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Caribbean Development and Cooperation Committee

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**IMPLEMENTATION OF THE RECOMMENDATIONS FROM THE EVALUATION
OF THE ROLE OF THE ECONOMIC COMMISSION FOR LATIN AMERICA
AND THE CARIBBEAN IN THE CARIBBEAN SUBREGION**

Item 4 of the provisional agenda

1. A review of the role of the Economic Commission for Latin America and the Caribbean (ECLAC) in the Caribbean subregion was conducted during the twenty-third session of the Caribbean Development and Cooperation Committee (CDCC), held in St. George's, Grenada, on 15 and 17 March 2010.

2. An evaluation report placed before CDCC at that session, entitled "In-depth evaluation of the role of the Economic Commission for Latin America and the Caribbean (ECLAC) in the Caribbean", noted that the objectives of the independent evaluation had been to determine (a) the progress made towards meeting the mandate of ECLAC vis-à-vis the Caribbean subregion; (b) the degree to which desired outcomes had been achieved; (c) the efficiency with which outputs were delivered; and (d) the validity of the strategy and partnership arrangements. The methodology employed included interviews, questionnaires, desk reviews and field visits. The short time frame and low response rate to the stakeholder survey were among the constraints encountered.

3. The report noted that ECLAC publications, analyses and statistics were widely used by Caribbean countries and that the methodologies developed, including the damage and loss assessment methodology, were invaluable. Technical assistance from ECLAC was also highly valued. Although the capacity of ECLAC to produce a high volume of publications was unparalleled, the depth of analysis and reflection of Caribbean circumstances were still insufficient and limited the relevance of some initiatives. Stakeholders did not perceive ECLAC as a think tank, as its research did not provide clear policy options on development issues. Despite the limited effectiveness of CDCC as a mechanism for promoting integration and cooperation, it was still felt to be relevant, particularly as a mechanism for generating a regional Latin American and Caribbean perspective for the global development dialogue.

4. Based on the report's findings, the following eight recommendations were made:

- (a) A comprehensive engagement strategy targeting member States and regional organizations should be formulated;
- (b) A mechanism to support development thinking in the Caribbean, such as a Caribbean development round table, should be established;
- (c) A review of publications should be conducted to identify areas of focus and an action plan to provide credible, independent, research-based policy options should be drawn up;
- (d) A communications and outreach strategy should be formulated to support the aforementioned engagement strategy;
- (e) A review of the role, function and mandate of CDCC should be undertaken to optimize its potential as a mechanism for cooperation between Latin America and the Caribbean;
- (f) A review of the ECLAC programme of work should be conducted to ensure that it is in line with available resources, complemented by a comprehensive fund-raising strategy;
- (g) A strategy to institutionalize a results-based management system should be devised;
- (h) Expanded assistance should be provided for national capacity-building, including skills, processes and systems on damage and loss assessment for natural disasters.

5. CDCC endorsed the recommendations contained in the evaluation report through adoption of Committee resolution 73(XXIII), entitled “Support for the role of the Economic Commission for Latin America and the Caribbean in the Caribbean and enhancing the functions of the Caribbean Development and Cooperation Committee,” and Committee resolution 75(XXIII), entitled “Support for the work of the Economic Commission for Latin America and the Caribbean subregional headquarters for the Caribbean”.

6. The measures taken to date to implement the evaluation’s recommendations during the biennium 2010-2011 are outlined in the paragraphs below. Details on the various measures are provided in the annex.

(a) Comprehensive engagement strategy targeting member States and regional organizations

7. ECLAC, through the personal involvement of the Executive Secretary and through the ECLAC subregional headquarters for the Caribbean, participated in key meetings of subregional and regional organizations, namely the Caribbean Community (CARICOM), Caribbean Development Bank (CDB), Inter-American Development Bank (IDB), Latin American and Caribbean Economic System (SELA), Organization of American States (OAS) and Organization of East Caribbean States (OECS). ECLAC also provided substantive inputs to meetings of the United Nations Development Group (Latin America and the Caribbean).

8. Informal consultations with member States of the Caribbean subregion are held biannually; and the second phase of the evaluation of ECLAC in the Caribbean subregion is being conducted.

