INCEPTION REPORT

UN WOMEN BRAZIL: COUNTRY PORTFOLIO EVALUATION

STRATEGIC NOTE 2017-2021

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1. INTRODUCTION

The Strategic Note of the UN Women Brazil Country Office (CO) is the main planning tool for UN Women's portfolio across its triple mandate of normative, coordination and operational work in the country. The Strategic Note follows the standards, principles and obligations of the Convention to Eliminate all forms of Discrimination Against Women, Beijing Declaration and Platform for Action, Concluding Observations of the Commission on the Status of Women, Security Council Resolutions on Women, Peace and Security, the Convention to Eliminate Racial Discrimination, the Durban Action Plan and Agenda 2030 for Sustainable Development and the Human Rights Council Universal Periodic Review.

This Country Portfolio Evaluation (CPE) will assess the UN Women Brazil Strategic Note of 2017-2021 which was extended through 2022 following the one-year extension of the 2017-2021 United Nations Sustainable Development Partnership Framework (UNSDPF) as requested by the Government of Brazil (GoB). CPEs provide a systematic assessment of the contributions made by UN Women at the country level to development results with respect to gender equality and women's empowerment. This evaluation will serve both accountability and learning purposes through a participatory approach that engages Country Office staff and other key stakeholders. In this respect, the evaluation will be both summative and formative, looking backwards at the progress achieved and forward with a view to provide inputs to the design of the next Strategic Note. It is in the spirit of this process to help the UN Women team reflect upon its past work to generate learning and think forward on how to do better and act more strategically.

The Strategic Note underwent a mid-term review in 2020 and an audit in 2019 but has not had a comprehensive portfolio assessment. This evaluation will build on these earlier exercises and refine the scope as to avoid duplication of efforts and deepen the analysis on areas which were less explored. In addition, the Resident Coordinator´s Office (RCO) is commissioning an evaluation of the current UNSDPF which will bring valuable inputs to the understanding of the overall performance of United Nation's work in the country.

The CPE is conducted within the framework of the UN Women Evaluation Policy, which requires evaluation in the organization to be gender-responsive and support the achievement of gender equality and women's empowerment.[1] The key principles for gender-responsive evaluation at UN Women are: 1) national ownership; 2) United Nations system coordination and coherence regarding gender equality and women's empowerment; 3) innovation; 4) fair power relations and empowerment; 5) participation and inclusion; 6) independence and impartiality; 7) transparency; 8) quality and credibility; 9) intentionality and use of evaluation; and 10) ethics. These principles are operationalized through both the design and conduct of this CPE exercise.

This inception report presents the context, scope and methodological approach of the evaluation which will be carried between December 2021 and May 2022 with the aim of

[1] UN Women, 'Evaluation policy of the United Nations Entity for Gender Equality and the Empowerment of Women', 22 Sept 2020: https://undocs.org/en/UNW/2020/5/Rev.1

providing inputs to the design of the Strategic Note of the period 2023-2026. This evaluation is led by the UN Women Independent Evaluation Service with the support of a senior evaluation consultant and a research analyst based in Brazil. An inception workshop in January 2022 presented the content of this report for discussion and validation with the Country Office team.

2. NATIONAL CONTEXT

2.1. Socio-Economic Context and Development Challenges

The Federative Republic of Brazil has the sixth largest population in the world, with more than 212 million inhabitants[2]. The country is a federation formed by 26 states and the Federal District and includes 5,570 municipalities[3]. It is the largest country in Latin America by both population and size. Life expectancy was 76.3 years in 2018, which combined with the decrease in the fertility rate - from 2.1 children per woman in 2004 to 1.7 in 2018 - has led to a slowing of the growth rate and the aging of the population[4]. By 2020, the Brazilian GDP was R$7.4 trillion and the per capita income was R$35,172, making the country the twelfth largest economy in the world[5]. The Brazilian Human Development Index released in 2020 was 0.765, considered high human development, which nonetheless places Brazil only in the 84th place in the world ranking of 189 countries[6]. In terms of the Gender Inequality Index (GII), also released in 2020, Brazil ranks 95th in the world, with a 0,408 GII value[7]. Brazil is considered a middle-income country, but the absolute numbers and aggregate indicators hide considerable inequalities among different population groups, especially between men and women and between the white and non-white population.

Since 2015, Brazil has faced a Gross Domestic Product (GDP) crisis that combines low or negative GDP growth and rising inflation, especially for food and fuel. The country had consistently negative GDP growth between the first quarter of 2015 and the second quarter of 2017, reaching its worst result in the second quarter of 2016, with a 4.6% drop in the GDP. From the second quarter of 2017 to the first quarter of 2020, growth rates were positive but low, ranging between 0.2% and 1.6%. The effect of the pandemic began to be felt in the second quarter of 2020, with a 2.2% drop in GDP[8], so that the country reached the end of 2020 with a total GDP drop of 4.1%[9]. For 2021, the most recent research from the Brazilian Central Bank[10] shows that market agents expect a 4.58% growth in GDP, but most of this growth corresponds to recovery from the economic downturn resulting from the COVID-19 pandemic. There is also the expectation that inflation will end 2022 with a rate of 10.4% per

[2] https://www.ibge.gov.br/apps/populacao/projecao/box_popclock.php.
[3] https://cidades.ibge.gov.br/brasil/panorama.
[4] https://educa.ibge.gov.br/jovens/conheca-o-brasil/populacao/18318-piramide-etaria.html.
[5] https://data.worldbank.org/indicator/NY.GDP.MKTP.CD?most_recent_value_desc=true.
[6] https://www.br.undp.org/content/brazil/pt/home/presscenter/articles/2020/pnud-faz-lancamento-nacional-do-relatorio-de-desenvolvimento-hum.html.
[7] http://hdr.undp.org/sites/default/files/2020_statistical_annex_table_5.xlsx.
[8] https://www.ibge.gov.br/estatisticas/economicas/contas-nacionais/9300-contas-nacionais-trimestrais.html?=&t=series-historicas&utm_source=landing&utm_medium=explica&utm_campaign=pib#evolucao-taxa.
[9] https://agenciadenoticias.ibge.gov.br/agencia-sala-de-imprensa/2013-agencia-de-noticias/releases/30165-pib-cai-4-1-em-2020-e-fecha-o-ano-em-r-7-4-trilhoes.
[10] https://www.bcb.gov.br/publicacoes/focus.

year, far above the target of 3.75 per year[11]. If this result is confirmed, it will be the third time in this century that accumulated inflation in the year is above 10%, similar to the years 2002 and 2015[12]. Finally, the basic interest rate is at 9.25% per year and the expectation for 2022 is that it will vary between 11% and 12% per year[13], which should result in an additional slowdown of the economic activity.

In addition to the economic crisis, the period from 2016 - the year in which UN Women designed and approved its current Strategic Note - until 2021 has been marked by political instability and transition. From 2016 to the end of 2018, Brazil experienced the impeachment of former President Dilma Rouseff and the presidency of Michel Temer, a period followed by the nearly three-year administration of the current President of the Republic, Jair Bolsonaro. In addition to the changes in priorities, strategies, and personnel inherent to modifications at the national government level, the transition between the three mentioned presidencies marked a growing prominence of political conservatism in Brazil.

This change in government priorities is evidenced by the transition from the Pluriannual Plan (PPA) 2016-2019 to the PPA 2020-2023: while the former establishes a perspective of diversity and the promotion of rights of specific populations, the latter presents a universalistic perspective in the design of public policies. In this sense, the Country Office has been facing a new government agenda regarding human rights, gender equality and women's empowerment. The Government of Brazil continues to be a relevant and important stakeholder, and accordingly such changes in the government policy required adaptation from the Country Office to maintain close dialogue and cooperation. In order to balance this new political arrangement, the Country Office has reached a variety of new stakeholders and potential donors and has invested in the diversification of partnerships: other federal institutions, especially from the Judiciary and Legislative branches; state and municipal governments; private companies; and civil society organizations out of the cluster of traditional women's organizations.

Another phenomenon affecting UN Women's actions in Brazil was the beginning and growth of the mixed flow of Venezuelan refugees and migrants, especially through the land border between Venezuela and the Brazilian state of Roraima, which required a joint response from the UN System and the Federal Government of Brazil, resulting in Operation Welcome (*Operação Acolhida*), established in February 2018. According to UNHCR data, by August 2020 Brazil had already registered the entry of 134,000 Venezuelans as refugees or migrants[14], and most of this entry was through the state of Roraima, resulting in additional pressure on public services in one of the poorest states in the country.

Finally, the COVID-19 pandemic has strongly impacted the Brazilian population and, consequently, UN Women's programme and the entire United Nations System in the country. The first confirmed case of the disease in Brazil was reported in February 2020, and since then, the country has reached the official number of 617,803 deaths from COVID-19 on December

[11] Idem.
[12] https://www.bcb.gov.br/controleinflacao/historicometas.
[13] https://www.bcb.gov.br/publicacoes/ri, as of Jan 2022.
[14] https://www.acnur.org/portugues/2020/08/11/registro-do-acnur-alcanca-134-mil-refugiados-e-migrantes-da-venezuela-no-brasil/.

20th, 2021[15]. This positions Brazil as the second country in absolute number of deaths worldwide[16]. As a mechanism to mitigate the economic effects of the pandemic for the Brazilian population, the Brazilian Congress approved a monthly aid ranging from R$ 300.00 to R$ 1,200.00 that was operationalized by the GoB and directly benefited 66 million people in 2020[17] and 45.6 million people in 2021[18].

2.2. Gender Equality and Women's Empowerment

Progress towards greater gender equality in Brazil has been achieved over the past decades, but women continue to face major social and structural obstacles to greater equality. These obstacles have worsened in recent years with the combination of political, economic, and health crises in Brazil, which has threatened advances and rights already achieved and posed new challenges for the promotion of gender equality and women's empowerment.

According to 2019 data from the national household survey (*Pesquisa Nacional por Amostra de Domicílios Contínua*, PNAD) [19], women represent 51.8% of the Brazilian population. Women have better education rates than men: 73.5% of women completed high school by 2016, compared to 63.2% of men; 23.5% of white women and 10.5% of black women completed higher education, compared to 20.7% of white men and 7% of black men [20]. Despite the higher educational indicators, in the year 2016 women earned on average less than men – BRL 1,764.00 against BRL 2,306.00 - and dedicated more time on care and domestic work - 18.1 hours per week of work for women against 10.5 for men[21].

In addition to structural gender inequalities, Brazil also has serious racial inequalities. According to 2018 data from the PNAD, 55.8% of the Brazilian population self-declares black (*preto* or *pardo*). The representativity of this significant portion of the population in the 2018 elections for Congress was, however, 24.4%[22]. In 2018, extreme poverty – that encompasses families living with less than USD 1.90 per day per person - affected 8.8% of the black population, compared to 3.6% of the white population; in turn, 32.9% of the black population lived below the poverty line - less than USD 5.50 per day per person - compared to 15.4% of the white population[23]. If we look at the average monthly income of the employed population in 2018, blacks earned on average BRL 1,608, while whites received BRL 2,796. The homicide rate of young people (15-29 years old) in 2017 was 34 per 100,000 inhabitants among the white population and 98.5 per 100.000 inhabitants for the black population[24].

In terms of violence against women, the number of feminicides have been increasing during the last years, as shown by the Violence Atlas of the Brazilian Forum for Public Security (*Atlas da Violência – Fórum Brasileiro de Segurança Pública*), the main annual compilation

[15] https://infoms.saude.gov.br/extensions/covid-19_html/covid-19_html.html.
[16] https://www.worldometers.info/coronavirus/.
[17] https://www.gov.br/pt-br/noticias/financas-impostos-e-gestao-publica/600-dias/arquivos-de-600-dias/cidadania-auxilio-emergencial-chega-a-60-da-populacao-brasileira.
[18] https://brasil.elpais.com/economia/2021-03-31/auxilio-emergencial-de-2021-comeca-em-6-abril-com-valores-menores-e-menos-beneficiados-saiba-as-regras.html.
[19] https://educa.ibge.gov.br/jovens/conheca-o-brasil/populacao/18320-quantidade-de-homens-e-mulheres.html.
[20] https://biblioteca.ibge.gov.br/visualizacao/livros/liv101551_informativo.pdf.
[21] Idem.
[22] https://biblioteca.ibge.gov.br/visualizacao/livros/liv101681_informativo.pdf.
[23] Idem.
[24] Ibidem.

of violence statics data in Brazil[25]. In 2018, 1,206 feminicides were registered in Brazil and this number increased to 1,314 in 2019 and 1,350 in 2020. Data from 2020 shows that 34,5% of female homicides were classified as feminicide in Brazil. In 2020, 81,5% of the feminicides were perpetrated by partners/ex-partners and 61,6% of the victims were black women. Also in 2020, 60,460 cases of sexual violence were registered. Of this total, 73,7% were cases of rape of a vulnerable person, and 60.6% of the victims were up to 13 years old. Moreover, 86,9% of the victims were female and in 85,2% of the cases the perpetrator was known.

In terms of political participation, since 2009, Brazil has a mandatory 30% quota for women candidates in elections to the Legislative Branch, which considerably increased the number of women candidates, but had little effect on the number of women elected, whose representation remained low. In 2017 women represented only 10.5% of the seats in the House of Representatives and 39.1% of management positions[26]. For the next elections, in 2022, an amendment to the Constitution will require that at least 30% of the public resources sent to political parties for financing electoral campaigns should be destined to female candidates, which may increase female representation in the Legislative and Executive branches.

In terms of public policies, The National Secretariat for Policies for Women (SPM), the main body promoting public policies for women at the federal level, had its status downgraded in 2016, at the beginning of President Michel Temer's government, becoming part of the Ministry of Justice and Citizenship. In 2018, the National Secretariat for Policies for Women (SPM) changed again of institutional locus with another downgrade in status, high staff turnover and budgetary cuts, becoming part of the Ministry of Human Rights. Finally, in the presidency of Jair Bolsonaro, the SPM became part of the Ministry of Women, Family and Human Rights, although the lack of resources and of political relevance remains a structural issue.

For the achievement of the Sustainable Development Goal 5 (Achieve gender equality and empower all women and girls), Brazil has made little progress over the last years: regarding the targets 5.1[27] and 5.2[28], the discrimination and the violence against women increased from 2018 to 2020, as showed above; the lack of federal policies and the economic crisis have hindered the advances on targets 5.3[29] and 5.4[30]; although some normative gains, Brazil has made little progress on target 5.5[31], as the data about political representation above shows; finally, some advances were made on target 5.6[32], such as the decrease in the rate of teenage pregnancy and

[25] https://forumseguranca.org.br/wp-content/uploads/2021/07/6-a-violencia-contra-meninas-e-mulheres-no-ano-pandemico.pdf.
[26] https://biblioteca.ibge.gov.br/visualizacao/livros/liv101551_informativo.pdf.
[27] End all forms of discrimination against all women and girls everywhere.
[28] Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation.
[29] Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation.
[30] Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate.
[31] Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.
[32] Ensure universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the Programme of Action of the International Conference on Population and Development and the Beijing Platform for Action and the outcome documents of their review conferences.

maternal mortality, although the Covid-19 pandemic has limited the access to public rights and services, which may have a negative effect on these indicators in the near future[33].

The health crisis resulting from the COVID-19 pandemic may also have further preoccupying consequences for Brazil, especially the increase of the exposure of certain population groups to situations of risk and violence and the deepening of structural inequalities of income, gender, race, ethnicity, age, and region that, in turn, are determinants for the access to rights and services. In this sense, UN Women published an issue brief on the impacts of the COVID-19 pandemic in the lives of girls and women around the world, concluding that there is an invisible pandemic of violence against women as a result of increased domestic coexistence with potential aggressors and decreased access to services and protection networks[34].

Moreover, the United Nations in Brazil recognizes that "the impacts and implications of COVID-19 are different for women and men, and they are exacerbating existing gender inequalities and posing an additional burden for women and girls. Despite being the hardest hit, women and girls have been critical enablers in efforts to prevent and respond to COVID-19 [35]. Besides that, the document points out that "indigenous peoples and African descents are suffering disproportionate impacts of COVID-19, and other vulnerable groups such as children and adolescents, women, quilombola, romani, rural, prison population, migrant and refugees are also at higher risk of facing more severe consequences [36]. Finally, the COVID-19 pandemic places a greater burden on women's care work, both in the domestic sphere and in health services: women represent the majority of the contingent of health workers in Brazil[37]; on the other hand, women are responsible for greater domestic and reproductive care workloads, while at the same time they represent the largest portion of the informal labor market, precisely the part of the population that suffers the most serious economic consequences of the pandemic and has least access to labor rights and to social security services and benefits [38].

[33] Spotlight Report on the 2030 Agenda for sustainable development in Brazil 2018, 2019, 2020 and 2021.

[34] https://www.unwomen.org/-/media/headquarters/attachments/sections/library/publications/2020/issue-brief-covid-19-and-ending-violence-against-women-and-girls-en.pdf?la=en&vs=5006.

[35] UN Framework for the socio-economic response and recovery to Covid-19. United Nations Brazil, 2020, p.34.

[36] *Idem*, p.09.

[37] https://www.conasems.org.br/o-protagonismo-feminino-na-saude-mulheres-sao-a-maioria-nos-servicos-e-na-gestao-do-sus/.

[38] https://valor.globo.com/brasil/noticia/2019/11/06/mulheres-tem-maiores-desocupacao-e-informalidade-e-menores-rendimentos-mostra-ibge.ghtml.

3. ANALYSIS OF THE STRATEGIC NOTE

This section analyses the content of the Strategic Note including its main objectives, the rationale and context as well as the challenges already identified in its implementation.

3.1. Overview and Key Changes

The current Strategic Note (2017-2021) was designed under the UN Women´s corporate Strategic Plan for 2014-2017 and was later guided by the Strategic Plan for 2018-2021. It is aligned with the National Development Strategy for 2020-2031 on its direction towards gender equality in both urban and rural settings, fighting of violence against women and the promotion of women´s economic empowerment. Further, as mapped in the below table, the Strategic Note addresses the following key thematic areas: women's leadership and political participation (LPP), women's economic empowerment (WEE), and elimination of violence against women (EVAW). The global agenda of UN Women has been relatively consistent over the period of implementation in which women´s empowerment is based on the pillars of changing norms, increasing political participation, access to the labor market in equal conditions and prevention of violence in all its forms. In this sense, from a perspective of the Country Office outcomes, the Strategic Note follows the corporate focus. The achievement of results and the coherence of the logic chain between activities, outputs and outcomes will be further explored in the evaluation.

In addition, the Strategic Note is aligned with two Global Flagship Programmes: "Prevention and Access to Essential Services to End Violence against Women" and "Women's Leadership, Empowerment, Access and Protection in Crisis Response". The Strategic Note also states that it builds on key elements of other global flagship programmes.[39]

In terms of the United Nations System Strategic Framework, the UNSPDF 2017-2021 articulated five axes corresponding to the five Ps of the 2030 Agenda for Sustainable Development (people, planet, prosperity, peace and partnerships), specifying the need to include commitments with gender and racial equality in all of its results. Within this framework, the UN Women Strategic Note focused on three outcome areas:

- Women lead, participate in, and benefit equally from governance systems
- Women have income security, decent work and economic autonomy
- All women and girls live a life free from all forms of violence

The Strategic Note was extended by one year to end in 2022 in order to remain aligned with the UNSDPF that had equally been extended. Additionally, the Strategic Note's five impact areas were changed to three impact areas as per the recommendation of the mid-term review, which called for more focused impact areas and indicators with the aim of increasing focus and enhancing impact. The Strategic Note was accordingly revised in October 2020

[39] This includes: "Stimulating Equal Opportunities for Women Entrepreneurs through Affirmative Procurement, Investment and Supply Chain Policies", "Income Security through Decent Work and Social Protection for Women", "Better Production and Use of Gender Statistics for Evidence-Based Localization of the SDGs" and "Transformative Financing for Gender Equality and Women`s Empowerment".

to include the following key changes: a prioritization for the consequence of COVID-19 pandemic; consideration on race, ethnicity and regionality to be taken into account across all outcome areas; exclusion of the humanitarian action outcome area from the revised version of the Strategic Note; and reduction in the number of outcomes, outputs and indicators. This exclusion nonetheless did not prevent the Country Office from stopping work altogether in this area, based on the continuation of activities such as: strengthening the gender perspective in the humanitarian response for Venezuelans in Brazil, including the contingency plan to respond to the COVID-19 pandemics and the planning process for the National chapter of the Regional Refugee and Migrant Response Plan (RMRP); delivering trainings in partnership with UNHRC and local organizations, workshops to migrants and refugees and on gender equality under the scope of Brave is not Violent (BINV); and supporting a private sector network for women (IRME) that develops entrepreneurship trainings for refugees and migrants.

Table 1. Mapping of Country Office and corporate strategic alignment

UN Women corporate Strategic Plans*		UN Women Brazil Strategic Note		Comments
2014-2017	2018-2021	Strategic Note 2017-2021	Revised Strategic Note 2020-2022	
Impact 1: women lead and participate in decision-making at all levels	Outcome 2: Women lead, participate in and benefit equally from governance systems	Impact 1: Women lead and participate in decision making at all levels	Impact 1: Women lead, participate in and benefit equally from governance systems	Merged with Impact 5 recognizing their close relationship
Impact 2: women, especially the poorest and most excluded, are economically empowered and benefit from development	Outcome 3: Women have income security, decent work and economic autonomy	Impact 2: Women, especially the poorest and most excluded, are economically empowered and benefit from development	Impact 2: Women have income security, decent work and economic autonomy	No substantive change, text was aligned with the new Global Strategy
Impact 3: women and girls live a life free from violence	Outcome 4: All women and girls live a life free from all forms of violence	Impact 3: Women and girls live a life free from violence	Impact 3: All women and girls live a life free from all forms of violence	No change
Impact 4: peace and security and humanitarian action are shaped by women's **leadership and participation**	Outcome 5: Women and girls contribute to and have greater influence in building sustainable peace and resilience, and benefit equally from the prevention of natural disasters and conflicts and humanitarian action	Impact 4: Peace and security and humanitarian action are shaped by women's leadership and participation		Excluded from revised Strategic Note; the Office continued to engage in humanitarian action in the context of the Venezuelan refugees (see LEAP initiative, training for humanitarian workers and support for the other UN agencies to mainstream gender in their work with the refugees).
Impact 5: governance and national planning fully reflect accountability for gender equality commitments and priorities		Impact 5: Governance and national planning fully reflect accountability for gender equality commitments and priorities		Merged with Impact 1

*Strategic Plan Impact 6 (2014-17) and Outcome 1 (2018-21) on global norms, policies and standards was not directly stated in the UN Women Brazil Strategic Note, but substantive work was identified in this area.

3.2. Theory of Change

The focus of the Theory of Change of the Strategic Note is primarily on building capacity for governments, activists and women and men to be able to participate, engage in economic activities and promote legislative change and policies for fighting violence against women as it will be seen next. The main rationale behind the programme is that enhanced capacity of key partners (civil society, United Nations system, and GoB) will lead to increased women´s political participation and leadership, economic autonomy and a life free from violence resulting in gender equality and empowerment of all women and girls, including full enjoyment of their human rights. The logic chain of the Strategic Note can be seen below. This evaluation will be theory-based (see methodological item for further explanation), and examine to which extent the logic of the Strategic Note has been validated by mapping and testing the assumptions involved.

