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MEDIUM-TERM PLAN 1990-1995



UNITED NATIONS

ECONOMIC COMMISSION FOR LATIN AMERICA AND THE CARIBBEAN
Subregional Headquarters for the Caribbean



Medium-Term Plan 1990-1995

The Medium-Term Plan is an integral part of the planning, programming, budgeting, monitoring and evaluation cycle established by decisions of the United Nations General Assembly. As such, it is one of three main instruments developed and refined in recent years to assist in implementing the work of the organization. The other two instruments are the Programme Budget and Performance Report and the Evaluation System.^{1/}

Draft Medium-Term Plan - 1990-1995

(a) Legislative authority

The legislative authority for this subprogramme is Commission Resolution 358(XVI) approving the establishment of the Caribbean Development and Co-operation Committee (CDCC); also various resolutions of CDCC notably Resolution 20(IX) Future Action of the CDCC (1985);

(b) Objectives

The objectives of this subprogramme are:

(i) Intergovernmental objective: To promote economic and social development of the subregion and progressive advancement towards better co-ordination of the subregional economies through joint co-operative activities in order to strengthen the unity of Caribbean countries and to promote the optimum utilization of available resources.

(ii) General objectives of the Secretariat

- a. To carry out basic developmental activities in the areas recommended by the Caribbean Development and Co-operation Committee at its sessions;
- b. To establish appropriate linkages and institutional machinery, and work out modalities jointly with governments, subregional and international bodies to implement various developmental activities;
- c. To undertake or sponsor the collection, evaluation and dissemination of economic, technological and statistical information;
- d. To foster co-operation between the Caribbean and the wider Latin American region in the fields of economic and social development;

^{1/} Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (ST/SGB/PPBME Rules/1 (1987)) and The United Nations Evaluation Manual, Central Evaluation Unit, United Nations, 1986.

- e. To monitor the activities of United Nations agencies and other bodies to determine their application for the benefit of member countries;
- f. To formulate programmes, on the basis of the results of studies to be done during 1988-89, for offsetting the social consequences of the various structural adjustment measures underway or being contemplated in the medium-term.

(c) Problems addressed

The ECLAC Subregional Headquarters for the Caribbean since 1975 has served as the secretariat of the Caribbean Development and Co-operation Committee. It has accordingly envisaged its task as one of helping the member countries, many of them still newly independent, to: create and participate in institutional machinery to deal with development problems; to fill the information and technology gaps; to maximize the benefits to be derived from the UN System and to anticipate and counteract the likely social consequences arising from structural adjustment programmes;

(d) Strategy for the period 1990-1995

The ECLAC Subregional Headquarters for the Caribbean will continue to serve as the secretariat of the Caribbean Development and Co-operation Committee and the interim secretariat of the Caribbean Council for Science and Technology until such time as that body establishes its own secretariat. Increased emphasis will be placed on technical co-operation modalities, including resource mobilization, to enhance subregional collaboration and interdependence. It is also proposed to monitor more closely the UN System and other international and regional organizations for the benefit of member countries;

(i) The situation at the end of 1989: In responding to the reality facing the Caribbean economies, and taking into account their current and future needs, the subprogramme for 1988-1989 contains a number of activities which are expected to remain relevant and which will need to be continued for some time to mitigate some of the constraints to development. But while some activities might cease for varying reasons such as a lack of sufficient resources, the entry of more capable agents into a particular field, or, the need to concentrate in fewer areas some needs will be met, while other needs

will remain unsatisfied. These unsatisfied needs include developing the institutional infrastructure to compensate for the loss incurred by countries in the subregion through the brain drain, and measures to enable these countries to benefit from new technologies, including those arising from the developments in informatics. Activities such as training in various fields and information dissemination will therefore need to be continued, and intensified in some areas;

(ii) The period 1990-1995: The type of activities to be undertaken include:

- a. The implementation of developmental activities based on studies on subregional, social and economic problems;
- b. Publication and dissemination of bibliographical, statistical and economic data;
- c. Preparation and execution of development projects;
- d. Promotion of increased linkages between activities of CDCC member countries and those of the wider Latin America, as well as between organizations active in the subregion;
- e. Increased reliance on networking as a developmental mechanism;
- f. Providing technical assistance including advisory assistance to member countries;
- g. Increased Technical Co-operation among Developing Countries (TCDC) and Economic Co-operation among Developing Countries (ECDC).

It is to be noted that the activities of the secretariat are reviewed annually by the Caribbean Development and Co-operation Committee.

Evaluation

In accordance with the requirements of the United Nations for Programme and Subprogramme evaluation, as contained in the documents cited above, the CDCC Secretariat has drafted a proposal for evaluation of the impact of its activities.

Basically, the proposal consists of three parts:

- (a) Distribution of questionnaires to the main users of basic documents, manuals, technical publications seeking their responses to questions concerning usefulness, impact, etcetera of the documents;

(b) Inclusion of an evaluation session in the schedules of all ad hoc expert group meetings, training workshops and seminars, with written comments by participants on the effectiveness, and usefulness of the meetings and whether they accomplished their objectives;

(c) Utilizing the CDCC Review Committee to evaluate performance in implementing the programme of work and including also a review of the analyses of the responses to the questionnaires mentioned above.

Period covered

Presently the secretariat is operating on the Medium-Term Plan for 1984-1989 as revised. The present document covers the period 1990-1995 and consists of three biennial programme periods. The secretariat is currently engaged in the process of preparing the draft programme of work for 1990-1991.

The Machinery

Following any necessary amendments, revisions, etc., which the Committee may wish to make the Draft Plan will be submitted to the ECLAC Secretariat for incorporation in the overall Plan for the Regional Commission as a whole. This larger Plan will be submitted to the Office for Programme Planning, Budgeting, Monitoring and Evaluation at United Nations Headquarters for consideration by the appropriate machinery and subsequent inclusion in the Medium-Term Plan for the United Nations as a whole.

Specific request to the Committee

The Committee is being requested to comment on the draft Medium-Term Plan 1990-1995 for the secretariat after which the secretariat will make the necessary revisions and submit the Plan to the relevant bodies as explained above.

Annex I

Sample Plan form 4a

Evaluation

SELF-EVALUATION WORK PROGRAMME...

(To be submitted as part of the proposals for the medium-term plan for the period: _____).

Purpose: To assess the relevance, effectiveness and impact of the subprogramme with a view to improving it as necessary.

Means of action: To achieve the above purpose self-evaluation studies will be carried out as follows:

1. Ongoing evaluation

(a) Number of evaluation studies: _____

(b) Date of commencement: _____

(c) Date of completion: _____

(d) Type of evaluation study: _____

(e) Responsible organizational Unit: _____

2. Ex-post evaluation

(a) Number of evaluation studies: _____

(b) Date of commencement: _____

(c) Date of completion: _____

(d) Type of evaluation study: _____

(e) Responsible organizational Unit: _____



Annex II

Sample Plan form 4b

Evaluation (continued)

SUBPROGRAMME EVALUATION INFORMATION SHEET (SEIS)

(To be completed and filed as part of the programme manager's management information system and copied to the Central Evaluation Unit)

Medium-Term Plan for the period: _____

Programme: _____

Subprogramme: _____

1. Purpose of self-evaluation activities planned: _____

2. Coverage: _____

3. Anticipated application of findings: _____