(b) Mechanism to support development thinking in the Caribbean, such as a Caribbean development round table

9. A Caribbean development round table with experts from ECLAC member States will be held in Port of Spain on 13 September 2011, in collaboration with the Ministry of Finance of Trinidad and Tobago.

(c) Review of publications to identify areas of focus and an action plan to provide credible, independent, research-based policy options

10. The *Caribbean Development Report*, a periodic publication of the United Nations that highlights key issues in the Caribbean, will continue to be issued each biennium. All other publications will be issued as part of the policy-oriented series *Studies and perspectives* of the ECLAC subregional headquarters for the Caribbean. Biannual policy briefs will be issued starting in the biennium 2012-2013.

(d) Communications and outreach strategy to support the aforementioned engagement strategy

11. Subsequent to an internal review, the draft public information and communications strategy is currently being introduced in stages. Centrally coordinated launches of the six ECLAC flagship publications are now being used as part of the engagement strategy. The ECLAC website has been reorganized and is being updated. The newsletter of the ECLAC subregional headquarters for the Caribbean is now disseminated electronically as well as in hard copy. Informal consultations with member States, as noted above, are now held biannually.

12. The list of seats of Government has been standardized with the list maintained at ECLAC headquarters in Santiago; and the publications distribution list has been consolidated, updated and submitted to headquarters.

(e) Review of the role, function and mandate of CDCC to optimize its potential as a mechanism for cooperation between Latin America and the Caribbean

13. CDCC, through its Monitoring Committee, may wish to review its role, function and mandate in order to foster greater dialogue between Latin America and the Caribbean; increased regional cooperation, including through the modalities of South-South and triangular cooperation; and deeper regional integration between Latin America and the Caribbean. Consideration could be given to expanding the membership of the Monitoring Committee and CDCC to include members from Latin America as observers, as permitted by the rules of procedure, in order to facilitate dialogue and foster regional integration and cooperation. As well, CDCC could consider, at its upcoming session, other measures to promote greater engagement by all ECLAC member States in discussions on issues facing the Caribbean subregion.

14. Latin American experiences are increasingly being highlighted in meetings and studies of the ECLAC subregional headquarters for the Caribbean. Experts from Latin America are routinely invited to participate in expert group meetings organized by CDCC so that lessons can be drawn from their countries. Greater collaboration by ECLAC headquarters and the ECLAC subregional headquarters in Mexico in the work of the ECLAC subregional headquarters for the Caribbean could raise the visibility of the Caribbean office.

(f) Review of the ECLAC programme of work to ensure that it is in line with available resources, complemented by a comprehensive fund-raising strategy

15. The ECLAC programme of work for the biennium 2012-2013 has been streamlined; the number of outputs has been reduced, from 83 for the biennium 2010-2011 to 53 for the biennium 2012-2013, and the focus will be on 11 substantive areas. As ECLAC is a regional economic commission, emphasis will be placed on the economic implications of these various dimensions of development. Statistics and knowledge management will be highlighted as the two cross-cutting aspects of economic, social and sustainable development.

16. The Executive Secretary has personally led the fund-raising strategy for the Caribbean subregion and informal discussions have been held.

(g) Strategy to institutionalize a results-based management system

17. To assess immediate impacts and medium-term outcomes, surveys are administered at the end of meetings and training programmes and again after a period of three months. The survey responses form the basis for reporting in the Integrated Monitoring and Documentation Information System (IMDIS) whether the indicators of achievement for subprogramme 12 of the ECLAC programme of work 2010-2011 (“Subregional activities in the Caribbean”) have been attained. Internal training on results-based management for programmes and extrabudgetary projects was conducted in March 2011. Staff orientation procedures have been introduced with regard to key internal processes, including measurement and analysis of impacts through conduct of surveys, external communications, preparation of publications and gender mainstreaming. Business process analyses for consultancies, travel and procurement have been conducted.

(h) Expanded assistance for national capacity-building, including skills, processes and systems on damage and loss assessment for natural disasters

18. Training events to build national capacities in econometric modelling, statistics, conduct of censuses and surveys, analysis of trade flows and conduct of damage and loss assessments were organized with funding from the regular programme of technical cooperation and from extrabudgetary sources.

