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Evaluation of Development Account Project
06/07 H

Implications of macroeconomic policy, external shocks and social protection systems for poverty, inequality and social vulnerability in Latin America and the Caribbean

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Abbreviations

CGE	Computable general equilibrium
DESA	Department of Economic and Social Affairs (of the United Nations Secretariat)
DPAD	Development Policy and Analysis Division (of DESA)
FLACSO	Latin American Faculty of Social Sciences
ICTs	Information and communications technologies
MACEPES	Analytical model for exogenous shocks and economic and social protection (modelo de análisis de choques exógenos y de protección económica y social)
MAMS	Maquette for Millennium Development Goals simulations
MIFIC	Ministry for the Promotion of Industry and Trade of Nicaragua
SAM	Social accounting matrix
SEDESOL	Secretariat of Social Development of Mexico
SEGEPLAN	Secretariat of Planning and Programming of Guatemala (Secretaría de Planificación y Programación de la Presidencia)
UDAPE	Economic and Social Policy Analysis Unit of the Plurinational State of Bolivia (Unidad de Análisis de Políticas Sociales y Económicas)
UNDP	United Nations Development Programme

Summary

During the period June-September 2010, the Programme Planning and Evaluation Unit of the Programme Planning and Operations Division of the Economic Commission for Latin America and the Caribbean (ECLAC) conducted an end-of-cycle evaluation of the implementation of Development Account Project 06/07 H, entitled “Implications of macroeconomic policy, external shocks and social protection systems for poverty, inequality and social vulnerability in Latin America and the Caribbean.” Project implementation ran from May 2006 to July 2010 and was funded by the United Nations Development Account in the amount of US\$ 410,000. The project focused on the priority countries of Colombia, Costa Rica, Ecuador, Guatemala, Mexico, Nicaragua and the Plurinational State of Bolivia.

In the course of the evaluation, 38 persons were interviewed, 34 electronic surveys were sent to other project participants (with 15 replies received, for a response rate of 39%) and 313 electronic surveys were sent out requesting quantitative and qualitative assessments from participants at the five national events held to present the final results of the project (with 38 replies received, for a response rate of 12%).

In view of the project’s research approach, the analytical model for exogenous shocks and economic and social protection (MACEPES) exercise was of high relevance to the countries in the region, particularly to the beneficiary countries. The overall outcomes originally planned were accomplished and country capacity in the area, including in the use of the MACEPES tools and methodologies, was created and in some cases enhanced. A set of country teams was established to produce credible analysis of economic and social considerations and of the impact of external shocks on certain policies having good potential to directly influence decision-making processes in many countries of the region. This relevance was heightened during the implementation period, as the unfolding international crisis generated new and additional shocks that could test the effectiveness of the analysis, tools and methodologies developed under the project. While research and analytical skills have been created at a satisfactory level considering the available resources and scope of the project, an important area was identified for follow-up with the beneficiary countries. Specifically, follow-up activities should concentrate on additional training and retraining in the use of the MACEPES methodology in beneficiary countries after project completion and in the identification of best practices in user countries and how the MACEPES tool can serve other beneficiaries.

Cooperation between the Department of Economic and Social Affairs (DESA) of the United Nations Secretariat and ECLAC and the fact that capacity-building assistance was provided directly to public sector employees created a solid base for continuity and sustainability in the use of the MACEPES tool. Both implementation modalities — cooperation with DESA and training of public sector employees — should be considered as best practices that could be applied in other relevant ECLAC projects.

The evaluation found that implementation of Development Account Project 06/07 H produced all the main expected outputs, with the exception of the virtual community of knowledge in the region. That being said, the outputs were delivered in a protracted fashion and took much longer than initially planned. Significant delays and inefficiencies in the project's administration did not however affect the overall outcomes. Efficiency losses resulted from staff turnover at ECLAC and some weaknesses in the project's planning and coordination. Fortunately, the efficiency weaknesses did not have a major impact on the project's effectiveness. As a result of the evaluation findings, 10 recommendations have been formulated for exploring opportunities to continue providing support to beneficiary countries in implementation of the MACEPES tool with a view to ensuring that capacities are strengthened and can be used independently, to expanding the analysis to social policy areas as a complement to the focus on economic analysis and to continuing use of the integrated country team model to ensure ownership by government authorities in the implementation process. With regard to management and internal follow-up, enhanced collaboration between the ECLAC subregional headquarters in Mexico and the ECLAC Economic Development Division at headquarters when implementing similar projects could yield significant results in ensuring that capacity to provide support to beneficiary countries is established within ECLAC. Other recommendations include improvements in the use of information and communications technologies and the use of results-based management tools and monitoring mechanisms.

I. INTRODUCTION

I.1. Organization of the report

1. Following this introductory chapter on the mandate, subject, purpose and process of the evaluation, a brief description is provided of its methodology, limitations and the evaluative activities carried out in the course of the exercise. The remainder of the report presents the evaluation findings grouped around the core evaluation criteria of relevance, effectiveness, efficiency and specific criteria set for Development Account-funded projects. Individual sections address different aspects of each criterion and include a detailed presentation of findings, including stakeholder perceptions, and findings emerging from the analysis of documents and of beneficiaries' responses. Relevant conclusions and recommendations are presented in the final two sections.