Table 2. Results matrix of UN Women in Brazil

Impact 1: Women lead, participate in and benefit equally from governance systems		
Outcome 1.1 Women, particularly those facing multiple forms of discrimination, increasingly participate in decision-making processes; and influence formulation, implementation and monitoring of national and subnational laws, policies, plans and budgets.		
Output 1.1.1: National and subnational governments, the parliament, political parties and the electoral management body have enhanced capacity to formulate, implement and monitor laws, policies, plans and budgets responsive to the needs of women and girls, particularly those facing multiple forms of discrimination.	Output 1.1.2: Women and gender equality advocates, particularly those facing multiple forms of discrimination, have enhanced capacity to participate in decision-making processes, and to influence formulation, implementation and monitoring of national and subnational laws, policies, plans and budgets to promote women's rights, leadership and political participation.	
Impact 2: Women have income security, decent work and economic autonomy		
Outcome 2.1. Policies and strategies of public and private companies and institutions to strengthen women's economic rights and opportunities are adopted, implemented and monitored.		
Output 2.1.1: National and subnational governments, public and private companies and institutions have enhanced capacity to formulate, implement and monitor policies and strategies to promote decent work, gender-responsive social protection and entrepreneurship for women, particularly those facing multiple forms of discrimination.	Output 2.1.2: Women's business enterprises and women entrepreneurs have enhanced capacity to participate in dialogues and to influence strategies of public and private companies and institutions, with special focus on gender-sensitive procurement policies.	Output 2.1.3: Women and gender equality advocates, particularly those facing multiple forms of discrimination, have enhanced capacity and opportunities to participate in decision-making processes, and to promote decent work and gender-responsive social protection and macroeconomic policies.
Impact 3: All women and girls live a life free from all forms of violence		
Outcome 3.1: An enabling legislation, policy and social environment is in place to end to violence against women and girls		
Output 3.1.1: Women, girls, men and boys, particularly those facing multiple forms of discrimination, have increased knowledge on violence against women and girls.	Output 3.1.2: National and subnational authorities and partners have enhanced capacity to implement and monitor laws, policies, strategies and budgets to respond to violence against women and girls.	

After a review of the logic chain of the Strategic Note, the identification of its main intervention strategies and target groups, a review of the programme documents and initial interviews with key stakeholders, an effort was made to reconstruct a theory of change to guide the evaluation exercise and test key underlying assumptions. The next figure links activities and projects identified in the desk review with the outputs and outcomes of the Strategic Note. This theory of change was validated in the Inception Workshop with the Country Office 18

January 2022. The Inception Workshop was online and mobilized about 20 staff from the UN Women Office. During the workshop, the evaluation team presented the rationale of the exercise to the staff, including the purpose, methods and timeline and guided a discussion on the Theory of Change. Staff was split in three groups and answered three questions:

- Testing the logic: Does the SN Theory of change reflect well how the thematic area contributes to the realization of the office´s vision of change? Note the TOC elements that remain valid or may now be outdated.
- What has changed: What has evolved since the TOC revision in 2019-2020 with the Strategic Note that may require changes? How have these affected underlying assumptions about change in this thematic area of work?
- Cross-cutting areas: What are the most important cross-cutting activities related to this thematic area? And how are UN Women´s normative and coordination work related to this thematic area?

The ToC presents the rationale of the SN and highlights the changes it had in the course of 2017-2021 which were pointed by the Country Office team members.

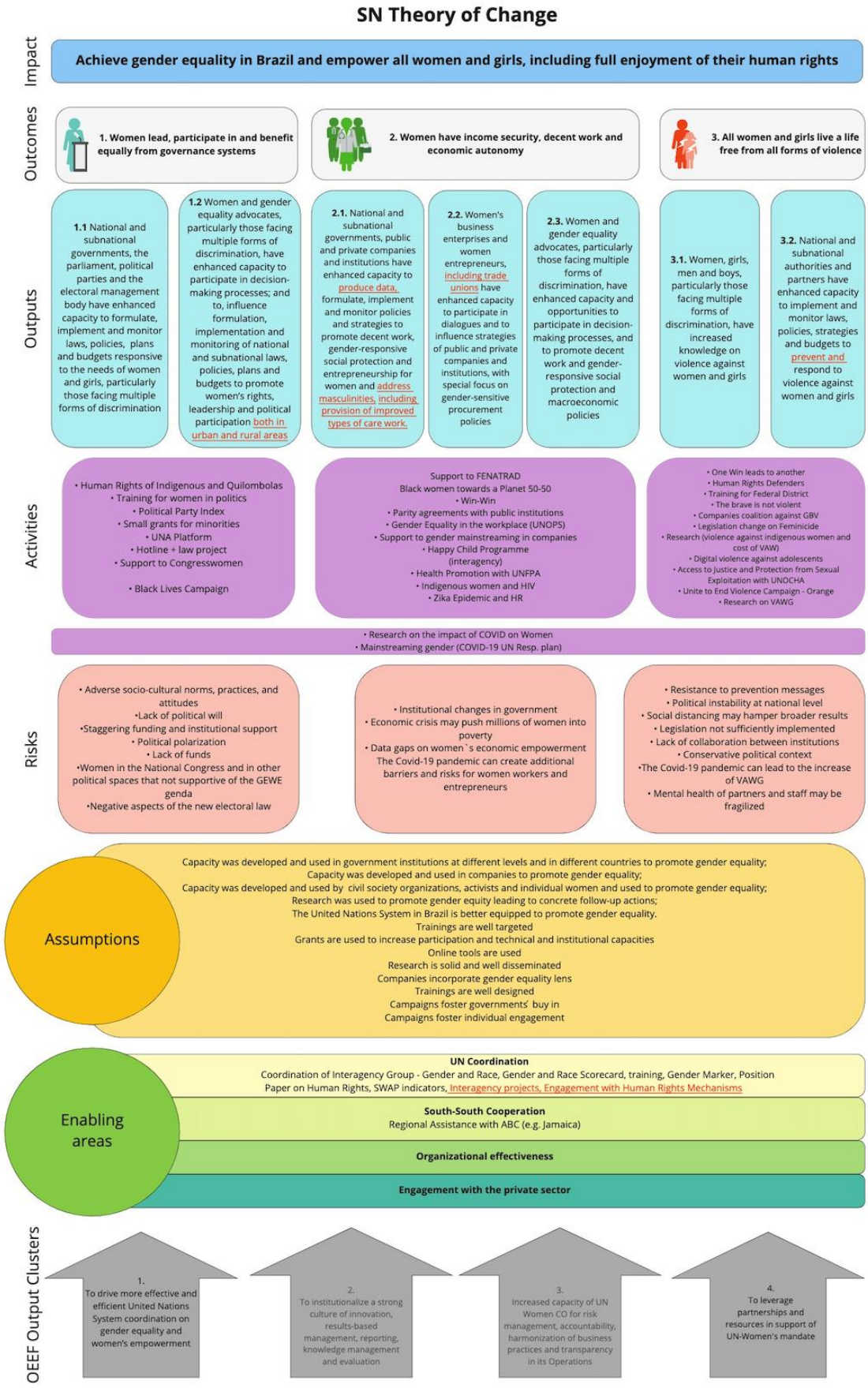
This figure shows the diversity of work of UN Women that is spread in the different impact areas and which cover the triple mandate of the organization: normative, United Nations coordination, and operational activities. The work on advocacy and campaigning, humanitarian action and health were also significant. Both humanitarian action and health were not envisaged at the design of the Strategic Note but seemed to have been added later on the basis of the emerging opportunities and were placed under Impact 3 (All women and girls live a life free from all forms of violence). At this stage, considering the number of activities involved, the following assumptions are proposed to be tested:

1) Capacity was developed and used in government institutions at different levels and in different countries to promote gender equality;
2) Capacity was developed and used in companies to promote gender equality;
3) Capacity was developed and used by civil society organizations, activists and individual women to promote gender equality;
4) Research was used to promote gender equity leading to concrete follow-up actions;
5) The United Nations System in Brazil is better equipped to promote gender equality.

These assumptions were incorporated in the list of evaluation questions to be answered. Other assumptions were identified in the design of the Reconstructed Theory of Change and incorporated in the figure:

1. Trainings are well targeted
2. Grants are used to increase participation and technical and institutional capacities
3. Online tools are used
4. Research is solid and well disseminated
5. Companies incorporate gender equality lens
6. Trainings are well designed
7. Campaigns foster governments´ buy in
8. Campaigns foster individual engagement

Figure 1. Draft theory of change of UN Women Brazil



Source: Evaluation team based on desk review and workshop with Country Office staff.

3.3. Programmatic and Financial Analysis

The following table shows a list of selected UN Women interventions in Brazil provided by the Country Office for the evaluation period (2017-2021) by overall mandate area, outcome area and status. Given the diversity and number of activities involved, the evaluation shall take an approach of doing an overall analysis of the UN Women´s performance in the period while at the same time taking a closer look at key initiatives which have been of special interest and impact in the country. The Country Office leads the United Nations Country Team (UNCT) inter-agency group on Race and Gender and coordinates work on the United Nations System-Wide Action Plan (UN-SWAP). Overall, the office is more focused on the implementation of projects in comparison to its normative and coordination roles.

Most UN Women's activities are at a national level. The activities at a local or state level are spread in three regions: North (LPP, WEE, EVAW), Midwest (EVAW) and Southeast (LPP, Gov, WEE, EVAW, OEEF). See table below for specific reference on each project.

Intervention	Out-come area	Status	Period	Geo-graphic scope	Budget (USD)
Coordination					
1. Free&Equal	OEEF	Ongoing	Continuous	National	2.490
2. Orange Day/UNiTE/ 16 Days of Activism (campaign)	EVAW, OEEF	Ongoing	Continuous	National	16.316
3. UNCT-SWAP Gender and Race Scorecards	OEEF	Ongoing	Continuous	National	27.700
4. Inter-Agency Thematic Group on Gender, Race and Ethnicity	OEEF	Ongoing	Continuous	National	30.318
5. Inter-Agency Group on Youth	OEEF	Ongoing	Continuous	National	
6. Inter-Agency group on HIV/AIDS, Joint Programme UNAIDS	OEEF	Ongoing	Continuous	National	
7. Black Lives (campaign)	OEEF	Ongoing	Continuous	National	8.311
Normative					
8. UNCT contribution to the CEDAW Committee	OEEF	Completed	Continuous	National	
Operational					
9. Unstereotype Alliance (Pool of donors)	WEE, OEEF	Ongoing	Continuous	National	106.428
10. Human Rights of Indigenous and Quilombola Women: A Governance Matter (Norway)	LPP	Ongoing	2021-2023	National	573.741
11. Connecting Women, Defending Rights (European Union)	EVAW	Ongoing	2019-2023	National	942.914
12. Economic Empowerment of Refugee and Migrant Women in Brazil	WEE,	Ongoing	2021- 2023	Roraima State, North Region	149.272
13. Programme Document for the Brazil / UN Women Partnership for the Promotion of South-South Cooperation in the Area of Gender Equality (ABC)	LPP	Ongoing	2018-2022	National	392.000
14. One Win Leads to Another (Phase 2 (International Olympic Committee)	EVAW	Ongoing/ Closing	2018-2022	Rio de Janeiro, State of Rio de Janeiro, Southeast Region	2.563.836
15. Project City 50-50: Itabira	LPP, EVAW	Ongoing/ Closing	2019-2022	Itabira, State of Minas Gerais, Southeast Region	206.691
16. Building better lives through integrated early childhood interventions: investing in the Happy Child Programme to accelerate the achievement of SDGs in Brazil (MPTF-SDG-Joint Programme)	WEE	Ongoing/ Closing	2020-2022	National	305.266
17. Enhancing Women's Political Participation in Brazil (Sweden)	LPP	Completed	2021	National	131.768

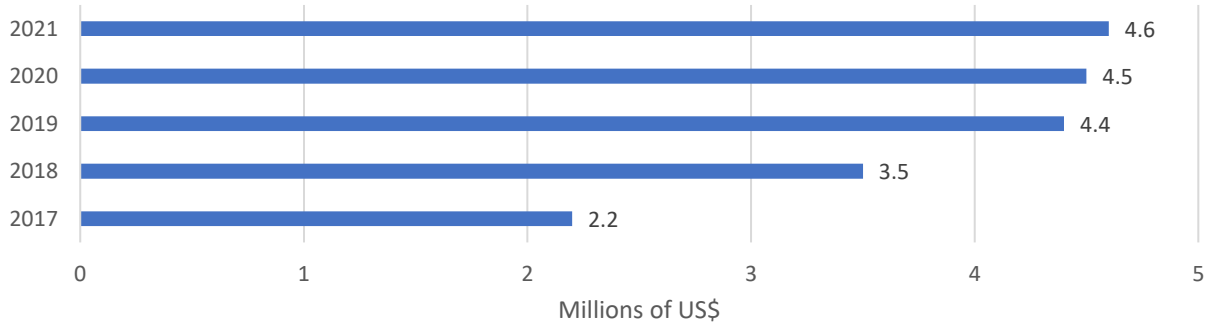
18. Indigenous Women's Rights in Brazil: Time is up (Austria)	LPP	Completed	2020-2021	National	65.584
19. Trabalhadoras Domésticas Enfrentam a COVID-19 (Small Grant - FENATRAD)	LPP	Completed	2020-2021	National	11.514
20. Raising political participation of women in Brazil (US National Committee)	LPP	Completed	N/A	National	95.618
21. Supporting emergency measures and recovery actions to tackle COVID-19 in the indigenous territories in the Amazon Region	LPP	Completed	2021	National	75.007
22. Win-Win: Gender Equality means Good Business (European Union-Joint Programme)	WEE	Completed	2018-2021	National	4.137.894
23. Gender and Race e-learning course (UNOPS-Joint Programme)	WEE	Completed	2018-2021	National	66.777
24. Leadership, Empowerment, Access and Protection of Migrant, Asylum-Seeker and Refugee Women in Brazil (Luxembourg-Joint Programme)	WEE	Completed	2019-2021	Roraima State, North Region	656.085
25. Strengthening Public Policies for Women (SPM)	LPP	Completed	2014-2021	National	544.496
26. Empowering Women in the Value Chain of Lojas Renner S.A. Third-edition of the event WEPs Award Brazil (Renner)	WEE	Completed	2016-2020	National	133.887
27. Partnership to advance Women Empowerment Principles in Brazil (Eletrobras Furnas)	WEE	Completed	2018-2020	National	89.983
28. Support to the Government of the Federal District on EVAW (UNDP)	EVAW	Completed	2019-2020	Federal District, Midwest Region	49.451
29. Women's Economic Empowerment and Prevention of VAWG (Avon)	WEE, EVAW	Completed	2017-2019	National	7.469
30. UNA Platform (Instituto C&A)	WEE	Completed	2018-2019	National	45.612
31. Access to Justice and to Protection from Sexual Exploitation and Trafficking to Venezuelan Migrant, Asylum Seeker and Refugee Women in Roraima, Brazil (CERF-Joint Programme)	HUM	Completed	2018-2019	Roraima State, North Region	280.107
32. Black Women toward a Planet 50-50 in 2018 – 30 years of rights of black women in Brazil (Netherlands)	LPP	Completed	2018-2019	National	54.708
33. Methodology on the Costs of Violence Against Women (UNDP)	EVAW	Completed	2018	National	25.000
34. He for She Initiative (Atento – Bradesco – Itaú Unibanco)	OEEF	Completed	2017-2018	National	27.200
35. Promoting women's human rights in the context of the Zika epidemic (Ford Foundation)	EVAW	Completed	2016-2018	National	311.911
36. Making voices of Brazilian Indigenous Women Heard (Canada)	LPP	Completed	2017-2018	National	16.067

37. Advancement on the Empowerment of Girls and Women in Brazil, of the UN Women Office in Brazil (Smiles)	WEE	Completed	2017-2018	National	19.918
38. Case study on violence against and femicides of indigenous women in the state of Mato Grosso do Sul (UNDP)	EVAW	Completed	2016-2017	State of Mato Grosso do Sul, Mid-west Region	35.000
39. Support the implementation of UN Women Brazil CO Country Office Strategic Note 2017-2021 (UNOPS-Joint Programme)	WEE	Cancelled	2020-2021	National	63.271

Source: Donor agreements and PRODOCS (as of January 2022)

From a financial point of view, the Strategic Note 2017-2021 had a budget of USD 19,321,455 and an expenditure of USD 17,068,148 with an expenditure rate of 85.5% for the entire period. There was a substantive increase of annual budget between 2017 and 2019 which was kept stable from 2019 up to 2021.

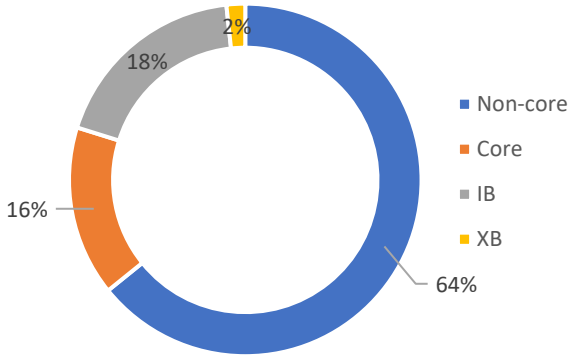
Figure 2. Total budget of UN Women in Brazil per year, 2017-2021



Source: Dashboard One App – UN Women (updated 23 Dec 2021)

As far as funding sources for the period 2017-2021, most resources (64.2%) were non-core, followed by IB (18.5%), Core (15.6%) and XB (1.7%). It is important to note that Core sources are regular. Non-Core Type refers to resources such as cost sharing, trust fund and most types of donor contributions while IB are Institutional Budgets and XB refer to Extra Budgetary funds.

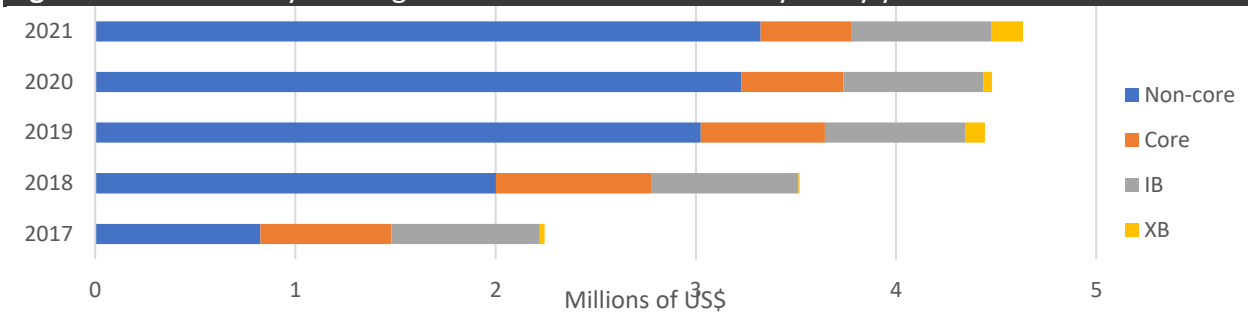
Figure 2. Funding Sources for UN Women´s Strategic Note in Brazil, 2017-2021



Source: Dashboard One App – UN Women (updated 23 Dec 2021)

Beyond the total percentage by source, the next figure shows the significant growth of non-core funding from 2017 (from USD 825.230 to USD 3.324.244 in 2021) and XB (from USD 23.777 to USD 160.056), while the core resources have decreased from 2018 on. The Country Office was also able to raise increasing amounts of funds and having difficulties to deliver them, while corporate resources are decreasing. The receiving of more external funding calls for a more refined strategic positioning of the office to be able to take opportunities on one hand and on the other carefully align them with the mandate of the organization.

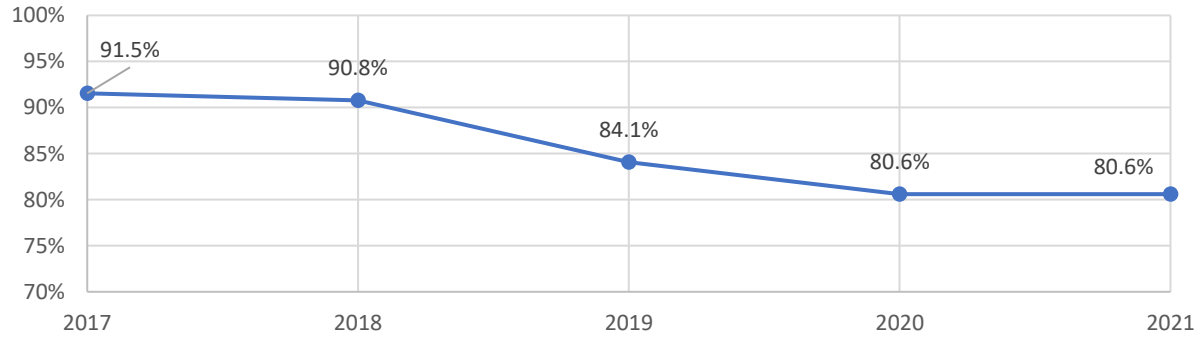
Figure 3. Resources by funding source UN Women in Brazil year by year



Source: Dashboard One App – UN Women (updated 23 Dec 2021)

The yearly financial delivery rate (ratio of expenditure to budget) of the office has fallen over time. As resources increased, the delivery rate changed from 91,5% in 2017 to 80,6% in 2021, which may have been negatively impacted by adjustments to project implementation as a result of COVID-19. While the office was successful in raising new resources, it accordingly faced some challenges in fully delivering them. As already identified during the inception phase, these include some issues with staff turnover that may have impacted the delivery rate, as there is a learning curve for the new staff and there are still positions which have not been filled. The top donors for UN Women in Brazil for evaluation period were: European CommissionCommission, International Olympic Committee, Government of Brazil, Norwegian Government, US National Committee, Ford Foundation, Itabira Municipality and Instituto Avon.

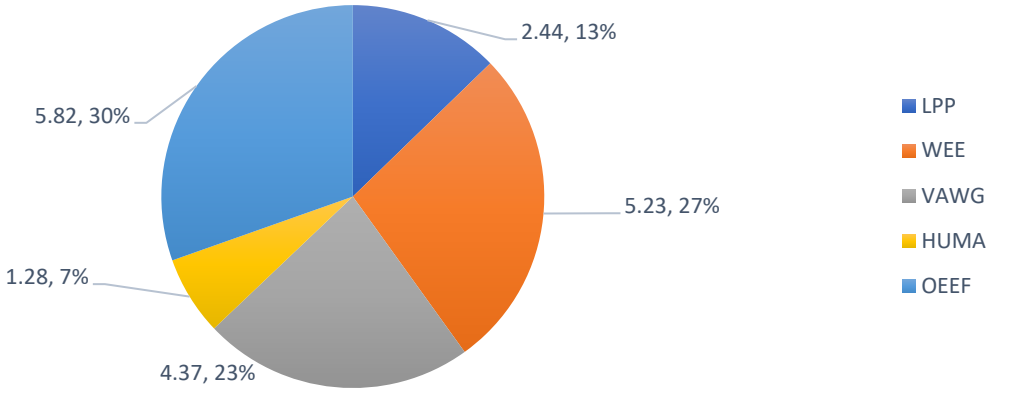
Figure 5. Financial delivery rate of UN Women in Brazil per year



Source: Dashboard One App – UN Women (updated 23 Dec 2021)

In terms of thematic areas, resources were allocated in a balanced manner between the LPP (30%), WEE (27%) and VAWG (23%) thematic portfolios, while the humanitarian action area (HUMA) was significantly less (7%) and the OEEF comes with 13% as it can be seen in the next figure. This shows a coherence between what is in the strategic note and the allocation of resources.