19. Inasmuch as the preparation of the ECLAC programme of work for the biennium 2010-2011 had been finalized before the evaluation was performed, the impact of these assistance measures will be fully realized during the biennium 2012-2013.

Annex

**STRATEGIC INTERVENTIONS RECOMMENDED IN THE EVALUATION REPORT
AND ACTION TAKEN BY THE ECONOMIC COMMISSION FOR
LATIN AMERICA AND THE CARIBBEAN**

Strategic intervention	Action taken by the Economic Commission for Latin America and the Caribbean
<p>1. A comprehensive engagement strategy targeting member States, regional organizations such as the Caribbean Community (CARICOM), Organization of Eastern Caribbean States (OECS), Caribbean Development Bank (CDB), Latin American and Caribbean Economic System (SELA) and the Inter-American Development Bank (IDB) as well as United Nations bodies needs to be developed by the ECLAC subregional headquarters for the Caribbean. This engagement strategy requires the leadership, participation and strategic intervention of the Executive Secretary at the level of CARICOM and OECS meetings and/or meetings of the CDB Board of Governors.</p>	<p><i>Framework: ECLAC will engage member States more directly, including through active participation in and support for Caribbean intergovernmental processes and meetings. A high-level consultant will be engaged to ensure that a proper strategy of engagement is devised to capture and respond effectively to the needs of the subregion, with implementation to begin as soon as possible.</i></p> <p>The Executive Secretary of ECLAC addressed the CARICOM Council of Ministers and participated, together with the Secretary-General of the United Nations, in the CARICOM Conference of Heads of Government held in Jamaica in July 2010; the Annual Meeting of the IDB Board of Governors held in Canada in March 2011; the forty-first session of the General Assembly of the Organization of American States, held in El Salvador in June 2011; and the third SELA Summit of Latin America and the Caribbean on Integration and Development (CALC), held in the Bolivarian Republic of Venezuela in July 2011.</p> <p>ECLAC was also represented at the annual meetings of the CDB Board of Governors held in the Bahamas, in May 2010, and in Trinidad and Tobago, in May 2011; and the OECS Development Partner's Meeting and the sixth General Meeting between representatives of CARICOM and the United Nations system, held in Guyana in July 2011. ECLAC was similarly represented at meetings of the various organs of CARICOM.</p> <p>ECLAC led substantive discussions on middle-income countries, the Millennium Development Goals and the United Nations Conference on Sustainable Development (Rio+20) at the meeting of the United Nations Development Group (Latin America and the Caribbean) held in Panama in May 2011. The ECLAC Programme Support Unit has been designated as focal point for discussions of the United Nations Country Teams, CARICOM and OECS.</p> <p>Informal consultations with member States of the Caribbean subregion are held biannually. The second phase of the evaluation of ECLAC in the Caribbean subregion is currently under way.</p>
<p>2. ECLAC should spearhead the development of a mechanism to support development thinking in the subregion, such as through a Caribbean development round table.</p>	<p><i>Framework: ECLAC will take the lead in organizing an annual Caribbean development round table and ensuring participation by leading Caribbean professionals and other Caribbean organizations, such as CARICOM, CDB and OECS.</i></p> <p>A Caribbean development round table with experts from ECLAC member States will be held in Port of Spain on 13 September 2011, in collaboration with the Ministry of Finance of Trinidad and Tobago. The theme of the round table will be "A time for equality: closing gaps, opening trails". The report of the round table will form an input to the Caribbean Development and Cooperation Committee (CDCC).</p>
<p>3. ECLAC headquarters and the subregional headquarters for the Caribbean should undertake a thorough review of the publications portfolio for the Caribbean with the aim of identifying the areas where it would make most sense to strengthen the role of ECLAC as a policy entrepreneur and to devise a clear and detailed action plan to regain its intellectual leadership in the subregion to provide credible, independent, research-based policy options to Caribbean countries.</p>	<p><i>Framework: The ECLAC subregional headquarters for the Caribbean will review, in conjunction with ECLAC headquarters, the publications portfolio for the Caribbean and fully coordinate its work with the Secretary of the Commission. New proposals and revisions will be aligned with member States' priorities and the work programme approved by CDCC.</i></p> <p>Biannual policy briefs will be issued starting in the biennium 2012-2013. The <i>Caribbean Development Report</i>, a periodic publication of the United Nations that highlights key issues in the Caribbean, will continue to be issued each biennium. All other publications will be issued as part of the policy-oriented series <i>Studies and perspectives</i> of the ECLAC subregional headquarters for the Caribbean. Selected manuscripts for these publications are now being peer-reviewed by counterpart substantive divisions at ECLAC headquarters. All publications will be disseminated both electronically through the main ECLAC website as well as in hard copy.</p>

