survey will take approximately 15 minutes to complete.

If you require additional information or have any questions about the survey, please write to the following address: (include address)

Thank you for your collaboration.

PART I: INFORMATION ABOUT RESPONDENTS

1. Name of user (institution/organization)

2. Country

3. User field of work

- Public
- Private
- Academic
- Civil Society organization
- Others (specify)

4. User subject of work

- Statistics
- Health
- Education
- Economy/Finance
- Labor
- Social Development

- Human Rights
- Environment
- Gender issues
- Others (specify)

5. User and producer status

- It is a producer of information for itself
- It is a producer of information for others
- It is only a user
- It is a user but also a producer
- Others (specify)

6. Has your institution/organization produced gender statistics in the last 3 years?

- Yes (what kind of statistics?)
- No
- Not applicable (the institution is not a producer)
- I do not know

7. Has your institution/organization used gender statistics in the last 3 years?

- Yes
- No (Why?)
- I don't know

8. If YES: Where do the gender statistics used come from?

- National Statistical Systems/Offices or other government office
- International organizations
- Academy
- Media
- I do not know
- Others (please specify)

9. For what purposes has your institution/organization used gender statistics (e.g. needs assessment, policy formulation, monitoring, evaluation of programs and projects, research, etc.)? Please provide at least one example.

10. How would you rate the gender statistics used in terms of (3 as the best score)?

Dimensions	Definition	Rating		
		1	2	3
Relevance	The available gender statistics can serve as useful input for planning and policymaking.			
Accuracy	The available gender statistics reflect the true situation of women and men in the country.			
Timeliness	The frequency and timing of gender statistics and its release are just in time for planning and policy purposes.			
Accessibility	Gender statistics are easily accessible from websites or publications.			
User-friendliness	The available reports or press releases on gender statistics are understandable.			

PART II: LEVEL OF KNOWLEDGE ABOUT THE GLOBAL CENTRE OF EXCELLENCE ON GENDER STATISTICS (CEGS)

11. What is your level of knowledge about the work of the CEGS?

- Very good
- Good
- Intermediate
- Poor
- Lack of knowledge

12. Have you participated in any activity promoted by the CEGS?

- No
- Yes (Please specify _____)
- No answer
- I do not know

13. What is your level of knowledge of the products/publications produced by the CEGS?

- Very good
- Good
- Intermediate
- Poor
- Lack of knowledge

PART III: IDENTIFICATION OF NEEDS AND EMERGING ISSUES

14. Identify the main needs that your institution/organization is facing in terms of production of gender statistics

- First:
- Second:
- Third:
- Not applicable:
- I do not know:

15. Identify the main needs that your institution/organization is facing in terms of access to knowledge and information on gender statistics:

- First:
- Second:
- Third:
- Not applicable:
- I do not know:

16. According to the experience of your institution/organization, in the field of gender statistics, what are those emerging issues that should be better analyzed?

- First:
- Second:
- Third:
- Not applicable:
- I do not know:

17. If you would like to make any additional comments or observations, please write in the box below:

8.3 List of material provided

CEGS' Framework- Founding documents

Preparatory phase

1. Consultants
2. Agreement 2016
3. Modified Agreement 2017
4. INEGI Breakfast Meeting minutes
5. Archive note
6. CEGS' Institutional design

Installation phase

1. Agreement UNW Mx Dec 2017
2. Annex Agreement INEGI signed 19dic2017
02.2 Agreement UNW-INEGI English
3. 1ra Proposal of work plan CEGS 2018_march
4. CEGS' Strategic Plan 2018 – 2020
04.1 Implementation Plan CEGS 2019
5. CEGS' Launch report
6. Delivery of facilities act

Annual Narrative Reports

1. Annual Report 2017
2. Annual Report 2017
3. Annual Narrative Report 2018
4. CEGS' Annual Narrative Report 2019

Governance structure

1. Executive Board
2. Technical Advisory Board

CEGS' Staff

1. Terms of Reference

Projects

1. Measurement of different forms of Violence Against Women and Girls (VAWG)
2. Measurement of Times Use Survey (TUS)
3. Gender and geospatial analysis

Positioning the CEGS

1. CEGS Webpage
2. International and National Meetings: 2018, 2019 and 2020.
3. CEGS Launch 2018
4. Resource Mobilization
5. Identity Guidelines
6. Brochures
7. Digital Repository

TdR Evaluation material

Another institutional framework

UN Women Mx

1. UN Women Mexico evaluation report
2. Annual Report
3. Strategic note
4. Annual workplans

Women Count framework

1. Prodoc
2. Annual reports
3. Midterm Review 2020

ONU Mx-Government Mx

1. UNDAF 2014-2019
2. UNSDCF 2020

UN Women Global Framework

1. Strategic Plan

INEGI framework

1. Strategic Program 2016-2040
2. Annual workplan 2016-2020

UN Data Strategy

1. UN Data Strategy full version
2. UN Data Strategy one page

8.4 Terms of Reference of the evaluation

TERMS OF REFERENCE (ToR)

Name of the call:	Consultancy services to carry out the evaluation of the project 108688: installation and operation phase of the first three years of the Global Centre of Excellence on Gender Statistics (CEGS)
Area of experience	Evaluation processes for international projects with mixed, participatory and gender-focused methods; institutional reengineering processes and public policy projects