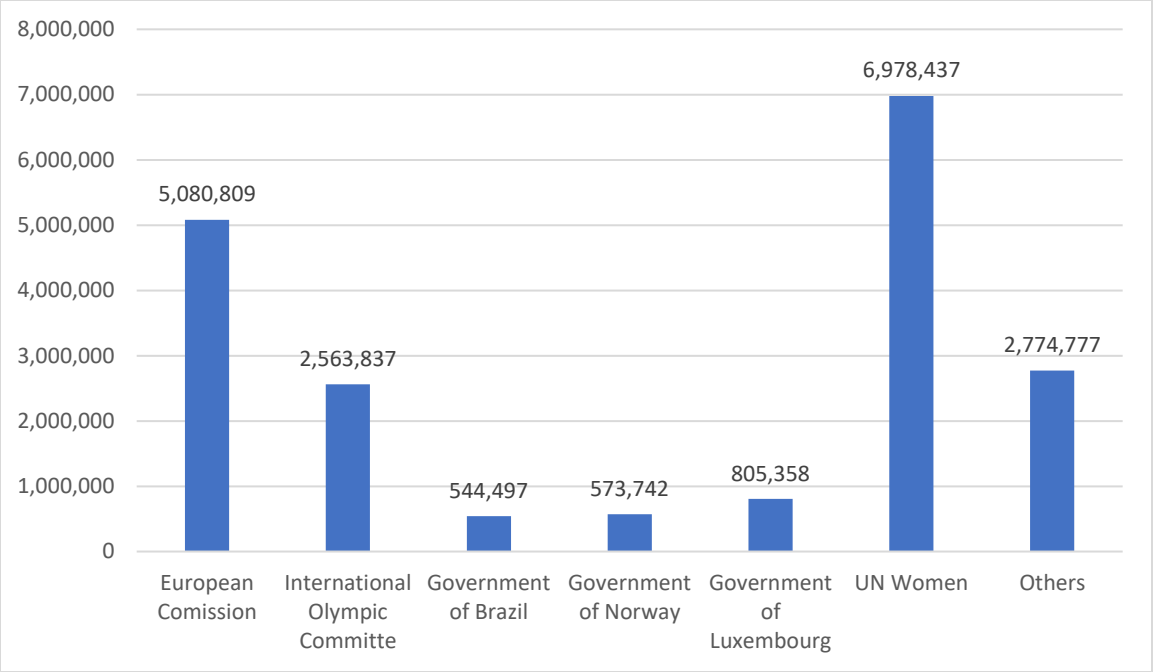
Figure 6. Budget breakdown by thematic area of UN Women Brazil*



*In millions of US$ and based on budget figures for 2017-2021
Source: Dashboard One App – UN Women (updated 23 Dec 2021)

Regarding the mobilization of resources of UN Women Brazil Country Office, after UN Women itself as the main financial source, European Commission and International Olympic Committee appear as the main donors and contribute with amounts significantly higher than that of the other donors, as Figure 7 shows.

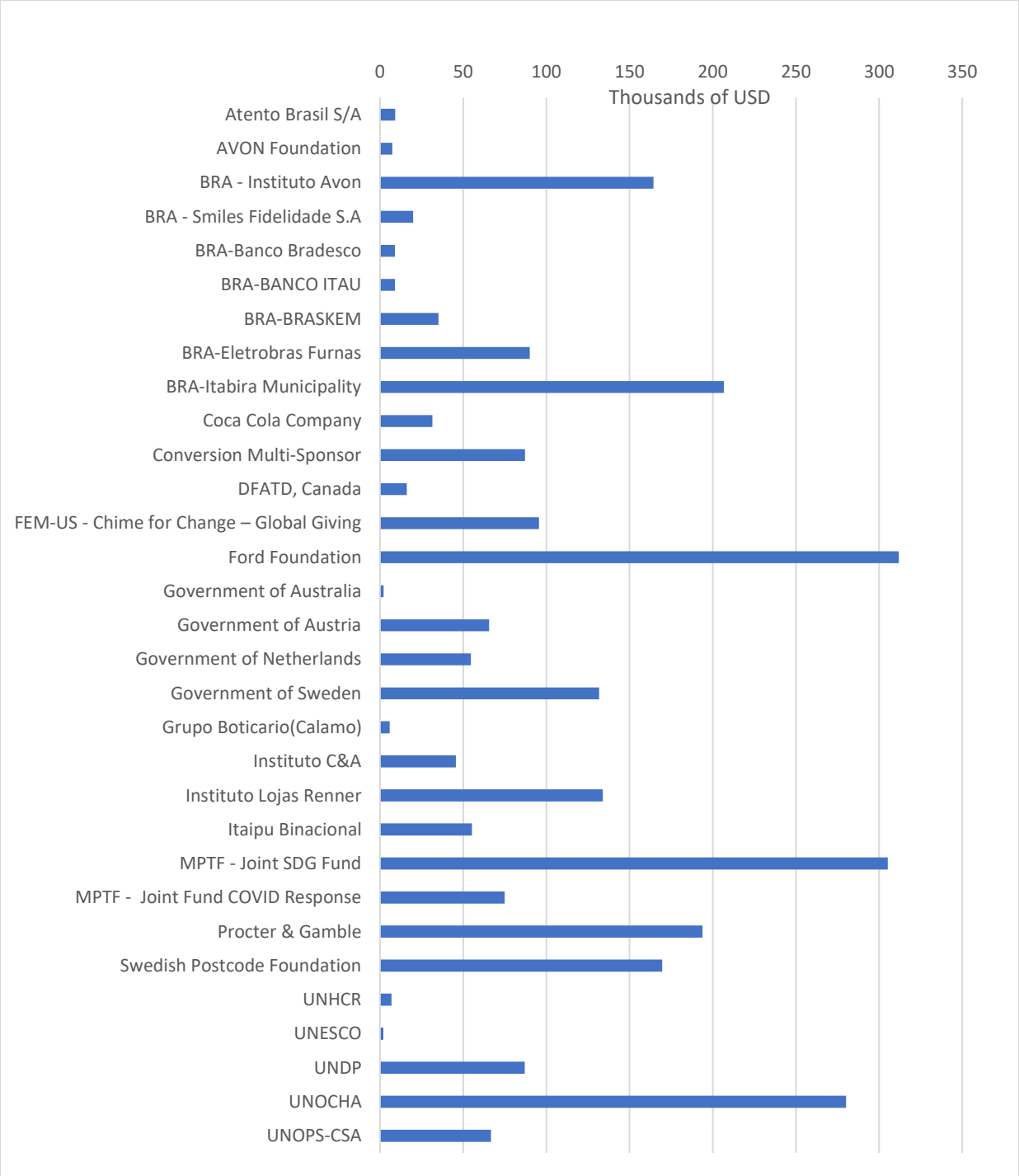
Figure 7. Main donors UN Women Brazil 2017-2021 by contribution (more than USD 500,000)



Source: UN Women Brazil Country Office PDR reports 2017-2021

As the table above illustrates, the sum of donor's contributions below USD 500.000,00 corresponds to USD 2.744.777,18, which is equivalent to only 14,36% of the total budget for the period 2017-2021. Despite the low percentage, this number totalizes the contributions of 31 donors and shows a considerable fragmentation of the Country Office funding, as detailed below.

Figure 8. Details of "other donors" in Figure 7



Source: UN Women Brazil Country Office PDR reports 2017-2021

The following analysis provides information on the profile of human resources of UN Women in Brazil, considering number of staff by category, by sex, by level of compliance of the office with mandatory courses and Performance Management and Development (PMD) processes and procedures. UN Women has a team of 79 total personnel working in the Brazilian Country Office. Most are consultants (53%), followed by service contractors (30%), staff members (14%) and

United Nations Volunteers (3%) working in the office (data from December 2021). Globally, 35% of UN Women personnel are staff, 29,9% Service contractors, 26% consultants an 6,9% volunteers. This shows that UN Women in Brazil have fewer staff and more consultants than might be expected.

Figure 9. Country Office Organigram as of January 2022

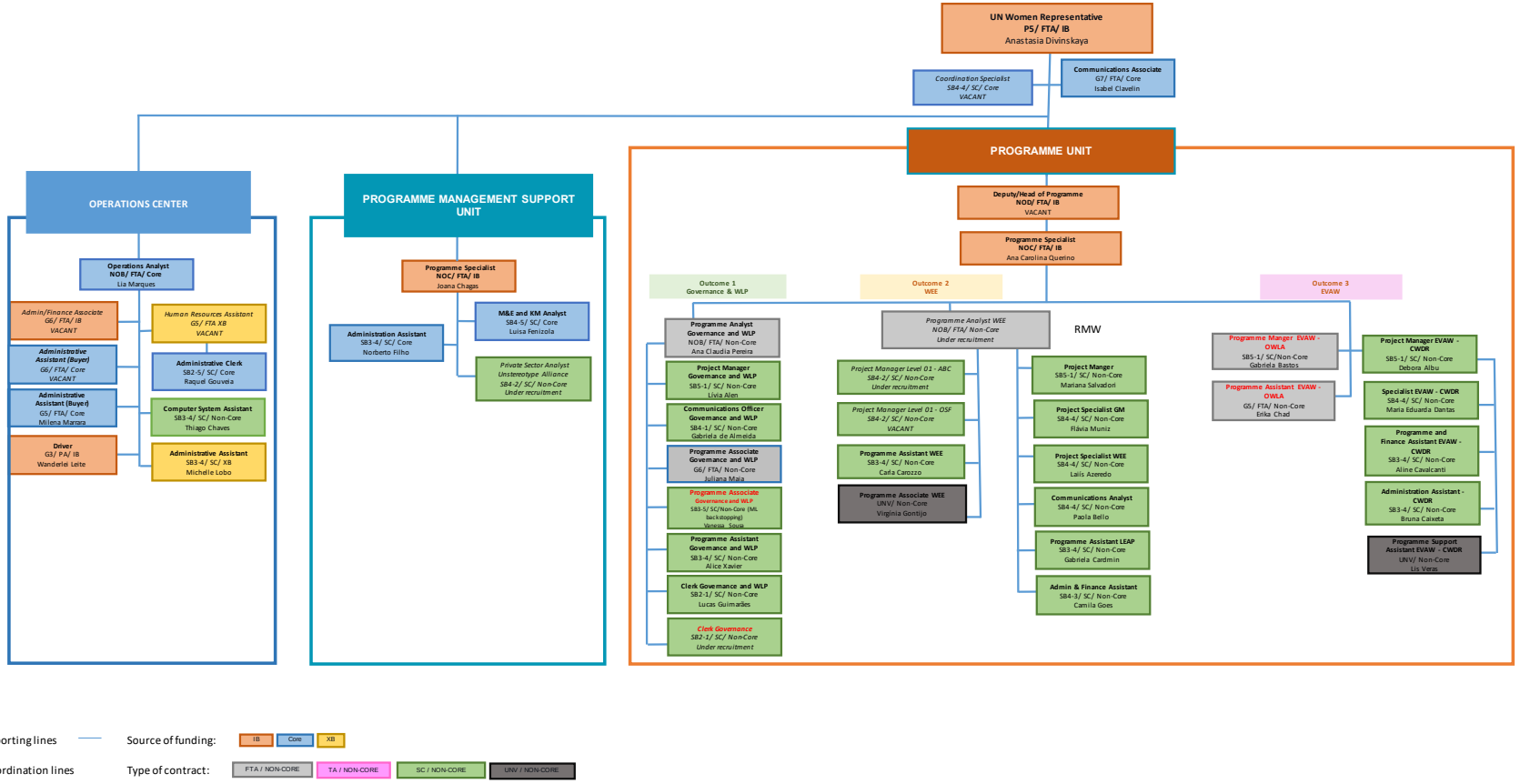
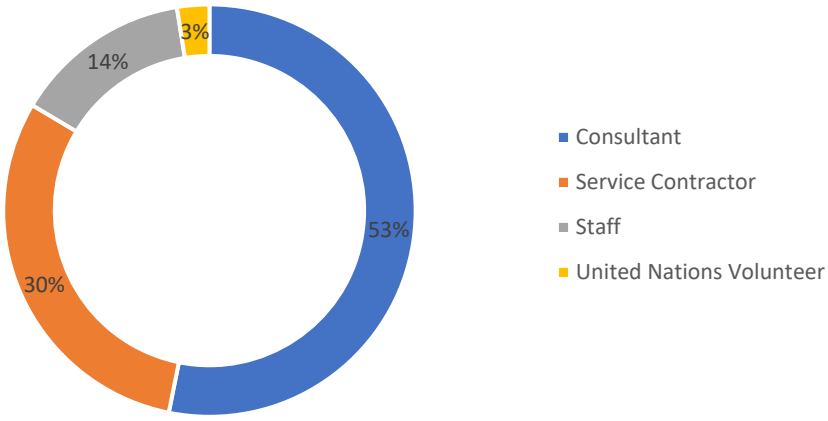


Figure 10. Types of contracts of office personnel



Source: Dashboard One App – UN Women (updated 09 Jan 2022)

About 89% of personnel were female compared to 11% male. This proportion was pointed by the auditing carried out in 2020 and suggested that action should be taken to encourage more males to apply for vacant positions in the office. In terms of the level of compliance of the office with Performance Management Development (PMD) processes and mandatory courses, the office had as of December 2021 a 100% compliance rate with PMD plans and manager assessments completed. As for mid-year reviews completed, the rate was 61.5% and for mandatory courses, the compliance was only of 15%. In comparison to global averages, the office in Brazil scores higher for PMDs plans and manager assessments completed (97.2% and 95.4 respectively at a global level) and lower for mid-year reviews completed (74.7% at a global level). As for the mandatory courses, there is no aggregated data available at a global level to compare. The top 10 performers in mandatory course compliance had rates varying from 75% to 50%.

3.4. Stakeholder Mapping

UN Women fulfils its mission in partnership with a number of stakeholders. Many of these stakeholders have already been consulted during the Mid-term Review and the evaluation of the UNSDCF under finalization as of January 2022. Taking this into account, this stakeholder mapping has identified crucial stakeholders to be consulted which were not interviewed in the past. However inevitably, there are key stakeholders which will have to be consulted again (e.g., Ministry of Women and Human Rights from the National Government, UN Women staff). The following table lists the stakeholders and classifies them according to the Impact Areas, Normative or Coordination Roles. The main categories of stakeholders identified are listed next.

- *UN Women:* Current and former personnel from the Country Office directly involved in the implementation of the Strategic Note, as well as staff from the Regional Office and Headquarters units as applicable.
- *United Nations System in Brazil:* The Resident Coordinator´s Office and United Nations agencies who are part of the Interagency Group on Gender and Race and others which have been involved in joint programme implementation with the Country Office. The UNCT comprises

28 agencies, of which 21 are resident and 7 non-residents.

- *Government partner:* All policy, programme and implementing partners at a central level.
- *Local Government partner:* All policy, programme and implementing partners at a local level.
- *Donors:* Multilateral institutions and other partners funding the Strategic Note, excluding donors from the private sector.
- *Private sector partners:* Partners which may have engaged with the Country Office through funding support or in other ways (participation in events, political support, receivers of technical assistance etc).
- *Civil society organizations:* Those organizations engaged with the Strategic Note in different roles (implementation, dialogue, consultative committee, etc).
- *Rights holders:* Individuals, both women and men, who might have been benefited by the advocacy work of the office, training initiatives or participating in any other way. They are the direct beneficiaries of the implementation of the work of the Country Office.
- *Influencer:* External stakeholders that may have some degree of influence over the Strategic Note.

Consultation during the previous Mid-term Review exercise in 2020 will be further considered when selected interviewees.

Table 4. Stakeholder mapping and analysis by mandate and area

Stakeholder group	OPERATIONAL				COORDINATION	NORMATIVE
	LPP	WEE	EVAW	Humanitarian Action, Health and OEEF		
UN Women	• Program Manager	• Program Manager	• Program Manager	• Program Manager and former pro-gram manager (2017 on-ward)	• Representative • Regional Office	
UN Agencies	• CERF	• UNOPS • MPTF-SDG • CERF	• UNDP • CERF	• UNHRC • UNFPA • IOM	• RCO/RC • Interagency Group on Gender and Race • UN Communication Group • UNAIDS Working Group • Youth Advisory Group	
Central Government	• Ministry of Women, Family and Human Rights	• Ministry of Health • Ministério Público do Trabalho – MPT	• Ministry of Women, Family and Human Rights	• Welcome Operation (*Operação Acolhida*)	• Brazilian Coop. Agency • Ministry of Women & HR	• Federal Dept - Head of Women's Caucus
Local Government	• Secretary of Policies for Women – Government of Bahia	• Government of the state of Bahia, • Government of the Municipality of São Paulo	• Secretary of Policies for Women – Government of Bahia.	• Government of Roraima • Municipality of Pacaraima		• Government of Itabira • Court of Mato Grosso do Sul

CSOs	• Networks of black, quilombolas and indigenous women (CONAQ, APIB, AMNB, Criola)	• Women workers' associations (FENATRAD)	• Empodera • Fundo Elas • Women Win • FUNDO ANGELA BORBA • Fundo Baoba • CONTAG • Themis • Odara • Redeh, Plan International Brazil • Papo de Homem • Instituto Papai • Instituto Promundo, • CLAM • Geledes • Acao Educativa, • CAMTRA • CEPIA • Instituto Maria da Penha • Xaraes Consultoria • Fundação Angélica Goulart, • Censotraco, • Federação Fluminense de Rugby • Ginastas do Futuro • Instituto Companheiros das Américas • Vila Olímpica da Maré • Associação Miratus de Badminton • Rio Rugby Football Club • Associação Integrada de Cultura, Esporte e Lazer; • Centro Social para Trabalhos Comunitários;	• IMDH.		

			• Escola Politécnica de Saúde Joaquim Venâncio • Grupo Central Cultura Urbana, Federação • Associação dos Meninos de Rua – REME • Ballet Manguinhos, • Casa Dona Amélia • ASSOCIAÇÃO CRAQUES SÓ DE BOLA • Atleta Bom de Nota • Centro Esportivo Miécimo da Silva • Comitê do Esporte/Federação das Indústrias do Estado de São Paulo • Colégio Pedro II • Comitê Olímpico do Brasil • Confederação Brasileira de Futebol • Confederação Brasileira de Rugby; • Ecos dos Futuro • Escola Politécnica de Saúde Joaquim Venâncio – FIOCRUZ • Federação de Futebol do Estado do Rio de Janeiro • Fundação Amazônia Sustentável • Fundação Tênis • Gray City Rebels SP • Grupa/Universidade Federal do Espírito Santo • Instituto Cidadania Através do Esporte			

			• Instituto Circuito Inclusão • Instituto Esporte Mais • Instituto Patrícia Medrado • Instituto Rumo Náutico • Luta Pela Paz; • Meninas em Campo • Nossa Arena; • Pelado Real Futebol Clube; • Rede Meninas pela Igualdade; • Projeto na Ponta dos Pés; • Potencia Diversa; • Rio Rugby / Rugby é Nossa Paixão; • Secretaria Municipal de Esportes de Ribeirão Preto/SP; • Universidade Estadual de Campinas; • Universidade Federal Fluminense.			
Private sector, foundations, academia	• Renner • Avon • Instituto C&A .	• Electrobras Furnas	• Ford Foundation • TV Globo	• Bradesco • Itau Unibanco		
Donors	• Canada • Luxembourg • Netherlands • Norway • Austria	• EU • Luxembourg • Avon	• Luxembourg • IOC • European Commission	• Luxembourg • US National Committee • Norway		
Individuals	• Women candidates • Gender equality advocates • Women human rights defenders	• Women entrepreneurs	• OWLA beneficiary girls • Women trained in Connecting Women, Defending Rights • Daiane dos Santos, Marta, Fabi and Joana Maranhão	• Venezuelan migrants / refugees		

			• Journalist Carol Barcellos • Professor Silvana Goellner Federal University of Rio Grande do Sul • Venezuelan migrants / refugees			

3.5. Evaluability Assessment

An Evaluability Assessment was carried out during the inception phase, looking at the overall quality of the Theory of Change of the Strategic Note, the accountability mechanisms of the CO, the quality of indicators of outcomes and outputs and the availability of data for each key project.

Is important to mention that during the lifetime of the current Strategic Note, independent audit and mid-term review exercises were held between 2019 and 2020. The mid-term review is already described at the introduction of this report. Regarding the audit, from October 2019 to January 2020, the UN Women Internal Audit Service (IAS) of the Independent Evaluation and Audit Services (IEAS) conducted an audit of the UN Women Country Office in Brazil. The audit report made some relevant recommendations to the Country Office, such as: Consider an SN results framework with more realistic and measurable targets, to enable effective measurement and reporting of the results achieved; Establish a results framework with more realistic and measurable targets, which at Output level would primarily depend on UN Women's performance; and to track actual risk mitigation actions for the risks identified in risk registers, and to embed risk management in the life cycle of all projects and as part of the project decision-making process.

Quality of results frameworks

The table below presents the quality of the DRF/OEEF by level of result, varying between adequate and strong, which indicates an overall solid results framework. Indicators of the OEEF were rated higher than those of the DRF, and the output level was generally adequate across both frameworks. The availability and completeness of the DRF and OEEF were adequate, with all output indicators having baselines and targets. Nevertheless, it's important to notice that a considerable portion of baselines has as a source the generic definition of *UN Women records* both for DRF and OEEF indicators. The indication of more specific sources is desirable in order to ensure the reliability of information. The changes to the Strategic Note outcomes and framework following the mid-term review may also impinge upon the evaluation's ability to assess longitudinal effects in key areas, notably the previous impact areas 3 and 5. The full evaluability analysis can be found in Annex 7.4.

Table 5. Overall Quality of Performance Indicators of Results Frameworks

Measure	Quality Assessment Highlights	Overall Rating
Development Results Framework (DRF)		
Outcomes	• Adequately focuses on change (behaviour, institutional performance, beliefs/attitudes) • Scope of impact is adequate (intermediate-leva scope of change); • Lack of duty bearers and right holders definition; and • The planned change is not specific enough.	Strong

Outputs	• Within UN Women's control; • Changes in skills, awareness, capacity and institutional arrangements are well addressed; • Lack of duty bearers and right holders' definition; • The change language is used in a satisfactory manner; • Frequently multi-focused or lacking specificity and clarity.	Ade-quate
Indicators	• Most indicators are clearly related to outcomes and outputs; • Singular focused, plain language; • UN Women contribution to change is not always clear; • Lack of data available for some indicators; and • Some indicators are time and resource consuming.	Ade-quate
Organizational Efficiency and Effectiveness Framework (OEEF)		
Outputs	• In line with most Country Office OEEF outputs; • Some of them need better definition of responsibilities; • Most of them are measurable and are written in plain language; and • Sometimes lacking specificity and clarity.	Ade-quate
Indicators	• Most of them are measurable and are written in plain language; • Logical indication of change; • Clearly aligned to output; • Singular focused, plain language; and • Sometimes lacking specificity, clarity or data.	Strong

Quality and availability of documentation

In terms of the level of documentation available, many ongoing activities have not produced monitoring reports, with about half of interventions highlighted below in grey with specific reports available. At the programme level, there have also been two evaluations, one mid-term review, and one audit exercise carried out over the period. The evaluation exercises included both the mid-term and final evaluations of the regional project Win-Win: Gender Equality means Good Business, which was a regional project managed by the Brazil office. These reports have received a good or very good external quality assessment indicating potential use for this evaluation.[40]

Table 6. Level of documentation available for key initiatives/projects of the UN Women Country Office

#	Project/intervention	Area	Mandate[41]	Status	Eval / Rev	Reports
1	Support the implementation of Outcome 1.1; Output 1.1.2. on enhancing capacity of gender equality advocates (Austria)	LPP	OPER	Ongoing	**No**	**No 31/12/21**
2	Human Rights of Indigenous and Quilombola Women: A Governance Matter (Norway)	LPP	OPER	Ongoing	**No**	**No 30/12/21**

[40] https://gate.unwomen.org/EvaluationUnit/FullDetails?EvaluationUnitId=182

[41] OPER=Operational, NORM=Normative or COOR=Coordination.