I.2. Evaluation mandate

2. The Programme Planning and Evaluation Unit of the Programme Planning and Operations Division of the Economic Commission for Latin America and the Caribbean (ECLAC) undertook an evaluation of Development Account Project 06/07 H, entitled "Implications of macroeconomic policy, external shocks and social protection systems for poverty, inequality and social vulnerability in Latin America and the Caribbean". The evaluation was conducted pursuant to General Assembly resolutions 54/236 and 54/474, in which the Assembly endorsed the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation.¹ In this context, the Assembly requested that programmes be evaluated on a regular, periodic basis covering all areas of work under their purview. As part of the general strengthening of the evaluation function to support and inform the decision-making cycle in the United Nations Secretariat in general and in ECLAC in particular, and within the normative recommendations made by different oversight bodies² endorsed by the Assembly as indicated above, the Executive Secretary of ECLAC is pursuing an evaluation strategy that includes periodic evaluations of different areas of ECLAC work. In that connection, the present assessment constitutes a discretionary internal evaluation managed by the ECLAC Programme Planning and Evaluation Unit.

I.3. Subject of the evaluation

3. The Development Account is a capacity development programme of the United Nations Secretariat aimed at enhancing the capacities of developing countries in the priority areas of the United Nations Development Agenda. It is funded from the regular budget of the United Nations.

¹ ST/SGB/2000/8, articles II, IV and VII.

² Office of Internal Oversight Services (OIOS), "Assessment of Evaluation Capacities and Needs in the United Nations Secretariat" (IED-2006-006), 24 August 2007; Joint Inspection Unit, "Oversight Lacunae in the United Nations System" (JIU/REP/2006/2), Geneva, 2006.

4. The objective of this evaluation is to assess the efficiency, effectiveness, relevance and sustainability of the implementation of Development Account Project 06/07 H and, more particularly, to document the actual results and impact attained vis-à-vis the overall objectives and expected results as defined in the project document.

5. The project's objective was to train stakeholders in the design of more effective macroeconomic and social protection policies that enable reduction of total poverty and eradication of extreme poverty, based on an improved understanding of the relationship between macroeconomic policies, external shocks and social protection policies, on the one hand, and their impact on inequality, poverty and vulnerability to poverty, on the other. The evaluation emphasized in particular the identification of lessons learned and good practices derived from project implementation, the sustainability of the project and the potential for replication in other countries. The lessons learned and good practices identified will serve as tools for future planning and implementation of ECLAC projects.

6. Development Account Project 06/07 H developed an analytical model for exogenous shocks and economic and social protection (MACEPES) that combined relatively new econometric methodologies permitting the modelling or simulation of certain macroeconomic events and projecting their effects at the macro (economic) and micro (household and individual) levels. In recent years, the combination of the macro and micro approaches has been used successfully in the region for research in such areas as financial liberalization, trade openness and achievement of the Millennium Development Goals.³ However, through Development Account Project 06/07 H these methodologies were used — for the first time — to produce evidence and analysis regarding macroeconomic events and social policies (social protection) simultaneously in several countries of the region.

I.4. Evaluation process

7. The evaluation was conducted between June and November 2010, with the field work performed in July and August. This evaluation is the end-of-cycle evaluation of a regional project covering seven Latin American and Caribbean countries⁴ and focusing on strengthening the countries' analytical capabilities to:

- (a) Analyse the mechanisms of transmission of macroeconomic policy and external shocks to poverty, social vulnerability and income inequality; and
- (b) Monitor the achievement of Millennium Development Goal 1 through macro and micro modelling analysis.

³ Most of the existing academic research on the possibility of achieving the Millennium Development Goals considers simultaneous progress towards all the Goals (focusing as well on areas of synergy). The research conducted under this project was limited to Goal 1.

⁴ Originally, the project comprised five countries (Costa Rica, Ecuador, Guatemala, Nicaragua and the Plurinational State of Bolivia) but, when implementation began, two other countries (Colombia and Mexico) joined the project, participating at their own expense.

II. BACKGROUND

II.1. Project background

8. Work under the Development Account is organized in biennial cycles. The budget for the 2006-2007 tranche was US\$ 19 million, funding 28 projects implemented by 10 entities of the Executive Committee of Economic and Social Affairs,⁵ among them Development Account Project 06/07 H. The programme was established in 1997 and since then 166 projects have been or are being implemented. The project under evaluation is one of the projects approved under the Development Account for the 2006-2007 tranche; project coordination was the responsibility of ECLAC, specifically its subregional headquarters in Mexico.

9. The project had an original duration of two years (2006-2007); and project activities started in July 2006. The duration was subsequently extended to December 2009 and then again to June 2010 in order to ensure consolidation of the final project reports and to disseminate country-specific results in each participating country. The logical framework (logframe) against which the project's results and impact will be assessed contains an overall objective and a set of expected accomplishments and indicators of achievement that will be used as signposts to assess its effectiveness and relevance (see annex 2).

10. The project's objective, as established in the original project document of March 2006, was to contribute to the overall objective of training stakeholders to design more effective macroeconomic and social protection policies that enable reduction of total poverty and eradication of extreme poverty, based on an improved understanding of the relationship between macroeconomic policies, external shocks and social protection policies, on the one hand, and their impact on inequality, poverty and vulnerability to poverty, on the other (see project document in annex 9).