A. CONTEXT OF THE ORGANIZATION

UN Women, based on the vision of equality enshrined in the Charter of the United Nations, works to eliminate all forms of discrimination against women and girls; to empower women; and to achieve equality between women and men within a framework of sustainable development and human rights. UN Women in Mexico, in line with national priorities and international and regional instruments for the protection and defence of women human rights, mainly the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), as well as the recommendations generated by the bodies responsible for monitoring it, works to achieve substantive equality between men and women in all aspects of life, focusing on four priority areas :

- a) Increase women's leadership and full and equal participation in all areas;
- b) Increase women's economic empowerment;
- c) Prevent and eliminate violence against women and girls;
- d) Ensure that public policies, budgets and statistics are central to gender equality.

UN Women Mexico is guided by the normative agreements mentioned above and uses UN Women's Global Strategic Plan 2018-2021 as a starting point to identify the expected results and impacts of its work, as well as to measure progress towards the achievement of results.

B. BACKGROUND

UN Women and Mexico, through the National Institute of Statistics and Geography (INEGI), have a long history of bilateral cooperation to incorporate the gender perspective into the production and analysis of national statistics and to promote the development of gender statistics at the national, regional and global levels.

Both institutions have formed a strong partnership, formally established since 1995, to respond to the commitments arising from the Fourth International Conference on Women and the Beijing Platform for Action (BPA).

In September 2016, in the framework of the launch of UN Women's gender statistics initiative, the flagship program "Making Every Woman and Girl Count", held at the side event of the LXXI session of the United Nations General Assembly, the Government of Mexico announced its decision to create a global centre of excellence on gender statistics, in order to join efforts in research, innovation, cooperation and exchange of technical experiences and contribute to the effective adaptation/contextualization, implementation and monitoring of the Sustainable Development Goals (SDGs).

Thus, on November 25, 2016, UN Women and the Mexican National Institute of Statistics and Geography (INEGI) signed a first collaboration agreement to implement the project called "*Preparatory Phase of the Global Centre of Excellence in Gender Statistics*" in Mexico, which established the construction of the institutional design of the Centre (CEGS).

Later, through a new collaboration agreement signed on December 19, 2017, the CEGS was formally established in Mexico under the project called "Installation and operation phase of the first three years of the Global Centre of Excellence on Gender Statistics"; contributing to the strategic efforts of both institutions to strengthen the generation, availability, analysis and use of internationally comparable data and statistics on key and emerging aspects for the achievement of gender equality and women's empowerment.

The proposal for the CEGS's institutional design is based on the conceptual definition of a Centre of Excellence established by the High-Level United Nations Conference on South-South Cooperation (2009). This definition was later revised by the United Nations General Assembly in Resolution 64/222 (2010) and enhanced by the United Nations High Level Committee on South-South Cooperation on the Buenos Aires Plan of Action progress evaluation (2012). In all these documents, a Centre of Excellence is defined as a platform that:

"...facilitates the exchange of experiences and good practices; focuses on one or several strategic thematic areas; does research to determine what works and what does not work in development policies; documents solutions and prepares public policy documents and recommendations; supports knowledge strategies based on networks; and facilitates discussion forums on public policy-related issues".

Therefore, and in accordance with the CEGS Strategic Plan 2018 - 2020, its general objective is to be a platform for collaboration, knowledge sharing and innovation in gender statistics, in order to contribute to the implementation, monitoring and evaluation of the 2030 Agenda and the Sustainable Development Goals (SDGs).

To achieve these objectives, the CEGS operates through three programmatic strategies, which are mutually reinforcing:

1. Facilitate access to technical expertise: Facilitate national statistical systems' access to technical expertise to produce gender statistics.
2. Knowledge Hub: Disseminate knowledge and promote the exchange of best practices on key issues for gender statistics.
3. Innovation Lab: Promote analysis, research and innovation in gender statistics, with emphasis on emerging areas for gender equality.

Furthermore, the Centre's program document states that its work should reflect the global consensus on gender statistics derived from the United Nations Statistical Commission and the United Nations Commission on the Status of Women (CSW); as well as be aligned with the agreements of the Inter-Agency and Expert Group on SDGs indicators (IAEG-SDGs) and the Inter-Agency and Expert Group on Gender Statistics (IAEG-GS).

The activities of the CEGS contribute to the efforts both of the Global Gender Statistics Programme of the United Nations Statistics Division (UNSD) and the UN Women's flagship programme in gender statistics "Making Every Woman and Girl Count", avoiding duplication of activities.

The programmatic approach of the Centre is oriented to close the implementation gaps in the generation, analysis and use of gender statistics; focusing on the following priority themes:

1. Measurement of different forms of violence against women and girls (particularly its most extreme femicide/femicide violence)
2. Measurement of unpaid care and domestic work; and
3. Gender and geospatial analysis, including vital statistics.