#	Project/intervention	Area	Mandate[41]	Status	Eval / Rev	Reports
3	Strengthening Public Policies for Women	LPP,GOV, WEE,EVAW	OPER	Ongoing	**No**	**Yes**
4	Project City 50-50: Itabira	LPP,GOV, WEE,EVAW	OPER	Ongoing	**No**	**Yes 2020 15/08/21**
5	Raising political participation of women in Brazil (US National Committee)	LPP	OPER	Ongoing	**No**	**No**
6	Connecting Women, Defending Rights(European Union)	LPP & EVAW	OPER	Ongoing	**No**	**Yes**
7	Gender and Race e-learningcourse (UNOPS)	WEE	OPER*	Ongoing	**No**	**No**
8	Support the implementation of UN Women Brazil Country Office Strategic Note 2017-2021 (UNOPS)	WEE	OPER*	Ongoing	**No**	**No**
9	Building better lives through integrated earlychildhood interventions: investing in the Happy Child Programme to accelerate the achievement of SDGs in Brazil (MPTF-SDG)	WEE	OPER*	Ongoing	**No**	**Yes**
10	Unstereotype Alliance	WEE	OPER	Ongoing	-	-
11	Orange Day/UNiTE/16 Days of Activism	EVAW & OEEF	NORM**	Ongoing	-	-
12	Vidas Negras	LPP & OEEF	NORM**	Ongoing	-	-
13	UNCT-UN SWAP Gender and Race Scorecards	OEEF	COOR	Ongoing	-	-
14	Inter-Agency Thematic Group on Gender, Raceand Ethnicity	OEEF	COOR	Ongoing	-	-
15	Technical support to government officials and gender equality advocates	OEEF	NORM	Ongoing	-	-
16	Win-Win: Gender Equality means Good Business(European Union)	WEE	OPER*	Closing	**Yes**	**Yes**
17	One Win Leads to Another - Phase2 (International Olympic Committee)	EVAW	OPER	Closing	**No**	**Yes**
18	Leadership,Empowerment, Accessand Protection of Migrant, Asylum-Seeker and Refugee Women in Brazil (Luxembourg)	LPP, WEE, EVAW	OPER*	Closing	-	-
19	UNCT contribution to the CEDAW Committee	OEEF	NORM	Completed	-	-
20	Making voices of Brazilian Indigenous Women Heard (Canada)	LPP	OPER	Completed	**No**	**Yes**
21	Black Women toward a Planet 50-50 in 2018 - 30 years of rights of black women in Brazil (Netherlands)	LPP	OPER	Completed	**No**	**Yes**
22	UNA Platform (Instituto C&A)	LPP	OPER	Completed	**No**	**Yes**
23	Advancement on the Empowerment of Girls and Women in Brazil, of the UN Women Office in Brazil (Smiles)	WEE	OPER	Completed	**No**	**No**
24	Partnership to advance Women Empowerment Principles in Brazil (Eletrobras Furnas)	WEE	OPER		**No**	**Yes**
25	Third-edition of the event WEPs Award Brazil (Renner)	WEE	OPER	Completed	**No**	**No**
26	Women's Economic Empowerment and Prevention of Violence against Women and Girls (Avon)	WEE & EVAW	OPER	Completed	**No**	**Yes**

#	Project/intervention	Area	Mandate[41]	Status	Eval / Rev	Reports
27	Case study on violence against and femicides of indigenous women in the state of Mato Grosso do Sul (UNDP)	EVAW	OPER	Completed	**No**	**Yes**
28	Methodology on the Costs of Violence Against Women (UNDP)	EVAW	OPER	Completed	**No**	**Yes**
29	Support to the Government of the Federal District on Ending Violence Against Women (UNDP)	EVAW	OPER*	Completed	**No**	**Yes**
30	Promoting women's human rights in the context of the Zika epidemic (Ford Fundation)	EVAW	OPER	Completed	**No**	**Yes**
31	Access to Justice and to Protection from Sexual Exploitation and Trafficking to Venezuelan Migrant, Asylum Seeker and Refugee Women in Roraima, Brazil (CERF)	LPP, WEE, EVAW	OPER*	Completed	**No**	**Yes**
32	HeForShe Arts Week Sao Paulo (Itau Unibanco)	OEEF	OPER	Completed	**No**	**Yes**
33	Promotion of the HeForShe Initiative in Brazil as part of the 2018 Annual Workplan of the UN Women Brazil Office (Atento)	OEEF	OPER	Completed	**No**	**No**
34	Implementation of the HeForShe initiative in Brazil (Bradesco)	OEEF	OPER	Completed	**No**	**No**

*Joint; **Campaign

4. APPROACH AND METHODOLOGY

4.1. Objectives, Purpose and Scope

According to the Terms of Reference, the evaluation has the following primary objectives:

- Assess **effectiveness** and **organizational efficiency** in progressing towards the achievement of gender equality and women's empowerment as defined in the Strategic Note;
- Analyse how a **human rights** approach and **gender equality** principles are integrated in the design and implementation of the Strategic Note;
- Provide actionable **recommendations** with respect to the development of the next UN Women Country Office Strategic Note, taking into account the recovery and response to COVID-19; and
- Identify and validate **lessons learned**, **good practices** and examples of **innovation** that supports gender equality and human rights.

Since the mid-term review was carried out in 2020, the following objectives will be considered as secondary priority and will be considered more briefly in the analysis:

- Assess the **relevance** of UN Women contribution to the intervention at national levels and alignment with international agreements and conventions on gender equality and women's empowerment. In this case, the alignment of UN Women with international agreements and conventions on gender equality and women's empowerment will not be considered as they were already explored in the earlier exercise. However, the relevance of UN

Contribution and approach for national partners and the national context will be explored in the evaluation, especially those who were not approached during the mid-term review; and

- Provide insights into the extent to which the UN Women Country Office has realized **synergies between its three mandates** (normative, coordination and operations) and internal as well as external **coherence**. Although this has been explored in the MTR, the office had challenges in terms of staff turnover and the issue of coherence will be explored with less detail but will be taken into account in light of the context.

The scope of this exercise will include all activities undertaken by the Country Office under its Strategic Note 2017-2021 across UN Women's triple mandate. Programme work will be considered in relation to the thematic areas established by the UN Women Strategic Plan 2018-2021 with a view to contribute to positioning within the new UN Women Strategic Plan 2022-2025. The geographical scope of the evaluation is Brazil as UN Women addressed the country's legal and policy framework within the implementation of its threefold mandate in the country. Most interviews will include stakeholders working at a national and local level (Itabira in Minas Gerais State, Rio de Janeiro city in Rio de Janeiro State, Pacaraima in Roraima State) where key UN Women interventions have been implemented. A systematic assessment of the impact of the Country Office interventions on their beneficiaries and their contexts will not be part of the scope of this evaluation as this type of analysis would require resources and methods beyond the design of this evaluation. The analysis of outcomes will, however, identify to some extent pathways to impact.

4.2. Evaluation Criteria

The evaluation will apply evaluation criteria of the Organisation for Economic Co-operation and Development's Development Assistance Committee (OECD/DAC), with a primary focus on effectiveness across UN Women's normative, operational and coordination mandates, and with a secondary focus on relevance, efficiency, coherence and sustainability. Human rights and gender equality will comprise a cross-cutting evaluation criterion. There are eight key evaluation questions indicated in the table below according to evaluation criterion as presented by the CPE terms of reference and complemented by sub-questions.

Table 7. Key evaluation questions

Criteria	Questions	Sub-questions
Relevance	1. Is UN Women's approach, including its thematic focus and strategy for implementation, the most relevant for advancing gender equality and women's empowerment in Brazil?	1.1. Has UN Women been able to adapt and remain relevant in face of contextual changes? 1.2. Has UN Women's portfolio been relevant to the needs of women and girls?
Effectiveness	2. What are the results of UN Women's contributions to the advancement of gender equality and women's empowerment in Brazil?	2.1. What are the contributions of UN for advancing gender equality and women's empowerment at a national, state and municipal levels? 2.2. To which extent has research generated follow-up actions to promote

		gender equality and women's empowerment? 2.3. To which extent is UN has UN Women enabled the UN System to more coherently and systematically promote gender equality and women´s empowerment?,
	3. To what extent are UN Women's partnerships optimal for accelerating the advancement of gender equality and women's empowerment?	n/a
	4. How has the COVID-19 pandemic affected achievement of planned outcomes?	4.1. Has UN Women been able to adapt and assist women in greatest need during COVID-19?
Efficiency	5. To what degree does UN Women have appropriate organizational structure, systems and capacity in place to support the efficient implementation of its programme of work?	5.1. Is staff adequate in quantity and profile to deliver the programme? 5.2. Does the Country Office respond in a timely manner to external demands? 5.3. Are the Country Office procedures adequate for the timely delivery of products planned?
Coherence	6. To what extent have interventions achieved internal and external coherence, including within the UN Women portfolio and vis-à-vis the UN Country Team's work?	6.1. What synergies have been identified between UN Women and other agencies work?
Sustainability	7. How has UN Women ensured national ownership and sustainability of programming efforts?	7.1. To which extent has capacity been built at an individual level? 7.2. To which extent has capacity been built at an institutional level (government and CSOs)? **7.3. To which extent has the COcapacity been built at an institutional level (government and CSOs)?been able to generate ownership of the results achieved?**
Human rights and gender equality	8. To what extent has the portfolio been implemented according to human rights and development effectiveness principles?	8.1. To which extent has the principle of Leaving No One Behind taken into account by the programme? 8.2. Has the portfolio specifically considered disability in its interventions?

4.3. Methods of Data Collection and Analysis

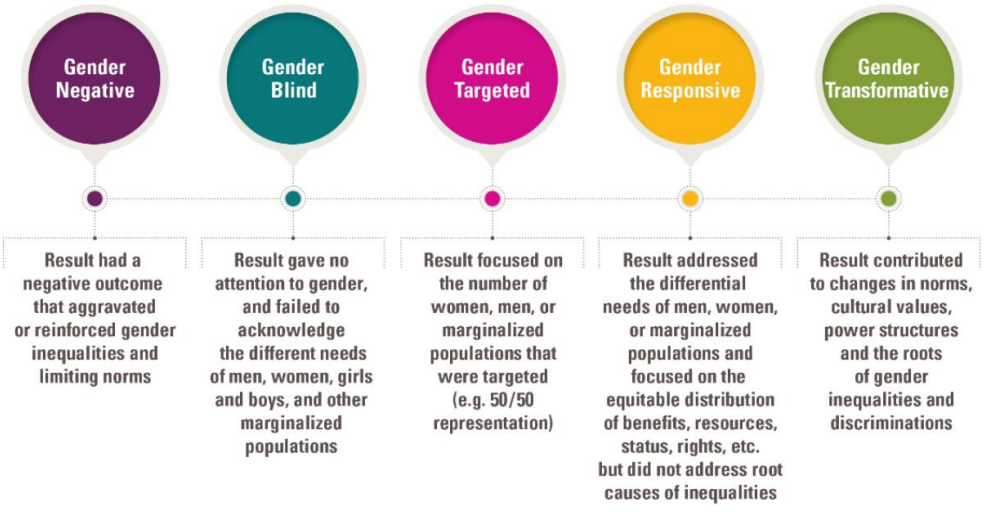
4.3.1. Overall design and conceptual framework

The evaluation will adopt a **theory-based approach** through a reconstructed theory of change from the Strategic Note as a way of identifying possible gaps and including what was not initially envisioned at the design of the Strategic Note and added later. Based on the initial desk review, interviews, and inception workshop, assumptions were identified in the reconstructed theory of change that will be tested through **contribution analysis**. They were added as additional evaluation questions to be explored. At the evaluation report the reconstructed theory of change will be presented based on evidence showing whether the links between activities, outputs and outcomes proved to be true.

In addition, the evaluation will use a **cluster approach** as to select a sample of projects to be analysed in greater depth based on sampling criteria (see section 4.4 below). These sampled projects will include a more in-depth analysis through the following methods: focus group discussions, semi-structured interviews and one case study.

The whole evaluation process will use a **gender-responsive approach** where a careful selection of interviewees will be considered and will explore the factors that may help or pose obstacles to the empowerment of women. The Principle of Leaving no one Behind will be taken into account, including a disability lens, through incorporation into the evaluation questions and analysis approaches. This recognizes the fact women and girls face multiple and intersecting forms of discrimination, including people that identify as: disabled; LGBTQ+; black; *quilombolas*; indigenous; as well as migrants and refugees. At the portfolio level, in-depth analysis will be performed to answer the evaluation questions, conduct **outcome mapping** (see Annex 7.6), and rate according to the Gender Results Effectiveness Scale, as shown in the figure below.

Figure 11. Gender Results Effectiveness Scale



Source: Adapted from UNDP Independent Evaluation Office (2015)

4.3.2. Data Collection Methods

This evaluation will employ a **mixed methods approach**, using a combination of quantitative and qualitative methods to answer the evaluation questions. The main data collection methods are presented below:

a) *Desk Review:* The desk review will include analysis of key documents related to the Strategic Note – global UN Women and United Nations System frameworks, GoB national development plans, annual and quarterly programme reporting and planning documentation, donor reports and contextual data on the status of women in the country. For this initial phase, approximately 40 documents were reviewed. Other complementary documents will be added in the course of the evaluation.

b) Semi-structured interviews: An initial list of approximately 17 stakeholders was mapped for the interviews, and will be further elaborated in collaboration with the CO. This list was prepared taking into account actors which had already been approached during the mid-term review and for which there is already data available.

c) *Focus Groups:* 17 focus groups are proposed in the course of this evaluation, including one with Civil Society Organizations involved in the implementation of the Strategic Note, one with women who have had the opportunity of attending UN Women capacity building activities, one with GoB members affiliated with training or other events promoted by UN Women and a focus group for each impact area of the SN with UN Women staff (see full list in the Annexes).

d) *Surveys:* Two surveys are planned with the key external stakeholders (CSOs, UN Agencies, Donors and government agencies and private sector) and UN Women staff. Both surveys will be adapted using standard CPE methodology implemented in other countries. A total of 128 people will be targeted for the survey.

e) *Case study:* A case study will provide an in-depth look into a selected project based on the aforementioned sampling criteria to provide an opportunity for deeper learning. A detailed case study report will be published as an appendix to the evaluation report also using the OECD/DAC criteria and will also explore the theme of **capacity development** as it has been identified as key area of intervention of the CO.[42] The case study will aim to answer the evaluation questions as displayed in Annex 7.6. It will be an evaluation within the evaluation, as it will follow the whole process of a project evaluation but in a simplified manner (with less indicators). The project of the case study will be One Win Leads to Another (OWLA), a project funded by the International Olympic Committee. IES has agreed with the donor that the project would be treated in more detailed in this evaluation though a case study approach. For full information on the case study, please consult Annex 7.6.

4.3.3. Data Analysis

The data analysis will use two basic techniques: a) content analysis for the qualitative data collected; and b) descriptive statistics. The content analysis will be based on the extraction of major and recurrent themes during the interviews and draw out key trends based

[42] Preliminary discussions with the Country Office during the inception phase identified the One Win Leads to Another (OWLA) as the sampled project for the case study. There is baseline and endline data available for both rounds of the programme that would be used to assess the results of the programme. It is important to note that this will be part of the evaluation, but not its central piece, which means that the focus will be the country portfolio and the case study will be complement the overall analysis.

upon the preponderance of available evidence. Interview notes will be kept confidential and shared only among the evaluation team members, as outlined in more detail in the Data Management Plan (Annex 7.5). Descriptive statistics will be used for the data collected of the two surveys and other financial and quantitative data. This analysis will be based on the synthesis made based on frequency, proportion and the salience of responses. In addition, **triangulation** will be used to identify similarities and/or discrepancies in data obtained in different ways (i.e., interviews, focus groups, observations, etc.) and from different stakeholders (e.g., duty bearers, rights holders, etc.).

4.4. Sample

The cluster analysis will use a purposive sample, based on the following criteria: 1) High relevance in terms of financial investment; 2) High potential for replication; 3) Strong availability of information; 4) Innovative character. Given that the cluster analysis will be performed across all project and non-project activities through availability of secondary documentation – such as reporting and monitoring data – the following sampled projects will inform a more in-depth analysis through primary data collection, including interviews.

A total of 281 stakeholders are expected to be consulted (see in the Annex, the detailed list of stakeholders to be consulted by type of data collection method).

It is important to note that many strategies and projects involve all outcome areas, so there is an interconnection between thematic and mandate areas which are going to be further explored in the evaluation report.

Table 8. Rationale for choice of projects to be analysed

Area	Projects Selected	Overall Rationale	Budget - USD	Percentage over total	Availability of information	Potential for replication
Outcome 1 - LPP	Black women toward a Planet 50-50 in 2030 - 30 years of rights of black women in Brazil in 2018	Although a relatively low-budget project, its relevance derives from the centrality of the intersection between gender and race issues as well as from its relationship with UN normative frameworks.	55.811,61	≈0,003%	High	High
	Strengthening leadership and voices of black women and indigenous groups	Important focus across multiple projects of the office through cooperation with Canada, Norway, MPTF Covid-19, and Norway.	n/a	n/a	n/a	n/a
Outcome 2 – WEE	Women's Economic Empowerment and Prevention of Violence against Women and Girls*	The office has a strong relationship with the private sector. This project was developed to meet the needs of a large firm in Brazil.	358,45	1,85%	High	High
	Building better lives through integrated early childhood interventions: investing in the Happy Child Programme to accelerate the achievement of SDGs in Brazil	Project focusing on health and developed with other agencies through a request from the government. The aim is to explore the relationship built with the agencies of the national government.	358,45	1,85%	High	n/a
Outcome 3 – EVAW	One Win Leads to Another	It will be the object of the study case. It has a high budget and has been a key project in the office.	2,736,720	14,16%	High	High

	Connecting women, defending rights	It has a high budget; high availability of information and an innovative design.	1,672,101	8,65%	High	n/a
Operation Effectiveness – UN System	Gender, Race and Ethnicity Interagency Group (inclusive UN-SWAP Scorecards)	Key contribution of the office to the system	n/a	n/a	High	High
Cross-cutting	Leadership, Empowerment, Access and Protection of Migrant, Asylum-Seeker and Refugee Women in Brazil (Luxembourg-Joint Programme)	It is the original project with the government of Luxembourg which was extended and turned into a new project with the highest budget within the initiatives with the Venezuelan refugees. The new project has just started. The original project has a consolidated experience to look at.	805,357	4%	n/a	n/a
	Project City 50-50: Itabira	It is an innovative initiative and part of the strategic shift of the office to work more closely with municipal governments.	166,797	0,86%	High	High
	Programme Document for the Brazil / UN Women Partnership for the Promotion of South-South Cooperation in the Area of Gender Equality	Large project for which very limited information is available and which should be further explored.	2,079,002	10,76%	n/a	n/a

*Linked to other outcome areas of the office

4.5. Ethics and Data Management

The evaluation will follow UNEG Ethical Guiding Principles and consultants will sign UN Women Evaluation Consultants Agreement which is based on the UNEG Ethical Guidelines and Code of Conduct. The following UNEG

Principles will be specially considered the following manner:

1) *Respect for dignity and diversity:* The evaluation team will be very mindful about respect during inception phase, data collection and analysis and reporting. The language of the report shall treat all stakeholders with the utmost respect for their life choices and perspectives.
2) *Right to self-determination:* The team will consult stakeholders and listen to them respectfully about their choices in programme design and implementation;
3) *Fair representation:* This inception report considers all the stakeholders which were found to be relevant but the evaluation will be open to include any other stakeholders which are identified in the course of the evaluation which may have a say or an important perspective to the direction of UN Women in Brazil;
4) *Ethical protocols for vulnerable groups:* Participants will be briefed about the purpose of the evaluation and the data treatment and the evaluators will be very respectful for not getting into issues that interviewees might not be comfortable in addressing;
5) *Redress:* The evaluation report shall be shared with a wide list of stakeholders and the evaluation team will be in dialogue with them as to make the report as comprehensive and fair as possible to represent what happened in the implementation of the strategic note.
6) *Confidentiality:* Interviewees will be informed that all the data collected will be used in the report in an confidential manner without attribution to their person.
7) *Avoidance of harm:* The evaluation team will carry out the process to make the exercise as useful and possible for everyone involved, helping stakeholders think about their work in a way which is constructive and avoids any type of harm for them.

To operationalize these principles and relevant UN Women policies, the Data Management Plan (Annex 7.5) provides more details on how data will be managed and stored, ethical protocols will be adopted, and other relevant areas.

4.6. Methodological Limits and Risks

The methodological limits envisioned for this evaluation is the lack of field visit due to the context of the COVID-19 pandemic where limited traveling is still the norm. In addition, UN Women personnel is changing turns to go to the office. It is most likely that most interviews will be carried out remotely. In terms of additional risks identified they are presented in the next table with measures which will be taken to minimize them. In addition, it is important to note that both evaluation consultants have been involved in doing consultancy work in the period of the SN in the following assignments: 1) Mid-term review; 2) Review of the Monitoring and Evaluation Framework and baseline data collection and analysis for the projects One Win Leads to Another and Connecting Women, Defending Rights. The Evaluation team leader has had no involvement in the activities of the CO in the evaluation period and the evaluation team will reinforce triangulation methods in order to avoid any potential bias.

Table 9. Evaluation risks and mitigation measures

Risk	Level	Possible impact	Mitigation measures

Limited analysis on advocacy/campaigns due to lack of reporting on some key activities	Low	Gaps in the evaluation report due to the lack of data	Request specific information to past and current communication officer Interview past and current information officer
Limited analysis on results of capacity building activities due to lack of data after trainings	Medium	Limited evidence to analyse the contribution of the office to capacity building	Interview/conduct focus groups with more attendees of past trainings promoted by UN Women and other capacity building activities
Lack of response from former UN Women staff members	Medium	Lack of data on key initiatives of the office	Interview of other stakeholders who may be aware of project´s trajectory
Lack of response from stakeholders in projects which are phasing out	Medium	Lack of data on key initiatives of the office	Increase the number of other types of interviewees and increase desk review effort

4.7. Evaluation Matrix

The following evaluation matrix provides an operationalization of how the evaluation design will be implemented to respond to each evaluation criteria and answer each evaluation question through corresponding indicators, methods, and data sources. The evaluation matrix may be adjusted further as the exercise progresses.

Table 10. Evaluation design matrix

Evaluation Criteria / Evaluation Questions	Indicators	Data Collection Methods	Information Sources
1. RELEVANCE: Is UN Women's approach, including its thematic focus and strategy for implementation, the most relevant for advancing gender equality and women's empowerment in Brazil?			
1.1. Has UN Women been able to adapt and remain relevant in face of contextual changes?	• Extent to which UN Women is aligned with demands from the government and civil society • Extent to which UN Women has adapted to contextual changes	Semi-structured interviews Focus Groups Surveys	Government partners at various levels UN Women personnel Civil Society Organizations
1.2. Has UN Women's portfolio been relevant to the needs of women and girls?	• Extent to which UN Women responds to the needs of women and girls in the country	Desk Review Semi-structured interviews Focus Groups	UN Women personnel Civil Society Organizations Rights holders
2. EFFECTIVENESS: What are the results of UN Women's contributions to the advancement of gender equality and women's empowerment in Brazil?			
2.1. What are the contributions of UN for advancing gender equality and women's empowerment at a national, state and municipal levels?	• Progress of UN Women´s strategic note for each outcome and output of the Theory of Change • Evidence of contribution of UN Women´s to normative change at a national, state or local level	Desk review Semi-structured interviews	Progress reports Government partners at various levels UN Women personnel
2.2. To which extent has research generated follow-up actions to promote gender equality and women's empowerment?	• Evidence of use of UN Women´s funded research by stakeholders • Extent to which research produced was disseminated	Semi-structured interviews Desk review Surveys	Government partners at various levels UN Women personnel Civil Society Organizations Progress reports
2.3. To which extent has UN Women enabled the UN System to more coherently and systematically	• Evidence of good practices on gender mainstreaming by other UN agencies • Evidence of increased knowledge on gender equity by UN	Semi-structured interviews Surveys	Other UN Agencies UN Women personnel

promote gender equality and women´s empowerment?	Agencies		
2.4. To what extent are UN Women's partnerships optimal for accelerating the advancement of gender equality and women's empowerment?	• Evidence of partnership renewals over the period of the strategic note • Evidence of synergy created by partnerships in place bringing increased results to all parties involved	Semi-structured interviews Desk review Surveys	Private companies Civil Society Organizations Donors
2.5. How has the COVID pandemic affected achievement of planned outcomes?	• Delivery rates in 2020 and 2021 • Progress of outputs in the COVID years 2020 and 2021	Desk review Semi-structured interviews	Progress reports UN Women personnel
2.6. Has UN Women been able to adapt and assist women in greatest need during COVID?	• Evidence of actions benefiting the most vulnerable women groups during COVID • Evidence of reprogramming aligned to the needs of the most vulnerable groups	Desk review Semi-structured interviews	Progress reports UN Women personnel Rights-holders
3. EFFICIENCY: To what degree does UN Women have appropriate organizational structure, systems and capacity in place to support the efficient implementation of its programme of work?			
3.1. Is staff adequate in quantity and profile to deliver the programme ?	• Number of staff members in relation to annual budget per year • Average Staff performance rates per year	Desk review	One App System
3.2. Does the office Country Office respond in a timely manner to external demands?	• Evidence of timely response from the office to external parties • Evidence of timely internal reporting	Desk review Semi-structured interviews Surveys	One App System Donors Civil Society Organizations
3.3. Are the Country Office´s procedures adequate to for the timely delivery of products?	• Evidence of procedures being known and followed by staff • Evidence of capacity of external parties to comply with UN Women´s procedures	Semi-structured interviews Surveys	UN Women Donors Civil Society Organizations
4. COHERENCE: To what extent have interventions achieved internal and external coherence, including within the UN Women portfolio and vis-à-vis the UN Country Team's work?			
4.1. What synergies have been identified between UN Women internally and other agencies work?	• Evidence of programme alignment between UN Women´s work and the UN System • Evidence of internal programmatic coherence	Desk review Semi-structured interviews Surveys	Annual Reports UN Women personnel Other agencies personnel
5. SUSTAINABILITY: How has UN Women ensured national ownership and sustainability of programming efforts?			