11. The expected accomplishments were defined as follows:

- (a) Increased knowledge of stakeholders about the mechanisms of transmission from macroeconomic policy and external shocks to poverty, vulnerability to poverty and income inequality;
- (b) Strengthened capacity of stakeholders to analyse the mechanisms of transmission from macroeconomic policy and external shocks to poverty, social vulnerability and income inequality;
- (c) Strengthened capacity of stakeholders to monitor the achievement of Millennium Development Goal 1 through macro and micro modelling analysis.

12. The following indicators of achievement were intended to aid in determining the extent to which the aforementioned expected accomplishments were achieved:

⁵ Department of Economic and Social Affairs of the United Nations Secretariat (DESA), the five regional commissions, the United Nations Conference on Trade and Development, the United Nations Environment Programme, the United Nations Human Settlements Programme (UN-Habitat) and the United Nations Office on Drugs and Crime.

- Indicator 1.** (a) Number of downloads of project products from the Internet site; and (b) number of stakeholders using project products containing information and analysis on macroeconomic policy analysis for stabilization and accommodating to external shocks;
- Indicator 2.** Number of participating member State stakeholders evaluating the project as having increased capacity to analyse the mechanisms of transmission of macroeconomic policy and external shocks to poverty, social vulnerability to poverty and income inequality applied by stakeholders;
- Indicator 3.** Number of participating member State stakeholders evaluating the project as having increased capacity to monitor the achievement of Millennium Development Goal 1 through macro and micro modelling analysis.

13. To achieve these expected accomplishments, the following activities were originally planned:

- (a) Development of a methodological framework and conduct of research with the countries involved in the project, enabling analysis of the mechanisms of transmission from macroeconomic policy and external shocks to poverty, vulnerability to poverty and income inequality, on the one hand, and monitoring of the achievement of Millennium Development Goal 1, on the other, by means of macro/micro modelling analysis and support from workshops to adapt the project to local needs;
- (b) Organization of one regional workshop in a selected country to discuss progress, preliminary results and refinements to the methodology for assessing transmission mechanisms;
- (c) Organization of national workshops to strengthen stakeholders' methodological capacity in the area of macro/micro analysis;
- (d) Organization of one international seminar to present final results to stakeholders;
- (e) Establishment of a virtual community of knowledge on the region's socio-economic problems.

14. The budget for the project totalled US\$ 410,000. Progress reports were prepared on a yearly basis. The following progress reports covering the periods indicated have been delivered: first report (January 2006-February 2007); second report (January 2007-December 2007); third report (January 2007-March 2008); fourth report (January 2008-December 2008) and fifth report (January 2009-December 2009).

II.2. Evaluation objective and scope

15. The objective of this evaluation is to assess the efficiency, effectiveness, relevance and sustainability of the project's implementation in relation to its overall objectives and expected results as defined in the project document and, more particularly, to attempt to document some of its preliminary results and impact.

16. In line with the evaluation objective, the scope of the evaluation covers all the activities conducted under the project, with a focus on the most recent activities implemented in the first half of 2010. The evaluation reviewed the project benefits accruing to the various stakeholders in the seven countries, together with the multiplier effects and sustainability of the project interventions. The evaluation also assessed and reviewed the interaction and coordination modalities used in project implementation within ECLAC and other implementing partners.

17. In summary, the following elements were covered in the evaluation:

- Actual progress made towards project objectives
- Degree to which desired — and unanticipated — outcomes have been achieved
- Extent to which the project has contributed to outcomes (both intended and unintended) in the identified countries
- Efficiency with which outputs were delivered
- Implementation strengths and weaknesses, measured against the project logframe (objectives, results etc.)
- Validity of the strategy and partnership arrangements
- Extent to which project design and implementation facilitated attainment of its goals
- Relevance of ECLAC activities and outputs to member State needs within the framework of the project

18. The evaluation also assessed various aspects related to how the project met the following Development Account criteria:

- Ensuring sustainability
- Using information and communications technologies (ICTs) as a networking tool and as a cost-efficient means to promote multiplier effects
- Promoting partnerships and South-South cooperation
- Using available human and technical resources from the developing regions

II.2.1 Stakeholder analysis

19. To implement the project activities, country teams were established in each of the originally planned five beneficiary member States, comprised of the following national entities:⁶

- Bolivia (Plurinational State of): Economic and Social Policy Analysis Unit (UDAPE), an autonomous unit of the Ministry of Economic Development
- Costa Rica: Central Bank of Costa Rica, National Institute of Statistics and Censuses and ministries forming the Social Council of the Republic (i.e. Ministry of Planning, Ministry of Housing, Ministry of Education and Ministry of Labour)
- Ecuador: Integrated System of Social Indicators (SIISE), a government unit
- Guatemala: Secretariat of Planning and Programming of the Office of the President (SEGEPLAN), the national planning entity

⁶ The ECLAC subregional headquarters in Mexico signed agreements of cooperation for this project with all the cited public institutions in all seven countries.