The CEGS will have a governance structure oriented towards efficiency and the simplification of decision-making processes, strategic guidance and its operations. This structure will be flexible and can be modified as the CEGS evolves over time. The CEGS has an Executive Board (EB) and a Technical Advisory Board (TAB). The CEGS staff shall serve as the Secretariat to the Executive Board and the Technical Advisory Board. As the secretariat, the CEGS staff: organise and participate in the meetings of the two bodies; document the meeting proceedings through the preparation of meeting reports as well as regularly supervise the progress and results of the work programme; exchange information and points of view about any issue that may impact the CEGS's actions and responsibilities, including good practices and lessons learned regarding its direction, operation and administration.

The Executive Board is the oversight body of the CEGS. As of March 2019, the Board is composed of senior representatives from UN Women and INEGI with both decision-making power and technical authority on gender statistics. The main functions of the Executive Board are the following:

- Establish appropriate mechanisms to promote and maintain an efficient and effective system for delivering the CEGS's programme strategies;
- Formulate policies on all matters relating to statistical operations of the CEGS;

- Review and approve the terms of reference of the governance mechanisms;
- Approve the members of the Technical Advisory Board;
- Approve the programmatic work plan, budget and projects of the CEGS that will be implemented by UN Women as the operational coordinating body;
- Prescribe appropriate frameworks for the effective and well-coordinated delivery of the CEGS's strategies;
- Determine executive measures to enhance the efficiency of the CEGS's programme, including the CEGS's governance mechanisms and the Technical Advisory Board;
- Monitor the compliance to and assess the quality of delivery of the programmatic work plan;
- Discuss and approve any other initiative, which was not included in the workplan, including those arising from new demands, taking into account the likely impact on the existing workplan and capacities of the centre;
- Review the annual reports of the CEGS and provide recommendations;
- Define and approve the modalities for the participation of new partners in the Executive Board;
- Represent the CEGS at high-level events, as appropriate.

The Executive Board meets annually, with the possibility of organizing additional virtual ad-hoc meetings as needed. All decisions of the Executive Board will be made by consensus. The Technical Advisory Board (TAB) is the governance body that provides technical advice, provides feedback and inputs to the CEGS's work programme. The main functions of the Technical Advisory Board are as follows, to:

- Serve as a forum for the exchange of technical views and expertise to provide advice to implement the CEGS workplan;
- Ensure the relevance and appropriateness of the CEGS's programmatic work;
- Recommend to the Executive Board technical and concrete recommendations as well as appropriate
- measures for the effective and well-coordinated delivery of the CEGS's strategies;
- Provide general input, specific recommendations and comments on the CEGS's work for the consideration of the Executive Board;
- Promote the CEGS at the international and regional level, providing support for the creation establishment of new partnerships and cooperation as well as synergy-building with other initiatives;

Following the first meeting of the Executive Board in September 2018, it was agreed that the TAB will have four permanent members, in addition to UN Women and INEGI. The following entities and organizations were selected:

- UN Economic Commission for Latin America and the Caribbean (ECLAC), as representative of UN Regional Commissions;
- Organization for Economic Co-operation and Development (OECD);
- United Nations Statistics Division; and
- World Bank

The CEGS is administered in accordance with the rules, regulations, procedures and internal policies of UN Women. As the executing party, UN Women ensures effective, efficient and transparent administration of the project's financial, technical and human resources. This model is based on the successful experience of the UNODC-INEGI Centre of Excellence for Statistical Information on Governance, Crime, Victimization and Justice.

To achieve the results set out in the Strategic Plan, activities are implemented through the various modalities available at UN Women. UN Women identifies responsible parties to assist, as needed, in the implementation of activities based on a written agreement or

contract. These partners are directly accountable to UN Women under the terms of their agreement or contract.

The operational management and administrative supervision of CEGS is coordinated by the CEGS operational team under the general guidance of the UN Women representative in Mexico and the technical and programmatic guidance of the "Making Every Woman and Girl Count" flagship team at UN Women headquarters.

The approval of the profiles, as well as the selection and hiring processes of the coordinator and the rest of the CEGS staff, is carried out according to what is established in the processes and procedures of UN Women, in consultation with INEGI. To ensure adequate technical capacity and linkages with the global Women Count programme, a statistical and research specialist (P4), based at UN Women Mexico will be recruited to provide full-time technical support to the CEGS. For its operations during this initial operational phase (2017-2020), CEGS structure is composed by: coordination, technical and administrative areas.

The initial structure shown below requires progressive recruitment, depending on resources and the strategic programme:

1. In order to strengthen and articulate the work of the CEGS to that of the Women Count, flagship programme, a Statistics and Data Research Specialist (P4) will be responsible for the overall leadership of the CEGS; provide strategic support to research in key thematic areas; lead the development and implementation of network-based knowledge strategies related to the CEGS's key strategic and programmatic areas; document solutions; and contribute to the effectiveness and positioning of the CEGS as a gender statistics resource centre at global level.
2. A Coordinator (NOB) responsible for the substantive coordination of the work of the CEGS; for representing the CEGS at international/regional/national meetings on gender statistics; for drawing up the work programme and the annual plan of activities; responsible for technical, human and financial resource management. She/he will position the CEGS and mobilize resources; monitor results and generate the necessary reports; also serve as the Technical Secretariat for the Executive Board and for the meetings of the Technical Advisory Board. In addition, the CEGS includes:
3. A Technical Specialist responsible for integrating the work plan and reports of the CEGS; supporting coordination in knowledge management and technical assistance, and facilitating strategic cooperation and partnership.
4. An Administrative Assistant in charge of carrying out the administrative and financial management and programmatic work plan of the CEGS; to provide support in the integration of the reports and working documents of the centre; as well as to support in the organization and logistic procedures of events, working meetings, workshops and seminars of the CEGS.