5.1. To which extent has capacity been built at an individual level?	• Evidence of new knowledge, skills and attitude from the part of women participating in the programme • Evidence of follow-up actions with the enhanced capacity of women taking part in the programme	Semi-structured interviews Focus Groups	Women taking part in trainings and other activities UN Women staff
5.2. To which extent has capacity been built at an institutional level (government and CSOs)?	• Evidence of new knowledge, skills and attitude from the part of organizations participating in the programme • Evidence of follow-up actions with the enhanced capacity of organizations taking part in the programme	Semi-structured interviews Focus Groups Surveys	Partners taking part in trainings and other activities UN Women staff
5.3. To which extent has the COobeen able to generate ownership of the results achieved?	• Evidence that the actions started within the SN continue on partner´s own efforts. • Evidence of the design of clear exit strategies for the programmes.	Semi-structured interviews Focus Groups x	Partners at the various projects x
6. GENDER AND HUMAN RIGHTS: To what extent has the portfolio been implemented according to human rights and development effectiveness principles?			
6.1. To which extent has the principle of Leaving No One Behind taken into account by the programme?	• Evidence that programme has been able to reach the most vulnerable women • Evidence of project design aiming to reach the most vulnerable	Desk review Semi-structured interviews	Annual Reports UN Women staff
6.2. Has the Programme specifically considered disability in its interventions?	• Evidence that programme has included disability in its design and implementation • Evidence that the programme is responsive to the needs of people with disabilities.	Desk review Semi-structured interviews Focus groups	Annual Reports UN Women staff People with disabilities

5. TIMELINE

The evaluation will be conducted from December 2021 and is expected to finish by May 2022. The timeline below shows the main action points and deliverables.

Table 11. Evaluation Timeline

Phase/activity	Dec				Jan				Feb				Mar				Apr				May			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
1. Inception phase																								
1.1 Preliminary desk review																								
1.2 Exploratory interviews																								
1.3 Inception report (preliminary version)																								
1.4 Inception workshop																								
1.3 Inception report (final version)																								
2. Data collection phase																								
2.1 In-depth analysis																								
2.2 Primary data collection																								
2.3 Presentation of preliminary results																								
3. Analysis, reporting and follow-up phase																								
3.1 Data processing and analysis																								
3.2 Preparation of the evaluation report																								
3.3 Evaluation report (preliminary version)																								
3.4 Evaluation report (final version)																								
3.5 Final edited report and summary																								

6. MANAGEMENT

6.1. Roles, Responsibilities and Quality Assurance

UN Women evaluation exercises establish mechanisms to ensure high quality evaluation processes and products as outlined in the UN Women Evaluation Policy and Handbook. This CPE exercise will be led by the UN Women Independent Evaluation Service (IES) and an independent evaluation team. The evaluation will follow the standard outline as established in the UN Women Country Portfolio Evaluation

Guidance, United Nations Editorial Manual, and quality criteria of the UN Women Global Evaluation Reports Assessment and Analysis System (GERAAS).

This evaluation will have the following overall management structures:

1. Regional Evaluation Specialist of IES will act as the Team Leader providing overall management and conduct of the exercise, including leading the methodological approach, overseeing the work of the evaluation team, and managing contracts and assuring the high quality of the work.

2. Evaluation Reference Group will provide substantive technical support and be composed of the representatives of the CO, GoB, development partners/donors, United Nations Country Team, and civil society.

3. Peer Reviewer from IES will be engaged for the quality review of key outputs of the evaluation process, notably the Inception Report and Draft Evaluation Report.

4. IEAS management will review and approve the TOR, Inception report and Draft Evaluation Report. The Director of IEAS will issue the Final Evaluation Report.

5. The evaluation team will be led by the Regional Evaluation Specialist and composed of a senior evaluator and research analyst, independently managed by IES. The evaluator will assume responsibility for key aspects of data collection and analysis, supported throughout the evaluation process by the research analyst.

6.2. Use and Communication

The primary intended users of this evaluation are UN Women management and Country Office personnel, the UN Women Executive Board, national government and civil society organizations. Secondary intended users are rights-holders' representatives, development partners, implementing partners, UN Women regional offices and headquarter divisions, and other United Nations entities working on gender equality. Within six weeks after final approval of the evaluation report, under the leadership of the UN Women Country Representative, the Country Office will be responsible for the preparation and approval of an evaluation Management Response to evaluation recommendations which together with the final report will be made publicly available in the UN Women Global Accountability and Tracking of Evaluation Use (GATE) platform. The following table provides a summary of these different users and areas of expected use.

Table 12. Intended evaluation users and use*

User group	Dimension of use			
	Learning and generation of knowledge	**Strategic decision-making**	**Accountability**	**Capacity development and mobilization**
UN Women Brazil Country Office personnel				
UN Women Executive Board, Regional Office, HQ, and other units				
Target groups, their households and community members, programme/project partners				
National and local governments				
Civil society representatives				
Donor community and other development partners				
UN Country Team and Inter-Agency Thematic Group on Gender, Race and Ethnicity				

*Shaded areas indicative of dimensions of use

7. ANNEXES

7.1. List of Documents Consulted

Government of Brazil, 'Estratégia Federal de Desenvolvimento para o Brasil – 2020-2031', Ministério da Economia, 2019: https://www.gov.br/economia/pt-br/assuntos/gestao/estrategia-federal-de-desenvolvimento;

Government of Brazil, 'Plano Pluri-Annual 2016-2019', Ministério do Planejamento e Gestão, 2015: https://www.gov.br/economia/pt-br/assuntos/planejamento-e-orcamento/plano-plurianual-ppa/arquivos/ppas-anteriores/ppa-2016-2019;

Government of Brazil, 'Plano Pluri-Annual 2020-2023', Ministério da Economia, 2019: https://www.gov.br/economia/pt-br/assuntos/planejamento-e-orcamento/plano-plurianual-ppa;

UN Brazil, 'Análise Conjunta de País', UN Brazil, 2015.;

UN Nations Brazil, 'United Nations Partnership Framework for Sustainable Development (UNPFSD) 2017-2021', UN Nations Brazil, 2016;

UN Nations Brazil, 'United Nations Partnership Framework for Sustainable Development (UNPFSD) 2017-2021 – Annual Progress Reports', UN Nations Brazil, 2017, 2018, 2019 and 2020;

UN Women Brazil, 'Annual Reports', UN Women Brazil, 2017, 2018, 2019 and 2020;

UN Women Brazil, 'Annual Work Plans', UN Women Brazil, 2017, 2018, 2019, 2020 and 2021;

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UN Women Brazil, 'Quarterly Reports'. UN Women Brazil, 2017, 2018, 2019, 2020 and 2021;

UN Women Brazil, 'Strategic Note 2017-2021 Mid-Term Review Report', produced by Caio Csermak, 2020;

UN Women Brazil, 'UN Women Brazil Communications Strategy 2017-2021', UN Women Brazil, 2016;

UN Women Brazil, 'UN Women Brazil Human Resources Positions', UN Women Brazil, 2022;

UN Women Brazil, 'UN Women Brazil Organigram', UN Women Brazil, 2022;

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7.2. Data Collection Instruments

7.2.1 Interview Protocols

Standard information for all interviews:

- Date:
- Name of Interviewee:
- Position held in organization:
- Organization:
- Interviewers:

Opening Statement

- This interview will inform the UN Women Country Office Brazil Country Portfolio evaluation. In other words, we are assessing the performance of the office and its achievements in line with its Strategic Note over the past 5 years.
- This evaluation, while of course it looks backwards over the past 5 years, is critical to shaping the strategic direction of the office for the future. It is important to us to get your perspective on the successes and strengths of the organization, as well as the challenges and potential opportunities for the future. We appreciate your time and your information to support this process.
- A number of program and project evaluations have already occurred during the past 5 years and we have studied these. We are hoping to avoid asking you the same questions that you have already answered but if we do, please forgive us. We are using the information you provide us to create a picture of the overall work and impact of the UN Women office.
- We are an independent team of evaluators – including the Regional Evaluation Specialist of the Independent Evaluation Service and two independent experts - one national and one international. [introduce members present]
- Any information that you provide to us will be held confidential - including our notes of this interview. We will not attribute any specific comments or information to you or your organization. We are taking notes for our own use, but we are not otherwise recording this conversation.
- For beneficiaries: You do not need to tell us any personal information or answer any of our questions if you do not wish to. If, at any time, you are uncomfortable or upset by our questions, we can take a break or simply stop the interview. We appreciate you taking part in our conversation but we believe your comfort is more important.
- Questions?

Table 13. Consolidated Interview Guide for stakeholders

	UNW	UNCT	GOVT	CSO	Other

Presentation					
Could you please indicate your engagement with UN Women´s activities in the period 2017-2021?	X	X	X	X	X
Relevance					
As you see it, how well does the Country Office SN and approach align to the country´s needs and policies?	X	X	X	X	X
Do you think the Country Office was able to adapt to the contextual changes in the country ?	X	X	X	X	X
What role did the Country Office play in response to major social disruptions such as the COVID 19 pandemic? In the current pandemic context what is your view on UN Women CO's approach? (Optional)	X	X	X	X	X
Coherence					
How do you assess the internal collaboration and synergy among the various areas?	X				
Does the Country Office benefit from or contribute to regional synergies or partnerships with RO and other UN WOMEN offices in the region? How?	X				
From a regional perspective, what priority areas of focus did not receive sufficient attention from the Country Office during the period of the SN? What is the reason? Should these areas be amplified in the next SN?	X				
What do you think is the key comparative advantage for UN Women in Brazil or in the specific area where you work?	X	X	X	X	X
Efficiency					
How were you able to understand the value and impact of your funding?					X
What is your perception of the human and financial capacities and resources of UN WOMEN Country Office in Brazil?	X	X	X	X	X
Does the office Country Office respond in a timely manner to external demands?		X	X	X	X
Are the CO´s procedures adequate to for the timely delivery of products?		X	X	X	X
To your view is UN Women overall well positioned to mobilize resources?	X	X			X
What is your view on the management of resources of the CO? Do you think resources are timely and efficiently implemented by the CO?					X
Are you familiar with the resource mobilization approach/strategy? What is your perception of it?					X
Effectiveness					
What do you see as major achievements of Country Office in the last strategic period?	X	X	X	X	X
From your perspective, what have been the main limitations of the Country Office to implement the mandate of UN Women during the last 5 years?	X	X	X	X	X

From your perspective, has Country Office made progress in addressing root causes of inequalities and reaching the most vulnerable groups in in the country? Could you please give us an example? How can this be improved to strengthen operationalisation of "No one is left behind" principles.	X	X	X	X	X
What opportunity for upscaling the benefits or innovative approaches? Were these discussed as part of your cooperation?	X	X	X	X	X
In your joint programmes, were there any unexpected outcomes? (Positive or negative) Who benefitted or did not benefit unexpectedly?	X	X	X	X	X
To which extent is UN System in Brazil better equipped to promote gender equity?		X			
What were the enabling or hindering factors to the achievement of the outcomes?	X	X	X	X	X
Sustainability					
What are the key achievements in terms of sustainability of the results of your joint programmes? What level of national and local ownership for achieved results has been created (if relevant, reflect on sustainability of HR and GEEW results)?	X	X	X	X	X
To which extent has capacity been built at an individual level?	X	X	X	X	X
To which extent has capacity been built at an institutional level (government and CSOs)?	X	X	X	X	X
Human Rights					
Has the Programme specifically considered disability in its interventions?	X	X	X	X	X
Closure					
What are your recommendations to UN WOMEN Country Office for the next strategic period?	X	X	X	X	X

7.2.2. Surveys

(A) UN Women personnel survey

KEY: 🔗 Question # shared with CPE stakeholder survey

Dear colleague:

The UN Women Independent Evaluation Service thanks you for participating in this survey, which is a key component of the **Country Portfolio Evaluation of UN Women Brazil**. The purpose of this evaluation is to assess for the implementation period 2017-2021 the results achieved and to document lessons learned for the future.

In this context, the survey seeks to **better understand your perspective on UN Women's work in the country**. The survey will take between 10-20 minutes to complete; certain questions are optional in the case you are unable to answer. Mandatory questions are those marked with an asterisk at the end of the sentence.

All data will be treated as confidential without any attribution to your identity. If you have any questions, please

contact the independent evaluation team caio.csermak@unwomen.org; melissa.costa@unwomen.org; e michael.craft@unwomen.org.

*Required**

Working environment

1. ***MOTIVATION AND ENGAGEMENT** **

Please indicate the extent to which you agree with the following statements about working in the UN Women Country Office.

	Fully disagree	Disagree	Neither disagree nor agree	Agree	Fully agree
My workload is manageable.					
I am able to maintain a healthy balance between my work and personal life.					
If I were offered a comparable position with similar salary and benefits elsewhere, I would stay with the Office.					
The Office has sufficient financial and human resources to do its job effectively.					
The level of stress I experience in my job is acceptable.					

2. ***COLLABORATION AND COMMUNICATION** **

Please indicate the extent to which you agree with the following statements about working in the UN Women Country Office.

	Fully disagree	Disagree	Neither disagree nor agree	Agree	Fully agree
The people I work with collaborate to get the job done.					
Knowledge and lessons learned are shared in useful ways around the office.					
The people I work with share information and ideas to help others succeed.					
Leadership effectively communicates what the office is trying to accomplish.					
I have sufficient knowledge in my topic/operational area to perform my duties.					

3. ***INNOVATION AND AGILITY** **

Please indicate the extent to which you agree with the following statements about working in the UN Women Country Office.

	Fully disagree	Disagree	Neither disagree nor agree	Agree	Fully agree
In our office, we are open to new ideas.					

In my office, we regularly try new ideas to improve our services, processes or programs.					
I have confidence in the ability of my office's management to make the decisions necessary to effectively carry out our mandate.					
My office is adapting well to changes in the way we operate.					

*4. MANAGEMENT AND ADEQUACY TO THE PROCEDURES**

Please indicate to what extent you agree with the following statements about the work of UN Women Brazil Country Office.

	Fully disagree	Disagree	Neither disagree nor agree	Agree	Fully agree
Internal deadlines are properly met by the Country Office					
The response time to the demands I make to my colleagues is adequate					
I have the necessary knowledge of UN Women's management rules and procedures					
The trainings that I received from the Country Office were relevant for me to learn the UN Women's management rules and procedures					
My colleagues have adequate knowledge of UN Women's management rules and procedures					
The partners of the Country Office have adequate knowledge of UN Women's management rules and procedures					
The partners of the Country Office were adequately trained to take ownership of UN Women's management rules and procedures					

5.**For statements with which you do not agree, please provide additional comments, if applicable.**

Enter your answer

6.**Please select the TRAINING opportunities you have participated in since 2019 or after you joined the office, while indicating the number of those opportunities.**

	0	1-2	3-5	> 5
Country Office internal training session				
Regional Office webinar				
Headquarters webinar				
Other external training activity (online course, conference, etc.)				

7. **In what AREAS do you often seek support in your work?**
Select all that apply.

- ☐ Program and project development
- ☐ Resource mobilization

- [ ] Monitoring and reporting
- [ ] Evaluation
- [ ] Partner engagement
- [ ] UN System coordination
- [ ] Communication and advocacy
- [ ] Procurement
- [ ] Finance
- [ ] Recruitment and human resources
- [ ] Other

8. **Please rate your level of satisfaction with the support provided by the UN Women offices listed below.**

	Very unsatisfied	Somewhat unsatisfied	Neither unsatisfied nor satisfied	Somewhat satisfied	Very satisfied
Country Office					
Regional Office					
Headquarters					

9. **Please indicate where and how UN Women's support can be improved, if at all.**

Enter your answer

10. **How often do you experience significant BOTTLENECKS in the following management areas, if at all?**

	Very often	Often	Sometimes	Rarely	Never
Recruitment of staff and consultants					
Partner management (agreements, transfer of funds, etc.)					
Internal approvals - Country Office					
Internal approvals - Regional Office and/or Headquarters					
Procurement					
Communication with partners					

Relevance and strategic priorities

11. **Please indicate your level of satisfaction with UN Women's work regarding the following assertions?** **[Q#11 CPE Stakeholder Survey]**

	Very unsatisfied	Somewhat unsatisfied	Neither unsatisfied nor satisfied	Somewhat satisfied	Very satisfied
ALIGNMENT to the most pressing needs of women and girls in the country					
Targeting the CAUSES of gender inequality					
IDENTIFICATION of the most marginalised and vulnerable populations in line with the principle of "leave no one behind"					

ENGAGE with the most marginalised and vulnerable populations in line with the principle of "leave no one behind"					

12. **Please rate the level of value added by UN Women in the areas listed below.**
[Q#13 CPE Stakeholder Survey]

	Very low	Low	Medium	High	Very high
Governance and participation in public life					
Women's economic empowerment					
Elimination of violence against women					
Humanitarian action, risk and disaster management					
Women, peace and security					

13.**What areas, if any, require MORE ATTENTION from UN Women to advance its mission for the empowerment of women and gender equality?**
[Q#14 CPE Stakeholder Survey]

Enter your answer

Risk management

14. **Please highlight 1 or 2 of the main risks and mitigation strategies that your team has identified, if any.**

Enter your answer

15. **Please assess the extent to which UN Women has effectively ADAPTED its programme of work to the changing context in the country, including to COVID-19.**
[Q#18 CPE Personnel Survey]

Not at all ☆ ☆ ☆ ☆ ☆ Fully

16. **Please provide 1 or 2 examples of where the Office's work has been effectively adapted to the changing context.**
[Q#19 CPE Stakeholder Survey]

Enter your answer

Coordination and partnerships

17. **How effectively has UN Women contributed to STRENGTHENING COORDINATION on gender with the UN system in the following areas?**
UN Women's work in coordination aims to promote UN system accountability on gender equality and women's empowerment, and more broadly to mobilize key stakeholders to ensure greater coherence and gender mainstreaming across the UN.
[Q#7 CPE Stakeholder Survey]

	Very ineffective	Somewhat ineffective	Neither ineffective, nor effective	Somewhat effective	Very effective
Mobilisation around the gender agenda through ADVOCACY with the government					
Technical support for gender mainstreaming in UN INTERVENTIONS					
COHERENCE of UN gender interventions					
Conceptualisation and implementation of JOINT UN PROGRAMMES on gender					
ACCOUNTABILITY on gender (e.g. with the UNCT-SWAP Gender Equality Scorecard)					

18. **Please indicate the extent to which you agree with the following statements regarding UN Women's coordination role.**
[Q#8 CPE Stakeholder Survey]

	Fully disagree	Disagree	Neither disagree nor agree	Agree	Fully agree
UN Women's UN Gender Coordination MANDATE is clear to me					
UN Women's leadership in the GENDER THEMATIC GROUP has been effective in strengthening UN coordination					
There is a CLEAR DELIMITATION of responsibilities regarding the gender agenda between UN agencies					
UN Women's work does not duplicate that of other agencies					
UN Women has effectively fulfilled its coordination role on gender					

19. **In your opinion, to what extent does the UN system mainstream gender?**
[Q#9 CPE Stakeholder Survey]

Not at all integrated ☆ ☆ ☆ ☆ ☆ Fully integrated

20. **Please indicate how UN Women's support in coordination can be improved, if at all.**
[Q#10 CPE Stakeholder Survey]

Enter your answer

21. UN Women works to strengthen the capacity of its partners to develop and implement gender-responsive policies, strategies, frameworks and programmes. **Please assess UN Women's effectiveness in its CAPACITY BUILDING efforts with the following partners.**

[Q#17 CPE Stakeholder Survey]

	Very ineffective	Somewhat ineffective	Neither ineffective, nor effective	Somewhat effective	Very effective
United Nations System					
National government					
Sub-national government					
Civil society					

22. **Please assess the effectiveness of UN Women's MANAGEMENT OF PARTNERSHIPS with the following actors in order to effectively fulfil its mandate.**

	Very ineffective	Somewhat ineffective	Neither ineffective, nor effective	Somewhat effective	Very effective
United Nations System					
National government					
Sub-national government					
Civil society					
International non-governmental organisations					
Donors					
International financial institutions					

23. **Please indicate your level of satisfaction with the SUPPORT PROVIDED TO PARTNERS by UN Women in the following areas.**

[Q#15 CPE Stakeholder Survey]

	Very unsatisfied	Somewhat unsatisfied	Neither unsatisfied nor satisfied	Somewhat satisfied	Very satisfied
Integrated normative support					
Integrated policy advice					
Comprehensive and disaggregated data					
Advocacy and social mobilisation					
Direct support and service delivery					

24. **Can you give examples of where UN Women's partnerships could be strengthened, if at all?**

[Q#16 CPE Stakeholder Survey]

Enter your answer

Overall improvement

25. **Please use this space to suggest 2-3 ACTIONS for UN Women regarding its approach to achieving gender equality and women's empowerment in the country.**

[Q#20 CPE Stakeholder Survey]

Enter your answer

(B) Stakeholder survey

KEY: 🔗 Question # shared with CPE UN Women personnel survey

Dear Madam/Sir:

The UN Women Independent Evaluation Service thanks you for participating in this survey, which is a key component of the **Country Portfolio Evaluation of UN Women Brazil**. The objective of this evaluation is to assess for the implementation period 2017-2021 the results achieved and to document lessons learned for its next Strategic Note.

In this context, the survey seeks to **better understand your perspective on UN Women's work in the country**. The survey will take between 10-20 minutes to complete; certain questions are optional in the case you are unable to answer. However, only data from questionnaires in which all mandatory questions have been adequately answered will be computed. Mandatory questions are those marked with an asterisk at the end of the sentence.

All data will be treated confidentially without any attribution to your identity. If you have any questions, please contact the independent evaluation team at: caio.csermak@unwomen.org; melissa.costa@unwomen.org; michael.craft@unwomen.org.