- Nicaragua: Central Bank of Nicaragua, National Institute of Statistics and Censuses, Ministry for the Promotion of Industry and Trade (MIFIC) and Ministry of Finance

20. For the two countries taking part in the project at their own expense, cooperation agreements were signed with the following institutions:

- Colombia: National Planning Department, the institution charged with the design and control of public policies for economic, social and environmental development, in cooperation and coordination with other line ministries and decentralized territorial institutions
- Mexico: Secretariat of Social Development (SEDESOL), an institution with ministerial status that oversees many of the key social programmes targeting poverty and inequality reduction

21. The fact that two additional countries entered the project at their own expense can be taken as a sign of the relevance of the analytical tools and capacity-building provided. The participation of Mexico is clearly a consequence of the close, permanent cooperation existing between the ECLAC subregional headquarters in Mexico and SEDESOL. Colombia's participation was the result of personal contacts between the Department of Economic and Social Affairs of the United Nations Secretariat (DESA) and the National Planning Department. The performance levels of the beneficiary institutions throughout the project's implementation period created capacity in those institutions; their sustainability and the prospects for possible future use of the MACEPES tool will be assessed in the present evaluation report.

II.3. Methodology and limitations

22. In conducting this exercise, the evaluators worked within the set of largely similar and/or complementary standards provided in the normative documents governing the conduct of evaluations at ECLAC, in particular, and in the United Nations Secretariat in general, namely:

- ECLAC, "Preparing and conducting evaluations: ECLAC Guidelines"⁷
- Office of Internal Oversight Services (OIOS), "Managing for results: a guide to using evaluation in the United Nations Secretariat";⁸ OIOS "Inspection and Evaluation Manual"⁹
- United Nations Evaluation Group, "Norms for Evaluation in the UN System"¹⁰ and "Standards for Evaluation in the UN System"¹¹

23. The sum total of the norms and standards contained in the above documents embodies the guiding principles for evaluating the results achieved by the United Nations system, the

⁷ <http://www.eclac.org/dppo/noticias/paginas/4/37534/ECLACGuidelines-Evaluation.pdf>.

⁸ http://www.un.org/Depts/oios/pages/manage_results.pdf.

⁹ http://www.un.org/Depts/oios/ied/ied_manual_v1_6.pdf.

¹⁰ <http://www.eclac.org/dppo/noticias/paginas/4/37534/NormsForEvaluationinTheUNSystem.pdf>.

¹¹ <http://www.eclac.org/dppo/noticias/paginas/4/37534/StandardsForEvaluationintheUNSystem.pdf>.

performance of the organizations, governance of the evaluation function within each entity of the United Nations system and the value-added use of the evaluation.

24. The evaluation used the following data-collection methods to assess the results and outcomes of the work of the project:

(a) **Desk review and secondary data-collection analysis** of Development Account project criteria, the project document, annual progress reports, workshop and meeting reports and evaluation surveys, and other project documentation, such as project methodology, country reports, consolidated reports and the various project web pages (see annex 1);

(b) **Self-administered surveys** Three different types of electronic surveys were used: (i) surveys of beneficiaries and member States (researchers and country teams); (ii) surveys of beneficiaries and stakeholders (staff from counterpart public sector institutions of participating and observing institutions);¹² and (iii) surveys of participants at national events to present results (see annex 5). Closed survey questionnaires were used for this type of data collection.¹³ The following response rates to the electronic surveys were achieved: (i) researchers — 50% (7 responses to 14 surveys sent); (ii) beneficiaries and stakeholders — 40% (6/15), and observers — 50% (2/4); and (iii) presentation event participants — 12% (38/313);¹⁴

(c) **Semi-structured interviews** were used to validate and confirm information and findings from the surveys and desk reviews, organized with ECLAC and DESA staff at the ECLAC subregional headquarters in Mexico and different ECLAC divisions at the Santiago headquarters. Interviews were also carried out with beneficiaries and representatives of member States, mainly country teams, and with stakeholders (staff from counterpart public sector institutions). The data-collection tools used for these interviews included specific interview guides that were applied in a semi-structured fashion. In the case of the main information sources, questionnaires were sent to interviewees in a first stage and, in a second stage, personal interviews were conducted in order to flesh out more details. Depending on the logistics, these interviews were conducted either face to face during field visits or by telephone (for details, please see Annex 3 and 4);

¹² Observers from the Dominican Republic, El Salvador and Panama were invited to attend the final project workshop in Costa Rica, at which final research results were presented and discussed among all seven participating countries. Observers from potential beneficiary institutions in these countries were invited in order to gain familiarity with the MACEPES tool and its possibilities for application.

¹³ In addition to these three types of questionnaire developed for this evaluation and submitted electronically to interviewees, the ECLAC subregional headquarters in Mexico conducted — immediately after each national presentation event — a survey on the quality of the event, using printed questionnaires. The content of these questionnaires differs from the questionnaires developed for this evaluation in that the latter focus on the content of Development Account Project 06/07 H while the former focus more on the quality of the presentation event. However, the former did include two questions on the usefulness of Project 06/07 H results for the respondents' own work and on their expected usefulness for policymakers. In all cases, more than 80% of respondents considered the results "very useful" or "useful" in both questions.