CEGS staff are responsible for the overall implementation of the centre's work plan (see Integrated Results and Resources Framework). For the implementation of activities and/or the execution of projects, UN Women may hire external consultants or contract services from suppliers, when necessary.

As mentioned in the section "Theory of Change", on page 11 of the CEGS 2018-2019 Strategic Plan document. The objective of CEGS is to ensure that National Statistical Systems incorporate the gender perspective in the production, processing, analysis, dissemination and use of statistical information as a reference for decision-making, accountability and verification of compliance with international commitments and global goals on gender equality and women's rights.

Finally and according to the same section, the Theory of Change of the CEGS is aligned with the Theory of Change of the country office (Impact 2), mentioning the following: IF (i) National Statistics Systems and other stakeholders have improved access to technical expertise through multidisciplinary networks; and (ii) National Statistical Systems have increased access to knowledge, resources and best practices and experiences on gender statistics; and if (iii) National Statistical Systems (NSS) have increase access to a robust body of innovative research to strengthen production, analysis and use of gender statistics; THEN (iv) the enabling conditions to accelerate gender mainstreaming into the production, analysis, and effective use of data and statistics will exist; which (v) will improve the production and use of gender statistics to inform the implementation of the SDGs; BECAUSE (vi) the emerging needs and structural challenges faced by gender data producers and data users to produce, process, analyse, disseminate, and use timely, regular, reliable, and comparable gender statistics will be addressed.

The evaluation should therefore consider the requirements and reference frameworks proposed in the documents that guide the development of evaluations at UN Women, such as: the Evaluation [Policy](#), the Evaluation [Manual](#), the [GERAAS checklist](#) quality control of evaluation reports, the [Performance Indicator](#) of the UN [System-wide Plan of Action for Gender Equality and the Empowerment of](#)

[Women](#) UN-SWAP EPI) as well as the [norms, standards](#) and [ethical guidelines for](#) Evaluation Group UNEG).

C. PURPOSE OF THE REQUESTED SERVICES

1. PURPOSE AND USE OF EVALUATION

The general purpose of the evaluation is to assess, based on solid evidence, the relevance and contribution of the CEGS both to the promotion of gender statistics towards gender equality and women's empowerment, as well to the implementation, monitoring and evaluation of the 2030 Agenda and the Sustainable Development Goals, while leaving no one behind. The results achieved by the Centre will be analysed according to the mission and objectives set out in (i) the Strategic Plan 2018-2020, and (ii) according to the thematic priorities and programmatic

The evaluation aim is to systematize lessons learned and good practices, as well as to identify, where appropriate, those emerging issues that could be considered in the CEGS's plan during the following years.

The specific objectives of the evaluation are outlined below:

1. To analyse the CEGS institutional design, efficiency, and organizational effectiveness to achieve results, develop capacities, generate knowledge, and create networks.
2. To document findings, good practices and learned lessons in order to inform and strengthen UN Women policy and programming.
3. To identify the enabling and limiting factors that contribute to the improvement and sustainability of the centre.
4. To establish emerging issues that allow to continue the implementation in the following year.

2. KEY EVALUATION QUESTIONS

The evaluation will apply four evaluation criteria: relevance, effectiveness, efficiency and sustainability. Human rights and gender equality are incorporated as a cross-cutting criterion.

The evaluation questions will be finalized during the initial phase. The evaluation team is required to develop an evaluation matrix that identifies a set of indicators, sources, sampling methods and methodology to answer each evaluation question. The evaluation matrix will be reviewed and validated a participatory manner at the kick-off workshop, so the structure shown below may be subject to modification:

a. Relevance

- Did the results, objectives and activities undertaken by the CEGS align with the priorities of the UN Women's Flagship Programme "Making every woman and girl count" as well as with the mandates of its main partner (INEGI)?
- Were the results, objectives and activities undertaken aligned with the Strategic Plan 2018-2020?
- What has been the added value of the centre?
- To what extent were the CEGS's model (programmatic approach), tools and actions congruent in closing the implementation gaps in the generation, analysis and use of gender statistics?
- In general, what has been the relevance of the CEGS to the work and strategic objectives of UN Women? What has been the degree of articulation and relevance of the three programmatic strategies of the CEGS?

b. Efficiency

- In terms of programming to what extent did CEGS contribute to the achievement of UN Women's results in gender statistics?
- What have been the contributions of the CEGS in the field of innovation?
- To what extent has CEGS improved knowledge on violence against women, women's empowerment and gender equality?
- What are the enabling and constraining factors contributing/limiting the achievement of the objectives and results set

out in the CEGS's Strategic Plan?