*Required**

1. **How long have you been collaborating with UN Women in the country?**

- I have not worked with UN Women in the country
- Less than one year
- 1-3 years
- 3-5 years
- More than 5 years

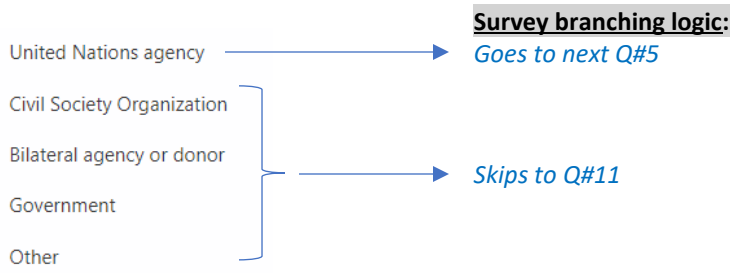
2. **Sex***

- Man
- Woman
- Prefer not to say
- Other

3. **Your position in your organization**

- Senior Manager (Director, Representative, or Deputy Representative)
- Program Manager
- Program Specialist
- Project staff
- Other

4. **Your organization type***



5. **Your United Nations agency**
[See online Microsoft Form for full list of agencies]

6. **Since 2017, what UN coordination mechanisms, if any, have you participated in?**
Select all that apply

- ☐ United Nations Country Team (UNCT)
- ☐ Gender Thematic Group
- ☐ Programme Team
- ☐ Operations Management Team (OMT)
- ☐ Communication Group
- ☐ Monitoring and Evaluation Working Group
- ☐ Other

7. **How effectively has UN Women contributed to STRENGTHENING COORDINATION on gender with the UN system in the following areas?**
UN Women's work in coordination aims to promote UN system accountability on gender equality and women's empowerment, and more broadly to mobilize key stakeholders to ensure greater coherence and gender mainstreaming across the UN.
[Q#16 CPE Personnel Survey]

	Very ineffective	Somewhat ineffective	Neither ineffective, nor effective	Somewhat effective	Very effective
Mobilisation around the gender agenda through ADVOCACY with the government					
Technical support for gender mainstreaming in UN INTERVENTIONS					
COHERENCE of UN gender interventions					
Conceptualisation and implementation of JOINT UN PROGRAMMES on gender					
ACCOUNTABILITY on gender (e.g. with the UNCT-SWAP Gender Equality Scorecard)					

8. **Please indicate the extent to which you agree with the following statements regarding UN Women's coordination role.**

[Q#17 CPE Personnel Survey]

	Fully disagree	Disagree	Neither disagree nor agree	Agree	Fully agree
UN Women's UN Gender Coordination MANDATE is clear to me					
UN Women's leadership in the GENDER THEMATIC GROUP has been effective in strengthening UN coordination					
There is a CLEAR DELIMITATION of responsibilities regarding the gender agenda between UN agencies					
UN Women's work does not duplicate that of other agencies					
UN Women has effectively fulfilled its coordination role on gender					

9. **In your opinion, to what extent does the UN system mainstream gender?**
[Q#18 CPE Personnel Survey]

Not at all integrated Fully integrated

10. **Please indicate how UN Women's support in coordination can be improved, if at all.**
[Q#19 CPE Personnel Survey]

Enter your answer

11. **Please indicate your level of satisfaction with UN Women's work regarding the following assertions?**
[Q#10 CPE Personnel Survey]

	Very unsatisfied	Somewhat unsatisfied	Neither unsatisfied nor satisfied	Somewhat satisfied	Very satisfied
ALIGNMENT to the most pressing needs of women and girls in the country					
Targeting the CAUSES of gender inequality					
IDENTIFICATION of the most marginalised and vulnerable populations in line with the principle of "leave no one behind"					
ENGAGE with the most marginalised and vulnerable populations in line with the principle of "leave no one behind"					

12. **How effectively has UN Women contributed to NORMATIVE work in the following areas?**
UN Women's normative work aims to contribute to the advancement and implementation of key international instruments on gender equality and women's empowerment.

	Very ineffective	Somewhat ineffective	Neither ineffective, nor effective	Somewhat effective	Very effective
Technical support for discussions in international processes (CSW, Beijing +25, SCR 1325)					
Support for the Universal Periodic Review and CEDAW processes					
Monitoring the implementation of CEDAW recommendations					
The implementation of the national gender equality policy in the country					

13. **Please rate the level of value added by UN Women in the areas listed below.**
[Q#11 CPE Personnel Survey]

	Very low	Low	Medium	High	Very high
Governance and participation in public life					
Women's economic empowerment					
Elimination of violence against women					
Humanitarian action, risk and disaster management					
Women, peace and security					

14. **What areas, if any, require MORE ATTENTION from UN Women to advance its mission for the empowerment of women and gender equality?**
[Q#12 CPE Personnel Survey]

Enter your answer

15. **Please indicate your level of satisfaction with the SUPPORT PROVIDED TO PARTNERS by UN Women in the following areas.**
[Q#22 CPE Personnel Survey]

	Very unsatisfied	Somewhat unsatisfied	Neither unsatisfied nor satisfied	Somewhat satisfied	Very satisfied
Integrated normative support					
Integrated policy advice					
Comprehensive and disaggregated data					
Advocacy and social mobilisation					
Direct support and service delivery					

16. **Can you give examples of where UN Women's partnerships could be strengthened, if at all?**
[Q#23 CPE Personnel Survey]

Enter your answer

17. UN Women works to strengthen the capacity of its partners to develop and implement gender-responsive policies, strategies, frameworks and programmes. **Please assess UN Women's effectiveness in its CAPACITY BUILDING efforts with the following partners.**
[Q#20 CPE Personnel Survey]

	Very ineffective	Somewhat ineffective	Neither ineffective, nor effective	Somewhat effective	Very effective
United Nations System					
National government					
Sub-national government					
Civil society					

18. **Taking into account the period from 2017 to the end of 2021, please indicate to what extent you agree with the following statements about UN Women's work in Brazil.**

	Fully disagree	Disagree	Neither disagree nor agree	Agree	Fully agree
UN Women in Brazil gives proper attention to the demands and issues of my daily work or of my organization					
I consider UN Women a legitimate voice on gender issues in Brazil					
I consider UN Women a center of expertise in gender in Brazil					
Through its publications, UN Women was able to provide new knowledge or tools for me and/or my organization					
Through its trainings, UN Women was able to provide new knowledge or tools for me and/or my organization					
I and/or my organization have an open dialogue channel with UN Women in Brazil					
UN Women in Brazil is a partner with whom I intend to have a long-term relationship					

19. **Please assess the extent to which UN Women has effectively ADAPTED its programme of work to the changing context in the country, including to COVID-19.**
[Q#14 CPE Personnel Survey]

Not at all ☆ ☆ ☆ ☆ ☆ Fully

20. **Please provide 1 or 2 examples of where the Office's work has been effectively adapted to the changing context.**
[Q#15 CPE Personnel Survey]

Enter your answer

21. **Please use this space to suggest 2-3 ACTIONS for UN Women regarding its approach to achieving gender equality and women's empowerment in the country.**
[Q#24 CPE Personnel Survey]

Enter your answer

7.2.3. Focus group protocol

Questionnaire/Guide for the Focus group discussions among beneficiaries and partner organizations

You have been selected to participate in this focus group discussion. By participating in this discussion, you will not receive any direct benefits; however, the views expressed will be beneficial in informing the work of UN Women in the future.

This tool is designed to capture your thoughts and opinions. There is no correct or incorrect response. The opinions you provide will be anonymous, and no one will be identified individually. Only collective information will be used to identify common perceptions towards reconciliation, peacebuilding, sexual bribery and the project delivery. Once completed, the results will be tabulated and presented in a report to UN Women.

You may choose not to engage in this activity, and there will be no adverse consequences. Additionally, if you do participate, but at any point, if you feel that you would rather not give your views on the matters, you have the freedom to stop answering the questions.

Part I
Round of introductions.
Please tell us your name, age (in the case of beneficiaries) and how you have been engaged in the program.

Part II
Question 1: Please, tell us to which extent your engagement in the program was useful to you/the beneficiaries´ group and why? Why was it relevant and why not?

Question 2: In your opinion, was the program well managed? What were the difficulties you found and also what worked well from an operational point of view?

Question 3: What have you/your organization taken from participating in the program? What were the main benefits?

Question 4: What were the main challenges involved in the program and what would be your suggestions for future programmes of this nature?

Part III
Closure with thanks to all the participants and additional collection of data if needed for late comers.

7.3. Profile of Evaluation Team

- **Ms. Melissa ANDRADE COSTA** (Senior Evaluation Consultant) works as a senior evaluation consultant in diverse thematic areas, regions and scope (global, regional and national). She has over 20 years of experience, having worked for UN Women, ICAO, UNODC, UNDP, UNOPS, UNICEF, UNAIDS, UN Volunteers, FAO, and IDLO. She is a board member of the Brazilian Network of Monitoring and Evaluation and she has published a book on the Evaluation of Brazilian Development Cooperation. In addition, Ms. Costa has worked for the International Policy Centre for Inclusive Growth managing South-South cooperation initiatives and for the Brazilian Government in the area of Educational Assessment. She holds a Masters of Social Science on Social Policy and Planning from the London School of Economics.

- **Mr. Michael Francis CRAFT** (Team Leader) serves as the Regional Evaluation Specialist for the Americas and the Caribbean of the UN Women Independent Evaluation Service, where he manages evaluations in the region in coordination with country offices and the regional office. Prior to his current position, he evaluated United Nations advocacy work on children and armed conflict and conflict-related sexual violence. He has also conducted programmatic and thematic evaluations at the United Nations Development Programme Independent Evaluation Office. He has extensive experience in designing research systems for evaluation functions in the United Nations system. Mr. Craft has also worked as a consultant for the Multilateral Diplomacy Program of the United Nations Institute for Training and Research and has supported local conflict transformation initiatives in the Democratic Republic of Congo. Mr. Craft holds a dual master's degree in international affairs from Columbia University and Sciences Po (Paris).

- **Mr. Caio CSERMAK** (Research Analyst), is a substitute professor in the international relations course at Paraíba State University (Brazil). Between 2009 and 2013, Mr. Csermak worked in Brazil as a programme assistant on intermittent occasions for UNIFEM, UN Women and the Inter-agency Programme for the Promotion of Gender and Ethnic-Racial Equality. Starting in 2015, Mr. Csermak has been conducting programmatic and thematic evaluations for UN System organisms such as UN Women, UNESCO, UNHCR and UNFPA. In addition, Mr. Csermak has worked on the production of social and cultural projects, as well as curating and designing artistic realizations in the areas of music, literature, visual arts, and cinema. Mr. Csermak holds a master's degree in social anthropology from University of Brasília and a dual PhD in social anthropology from University of São Paulo (Brazil) and University of Music Franz Liszt Weimar (Germany).

7.4. Detailed Evaluability Assessment

Assessment of the Country Office SN Theory of change/logic model

Country Office SN Theory of change/logic model	
Does the SN clearly identify the problem and target population (context analysis)?	[Yes] **Observation:** **Problem** (according to the SN Theory of Change): (i) women are under-represented in decision-making processes, and have lack of influence in the formulation, implementation and monitoring of national and subnational laws, policies, plans and budgets; (ii) public and private companies and institutions have not adopted, implemented and monitored policies and strategies to strengthen women's economic rights and opportunities and (iii) an enabling legislation, policy and social environment is not in place to end violence against women and girls. **Target population**: Women and girls, especially those facing multiple forms of discrimination. Highlight to: Women's organizations, especially regional and national networks of black, *quilombolas* and indigenous women; *quilombolas* and indigenous leaderships; women candidates; gender equality advocates; women human rights defenders; women entrepreneurs; women workers' associations; and Venezuelan migrants and refugees.
Are gender inequality factors and women's needs clearly and explicitly identified?	[Yes] **Observation:** In addition to the structural causes of gender inequality in Brazil, the SN also addresses the multiple barriers and the diverse factors of exclusion faced by Brazilian women and girls, especially the intersectionality between gender, income, race, and ethnic inequalities.
Does the SN have a clear strategic intent and a theory of change?	[Yes] **Observation:** According to the SN Theory of Change: IF (i) women participate in decision-making processes, and influence formulation, implementation and monitoring of national and subnational laws, policies, plans and budgets; IF (ii) policies and strategies of public and private companies and institutions to strengthen women's economic rights and opportunities are adopted, implemented and monitored; and IF (iii) an enabling legislation, policy and social environment is in place to end violence against women and girls; THEN (iv) more just levels of gender equality and women's empowerment will be reached in Brazil so that women and girls, especially those facing multiple forms of discrimination, will be able to exercise their human rights on an equal footing with men and boys and to equally contribute to and benefit from development BECAUSE (v) structural and intersected inequalities and discrimination will have been addressed.
Does the SN have clear goals, objectives and results?	[Yes] **Observation:** According to the SN Theory of Change: **Main goal**: To reach better levels of gender equality and women's empowerment in Brazil so that women and girls, especially those facing multiple forms of discrimination, will be able to exercise their human rights on an equal footing with men and boys and to equally contribute to and benefit from development. **Outcome 1 goal**: To increase the participation of women, particularly those facing multiple forms of discrimination, in decision-making processes, and their influence in the formulation, implementation and monitoring of national and subnational laws, policies, plans and budgets; **Outcome 2 goal**: To reach the adoption, implementation and monitoring of policies and strategies of public and private companies and institutions to strengthen women's economic rights and opportunities; and

	Outcome 3 goal: To create an enabling legislation, policy and social environment to prevent and respond to violence against women and girls.
Does the SN articulate levels of activities, financial resources, results and strategies?	[Yes] **Observation:** The SN has 3 outcomes, 8 outputs and 34 indicators, which corresponds to 35 completed or ongoing projects and dozens of activities articulated through the SN DRF.

Conduciveness of the context to conduct the CPE

What is the level of UN Women Country Office key stakeholders' involvement and perspective towards the CPE?	[High] **Observation:** The SN Mid-Term Review concluded that UN Women has a solid reputation among its stakeholders in Brazil and this results from the implementation of programmes in close dialogue with its main stakeholders and the building of longstanding relationships with them. The exploratory interviews of this CPE showed that even in a challenging scenario, UN Women managed to maintain a close dialogue with its main stakeholders, including the Federal Government of Brazil, and expanded its base of partnerships.
What is the overall socio-political context and conduciveness to conduct the CPE?	[Medium] **Observation:** Since 2015, Brazil has been passing through an economic crisis that combines low or negative GDP growth and rising inflation, especially for food and fuel. In addition to the economic crisis, the period from 2016 - the year in which UN Women designed and approved its current Strategic Note - until 2021 has been marked by political instability and transition. Besides that, the country has been facing a political context of growing conservatism, which have been resulting in setbacks for women activists and organizations.

Accountability

Does the Country Office have a clear management structure to implement the SN?	[Yes] **Observation:** Although the Country Office has faced challenges such as staff turnover, positions which are still not filled and the allocation of a local team in Roraima, the management structure and the chain of command for the implementation of the Strategic Note are clear in the office's administrative documents and organigram.
Are there any significant leadership issues that have influenced the SN implementation	[Yes] **Observation:** The Brazil Country Office was without an official Representative throughout the year of 2019, when one of the Project Managers took on the role of Interim Representative. In addition, due to staff turnover, some outcome areas and projects were without leadership for several months, as is the case of the EVAW area (Outcome 3).
Does the programme have a transparent performance assessment and reporting system?	[Yes] **Observation:** Despite some challenges for the reporting system – such as the high number of indicators before the SN revision in 2020 and missing information in the monitoring of some projects –, there is a transparent assessment and reporting system in place at the Brazil Country Office. The main reporting tools are the Quarterly and Annual Reports and they have been filled out carefully and completely.

Quality and completeness assessment rating scale of DRF/OEEF

The quality analysis of the results, outputs and indicators of Brazil Country Office results frameworks (DRF and OEEF) was conducted using the SMART criteria - specific, measurable, achievable, realistic and time-bound - and the Results Based Management principles. The following table provides the methodological basis for the evaluation and scoring of results, products and indicators.

Table 14. Rating guidance for Results Framework

Rating Guidance[43]		
Weak = few attributes (~1-3)	**Adequate** = some attributes (~4-6)	**Strong** = many attributes (~6+)
Where limited feedback is written, assess based on provided feedback.		
Key successful attributes		
Outcomes	**Outputs**	**Indicators**
• UN Women can influence or contribute to change • Intermediate-level scope of change • Change in behavior, institutional performance, attitude, beliefs • Singular Focus • Specific • Measurable • Achievable • Time-bound	• Within control of UN Women or partners (responsible party) • Immediate-level change (during programme) • Change in any of the following, among others: skills, abilities, knowledge, awareness, capacity, accountability; availability of products, data, or services; something created, built or repaired; Institutional arrangements, leadership, efficiency; advocacy or dialogue mechanisms. • Singular focus • Specific (Sets precise criteria for success) • Uses change language (not action language)	• Clearly measures change (output) or potential for change (outcome) • Logical direct (preferred) or proxy (acceptable) indication of change • Clearly aligned to output(s) • Singular Focus • Specific (Sets precise criteria for success) • Plain language • Valid / Reliable • Measurable • Available & Timely

DRF Quality and Completeness Assessment

Table 15. DRF Outcomes, Outputs and Indicators

OUTCOMES/ OUTPUTS		QUALITY SCORE	INDICATORS	QUALITY SCORE
SP Outcome 1	**Women lead, participate in and benefit equally from governance systems**			
SN Outcome 1.1	**Women, particularly those facing multiple forms of discrimination, increasingly participate in decision-making processes; and influence formulation, implementation and monitoring of national and subnational laws, policies, plans and budgets.**	**Rating:** Adequate **Pro:** UN Women can contribute to change; and the target population is defined. **Con:** Needs better definition: which decision-making processes, laws and policies should be in focus?	***SN Indicator 1.1G Percentage of women elected for the Lower House, disaggregated by race and ethnicity*** ***Targets*** ***Value:*** *15 (2018) [White 7; Black; 7; Indigenous: 1]* ***Target year:*** *2021* ***Value:*** *15 (2018) [White 7; Black; 7; Indigenous: 1]* ***Target year:*** *2020* ***Value:*** *15 [White 7; Black; 7; Indigenous: 1]* ***Target year:*** *2019*	**Rating:** **1.1G**: Adequate **Pros:** Strong alignment with outcome; clearly measures change; and data is reliable. **Cons:** Measured every four years. It does not capture other types of participation and influence.

[43] This rating table is credited to the Cambodia CPE evaluation team.

OUTCOMES/ OUTPUTS		QUALITY SCORE	INDICATORS	QUALITY SCORE
SP Outcome 1	**Women lead, participate in and benefit equally from governance systems**			
			Value: *15 [White 7; Black; 7; Indigenous: 1]* ***Target year:*** *2018* ***Value:*** *9,94 [disaggregation is not available]* ***Target year:*** *2017* ***Baseline*** ***Value:*** *9.94 [disaggregation is not available]* ***Year:*** *2014* ***Source:*** *Superior Electoral Court* ***SN Indicator 1.1M Number of initiatives on Parity Democracy implemented by the government, the parliament, the electoral justice, and political parties with UN Women's support (each year)*** ***Targets*** ***Value:*** *2* ***Target year:*** *2021* ***Value:*** *3* ***Target year:*** *2020* ***Value:*** *10* ***Target year:*** *2019* ***Value:*** *10* ***Target year:*** *2018* ***Value:*** *10* ***Target year:*** *2017* ***Baseline*** ***Value:*** *0* ***Year:*** *2016* ***Source:*** *UN Women records* ***SN Indicator 1.1N Number of national and subnational M&E mechanisms of plans of policies for women in full operation*** ***Targets*** ***Value:*** *2* ***Target year:*** *2021* ***Value:*** *2* ***Target year:*** *2020* ***Value:*** *2* ***Target year:*** *2019* ***Value:*** *2* ***Target year:*** *2018* ***Value:*** *2* ***Target year:*** *2017* ***Baseline*** ***Value:*** *2* ***Year:*** *2016* ***Source:*** *National Secretariat for Policies for Women*	**1.1M**: Adequate **Pros:** Achievable; measurable; time-bound; and shows UN Women's contribution to change. **Cons:** Non-specific; lack of a clear source; and multiple focus. **1.1N**: Weak **Pros:** Clearly related to the outcome; and reliable source of data. **Cons:** Non-specific; what is meant by full operation?; and UN Women contribution to change is not evident.

OUTCOMES/ OUTPUTS		QUALITY SCORE	INDICATORS	QUALITY SCORE
SP Outcome 1	**Women lead, participate in and benefit equally from governance systems**			
Output 1.1.1	**National and subnational governments, the parliament, political parties and the electoral monitoring body have enhanced capacity to formulate, implement and monitor laws, policies, plans and budgets responsive to the needs of women and girls, particularly those facing multiple forms of discrimination.**	**Rating:** Strong **Pro:** Within control of UN Women; proposes an immediate-level changing; and uses change language. **Con:** Multi focused (laws, policies, plans and budgets).	***Indicator 1.1.1A*** *Number of knowledge products on Parity Democracy developed by UN Women (each year)* ***Targets*** ***Value:*** *3* ***Target year:*** *2021* ***Value:*** *10* ***Target year:*** *2020* ***Value:*** *not available* ***Target year:*** *2019* ***Value:*** *not available* ***Target year:*** *2018* ***Value:*** *not available* ***Target year:*** *2017* ***Baseline*** ***Value:*** *0* ***Year:*** *2019* ***Source:*** *UN Women records*	**Rating:** **1.1.1 A**: Weak **Pros:** Achievable; measurable; and singular focus. **Cons:** Weak alignment with output; doesn't specify whether knowledge products translate into duty bearers enhanced capacity; and less than two indicator per output.
Output 1.1.2	**Women and gender equality advocates, particularly those facing multiple forms of discrimination, have enhanced capacity to participate in decision-making processes; and to influence formulation, implementation and monitoring of national and subnational laws, policies, plans and budgets to promote women's rights, leadership and political participation.**	**Rating:** Adequate **Pro:** Within control of UN Women; proposes an immediate-level changing; and uses change language. **Con:** The target population could have been defined more precisely; and multi focused (national and subnational laws, policies, plans and budgets).	***Indicator 1.1.2A*** *Number of women candidates with increased knowledge and skills on the electoral system and on Parity Democracy, with UN Women's support (cumulative)* ***Targets*** ***Value:*** *700: [White: 300; Black: 300; Indigenous: 100]* ***Target year:*** *2021* ***Value:*** *700 [White: 300; Black: 300; Indigenous: 100]* ***Target year:*** *2020* ***Value:*** *not available* ***Target year:*** *2019* ***Value:*** *not available* ***Target year:*** *2018* ***Value:*** *not available* ***Target year:*** *2017* ***Baseline*** ***Value:*** *100* ***Year:*** *2019* ***Source:*** *UN Women records* ***Indicator 1.1.2B*** *Number of women and gender equality advocates with increased knowledge and skills to influence and monitor national and subnational policies and plans to promote women's rights, leadership and political*	**Rating:** **1.1.2 A**: Adequate **Pros:** Specific; measurable; time-bound; and achievable. **Cons:** Doesn't measure whether increased knowledge on the electoral system and on Parity Democracy leads to enhanced capacity to influence formulation, implementation and monitoring of national and subnational laws, policies, plans and budgets **1.1.2 B**: Strong **Pros:** Clearly aligned with output; measurable; time-bound; and achievable. **Cons:** Targets should

OUTCOMES/ OUTPUTS		QUALITY SCORE	INDICATORS	QUALITY SCORE
SP Outcome 1	**Women lead, participate in and benefit equally from governance systems**			
			participation, with UN Women's support (cumulative) ***Targets*** ***Value:*** *40 [White: 15; Black: 15; Indigenous: 10]* ***Target year:*** *2021* ***Value:*** *20 [White: 10; Black: 10; Indigenous: 0]* ***Target year:*** *2020* ***Value:*** *not available* ***Target year:*** *2019* ***Value:*** *not available* ***Target year:*** *2018* ***Value:*** *not available* ***Target year:*** *2017* ***Baseline*** ***Value:*** *0* ***Year:*** *2019* ***Source:*** *UN Women records*	be more robust in order to achieve the level of results desired.