¹⁴ Results presentation events were held only in the five countries initially invited to take part in the project (i.e. no event was held in Colombia or Mexico). Of the total 313 persons participating in these events, 38 responded electronically to the questionnaire for this evaluation, with regard to the content of Development Account Project 06/07 H (questionnaires submitted electronically several days after the event), and another 121 responded to the hard-copy questionnaires administered by the ECLAC subregional headquarters in Mexico (immediately after the event).

(d) **Field visits.** In addition, the evaluation team (staff of the ECLAC Programme Planning and Operations Division and the external evaluation consultant) visited Nicaragua and the Plurinational State of Bolivia and participated in the final meetings at which the country reports were presented. The team also visited Colombia, but not in association with the final presentation event. During these visits, the opinions of high-level officials and authorities with regard to the impact, relevance and efficiency of the project were obtained; and some valuable conclusions were drawn from direct observation at these events;

(e) **Observation.** The evaluators were able to attend two of the national events at which country studies were presented (in Nicaragua and the Plurinational State of Bolivia), having the opportunity to review how the events were organized and also having direct access to immediate beneficiaries of the use of the MACEPES tool.

II.3.1. Constraints and limitations

25. Ideally, it would have been desirable to visit all seven countries to conduct face-to-face interviews, but owing to budget constraints that was not possible. Visits were conducted to three countries, and the other four countries were covered through e-surveys and telephone interviews to collect qualitative data. The considerable amount of information collected with these tools was unquestionably sufficient in quality and quantity to ensure the objectivity of the present report.

26. A second constraint stemmed from the rotation of ECLAC staff involved in this project.¹⁵ Frequent rotation of human resources meant that there was no single person at the ECLAC office in Mexico who accompanied the project throughout its complete duration.¹⁶ Important institutional knowledge was lost as a consequence, as will be seen below in some of the specific points evaluated.

II.4. Mandate and governance arrangements

27. The overall mandate for conducting this evaluation was mentioned above in the introduction, where it was indicated that the evaluation was undertaken as a discretionary internal evaluation managed by the ECLAC Programme Planning and Evaluation Unit, pursuant to General Assembly resolutions 54/236 and 54/474.

28. In addition to that general mandate for evaluation, it was established, with regard to the implementation of projects financed by the Development Account, that, pursuant to General Assembly resolution 54/15, the Development Account operates within the framework of the Financial Regulations and Rules of the United Nations and the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation.¹⁷ The implementation of this

¹⁵ Ana Sojo and Ana Coates (each having served as Chief of the Social Development Unit at the ECLAC office in Mexico); Marco Sánchez, Matthew Hammil and Julio Rosado (programme officers in charge of Development Account Project 06/07 H at the ECLAC office in Mexico).

¹⁶ Project formulation, approval and preparation of implementation covered the period 2006-2007, while implementation covered the period 2008-2009.

¹⁷ See the report of the Secretary-General on the implementation of projects financed from the Development Account (A/55/913).

social development project (Development Account Project 06/07 H is implemented within the framework of the Development Account) and its evaluation results should lead to strengthened national capacity to undertake programme design, monitoring and evaluation of programmes and projects in support of the goals of the World Summit for Social Development as expanded by the General Assembly at its twenty-fourth special session.

II.5. Organization and funding of the project

29. The project was originally formulated at the ECLAC subregional headquarters in Mexico (which covers Central America as well), and was approved for implementation by that office. Owing mainly to reasons of staff rotation¹⁸ (see further below), the ECLAC office in Mexico lost the capacity to lead project implementation on its own as a single institution, without support from a strategic partner. To ensure successful project implementation, the DESA Development Policy and Analysis Division (DPAD) was selected as a partner for joint project implementation. In March 2007, a cooperation agreement was signed between the ECLAC office in Mexico and DESA/DPAD establishing joint implementation of the project. The originally requested budget of US\$ 410,000, approved by the Development Account, was distributed between the two co-implementing entities under the cooperation agreement as shown in table 1.

Table 1: Summary allotment of project budget
(United States dollars)

Description	Allotment	Transferable funds to DESA/DPAD	Comment/Justification
General Temporary Assistance (GTA)	\$ 36 500	\$ 12 300	Research Assistant (half-time for 12 months based on G-5, step 1); DESA/DPAD staff time to process data in the comparative analysis for modelling results and conduct literature reviews. The remainder (\$ 24,200) would be for ECLAC to hire a project/research assistant to conduct a literature review and gather empirical evidence on social protection policies in developing countries and to support programme implementation.
Consultants (national)	\$ 82 000	\$ 0	Budget line fully administered by ECLAC.

¹⁸ In 2006, Marco Sánchez, the principal technical coordinator of the project, was working at the ECLAC office in Mexico and put together the funding request for the Development Account initiative; before implementation could fully begin however, he moved to DESA/DPAD. The ECLAC office in Mexico was thus responsible for implementing the project but had no sufficiently skilled human resources left at the office for full implementation by that office alone.