Strategic intervention	Action taken by the Economic Commission for Latin America and the Caribbean
<p>4. ECLAC needs to develop a well-defined and practical communications and outreach strategy, including a detailed action plan to implement it in support of the aforementioned high-level engagement strategy. This strategy should play a central role in promoting and disseminating the ECLAC mandate, vision, the services it provides to the region and its comparative advantages vis-à-vis other regional organizations and United Nations bodies. The strategy should include action plans to promote the work of ECLAC in the Caribbean at the different levels of government and the revamping of the subregional headquarters website, including the updating of distribution lists and the hiring of a communications professional to support the overall effort.</p>	<p><i>Framework: The Secretary of the Commission and the Chief, Public Information, will take the lead in the development of an outreach and communications strategy for all ECLAC that will include a discrete component for a communications and outreach strategy specific to headquarters and the subregional headquarters.</i></p> <p>Informal consultations with member States, as noted under the first strategic intervention above, are now held biannually. At the consultation held on 22 July 2011, participants discussed preparations for the fifteenth meeting of the Monitoring Committee and the Caribbean Development Round Table. In addition, centrally coordinated launches of the six ECLAC flagship publications are now being used as part of the engagement strategy.</p> <p>The list of seats of Government has been standardized with the list maintained at ECLAC headquarters; and invitations to intergovernmental meetings are now signed by the Executive Secretary, with copies sent to the respective permanent missions in New York, embassies or high commissions in Port of Spain and United Nations Resident Coordinator. The publications distribution list was consolidated, updated and submitted to the Documents and Publications Division at ECLAC headquarters.</p> <p>Subsequent to an internal review, the draft public information and communications strategy is currently being introduced in stages. The ECLAC website has been reorganized and is being updated. The newsletter of the ECLAC subregional headquarters for the Caribbean is now being disseminated electronically as well as in hard copy. The post of Public Information Assistant (G7) was filled in July 2010.</p>
<p>5. The role, function and mandate of CDCC require immediate review to optimize its potential as a mechanism for the promotion of Latin American and Caribbean regional cooperation.</p>	<p><i>Framework: ECLAC will support and assist, as appropriate, CDCC revitalization efforts and is ready to support the working group if so recommended by CDCC.</i></p> <p>CDCC, through its Monitoring Committee, may wish to review its role, function and mandate, as stated in its rules of procedure, in order to foster greater dialogue between Latin America and the Caribbean; increased regional cooperation, including through the modalities of South-South and triangular cooperation; and deeper regional integration between Latin America and the Caribbean. Consideration could be given to expanding the membership of the Monitoring Committee and CDCC to include members from Latin America as observers, as permitted by the rules of procedure, in order to facilitate dialogue and foster regional integration and cooperation. As well, CDCC could consider, at its upcoming session, other measures to promote greater engagement by all ECLAC member States in discussions on issues facing the Caribbean subregion.</p> <p>Latin American experiences are increasingly being highlighted in meetings and studies of the ECLAC subregional headquarters for the Caribbean. The April 2011 meeting on the Review of the Economics of Climate Change in the Caribbean project included experts from Cuba and from English-speaking and Dutch-speaking Caribbean countries. The study entitled “The Dynamics of Growth among Small Developing States in Central America and the Caribbean”, which will be placed before the Caribbean Development Round Table, was prepared in collaboration with the ECLAC subregional headquarters in Mexico. Experts from Latin America are now routinely invited to participate in CDCC expert group meetings so that lessons can be drawn from their countries.</p> <p>Greater collaboration by ECLAC headquarters and the ECLAC subregional headquarters in Mexico in the work of the ECLAC subregional headquarters for the Caribbean could raise the visibility of the Caribbean office.</p>