OUTCOMES/ OUTPUTS		QUALITY SCORE	INDICATORS	QUALITY SCORE
SP Outcome 2	**Women have income security, decent work and economic autonomy**			
SN Outcome 2.1	**Policies and strategies of public and private companies and institutions to strengthen women's economic rights and opportunities are adopted, implemented and monitored.**	**Rating:** Weak **Pros:** UN Women can contribute to change; and intermediate-level scope of change. **Cons:** It doesn't use plain language and neither singular focus; the duty bearer is not clear in the sentence; it needs better specification (which kind of companies and institutions?).	***SN Indicator 2.1A*** *Number of companies that adopted, implemented and monitored gender equality action plans (each year)* ***Targets*** ***Value:*** *100* ***Target year:*** *2021* ***Value:*** *100* ***Target year:*** *2020* ***Value:*** *not available* ***Target year:*** *2019* ***Value:*** *not available* ***Target year:*** *2018* ***Value:*** *not available* ***Target year:*** *2017* ***Baseline*** ***Value:*** *0* ***Year:*** *2019* ***Source:*** *Questionnaire* ***SN Indicator 2.1C Percentage of women not contributing to the national social security scheme*** ***Targets*** ***Value:*** *32% [White: 32; Black: 36; Indigenous: not available]* ***Target year:*** *2021*	**Rating:** **2.1 A**: Weak **Pros:** Achievable; measurable. **Cons:** No specific and not singular focus. Lack of data available; resource consuming indicator. Adopting is different from monitoring. **2.1 C**: Weak **Pros:** Specific; measurable; and reliable data source. **Cons:** Proxy indicator;

OUTCOMES/ OUTPUTS		QUALITY SCORE	INDICATORS	QUALITY SCORE
SP Outcome 2	**Women have income security, decent work and economic autonomy**			
			Value: *33% [White: 33; Black: 38; Indigenous: not available]* ***Target year:*** *2020* ***Value:*** *34% [White: 34; Black: 40; Indigenous: not available]* ***Target year:*** *2019* ***Value:*** *35% [White: 35; Black: 42; Indigenous: not available]* ***Target year:*** *2018* ***Value:*** *36% [White: 36; Black: 43; Indigenous: not available]* ***Target year:*** *2017* ***Baseline*** ***Value:*** *37,4* ***Year:*** *2014* ***Source:*** *PNAD (IBGE)* ***SN Indicator 2.1E Percentage of gender pay gap*** ***Targets*** ***Value:*** *27% [White: 27.5; Black: 55.5; Indigenous: not available]* ***Target year:*** *2021* ***Value:*** *27.5% [White: 28; Black: 56; Indigenous: not available]* ***Target year:*** *2020* ***Value:*** *28 [White: 28.5; Black: 56.5; Indigenous: not available* ***Target year:*** *2019* ***Value:*** *28,5 [White: 29; Black: 57; Indigenous: not available* ***Target year:*** *2018* ***Value:*** *29 [White: 30; Black: 59; Indigenous: not available* ***Target year:*** *2017* ***Baseline*** ***Value:*** *29.7 [disaggregation is not available]* ***Year:*** *2014* ***Source:*** *PNAD (IBGE)*	needs stronger alignment with output in order to clearly measure change; and UN Women contribution isn't evident. **2.1 E**: Weak **Pros:** Specific; measurable; and reliable data source. **Cons:** Proxy indicator; needs stronger alignment with output in order to clearly measure change; and UN Women contribution is not evident.
Output 2.1.1	**National and subnational governments, public and private companies and institutions have enhanced capacity to formulate, implement and monitor policies and strategies to promote**	**Rating:** Adequate **Pros:** Within control of UN Women; promotes change in duty bearer's capacity; uses change language. **Cons:** Multi focused (national and subnational	***Indicator 2.1.1A*** *Number of companies and institutions that developed gender equality action plans with UN Women's support (each year)* ***Targets*** ***Value:*** *40* ***Target year:*** *2021* ***Value:*** *40* ***Target year:*** *2020* ***Value:*** *not available* ***Target year:*** *2019*	**Rating:** **2.1.1 A**: Weak **Pros:** Specific; and measurable. **Cons:** Lack of data available; and resource consuming indicator.

OUTCOMES/ OUTPUTS		QUALITY SCORE	INDICATORS	QUALITY SCORE
SP Outcome 2	**Women have income security, decent work and economic autonomy**			
	decent work, social protection and entrepreneurship for women, particularly those facing multiple forms of discrimination.	governments, public and private companies and institutions); challenge to measure diverse results (decent work, social protection and entrepreneurship).	***Value:*** *not available* ***Target year:*** *2018* ***Value:*** *not available* ***Target year:*** *2017* ***Baseline*** ***Value:*** *0* ***Year:*** *2019* ***Source:*** *Questionnaires* ***Indicator 2.1.1B*** *Number of policy frameworks in support of gender-responsive social protection systems and decent work developed and implemented with UN Women's support (cumulative)* ***Targets*** ***Value:*** *2* ***Target year:*** *2021* ***Value:*** *1* ***Target year:*** *2020* ***Value:*** *not available* ***Target year:*** *2019* ***Value:*** *not available* ***Target year:*** *2018* ***Value:*** *not available* ***Target year:*** *2017* ***Baseline*** ***Value:*** *0* ***Year:*** *2019* ***Source:*** *UN Women records*	**2.1.1 B**: Weak **Pros:** Clearly related to output; and measurable. **Cons:** Lack of data available; lack of reliable data.
Output 2.1.2	**Women's business enterprises and women entrepreneurs have enhanced capacity to participate in dialogues and to influence strategies of public and private companies and institutions, with special focus on gender-sensitive procurement policies.**	**Rating:** Strong **Pros:** Within control of UN Women; uses change language; and proposes changes in right holder's skills; singular focus (gender-sensitive procurement policies). **Cons:** Needs to better define its target population, especially in terms of marginalized groups.	***Indicator 2.1.2A*** *Number of women entrepreneurs who participated in dialogues with UN Women's support (each year)* ***Targets*** ***Value:*** *150 [White: 100; Black: 45; Indigenous: 5]* ***Target year:*** *2021* ***Value:*** *150 [White: 130; Black: 18; Indigenous: 2]* ***Target year:*** *2020* ***Value:*** *not available* ***Target year:*** *2019* ***Value:*** *not available* ***Target year:*** *2018* ***Value:*** *not available* ***Target year:*** *2017* ***Baseline*** *Value: 146 [disaggregation not available] Year: 2019* *Source: Questionnaires and attendance lists*	**Rating:** **2.1.2 A**: Adequate **Pros:** Clearly related to output; specific; measurable; and singular focus. **Cons:** Lack of data available; lack of reliable data; and less than two indicators per output.

OUTCOMES/ OUTPUTS		QUALITY SCORE	INDICATORS	QUALITY SCORE
SP Outcome 2	**Women have income security, decent work and economic autonomy**			
Output 2.1.3	**Women and gender equality advocates, particularly those facing multiple forms of discrimination, have enhanced capacity and opportunities to participate in decision-making processes, and to promote decent work and gender-responsive social protection and macroeconomic policies.**	**Rating:** Adequate **Pros:** Within control of UN Women; uses change language; proposes changes in right holder's skills; and target population is well defined. **Cons:** Multiple focus (decision-making processes, decent work, gender-responsive social protection and macroeconomic policies).	***Indicator 2.1.3A*** *Number of advocacy initiatives to promote decent work and social protection led by women's organizations with UN Women's support (each year)* ***Targets*** ***Value:*** *1* ***Target year:*** *2021* ***Value:*** *1* ***Target year:*** *2020* ***Value:*** *not available* ***Target year:*** *2019* ***Value:*** *not available* ***Target year:*** *2018* ***Value:*** *not available* ***Target year:*** *2017* ***Baseline*** ***Value:*** *0* ***Year:*** *2019* ***Source:*** *UN Women records*	**Rating:** **2.1.3 A**: Weak **Pros:** Specific; and measurable. **Cons:** lack of data available; and less than two indicators per output.

OUTCOMES/ OUTPUTS		QUALITY SCORE	INDICATORS	QUALITY SCORE
SP Outcome 3	**All women and girls live a life free from all forms of violence of violence**			
SN Outcome 3.1	**An enabling legislation, policy and social environment is in place to prevent and respond to violence against women and girls.**	**Rating:** Weak **Pros:** Intermediate-level scope of change. **Cons:** Duty bearers are not defined (legislation, policy and social environment); needs to be more specific about the changes proposed; and what is meant by "is in place"?; and doesn't use the formula (duty bearers/right holders + verb + change in performance/behavior/policies).	***SN Indicator 3.1A: Number of states that use protocols to investigate feminicides (cumulative)*** ***Targets*** ***Value:*** *8* ***Target year:*** *2021* ***Value:*** *8* ***Target year:*** *2020* ***Value:*** *8* ***Target year:*** *2019* ***Value:*** *7* ***Target year:*** *2018* ***Value:*** *5* ***Target year:*** *2017* ***Baseline*** ***Value:*** *0* ***Year:*** *2016* ***Source:*** *UN Women survey with partners* ***SN Indicator 3.1B: Number of formal and non-formal education institutions that use one or more of UN Women's curricula on gender equality (cumulative)*** ***Targets***	**Rating:** **3.1 A**: Adequate **Pros:** Specific; achievable; measurable; and singular focus. **Cons:** Does not specify the UN Women contribution to change; and targets should be more robust in order to achieve the level of results desired. **3.1 B**: Strong **Pros:** Clearly aligned to output; measurable; and singular focus. **Cons:** None.

OUTCOMES/ OUTPUTS		QUALITY SCORE	INDICATORS	QUALITY SCORE
SP Outcome 3	**All women and girls live a life free from all forms of violence of violence**			
			Value: *50* ***Target year:*** *2021* ***Value:*** *40* ***Target year:*** *2020* ***Value:*** *30* ***Target year:*** *2019* ***Value:*** *20* ***Target year:*** *2018* ***Value:*** *10* ***Target year:*** *2017* ***Baseline*** ***Value:*** *0* ***Year:*** *2016* ***Source:*** *UN Women survey with partners*	
Output 3.1.1	**Prevention strategies (education, awareness raising, community mobilization, evidence-based advocacy) increase the knowledge of women, girls, men and boys on violence against women and girls.**	**Rating:** Weak **Pros:** Within control of UN Women; and immediate-level change (during programming). **Cons:** Does not use plain language; needs better definition of duty bearers or right holders; does not use the formula (duty bearers/right holders + verb + change in performance/behavior/policies); and multiple focus (education, awareness raising, community mobilization and evidence-based advocacy).	***Indicator 3.1.1A*** *Percentage of people who received one of UN Women's curricula on gender equality that disagree that men are naturally aggressive and therefore tend to be violent when they get nervous* ***Targets*** ***Value:*** *57 (Baseline + 3)* ***Target year:*** *2021* ***Value:****57 (Baseline + 3)* ***Target year:*** *2020* ***Value:*** *57 (Baseline + 3)* ***Target year:*** *2019* ***Value:*** *57 (Baseline + 3)* ***Target year:*** *2018* ***Baseline*** ***Value:*** *53.4* ***Year:*** *2017* ***Source:*** *Pre- and post-intervention questionnaire* ***Indicator 3.1.1B*** *Number of people reached by UN Women's communication initiatives on Ending Violence Against Women and related issues (each year).* ***Targets*** ***Value:*** *6 million* ***Target year:*** *2021* ***Value:*** *6 million* ***Target year:*** *2020* ***Value:*** *not available* ***Target year:*** *2019* ***Value:*** *not available* ***Target year:*** *2018* ***Value:*** *not available* ***Target year:*** *2017* ***Baseline***	**Rating:** **3.1.1 A**: Weak **Pros:** Clearly related to output; and specific. **Cons:** The design of the indicator is not capable of measuring change, since the baseline is fixed in 2017 and the group under analysis changes every year; resource consuming indicator. **3.1.1 B**: Strong **Pros:** Specific; achievable; measurable; and singular focus. **Cons:** Lack of data available.

OUTCOMES/ OUTPUTS		QUALITY SCORE	INDICATORS	QUALITY SCORE
SP Outcome 3	**All women and girls live a life free from all forms of violence of violence**			
			Value: *6,055,130* ***Year:*** *2019* ***Source:*** *Media clipping*	
Output 3.1.2	**Strengthened capacities of national and subnational authorities and partners to implement and monitor laws, policies, strategies and budgets to respond to violence against women and girls (Maria da Penha Law, Feminicide Law, Network of Services, Ligue/Clique 180, Justice Reform).**	**Rating:** Adequate **Pros:** Within control of UN Women; immediate-level change (during programming); uses change language; and proposes changes in duty bearers capacities; **Cons:** Needs better definition of duty bearers (which national and subnational authorities and partners?); and multiple focus (implement and monitor laws, policies, strategies and budgets).	***Indicator 3.1.2A*** *Number of partners that adapt the guidance on essential services for women and girls in situation of violence with UN Women's support (cumulative).* ***Targets*** ***Value:*** *6* ***Target year:*** *2021* ***Value:*** *3* ***Target year:*** *2020* ***Value:*** *not available* ***Target year:*** *2019* ***Value:*** *not available* ***Target year:*** *2018* ***Value:*** *not available* ***Target year:*** *2017* ***Baseline*** ***Value:*** *0* ***Year:*** *2019* ***Source:*** *UN Women records* ***Indicator 3.1.2B*** *Percentage of partners who benefit from UN Women's initiatives, who report being better prepared to defend rights, and sustain prevention and response to violence against women and girls.* ***Targets*** ***Value:*** *60* ***Target year:*** *2021* ***Value:*** *60* ***Target year:*** *2020* ***Value:*** *not available* ***Target year:*** *2019* ***Value:*** *not available* ***Target year:*** *2018* ***Value:*** *not available* ***Target year:*** *2017* ***Baseline***	**Rating:** **3.1.2 A**: Weak **Pros:** Clearly related to output; and shows UN Women contribution to chance. **Cons:** Non-specific: which partners?; language is not plain: what is meant by adapt?; and targets should be more robust in order to achieve the level of results desired. **3.1.2 B**: Weak **Pros:** Clearly related to output; and specific. **Cons:** Lack of data available; challenge to measure change and resource consuming indicator.

OUTCOMES/ OUTPUTS		QUALITY SCORE	INDICATORS	QUALITY SCORE
SP Outcome 3	**All women and girls live a life free from all forms of violence of violence**			
			Value: *Baseline study is underway, to be completed in September 2020* ***Year:*** *2020* ***Source****: UN Women records*	

OEEF Quality and Completeness Assessment

Table 16. OEEF Output Clusters and Indicators

OUTPUTS		QUALITY SCORE	INDICATORS	QUALITY SCORE
Output Cluster 1: To drive more effective and efficient United Nations System coordination on gender equality and women's empowerment				
Output 1.1	**UN Women Country Office effective leads, coordinates and promotes accountability for the implementation of gender and racial equality commitments across the UN System**	**Rating:** Strong **Pros:** Within control of UN Women; achievable; and responsibilities are well defined. **Cons:** Needs better specification: which gender and racial equality commitments?	***Indicator 1.1B*** *UNCT conducts assessment on performance indicators on gender and racial equality (Gender and Race Score cards)* ***Targets*** ***Value:*** *Yes* ***Target year:*** *2021* ***Value:*** *Yes* ***Target year:*** *2020* ***Value:*** *No* ***Target year:*** *2019* ***Value:*** *No* ***Target year:*** *2018* ***Value:*** *No* ***Target year:*** *2017* ***Baseline*** ***Value:*** *No* ***Year:*** *2016* ***Source:*** *UN Women records* ***Indicator 1.1E*** *Number of joint initiatives implemented by the IATG on Gender, Race and Ethnicity (each year)* ***Targets*** ***Value:*** *10* ***Target year:*** *2021* ***Value:*** *10* ***Target year:*** *2020* ***Value:*** *10* ***Target year:*** *2019* ***Value:*** *10* ***Target year:*** *2018* ***Value:*** *10* ***Target year:*** *2017* ***Baseline*** ***Value:*** *12* ***Year:*** *2015* ***Source:*** *UN Women records*	**Rating:** **1.1B**: Adequate **Pros: S**ingular focus; some change measured; and aligned with output. **Cons:** Impact not measured, since the assessment results are not taken into account. **1.1E**: Strong **Pros:** Clearly aligned to output; logical indication of change; singular focus; and plain language. **Cons:** None.

OUTPUTS		QUALITY SCORE	INDICATORS	QUALITY SCORE
Output Cluster 2: To institutionalize a strong culture of innovation, results-based management, reporting, knowledge management and evaluation				
Output 2.1	**UN Women practices results-based management in all phases of programming cycle (formulation, implementation, monitoring and evaluation)**	**Rating:** Strong **Pros:** Within control of UN Women; achievable; and specific. **Cons:** Needs better definition of responsibilities.	***Indicator 2.1A*** *Percentage of programme staff trained in RBM* ***Targets*** ***Value:*** *100%* ***Target year:*** *2021* ***Value:*** *100%* ***Target year:*** *2020* ***Value:*** *not available* ***Target year:*** *2019* ***Value:*** *not available* ***Target year:*** *2018* ***Value:*** *not available* ***Target year:*** *2017* ***Baseline*** ***Value:*** *42%* ***Year:*** *2019* ***Source:*** *UN Women HR records*	**Rating:** **2.1A**: Adequate **Pros:** Singular focus; some change measured; and aligned with output. **Cons:** Indication of change could be more explicit; and less than two indicators per output.
Output 2.2	**UN Women is a recognized hub of knowledge on achieving gender equality and women's empowerment**	**Rating:** Adequate **Pros:** Achievable; and singular focus. **Cons:** Needs better specification: Recognized by whom?	***Indicator 2.2A*** *Number of knowledge products (each year)* ***Targets*** ***Value:*** *15* ***Target year:*** *2021* ***Value:*** *15* ***Target year:*** *2020* ***Value:*** *15* ***Target year:*** *2019* ***Value:*** *15* ***Target year:*** *2018* ***Value:*** *15* ***Target year:*** *2017* ***Baseline*** ***Value:*** *32* ***Year:*** *2016* ***Source:*** *UN Women records*	**Rating:** **2.2A**: Adequate **Pros:** Singular focus; some change measured; and aligned with output. **Cons:** Indication of change could be more explicit; and less than two indicators per output.
Output 2.3	**A clear evidence base is generated from high quality programme evaluations for learning, decision-making and accountability**	**Rating:** Adequate **Pros:** Achievable; and specific. **Cons:** Needs better specification: What kind of evidence base should be generated? Whose responsibility is this?	***Indicator 2.3B*** *Number of decentralized evaluations completed (each year)* ***Targets*** ***Value:*** *1* ***Target year:*** *2021* ***Value:*** *1* ***Target year:*** *2020* ***Value:*** *1* ***Target year:*** *2019* ***Value:*** *1* ***Target year:*** *2018* ***Value:*** *0* ***Target year:*** *2017* ***Baseline*** ***Value:*** *0* ***Year:*** *2016* ***Source:*** *UN Women GATE*	**Rating:** **2.3B**: Adequate **Pros:** Clearly related to output; measurable; and time-bound. **Cons:** it does not address use and less than two indicators per output.

OUTPUTS		QUALITY SCORE	INDICATORS	QUALITY SCORE
Output Cluster 3: To enhance organizational effectiveness, with a focus on management of financial and human resources in pursuit of results				
Output 3.1	**Increased capacity of UN Women Country Office to deliver on results**	**Rating:** Strong **Pros:** Uses plain language; and measurable. **Cons:** None	***Indicator 3.2A*** *Delivery Rate* ***Targets:*** ***Value:*** *85%* ***Target year:*** *2021* ***Value:*** *85%* ***Target year:*** *2020* ***Value:*** *92%* ***Target year:*** *2019* ***Value:*** *92%* ***Target year:*** *2018* ***Value:*** *90%* ***Target year:*** *2017* ***Baseline*** ***Value:*** *89,29%* ***Year:*** *2016* ***Source:*** *UN Women Executive Dashboard and Atlas* ***Indicator 3.2B*** *Percentage of Brazil Country Office staff members completing mandatory trainings* ***Targets*** ***Value:*** *100%* ***Target year:*** *2021* ***Value:*** *100%* ***Target year:*** *2020* ***Value:*** *not available* ***Target year:*** *2019* ***Value:*** *not available* ***Target year:*** *2018* ***Value:*** *not available* ***Target year:*** *2017* ***Baseline*** ***Value:*** *68%* ***Year:*** *2019* ***Source:*** *UN Women HR records*	**Rating:** **3.2A**: Strong **Pros:** Clearly related to output; specific; and measurable. **Cons:** None. **3.2B**: Adequate **Pros:** Singular focus; some change measured; and specific. **Cons:** Lack of data available; and indication of change could be more explicit.
Output 3.2	**Increased capacity of UN Women Country Office for risk management, accountability, harmonization of business practices and transparency in its operations**	**Rating:** Strong **Pros:** Uses plain language; measurable. **Cons:** Not specific.	***Indicator 3.3C*** *Percentage of Brazil Country Office compliance with UN Security Risk Management requirements* ***Targets*** ***Value:*** *100%* ***Target year:*** *2021* ***Value:*** *100%* ***Target year:*** *2020* ***Value:*** *100%* ***Target year:*** *2019* ***Value:*** *100%* ***Target year:*** *2018* ***Value:*** *100%* ***Target year:*** *2017* ***Baseline***	**Rating:** **3.3C**: Strong **Pros:** Clearly related to output; specific; measurable; and time-bound. **Cons:** None.

OUTPUTS		QUALITY SCORE	INDICATORS	QUALITY SCORE
Output Cluster 3: To enhance organizational effectiveness, with a focus on management of financial and human resources in pursuit of results				
			Value: *98%* ***Year:*** *2016* ***Source:*** *UN Women records* ***Indicator 3.3D*** *Percentage of Brazil Country Office compliance with audit recommendations* ***Targets*** ***Value:*** *100%* ***Target year:*** *2021* ***Value:*** *100%* ***Target year:*** *2020* ***Value:*** *not applicable* ***Target year:*** *2019* ***Value:*** *not applicable* ***Target year:*** *2018* ***Value:*** *not applicable* ***Target year:*** *2017* ***Baseline*** ***Value:*** *0%* ***Year:*** *2019* ***Source:*** *Audit Report Management Action Plan*	**3.3D**: Strong **Pros:** Clearly related to output; specific; measurable; and time-bound. **Cons:** None.