- What actions should be taken to achieve the sustainability of the centre?
- Were these factors identified or considered in a risk management plan?
- What unexpected or unplanned problems may have facilitated or hindered the achievement of project results?

c. Efficiency

- Has the project been efficiently implemented in terms of its human, technical and financial resources, and have these resources been sufficient to achieve the planned results?
- To what extent has the management model established for the CEGS facilitated or hindered the effective implementation and delivery of results?
- To what extent did the CEGS have effective monitoring arrangements to measure its performance and progress towards results?
- What are the enabling and limiting factors that contribute to the achievement of results and what actions need to be taken to achieve the sustainability of the Centre?
- Has the development of knowledge products on the issues established in the partnership agreement with the donor enabled the centre to mobilize resources?
- How have the three programmatic strategies of the CEGS managed to articulate and generate synergies?

d. Sustainability

- What are the existing synergies, if any, of the CEGS with other relevant initiatives and projects of UN Women, partners and other organizations?
- What was the degree of collaboration between the partners currently working with the CEGS?
- To what extent has the CEGS collaborated with other organizations or initiatives to create synergies after current agreement?
- What actions and mechanisms should CEGS consider to strengthen its resource mobilization capacity and ensure its sustainability?
- Can integrating additional emerging issues into the CEGS's Strategic Plan be a factor in ensuring its continuity?

e. Gender Equality and Human Rights

- Do the results, objectives and actions during the three years of implementation promote gender equality and women's rights?

f. Lessons Learned

- What has been the contribution of the CEGS to knowledge building?
- In terms of the design, what are the key lessons learned during the implementation stage? What worked, what did not work and why?
- What are those lessons learned that could be incorporated into the CEGS's new Strategic Plan 2021-2023?
- What are those lessons learned that could be drawn from the CEGS's work in 2020 in the face of an emerging situation such as COVID- 19?

3. SCOPE OF ASSESSMENT

The evaluation shall cover the fulfilment of all aspects related to the results, activities and objectives set, as well as identify and document significant unexpected or unplanned results, with a particular focus on the development of the CEGS 's sustainability plan and strategy during its consolidation phase (2021-2023).

The evaluation covers the actions carried out from 2018 until the date of completion of the evaluation. It will be carried out according to the thematic areas and the three programme strategies set out in: (i) Strategic Plan 2018-2020, and (ii) Annex A of the Agreement signed between the parties.

While the evaluation will not consider impact (as defined by UNEG), it is expected to provide useful information for decision making and to provide guidelines to determine the evaluability of the CEGS, i.e. to assess the opportunity of evaluating the centre, considering the need to introduce improvements in the intervention and preparing the evaluation of its longitudinal impact once the implementation of the Strategic Plan 2021-2023 has been completed.

The evaluation will be a transparent and participatory process involving relevant stakeholders and partners of UN Women at Headquarters, regional and country offices.

4. EVALUATION DESIGN (PROCESS AND METHODOLOGY)

The evaluation should use a design based on the Theory of Change (ToC)¹. The performance of the CEGS will be evaluated according to the results framework and the ToC established in the Strategic Plan 2018-2020. During the initial phase, the evaluation team will coordinate a workshop with the UN Women/GECS team to validate the ToC and its articulation to the work of UN Women in general and of the CEGS in particular.

The methodology must enable the evaluation to achieve its purpose , be aligned with its approach, meet criteria and answer its key questions through reliable data collection and analysis techniques. It is desirable that the evaluation exercise seeks to disaggregate such information in a way that reflects the degree of gender parity that may exist among CEGS team members, as well as within its governance structure and in the contracting of services and consultancies.

The evaluation team must define in its technical proposal the methodology and tools for information collection, which will later be validated by the UN Women's Evaluation Management Group .The methods used should consider a wide range of information sources (including documents, institutional information systems, financial records, beneficiaries, experts, officials, etc.).

The use of participatory methods is particularly encouraged to ensure that all stakeholders are consulted. At least, it should include participatory tools for consultation with stakeholders and should ensure the protection of participants and respect for confidentiality.

The evaluation team should take into account the following:

1. The evaluation will be of a formative nature. It is expected, however, that the process of information analysis will include the generation of summative inputs that will partially evaluate the achievement of the expected results of the CEGS.
2. The evaluation will have a mixed approach (quantitative² and qualitative), recording the particularities of the project and identify lessons learned, good practices, challenges, and specific recommendations.
3. Include various analyses and data collection methods (e.g., appreciative inquiry, interviews, focus groups, observation, etc.).
4. The evaluation team must take steps to ensure the quality, reliability and validity of data and methods, as well a sensitivity to gender equality and human rights to ensure robust results.

¹ A design based on the Theory of Change evaluates the performance of the CEGS based on its established assumptions about how change occurs. These assumptions can be challenged, validated, or expanded by the evaluation.

² If available, the evaluation team will have to triangulate the qualitative information gathered with the quantitative data from the reports and statements generated by the CEGS.