Strategic intervention	Action taken by the Economic Commission for Latin America and the Caribbean
<p>6. (a) The ECLAC programme of work needs to be reviewed and refined in line with the consultations and high-level efforts of the previous recommendations and to bring it in line with resources available to the ECLAC subregional headquarters for the Caribbean. A narrow, clearly defined and realistic set of priorities should be identified based on regional needs and the scope of the ECLAC thematic areas. The year 2010 would be a perfect opportunity to refine the programme of work in preparation for the budget approval process that would start at the end of the following year.</p> <p>(b) Additionally, a comprehensive fund-raising strategy needs to complement this prioritizing effort to ensure that sufficient resources are available to support the Caribbean priorities.</p>	<p><i>Framework: ECLAC expects to receive guidance from CDCC on how best to adjust its programme of work to respond to the needs of the Caribbean. The ECLAC subregional headquarters for the Caribbean will initiate a wider consultation process with member States to ensure that its priorities and work programmes respond to their needs and it will reflect those consultations in its 2012-2013 programme of work.</i></p> <p>(a) The programme of work for the biennium 2012-2013 has been streamlined, with the number of outputs being reduced from 83 for the biennium 2010-2011 to 53 for the biennium 2012-2013. Greater emphasis will be placed on inputs to flagship publications and to thematic group studies. The programme of work for the biennium 2012-2013 will focus on macroeconomic modelling for policymaking; trade, finance and development cooperation; population projections and social safety nets; monitoring the progress towards attainment of the Millennium Development Goals and the implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States; gender indicators, including measurement of unpaid work; statistical surveys; population and housing censuses; knowledge economy; service sector diversification; and renewable energy technologies and energy efficiency. As ECLAC is a regional economic commission, emphasis will be placed on the economic implications of these various dimensions of development. Statistics and knowledge management will be highlighted as the two cross-cutting aspects of economic, social and sustainable development.</p> <p>(b) The Executive Secretary has personally led the fund-raising strategy for the Caribbean. Informal discussions have already begun in this regard.</p>
<p>7. A strategy to institutionalize results-based management needs to be developed and implemented in the short-to-medium term.</p>	<p><i>Framework: ECLAC headquarters will develop a full results-based management strategy for the subregional headquarters for the Caribbean and will conduct specific capacity-building programmes on results-based management, project and programme management, logical framework planning, monitoring and reporting.</i></p> <p>To assess immediate impacts and medium-term outcomes, surveys are administered at the end of meetings and training programmes and again after a period of three months. The survey responses form the basis for reporting in the Integrated Monitoring and Documentation Information System (IMDIS) whether the indicators of achievement for subprogramme 12 of the ECLAC programme of work 2010-2011 ("Subregional activities in the Caribbean") have been attained. Internal training on results-based management for programmes and extrabudgetary projects was conducted in March 2011. Staff orientation procedures have been introduced with regard to key internal processes, including measurement and analysis of impacts through conduct of surveys, external communications, preparation of publications and gender mainstreaming. Business process analyses for consultancies, travel and procurement have been conducted.</p> <p>The process in which the programme of work is developed in consultation with member States and other ECLAC divisions will be reviewed.</p>
<p>8. ECLAC should seek to sustain the important work related to the development of methodologies and indices by expanding its assistance to building national capacities, including skills, processes and systems on damage and loss assessment, among other things.</p>	<p><i>Framework: The ECLAC subregional headquarters for the Caribbean will continue to provide assistance to countries in building national capacities to evaluate the impact of natural disasters. As a priority for the Caribbean, this item will be included in the fund-raising efforts to support the further strengthening of this programme.</i></p> <p>Training events to build national capacities in econometric modelling, statistics, conduct of censuses and surveys, analysis of trade flows and the conduct of damage and loss assessments were organized with funding from the regular programme of technical cooperation and from extrabudgetary sources. During the current biennium, training in the damage and loss assessment methodology has been provided to 77 participants from 10 countries. Future implementation will be considered in line with the evaluation recommendation on institutionalizing results-based management.</p> <p>During the biennium 2012-2013, greater emphasis will be placed on strengthening statistical capacity in the Caribbean subregion.</p>