OUTPUTS		QUALITY SCORE	INDICATORS	QUALITY SCORE
Output Cluster 4: To leverage partnerships and resources in support of UN-Women's mandate				
Output 4.1	**Resource base is expanded to fully implement UN Women Country Office Strategic Note and Annual Work Plan**	**Rating:** Adequate **Pros:** Uses plain language; measurable; and specific. **Cons:** Needs better specification: Financial and/or human resources? Whose responsibility is this?	***Indicator 4.2A*** *Amount in USD of non-core contributions per year* ***Targets*** ***Value:*** *1,483,445.45* ***Target year:*** *2021* ***Value:*** *2,491,375.16* ***Target year:*** *2020* ***Value:*** *2,585,996.81* ***Target year:*** *2019* ***Value:*** *2,660,585.80* ***Target year:*** *2018* ***Value:*** *1,863,699.00* ***Target year:*** *2017* ***Baseline*** ***Value:*** *1.695.699,00* ***Year:*** *2016* ***Source:*** *UN Women Atlas* ***Indicator 4.2B*** *Percentage of timely and quality reports submitted to donors*	**Rating:** **4.2A**: Strong **Pros:** Clearly aligned with output; logical indication of change; singular focus; and plain language. **Cons:** None. **4.2B**: Adequate

OUTPUTS		QUALITY SCORE	INDICATORS	QUALITY SCORE
Output Cluster 4: To leverage partnerships and resources in support of UN-Women's mandate				
			Targets ***Value:*** *100%* ***Target year:*** *2021* ***Value:*** *100%* ***Target year:*** *2020* ***Value:*** *100%* ***Target year:*** *2019* ***Value:*** *100%* ***Target year:*** *2018* ***Value:*** *100%* ***Target year:*** *2017* ***Baseline*** ***Value:*** *100%* ***Year:*** *2015* ***Source:*** *UN Women DAMS*	**Pros:** Singular focus; specific; time-bound; and plain language. **Cons:** None.
Output 4.3	**Increased UN Women Country Office communication capacity**	**Rating:** Weak **Pros:** Uses plain language. **Cons:** Non-specific: What is meant by communication capacity? What are the means of verification? Whose responsibility is this?	***Indicator 4.3E*** *Number of followers of HeforShe social networks (cumulative)* ***Targets*** ***Value:*** *68,000* ***Target year:*** *2021* ***Value:*** *66,000* ***Target year:*** *2020* ***Value:*** *64,000* ***Target year:*** *2019* ***Value:*** *62,000* ***Target year:*** *2018* ***Value:*** *60,000* ***Target year:*** *2017* ***Baseline*** ***Value:*** *10,000* ***Year:*** *2016* ***Source:*** *Facebook, Twitter, Instagram* ***Indicator 4.3F*** *Number of mentions of UN Women in the media (each year)* ***Targets*** ***Value:*** *900* ***Target year:*** *2021* ***Value:*** *900* ***Target year:*** *2020* ***Value:*** *900* ***Target year:*** *2019* ***Value:*** *900* ***Target year:*** *2018* ***Value:*** *900* ***Target year:*** *2017* ***Baseline*** ***Value:*** *900* ***Year:*** *2016* ***Source:*** *Media clipping* ***Indicator 4.3G*** *Number of followers of Brazil Country*	**Rating:** **4.3E**: Strong **Pros:** Logical indication of change; clearly related to output; singular focus; measurable; and plain language. **Cons:** None. **4.3F**: Adequate **Pros: C**learly related to output; singular focus; measurable; and plain language **Cons:** Not specific, does not disaggregate whether mentions are by official accounts of partners or private individuals and nature of content in which UN women is mentioned. **4.3G**: Strong

OUTPUTS		QUALITY SCORE	INDICATORS	QUALITY SCORE
Output Cluster 4: To leverage partnerships and resources in support of UN-Women's mandate				
			Office social networks (cumulative) ***Targets*** ***Value:*** *400,000* ***Target year:*** *2021* ***Value:*** *350,000* ***Target year:*** *2020* ***Value:*** *300,000* ***Target year:*** *2019* ***Value:*** *250,000* ***Target year:*** *2018* ***Value:*** *200,000* ***Target year:*** *2017* ***Baseline*** ***Value:*** *161,164* ***Year:*** *2016* ***Source:*** *Facebook, Twitter, Instagram*	**Pros:** Logical indication of change; clearly related to output; singular focus; measurable; and plain language. **Cons:** Does not measure engagement of followers.
Output 4.4	**Gender equality advocates, particularly those facing multiple forms of discrimination, have enhanced capacity to participate in and influence intergovernmental processes and fora (B+25, 1325+20, CSW, CEDAW, UPR, International Decade of People of African Descent)**	**Rating:** Adequate **Pros:** Within control of UN Women; uses plain language; and specific. **Cons:** It looks like a DRF output.	***Indicator 4.4A*** *Number of gender equality advocates who participate in Conferences and/or parallel events with UN Women support each year* ***Targets*** ***Value:*** *3 [White: 1; Black: 1; Indigenous: 1]* ***Target year:*** *2021****Value:*** *3 [White: 1; Black: 1; Indigenous: 1]* ***Target year:*** *2020* ***Value:*** *3 [White: 1; Black: 1; Indigenous: 1]* ***Target year:*** *2019* ***Value:*** *3 [White: 1; Black: 1; Indigenous: 1]* ***Target year:*** *2018* ***Value:*** *3 [White: 1; Black: 1; Indigenous: 1]* ***Target year:*** *2017* ***Baseline*** ***Value:*** *2 [disaggregation is not available]* ***Year:*** *2015* ***Source:*** *UN Women records*	**Rating:** **4.4A**: Strong **Pros:** Clearly related to output; measurable; singular focus **Cons:** Could be more specific about the types of events; and less than two indicators per output.

7.5. Data Management Plan

Introduction

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

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

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

Collection of data and study materials

Type of data

The Independent Evaluation Service (IES) evaluates UN Women's work to assess the achievements and challenges and to support learning and decision-making for the next Strategic Note (SN) period of the Brazil Country Office. The evaluation team is comprised by the Regional Evaluation Specialist at the IES and two independent evaluation consultants.

The data collection process is organized via semi-structured interviews, on-line surveys and desk reviews. Therefore, digital statistical (surveys) and textual data (interview notes, documents) will be collected and stored using UN Women SharePoint/OneDrive accessible by evaluation team members only. The only personal data collected and used in this evaluation will be: names and last names of the interviewees, their function in the organization/institution and the affiliated institution. Personal names and last names will not be published in any of the reports and will be known only to the evaluation team members.

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

Methods of data / materials collection

Interviews will be organized remotely using online communication tools (MS teams, zoom) or telephone lines. Meeting minutes will be taken (MS Word) and stored. No audio recordings will be made. Survey will be designed using MS forms and distributed to UN Women staff (WPS specialists) and targeted civil society

organizations via email link. Survey will ask for identification of UN Women Country Office / Presence or an organization but will not ask for the personal data of those filling the questionnaire.

Quality assurance and data validation

The evaluation will adhere to UN Women Evaluation Policy, UNEG Norms and Standards for Evaluation, Ethical Guidelines and Code of Conduct, UNEG guidance on integrating Human Rights and Gender Equality in evaluations with gender responsive and human rights approaches integrated into the approach. To ensure quality and that all required information is included, the evaluation team will self-assess the draft evaluation report using the UN Women Global Evaluation Reports Assessment and Analysis System (GERAAS) tool. No automatic processes of data validation will be introduced. Raw data will be quality assured by the evaluation team members (which will be the only persons having access to them) using cross reference and triangulation of data from different sources. Processed data in a form of findings and reports will be subject to quality review / validation by the peer reviewer, the evaluation reference group, and the evaluation management group. Due to the dual role of the regional evaluation specialist in this evaluation, as both team leader and manager of the evaluation, Peer Reviewers from IEAS were engaged to add an extra set of objective eyes and ensure that the GERAAS criteria and UN Ethical Guidelines are adhered to.

Treatment of consulted populations

Consulted population will include: UN Women personnel, partner UN and other development agencies, donor/development partners' representatives, government representatives, academia, civil society organizations, grass root and informal groups. Most of the targeted key informants are not characterized as vulnerable.

Evaluation also aims to capture the perspective of the right holders belonging to vulnerable groups in the communities at risk of radicalization and / or affected by trafficking, including women peacebuilders, members of vulnerable communities themselves, children and youth, war widows and military widows, victims of human trafficking, victims of sexual and gender-based violence in conflict. It is expected they will be voiced through their associations or grassroot and other civil society organizations' representatives that are providing services to them.

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

In all cases, evaluation will be conducted with integrity and respect for the beliefs, manners and customs of the social and cultural environment; for human rights and gender equality; and for the 'do no harm' principle. Interviews will be led with a tone of respect, openness and rapport. Evaluators will respect the rights of institutions, organizations and individuals to provide information in confidence. Before collecting any data, an explanation of the purpose and the intention of the evaluation will be provided in the language of the interview and explicit oral consent will be sought. Presentation of findings in the report will ensure anonymity of the key informants. Sensitive data will be protected and ensure they cannot be traced to its source. Actual names of participants are not to be included in the Final Evaluation Report.

Storage, security and backup

Software and platforms used for data processing: Microsoft word, excel and PowerPoint will be used to store and present data. Microsoft Forms will be used for quantitative data analysis of the survey. Collected data will be shared and stored via secure file sharing service - UN Women MS One Drive SharePoint folder and will be protected under overall data protection mechanisms by UN Women IT service. The folder will be accessible to evaluation team members only.

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

Archiving, preservation, and curation

Upon completion of the evaluation, IES evaluation team leader will create a clean dataset containing files that might be relevant for further use in evaluations and research by UN Women. UN Women recommends preserving data for four years, covering the four-year Strategic note period. Personal data (names and last names) of interviewees will be removed/deleted from the interview notes/summaries. All data not assigned to the archive will be deleted upon completion of the evaluation.

Informed consent checklist

The following checklist aims to assist in elaborating the informed consent using criteria applicable to all IES projects (required), and additional criteria for certain projects (where applicable). The informed consent introduction can be found under the data collection tools (annex 7.2).

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

The individual and global benefits of the evaluation are described, as well as the contents of the survey/interview/focus group (i.e. demographics, education, savings behaviors, etc.)	☐	☐
A statement that the consultation or procedures may involve risks to the subjects (that are currently unforeseeable), and adequate description of such risks or discomforts (i.e. if some questions make respondents feel uncomfortable)	☐	☐
Clearly state if there are any costs associated with participation, and if so, specify what they are	☐	☐
Procedures for any recording including: • If recordings will be taken and what type (audio/video) • When and why the recordings will be taken • How the recordings will be kept confidential and when they will be destroyed • Whether being recorded in this manner is a requirement of participation, and if not, how participants can express that they would not like to participate	☐	☐
A statement about whether participants' information might be stripped of identifiers and used for future evaluation/research	☐	☐
Any compensation for participation, such as a payment or gift	☐	☐
Statement that refusal to participate or withdrawal at any time will not lead to penalty or loss of benefits	☐	☐

7.6. Data Analysis Approaches

7.6.1. Contribution analysis

Contribution analysis is an approach for inferring causality in real-life evaluations. It offers a four-step approach designed to help managers, researchers, and policymakers arrive at conclusions about the contribution the portfolio has made (or is currently making) to the DRF outcomes. It offers an approach designed to reduce uncertainty about the contribution the portfolio is making to the observed results through an increased understanding of why the observed results have occurred (or not), and the roles played by the intervention and other internal and external factors.

The four steps to contribution analysis are based on the theory of change:
1. Gather existing evidence on the theory of change (that supports or challenges it);
2. Use the portfolio analysis to assemble and assess the contribution story, or performance story, of the overall portfolio – and any challenges to it;
3. Seek out additional evidence to fill gaps in the performance story;
4. Revise and, where the additional evidence permits, strengthen the performance story to determine the probable contribution of UN Women.

The below table is one manner in which the CPE will collect this information systematically.

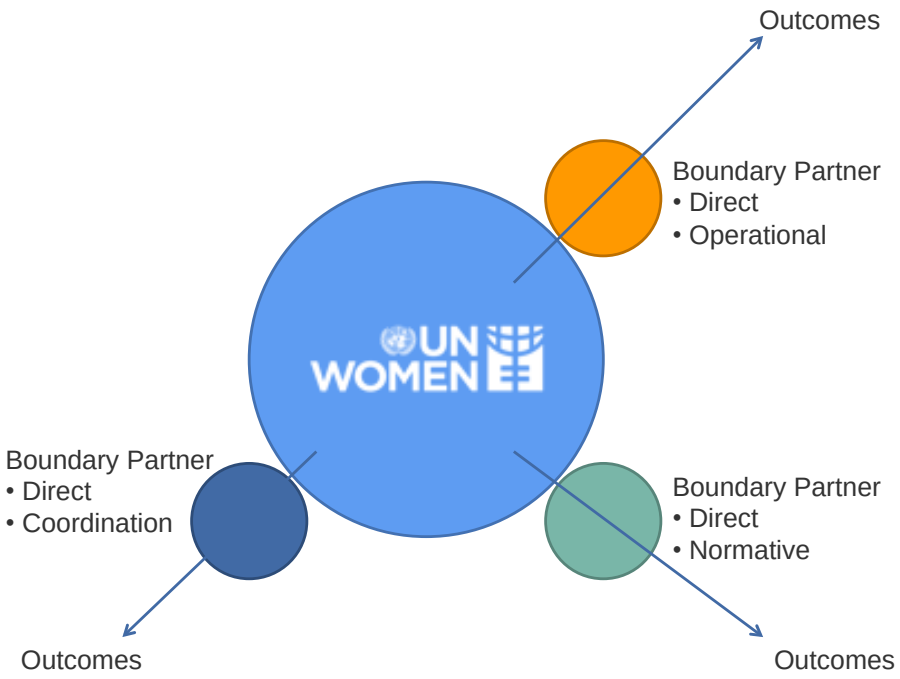
Table 17. Contribution analysis table

Changes analysed by the evaluation	Links to UN Women	Other contributory factors	Plausible contribution by UN Women	Evidence of change	GE and HR implication

7.6.2. Outcome Mapping and Harvesting

The standard design for a CPE is based on the forwards-looking purpose – to develop a view on how well UN Women at the country level is strategically positioned to create results for gender equality and women's empowerment in the future. In this respect, the CPE is influenced by its ability to infer higher level results at the outcome and where feasible impact level. This emphasizes that UN Women does not create results directly but does through its boundary partners. These boundary partners can include responsible parties (implementing partners) for programmatic work (under the operational mandate). Unlike most outcomes-based evaluations, however, UN Women also must consider its influence through the normative and coordination mandates. In these areas, boundary partners are likely to include a wide range of UN entities, governmental and parastatal bodies, civil society, development partners, and private sector organisations.

Figure 12: Underlying assumptions about how UN Women influences gender equality and women's empowerment outcomes through its partnerships

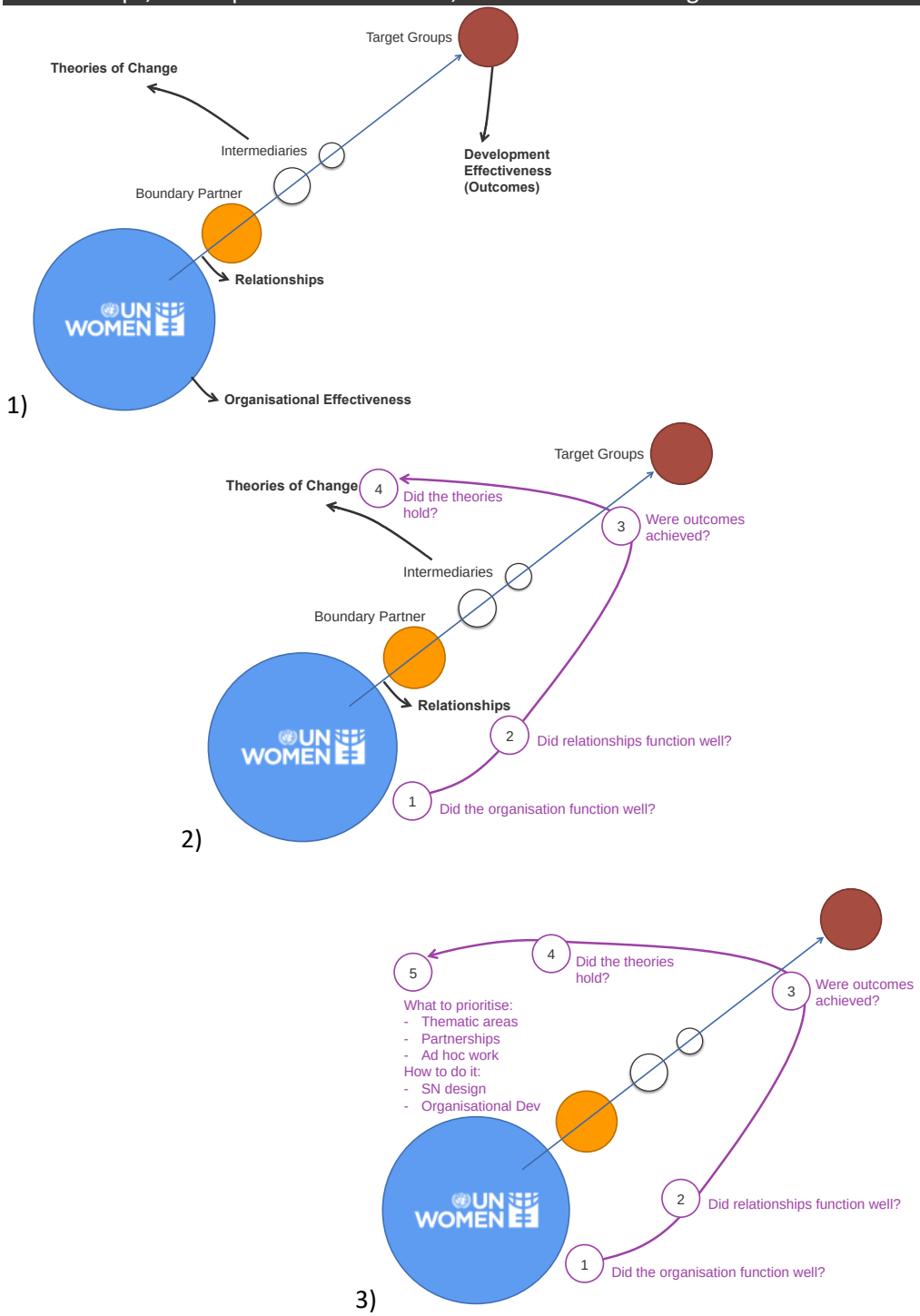


These assumptions – about how change happens through partners – forms the basis for the evaluation of UN Women strategic positioning:

1. How well UN Women is functioning in terms of organizational effectiveness and efficiency;
2. How well this organizational performance enables UN Women to develop and maintain effective relationships with boundary partners;
3. To what extent these boundary partners were able to influence outcomes for gender equality and women's empowerment; and

4. Thus, whether the assumptions about how change happens made in the strategic note are relevant, effective, efficient and sustainable.

Figure 13: The logic of the forward-looking evaluation design – assessing organizational effectiveness, relationships, development effectiveness, and theories of change



This CPE exercise will therefore generate both primary and secondary evidence to assess each of the first three steps in this process (organizational effectiveness, relationships with boundary partners, and development effectiveness). This will be done in tandem with the use of the GRES to map the level of change across gender results.

7.6.3. Case study structure

The case study will use the six evaluation criteria of the OECD (Relevance, Coherence, Efficiency, Effectiveness, and Sustainability, as well as the added criterion of Human Rights and Gender) and will aim to answer the evaluation questions as displayed in the evaluation matrix below. It will be an evaluation within the evaluation, as it will follow the whole process of a project evaluation but in a simplified manner (with less indicators). The project of the case study will be One Win Leads to Another (OWLA), a project funded by the International Olympic Committee. IES has agreed with the donor that the project would be treated in more detailed in this evaluation though a case study approach.

The project has collected baseline and end line data, although the collection tool differs in the two implementing phases of the project. In addition, the project has a Monitoring and Evaluation Officer who will also help in providing the data and reaching out to beneficiaries and partners involved. The evaluation matrix below presents the evaluation questions, the related indicators, the data sources and data collection instruments.

The case study will use a mix-method approach and will use as key data collection methods the following: 1) Desk Review of key relevant documents (project documents, indicator of matrix and reports) including data from the baseline and end line surveys; 2) Semi-structured interviews (with UN Women and implementing partners); 3) Focus groups with beneficiaries (both girls and civil society organizations taking part in the project and other partners as relevant). The interviews and focus groups of the case study were incorporated in the overall sampling methodology.

Table 18. Evaluation Matrix for Case Study

Criteria	Questions	Indicators	Data sources	Data collection methods
Relevance	1. Has the OWLA project been relevant to the girls involved?	1.1. Extent to which the project addressed the needs of participating girls.	Girls enrolled in programme Project staff Project reports	Key informant interviews Focus Group Discussions Desk review Project surveys
Effectiveness	2. Has the project been able to deliver its outputs and contribute to the higher-level outcomes? 3. Has the project been able to promote capacity development in partner organizations?4. What were the success factors for groups of girls with higher performance rates?	2.1. Performance of project against outputs and outcomes. 3.1. Extent to which partners report increased organizational capacity developed in the context of the project. 3.2. Extent to which partners report increased individual capacity developed in the context of the project. 3.3. Extent to which partners report value added in being part of the OWLA network. 4.1. Factors impacting behaviour change as reported by girls.	Project reports Girls enrolled in programme Organizations involved in programme	Key informant interviews Focus Group Discussions Project Surveys Desk Review
Efficiency	5. To what degree did the project have appropriate organizational structure and capacity in place to support the efficient implementation of its programme of work? 6. Which cycle of the project proved to be more effective in delivering results?	5.1. Extent to which amount and quality of staff involved was adequate. 5.2. Extent to which project management procedures were adequate 6.1. Results reported at the end of each project cycle.	Project staff Project reports Partners	Key informant interviews Focus Group Discussions Desk Review
Coherence	7. Was the project able to create synergy within UN Women and other organizations working in the thematic area?	5.1. Extent to which project was able to create productive alliances and partnerships	Project reports Organizations involved in programme	Key informant interviews Focus Group Discussions
Sustainability	8. What is the legacy the project will leave that will continue over time (in terms of capacity built, learning, influence etc)?	6.1. Capacity built in individuals participating in the programme. 6.2. Capacity built in organizations participating in the programme.	Girls enrolled in programme Civil Society Organizations Project staff Project reports	Key informant interviews Focus Group Discussions
Human rights and gender equality	7. To what extent has the project been able to tackle root causes of inequality between men and women?	7.1. Extent to which project has contributed to increase capacity of beneficiaries to fully participate in their communities (politically, economically and socially)	Girls enrolled in programme Organizations involved in programme Project staff	Key informant interviews Focus Group Discussions Project surveys

Table 19. Sample by stakeholders group for each method of data collection

Stakeholders Groups	Estimated number for surveys	Approximate Total number for interviews and FGD	Key Individuals and institutions selected for more in-depth data collection
UN Women	40	2 interviews 4 focus groups with 16 people	• Representative • Regional Office • Program Manager LPP and team • Program Manager WEE and team • Program Manager EVAW and team • Former Program Manager EVAW
UN Agencies	8	1 interview 1 focus group with 4 people	• RCO/RC • UNHRC • UNFPA • IOM • UNOPS
Central, State and Local Government	10	8 interviews	• Ministry of Women, Family and Human Rights • Brazilian Coop. Agency • Ministry of Health • Welcome Operation (*Operação Acolhida*) • Government of Bahia • Government of Roraima • Municipality of Pacaraima • Government of Itabira
CSOs and other partner institutions	70	2 interviews (Empodera and Fundo Elas) 1 Focus group with black and quilombolas women (4 people) 1 Focus group with OWLA network (8 people) 1 Focus group with grantees (8 people) 1 Focus Group with implementing partners (8 people) 1 Focus Group with trainers from the CSOs (8 people)	• Networks of black, quilombolas and indigenous women (CONAQ, APIB, AMNB, Criola) • Empodera • Fundo Elas • Women Win • FUNDO ANGELA BORBA • Fundo Baoba • CONTAG • Themis • Odara • Redeh, • Plan International Brazil • Papo de Homem • Instituto Papai • Instituto Promundo • CLAM • Geledes • Acao Educativa • CAMTRA • CEPIA • Instituto Maria da Penha • Xaraes Consultoria • Fundação Angélica Goulart • Censotraco, • Federação Fluminense de Rugby • Ginastas do Futuro

			• Instituto Companheiros das Américas • Vila Olímpica da Maré • Associação Miratus de Badminton • Rio Rugby Football Club • Associação Integrada de Cultura, Esporte e Lazer; • Centro Social para Trabalhos Comunitários; • Escola Politécnica de Saúde Joaquim Venâncio • Grupo Central Cultura Urbana, Federação • Associação dos Meninos de Rua – REME • Ballet Manguinhos, • Casa Dona Amélia • ASSOCIAÇÃO CRAQUES SÓ DE BOLA • Atleta Bom de Nota • Centro Esportivo Miécimo da Silva • Comitê do Esporte/Federação das Indústrias do Estado de São Paulo • Colégio Pedro II • Comitê Olímpico do Brasil • Confederação Brasileira de Futebol • Confederação Brasileira de Rugby; • Ecos dos Futuro • Escola Politécnica de Saúde Joaquim Venâncio – FIOCRUZ • Federação de Futebol do Estado do Rio de Janeiro • Fundação Amazônia Sustentável • Fundação Tênis • Gray City Rebels SP • Grupa/Universidade Federal do Espírito Santo • Instituto Cidadania Através do Esporte • Instituto Circuito Inclusão • Instituto Esporte Mais • Instituto Patrícia Medrado • Instituto Rumo Náutico • Luta Pela Paz; • Meninas em Campo • Nossa Arena; • Pelado Real Futebol Clube; • Rede Meninas pela Igualdade; • Projeto na Ponta dos Pés; • Potencia Diversa; • Rio Rugby / Rugby é Nossa Paixão; • Secretaria Municipal de Esportes de Ribeirão Preto/SP; • Universidade Estadual de Campinas; • Universidade Federal Fluminense.
Private sector, foundations, academia	8	2 interviews	• Avon • TV Globo

Donors	9	2 interviews	• EU • IOC
Individuals	0	1 Focus Group with Human Rights Defenders (8 people) 4 Focus Groups with beneficiary girls (24 people) 1 Focus Group with influencers from UWLA 1 Focus Group with Venezuelan Migrants	• Women human rights defenders • Women entrepreneurs • OWLA beneficiary girls • Daiane dos Santos, Marta, Fabi, Joana Maranhão and Journalist Carol Barcellos • Venezuelan migrants / refugees
Total	128	17 individual interviews and 17 focus groups (136 people)	N/A