5. The evaluation should make use of triangulation of sources and techniques for collecting information to ensure greater rigor and quality of analysis.
6. Include SMART results and indicators (specific, measurable, achievable, relevant and time-bound).
7. The evaluation team will have the direct support of the CEGS technical team who will provide information about the project.
8. Involve stakeholders through interviews that can be conducted face-to-face and/or on line
9. A proposal of selection criteria for key informants will be presented and it will be validated by the evaluation management group, without affecting the credibility and rigor of the evaluation.
10. The methodological proposal should detail how it will ensure the protection and confidentiality of the information provided by the persons involved in the evaluation.
11. The methodological proposal should take into account the UN Women's Guide to the Evaluation of Programmes and Projects with a Gender, Human Rights and Intercultural Perspective, the UN Women's Handbook on Managing Gender-Sensitive Evaluations, and the UNEG's guide to the Integration of Human Rights and Gender Equality in Evaluation.
12. The methodology selected for the evaluation will be aligned with the approved matrix of questions (to be completed by the evaluation team in agreement with the Management and Reference Groups).
13. All relevant documentation will be made available to the evaluation team, mainly in digital form, and where necessary, in paper. This will include: the *ProDoc* (Institutional Design Document of the CEGS), the Cooperation Agreement between UN Women and INEGI, the CEGS Strategic Plan, the CEGS Annual Plans(2018, 2019 and 2020), the Implementation Partner Agreement between UN Women and the Colegio de México, the quarterly and annual reports sent to the donor and to the Executive Board, the CEGS financial reports, the knowledge products elaborated by the Centre through consultancies, and the main communication of its staff.
14. The evaluation should culminate in a detailed report that highlights the elements of an objective analysis that addresses the criteria of relevance, effectiveness, organizational efficiency, gender equality and human rights dimensions, and the potential for sustainability.
15. The person hired is expected to provide the following spaces as part of the evaluation process:
 - a. Kick-off workshop (specify scope, mapping of interested partners and methodology to be used)
 - b. Workshop to validate findings and recommendations.
 - c. Presentation of the final findings of the evaluation

16. EVALUATION MANAGEMENT MECHANISMS

The evaluation process will be guided by the following structures: The Management Group and the Reference Group.

The Management Group. An evaluation management group should be created to oversee the evaluation process, and should be coordinated by the evaluation manager. This group should include:

- Representative of UN Women in Mexico,
- Coordinator of the CEGS,
- Head of Statistics and Knowledge Management of UN Women Mexico,
- UN Women's Regional Office Evaluation Specialist,
- Technical Specialist of Planning, Monitoring and Evaluation of UN Women Mexico.
- Technical Specialist in Gender Statistics of the CEGS.

The Reference Group. It will be established to facilitate the participation of key stakeholders in the design and scope of the evaluation, to provide key information, to ensure quality throughout the evaluation process, and to disseminate the results of the evaluation in order to ensure an efficient, participatory and accountable process. Invited members of the Reference Group should include at least:

- A representative of the General Directorate of Sociodemographic Statistics of the National Institute of Statistics and Geography (INEGI), or to whomever the president of the INEGI may determine,
- A representative of the UN Women's "Making Every Woman and Girl Count" Flagship Program (Headquarters),

- An independent consultant related to the project,
- An external academic expert related to the thematic areas of the CEGS.

17. ROLES AND RESPONSIBILITIES

The main roles and responsibilities of the evaluation management structure are as follows:

Evaluation Team.	<ul style="list-style-type: none"> – Avoiding conflict of interest. – The evaluation team should be free to carry out the evaluation work in an unbiased manner. They must be able to express their opinion freely. – The evaluation team will prepare the evaluation reports, which should reflect the agreed approach and design for the evaluation from the perspective of the evaluation team, the evaluation manager and the regional evaluation specialist. – The members of the evaluation team will be involved in all the tasks described in the section "timetable of the evaluation". The evaluation team leader is responsible for the supervision (including the division of tasks and responsibilities) and quality check of the work.
Evaluation Manager (Supported by the Regional Evaluation Specialist)	<ul style="list-style-type: none"> – Make a preliminary assessment of the quality of the reports and provide comments to the evaluation team. – Provides substantial comments on the conceptual and methodological approach and other aspects of the evaluation design. – Coordinates comments on the draft and final reports from the management group and the reference group.
Evaluation Management Group.	<ul style="list-style-type: none"> – It makes strategic decisions within the framework of the evaluation. – It provides substantial feedback and other operational assistance during the preparation of the reports. – When appropriate, participate in meetings and workshops with other key partners and interested parties before the completion of the reports.
Evaluation Reference Group.	<ul style="list-style-type: none"> - It contributes to provide feedback on the evaluation, participates in findings validation workshop, and propose recommendations for the CEGS's strategy and sustainability plan.

D. DESCRIPTION OF THE REQUESTED SERVICES

The mid-term evaluation of the CEGS will be carried out within approximately 55 working days according to the proposed time frame. Under the supervision of the CEGS Coordination, the evaluation team will have the following key tasks and responsibilities:

DELIVERABLE/PRODUCTS	ACTIVITIES	DELIVERY TIME AFTER SIGNING THE CONTRACT	ESTIMATED TIME FOR REVIEW AND ACCOUNTABILITY	PERCENTAGE WEIGHT OF THE WHOLE CONSULTANCY
<p>Inception report will include:</p> <p>a. Introduction: Background and context, purpose, objectives and scope of the evaluation, Theory of Change of the project;</p> <p>b. Methodology: Evaluation criteria and key questions, indicators for measuring results (based on those of the project); Evaluation design (methods for data collection and analysis) Criteria for selection of key actors. Limitations of the evaluation;</p> <p>c. Evaluation Matrix: which synthesizes the main aspects to be evaluated specifying what and how it will be evaluated (criteria, questions, indicators, means, sources, etc.)</p> <p>d. Detailed work plan and schedule.</p> <p>e. Roles and responsibilities, logistical and support aspects</p> <p>f. Annexes: Documents reviewed in the initial phase; data collection instruments interviewed);</p>	<p>-1.1 Initial workshop to review the Terms of Reference and the Theory of Change;</p> <p>-1.2 Presentation of the draft of the Initial Report, (It should include a review by the Management and Reference Groups)</p> <p>-1. 3 Presentation of the Initial Report (final version) with the completed methodology, questions and work plan ;</p> <p>NOTE: This report will be used as an initial point of agreement and understanding between the evaluation team, the Planning, Monitoring and Evaluation area and the Management and Reference Groups.</p>	<p>Third week after signing the contract.</p>	<p>1 week Planning, M&E Coordinator- UN Women</p>	<p>30%</p>

<p>Draft Evaluation Report. The basic index of the draft report will include:</p> <ul style="list-style-type: none"> a. Title, indexes and introductory pages; b. Background and purpose of the evaluation; c. Description of the context and the project evaluated; d. Objectives and scope of the evaluation; e. Methodology and limitations of the evaluation; f. Findings; g. Conclusions; h. Recommendations; i. Lessons learned and good practices; <p>Proposal containing the guidelines to be included in the CEGS Strategic Plan 2021- 2023 (initial proposal).</p> <p>PPT presentation with preliminary findings main recommendations , challenges, opportunities and lessons learned.</p>	<p>-2.1. Meeting presentation of preliminary findings, main recommendations, challenges, opportunities and lessons learned;</p> <p>-2.2. Presentation of the first draft of the Evaluation Report (review by the Management and Reference Groups)</p> <p>NOTE: The draft of the Final Evaluation Report will go through a process of review and approval by the Management and Reference Groups. The final approval of the findings will be made by the UN Women Representative in Mexico.</p>	<p>Seventh week after signing the contract.</p>	<p>1 week Planning, M&E Coordinator - UN Women</p>	<p>30%</p>
<p>Final Evaluation Report approved by UN Women:</p> <ul style="list-style-type: none"> a) Title, indexes and introductory pages; b) Executive summary; c) Background and purpose of the evaluation; d) Description of the context and the program evaluated; e) Objectives and Scope of the Evaluation; f) Methodology and limitations of the valuation; g) Findings; h) Conclusions; i) Recommendations; j) Lessons learned and good practices k) Annexes: 	<p>-3.1. Presentation meeting of the Final Evaluation Report;</p> <p>NOTE: The Final Report will include concise information and annexes detailing the methodological approach and any analytical products developed during the course of the evaluation;</p> <p>-3.2. Presentation of the document containing the guidelines to be included in the CEGS Strategic Plan 2021-2023;</p> <p>-3.3. Meeting to present the Final Report and the guidelines to UN Women Mexico and the donor</p>	<p>Eleventh week after the signing of the contract.</p>	<p>2 weeks Planning Coordinator, M&E- UN Women</p>	<p>40%</p>

<ul style="list-style-type: none"> i. Terms of reference ii. Documents consulted iii. List of institutions interviewed (without no direct reference to persons) iv. Documentation related to the analysis of information, methodology used, for example, the evaluation matrix. <p>Executive Summary of the Evaluation (3 to 5 pages).</p> <p>Proposal containing the guidelines to be contained in the Strategic Plan of the CEGS 2021-2023</p> <p>PPT presentation with findings, main recommendations, challenges, opportunities and lessons learned.</p>				
--	--	--	--	--

E. TERMS OF AGREEMENT

In addition to what is indicated in Annex IX ,General Conditions of Contract, each of the selected bidders must take into account the following:

- As presented in Annex XI, but not limited to this one, the evaluation team commits itself to comply with the above- mentioned terms of reference.
- The evaluation team will need to interact and consult with UN Women at each stage and have their approvals to carry out each component. They must also be available to attend face-to-face meetings at the UN Women Mexico Office.
- UN Women will provide all available information for the development of the activities planned under the service. UN Women's support will be in the form of information facilitation and technical supervision. UN Women will not, a priori, provide facilities, support staff, support services or logistics for the development of the outputs related to the contract.
- Meet the delivery date requested by UN Women.
- To provide flexibility, attention to detail, a proactive attitude and openness to an unforeseen and last-minute scenario to make numerous corrections, revisions and adjustments to the requested product.
- UN Women reserves the right to inspect and review the deliverables requested in order to generate the corresponding payment, which must comply with the parameters established by UN Women and if they are not, they will not be accepted and their cost will not be covered by UN Women.
- For any work, a minimum of 3 to 5 reviews are expected.
- He/she must at all times act ethically and respectfully in relation to the community dynamics within the work is inserted.
- He/she must act according to the principle of "action without harm", in order to prevent any kind of negative impact about the organizations or persons involved in the project.
- The payment authorizations, upon delivery of satisfactory products, will be in charge of the Coordinator of the Global Centre of Excellence on Gender Statistics (CEGS), who requests the service. The service must comply with the parameters established by UN Women and in case it does not, it will not be accepted and its cost will not be covered by UN Women.