Description	Allotment	Transferable funds to DESA/DPAD	Comment/Justification
Consultants (international)	\$ 60 000	\$ 42 000	DESA would hire international expertise on the project's methodology, basically for modelling and adaptation to account for social protection policies. The remainder (\$ 20,000) would be for ECLAC to hire a regional expert on social protection policies in Latin America, possibly to write a descriptive background and methodological paper.
Staff travel	\$ 40 000	\$ 25 000	DESA would be providing the project with modelling expertise of two staff, and ECLAC would contribute the time of one expert – possibly in the area of social protection policy and project coordination.
Expert group meetings	\$ 36 900	\$ 36 900	DESA was expected to organize expert meetings to discuss in detail the most feasible ways of adapting the existing modelling to include social protection policies.
Workshops (training)	\$ 109 400	\$ 0	Budget line fully administered by ECLAC.
Contractual services	\$ 20 500	\$ 0	Budget line fully administered by ECLAC.
General operating expenses	\$ 10 500	\$ 0	Budget line fully administered by ECLAC.
Procurement of equipment	\$ 6 000	\$ 0	Budget line fully administered by ECLAC.
Consultant for self-evaluation	\$ 8 200	\$ 0	Budget line fully administered by ECLAC.
Total	\$ 410 000	\$ 116 200	Funds to be transferred to/administered by DESA/DPAD amount to 28% of the original budget

Source: Annex to the agreement letter between the ECLAC subregional headquarters in Mexico and DESA/DPAD regarding joint implementation of Development Account Project 06/07 H, 15 March 2007.

30. The resources mentioned in table 1 were used for the following activities:¹⁹

- International training workshop for all country teams in Quito, May 2008
- International training workshop for all country teams in San José, November 2008
- International training workshop for all country teams in Managua, April 2009
- International seminar for presentation and discussion of final results with researchers, beneficiaries and stakeholders from participating countries and observers from three non-participating countries, Mexico City, November 2009

¹⁹ The listed activities include all project activities and not only the ones implemented by ECLAC. Their overall cost came to US\$ 410,000.

- National seminar for results presentation in San José, April 2010
- National seminar for results presentation in Guatemala City, June 2010
- National seminar for results presentation in Managua, June 2010
- National seminar for results presentation in Quito, June 2010
- National seminar for results presentation in La Paz, June 2010²⁰
- Production of five country studies (extended texts), launched as individual publications at the national events
- Production of a publication comparing all seven country studies²¹

* * *

- A total of 20 researchers have been trained in the seven participating countries.²²
- A total of 12 stakeholders and technical staff from beneficiary institutions (not researchers) participated in at least one international workshop.
- A total of 11 observers from non-beneficiary institutions or supporting cooperation agencies (United Nations Development Programme (UNDP)) participated in at least one international workshop.

II.6. Evaluation criteria, issues and questions

31. The following evaluation criteria, issues and questions, established in accordance with the ECLAC Programme Planning and Operations Division, comprised the framework for this evaluation report:

II.6.1. Relevance

- How aligned were the delivered activities and outputs with the priorities of the targeted countries?
- How aligned was the proposed programme of work with the subprogramme activities?
- Were there any complementarities and areas of synergy with the other work being conducted?

II.6.2. Effectiveness

- How satisfied are the project's main clients with the services they received?
- What are the results identified by the beneficiaries?
- Has the project made any difference in the behaviour/attitude/skills/performance of the clients?
- How effective were the project activities in enabling capacities and influencing policymaking?
- Are there any tangible policies that have considered the contributions provided by ECLAC?

²⁰ As no resources had been included in the budget for possible national results presentation events in the self-financed additional participating countries (Colombia and Mexico), no such events were held in those two countries.

²¹ ECLAC/FLACSO, "Políticas públicas para la reducción de la pobreza y la vulnerabilidad en un contexto de choques externos: efectividad y viabilidad fiscal en América Latina"; Quito, 2010.

²² The number of trained researchers by country was as follows: Colombia, 2; Costa Rica, 2; Ecuador, 3; Guatemala, 3; Mexico, 2; Nicaragua, 5; and Plurinational State of Bolivia, 3.

- How much more knowledgeable now are those who participated in the workshops and seminars?

II.6.3. Efficiency

- Collaboration and coordination mechanisms between the ECLAC divisions and units that ensure efficiency and coherence of response
- Provision of services and support in a timely and reliable manner, according to the priorities established by ECLAC
- Presence of protocols and practices to ascertain that good practices and lessons learned are recognized and integrated into work practices

32. Given the fact that the project under evaluation was financed by the Development Account, the following additional general criteria that are common to all Development Account projects and programmes also apply:

II.6.4. Development Account criteria

- Ensuring sustainability
- Using of ICTs as a networking tool and as a cost-efficient means to promote multiplier effects
- Promoting partnerships and South-South cooperation
- Using available human and technical resources from the developing regions

33. Finally, the following specific questions were established by ECLAC for this evaluation:

II.6.5. Specific questions

- Actual progress made towards project objectives
- Degree to which desired — and unanticipated — outcomes have been achieved
- Extent to which the project has contributed to outcomes (both intended and unintended) in the identified countries
- Efficiency with which outputs were delivered
- Implementation strengths and weaknesses, measured against the project logframe (objectives, results etc.)
- Validity of the strategy and partnership arrangements
- Extent to which project design and implementation facilitated attainment of its goals
- Relevance of ECLAC activities and outputs within the framework of the project

34. The evaluation criteria, issues and questions reported thus far are established in the terms of reference for this evaluation. Additional questions that emerged during the implementation of this evaluation are reported further below.

III. EVALUATION FINDINGS

35. This section begins with an overview of the main results and findings of the evaluation. General aspects and evaluation questions are shown in relation to the overall project, while results for more specific questions are shown for the various countries that participated in the project.

III.1. General assessment of project outcomes

36. Table 2 gives an overview of the evaluation ratings at a glance. Specific explanations and justifications of these assessments are provided in the qualitative findings below. To better understand the level and quality of results achieved by the project, a rating system was established for each evaluation criterion.²³ The rating reflects the evaluation team's informed judgement, based on qualitatively or quantitatively captured indicators and data collected during the exercise. Ratings for non-quantifiable indicators require that qualitative assessments be made. These were effected through a review of the data and analysis of the interviews conducted during the course of the evaluation. The criteria for these assessments were established using a regular Likert scale rating. The rating system for this report was established by the authors and does not necessarily represent official ECLAC policy. This rating system is based on a qualitative standard scale; therefore, results are to be considered an indicative evaluation of compliance with the project document in terms of performance of implemented activities and quality of achieved results.²⁴ The ratings are corroborated and fully supported by the qualitative analysis of the evaluation. The categories are as follows:

- **Highly satisfactory:** in compliance with the project document (expected accomplishments) and with high standards of performance
- **Satisfactory:** generally in compliance with the project document
- **Unsatisfactory:** partly in compliance but with weaknesses in some areas
- **Highly unsatisfactory:** not in compliance

²³ Evaluation ratings are not a general evaluation policy at ECLAC. Nevertheless, they are frequently used at other United Nations agencies, such as UNDP and the United Nations Children's Fund (UNICEF), and at many other agencies and institutions for international cooperation. Most of the rating systems commonly used are based on the Organization for Economic Cooperation and Development/Development Assistance Committee (OECD/DAC) evaluation criteria for development cooperation.

²⁴ Rating established in accordance with the Organization for Economic Cooperation and Development (OECD), "Review of DAC Principles for Evaluation of Development Assistance", 1998 [online] <http://www.oecd.org/dataoecd/63/50/2065863.pdf>. The rating is not established in the sense of a value scale commonly used by public opinion surveys, which includes a "neutral" point (for instance, a value of 0 in a five-step scale from -2 to +2); the rating used in this report follows rather the logic of evaluations given to pupils in an education system.

Table 2: GENERAL EVALUATION OUTCOME OVERVIEW				
	Highly unsatisfactory	Unsatisfactory	Satisfactory	Highly satisfactory
Overall evaluation			x	
According to general evaluation criteria				
Relevance				x
<ul style="list-style-type: none"> Alignment of delivered activities and outputs with the priorities of the targeted countries. 				x
<ul style="list-style-type: none"> Alignment of the work programme with other programme activities 				x
<ul style="list-style-type: none"> Complementarities and areas of synergy with other work being conducted 				x
Effectiveness				x
<ul style="list-style-type: none"> Level of satisfaction of the project's main clients with the services they received 				x
<ul style="list-style-type: none"> Changes created by the project regarding behaviour/ attitude/skills/performance of the clients 			x	
<i>Behaviour</i>			x	
<i>Attitude</i>			x	
<i>Skills</i>				x
<ul style="list-style-type: none"> Effectiveness of the project activities in enabling capacities and influencing policymaking 				x
<i>Enabling capacities</i>				x
<i>Influencing policymaking</i>			x	
<ul style="list-style-type: none"> Participants' knowledge increased through workshops and seminars 				x
Efficiency			x	
<ul style="list-style-type: none"> Collaboration and coordination mechanisms between ECLAC divisions and units that ensure efficiency and coherence of response 		x		
<ul style="list-style-type: none"> Provision of services and support in a timely and reliable manner, according to the priorities established by ECLAC 			x	

	Highly unsatisfactory	Unsatisfactory	Satisfactory	Highly satisfactory
<ul style="list-style-type: none"> Presence of protocols and practices to ascertain that good practices and lessons learned are recognized and integrated into work practices 			x	
According to specific Development Account evaluation criteria				
<ul style="list-style-type: none"> Ensuring sustainability 			x	
<ul style="list-style-type: none"> Using ICTs as a networking tool and as a cost-efficient means to promote multiplier effects 		X		
<ul style="list-style-type: none"> Promoting partnerships and South-South cooperation 			x	
<ul style="list-style-type: none"> Using available human and technical resources from the developing regions 				x
According to additional questions established for this evaluation				
<ul style="list-style-type: none"> Interaction and coordination modalities between ECLAC and DESA 			x	
<ul style="list-style-type: none"> Administrative performance 		X		
<ul style="list-style-type: none"> Support by DESA 			x	
<ul style="list-style-type: none"> Support by ECLAC 		X		
<ul style="list-style-type: none"> Econometric component 				x
<ul style="list-style-type: none"> Social policy component 			x	

III.2. FINDINGS

37. **Consolidated evaluation findings.** For ease of reference, the main findings — which substantiate the general ratings and assessments presented in table 2 — are listed below in bullet form. Detailed evidence and specific findings are provided afterwards for each of the relevant evaluation areas.