F. PAYMENT TERMS

Payment will be made upon delivery of all products according to UN Women standard as stated in the following table, 30 working days after satisfactory receipt and upon presentation of an invoice received in Mexican pesos.

EXPECTED OUTPUTS	DELIVERABLES	ESTIMATED DATES OF DELIVERY	ESTIMATED DATE OF PAYMENT
1. 1. INCEPTION REPORT	a. Inception Report (Final Version).	Third week after the signing of the contract.	30 working days after the delivery date
2. DRAFT EVALUATION REPORT AND STRATEGIC PLAN OF THE CEGS 2021-2023	a. Evaluation Report (Draft version). b. Proposal containing the guidelines to be included in the CEGS Strategic Plan 2021-2023 (Draft version). c. PPT presentation.	Seven weeks after signing the contract.	products approved by UN Women.
3. FINAL REPORT AND PROPOSAL CONTAINING THE GUIDELINES TO BE INCLUDED IN THE CEGS STRATEGIC PLAN 2021-2023	a. Evaluation Report (Final Version) b. PPT presentation c. Executive Summary of the Evaluation Report	Eleven weeks after the signing of the contract.	
	a. Proposal containing the guidelines to be included in the CEGS Strategic Plan 2021-2023.	Eleven weeks after the signing of the contract.	
Full payment for service received:		100% upon presentation of invoice in Mexican pesos, 30 working days after satisfactory delivery of all outputs requested.	

G. SUPPLIER PROFILE

<p>Organizational profile and experience.</p>	<p>Minimum requirements to be met and verified by means of the requested documentation:</p> <ol style="list-style-type: none"> 1. To be a legally constituted company under Mexican law. The incorporation or business registration documents are included, which demonstrate that it is a legally constituted company declared before the SHCP (for Mexican companies) related to the provision of the services subject to this request proposal. <p style="margin-left: 20px;">NGOs/CSOs that apply must have established within their Articles of Incorporation the possibility of being able to carry out "profit or for-profit activities" and must provide tax-deductible receipts. Individuals may not participate.</p> <p style="margin-left: 20px;">If you are a foreign company, you must have the proper regulation and compliance with laws to operate in Mexico, and have a physical presence and availability in the country. Only companies/companies/universities/NGOs and/or SCs with a registered permit from SAT to carry out activities for profit may apply. Individuals may not participate .</p> 2. Have 3 to 5 years of work experience in institutional and/or program evaluation processes, and/or international cooperation 3. Minimum experience of 3 to 5 projects similar to the services requested in this call, as presented in Annex 12 Experience Table, where any of the following activities have been carried out: <ul style="list-style-type: none"> • Development of documentary evaluations with performance indicators and quantitative, qualitative and gender approach. • Ability to identify findings and integrate results • Development of institutional reengineering processes 4. To have a work team assigned to provide the service to UN Women Mexico of at least two people who serve as focal points, who must specifically address the needs in a personalized and flexible manner when required, and who are willing to spend the necessary time to learn about the work of UN Women. 5. It must have an infrastructure that guarantees an adequate and optimal internal process from the reception of the service order to the delivery of the final product (indicating times, responsible parties and functions/activities); and that the services described in Annex 11 are provided with the required quality, opportunity and efficiency ensuring their production in the short, medium and long term. 6. Have at least (3) active customers in the past year. 7. Be up to date with your tax obligations. 8. To be a company with a presence in Mexico, personnel assigned to the present project who are available to attend periodic meetings with the CEGS and UN Women Mexico team. 9. The organization shall not be suspended by the United Nations system or excluded by the World Bank group and that it is not on the Board of Directors of Sanctioned Suppliers and Contractors of the Ministry of Public Function, Inter-American Development Bank, Ministry of Economy and SHCP. 10. You must prove your financial capacity by means of a 2019 financial statement signed by a certified public (include key your professional ID) and/or by a signature of the auditors. All information provided will be treated confidentially by UN Women. 11. Previous work experience with agencies of the United Nations System or any International Organization, desirable.
---	---

<p>Work team characteristics</p>	<ol style="list-style-type: none"> 1. The person responsible of the project should have: <ol style="list-style-type: none"> 1.1 Undergraduate studies in social sciences, economics, political science or related areas. At least 3 to 5 years of verifiable experience in institutional and/or program evaluation processes, where you have coordinated or led any of the following activities: 1.2 Development of documentary evaluations with performance indicators and a quantitative, qualitative and gender focus. 1.3 Ability to identify findings and integrate results 1.4 Development of institutional reengineering processes. 2. In addition, the work team (of at least 2 additional people to the person responsible for the project) must have <ol style="list-style-type: none"> 2.1 Undergraduate studies in social sciences, economics, political science or related areas. At least 3 verifiable projects of institutional evaluation and/or programs or projects, where any of the following activities have been carried out 2.2 Development of documentary evaluations with performance indicators and a quantitative, qualitative and gender focus. 2.3 Ability to identify findings and integrate results 2.4 Development of institutional reengineering processes
----------------------------------	---