Relevance

- Development Account Project 06/07 H — including the MACEPES exercise and its analytical results — was found to be highly relevant in terms of the priorities of the targeted countries and the programme of work of ECLAC.

Effectiveness

- A satisfactory level of change in research capacity and enhanced analytical skills were achieved through the project activities.

- The use of the methodologies gave greater focus and visibility to the economic implications and analysis of external shocks to the detriment of an equally balanced analysis and study of the social policy implications.
- The participation of public sector institutions in country teams and as direct beneficiaries brings the project's work closer to influencing decision-making.
- While there was identifiable progress in the creation and enhancing of skills for MACEPES implementation, levels are not yet sufficient in all countries for independent use and application of the MACEPES model.
- Despite the need for additional training, the MACEPES methodology is already being used in Costa Rica, Ecuador and Nicaragua, in particular for simulations related to external trade and migration.

Efficiency

- Results-based management principles were not fully exploited by the project and some commitments were not properly followed up on.
- The project overall provided good value for money.
- Despite the existence of project management **weaknesses, these did not compromise the effectiveness and overall outcomes of the project in relation to its established expected accomplishments.**

Specific Development Account evaluation criteria

- Selected partner institutions seem to be the most prepared and relevant institutions to implement the MACEPES methodology.
- Basic capacity has been created for ensuring continuity (sustainability) regarding the use of the MACEPES model in beneficiary institutions.
- Involving staff from beneficiary institutions directly in project implementation increased the likelihood of sustainability in implementation of the MACEPES methodology. However, the support that researchers received from institutions was less than expected.
- The methodology developed by ECLAC has generated increased interest on the part of policymakers as it provides new insights into the consequences of the crises and shocks that characterized the international environment throughout 2009 and 2010.
- The project did not take full advantage of the use of ICTs as a networking tool, even though that was included in the original commitments inasmuch as the creation of a virtual community was one of the main project activities.

- Project implementation promoted South-South partnerships through the assistance provided by ECLAC and the hiring of local consultants; however, greater efforts to promote partnerships between country teams and the creation of the virtual community would have been desirable.
- The criterion of using available human and technical resources in the region was fully observed.

Additional evaluative questions

- Interaction and cooperation between ECLAC and DESA were satisfactory.
- Better coordination between the ECLAC office in Mexico and ECLAC headquarters would have helped to better address some of the efficiency weaknesses in the project.

III.2.1. Relevance

	Highly unsatisfactory	Unsatisfactory	Satisfactory	Highly satisfactory
Relevance				x
<ul style="list-style-type: none"> • Alignment of delivered activities and outputs with the priorities of the targeted countries 				x
<ul style="list-style-type: none"> • Alignment of the work programme with the other programme activities 				x
<ul style="list-style-type: none"> • Complementarities and areas of synergy with other work being conducted 				x

Finding 1: Development Account Project 06/07 H – including the MACEPES exercise and its analytical results - were found to be highly relevant in terms of the priorities of the targeted countries and the programme of work of ECLAC.

38. The project’s relevance was assessed in terms of its importance to beneficiary countries and their specific needs, the alignment of its activities with ECLAC priorities and areas of work and its capacity to develop complementarities and areas of synergy (at the level both of the beneficiaries and of ECLAC), which is a measure of how well country needs and priorities are being addressed by ECLAC.

39. During the past two decades, the macroeconomic performance of Latin American and Caribbean countries has been uneven and in some cases disappointing, despite various structural reforms which were frequently affected by external shocks and whose interaction with social policies was very rarely fully understood. Development Account Project 06/07 H has provided important insight into this interaction for the set of seven beneficiary countries;

and the analysis has yielded a diverse set of results and recommendations, bearing in mind that economic performance has varied (e.g. growth, poor growth or no growth whatsoever), as have the levels of external shocks that the countries have undergone.

40. The general project purpose of identifying and analysing the impact of macroeconomic policies and external shocks gained special importance during the course of the implementation period, as a new wave of external shocks and the international financial crisis that began in late 2008 impacted selected countries in the subregion. The fact that two additional countries joined the project at their own expense attests to the relevance of the approach and to country interest in the study and in utilizing and being part of the development and trial of the MACEPES tool.

41. Focusing on the main transmission mechanisms through which macroeconomic policies affect poverty, inequality and vulnerability to poverty, the project identified a combination of policies enabling a reduction in poverty and/or extreme poverty through specific social policies (transfer mechanisms whose associated expenditure is feasible even in periods of tight public financial resources and whose disincentive effect on the labour market is minimal), including in scenarios of external shocks that cause drops in GDP. For example, in a set of 70 different scenarios²⁵ combining different kinds of shocks and policy reactions it has been possible to identify at least 13 scenarios in which poverty or extreme poverty decreased, despite a drop in GDP; in 43 scenarios poverty or extreme poverty did not increase despite the shock; and in only 14 scenarios was a special combination of social policies (mainly based on a temporary increase in targeted transfers) and macroeconomic policies (mainly based on labour market incentives) unable to prevent an increase in poverty. The distribution of the socially positive scenarios (i.e. no increase in poverty) was equal among the seven countries, even though their conditions and characteristics were different. That is because, despite the different characteristics and conditions and the different types of shocks, more often than not there is a considerably wide range of options for action that can prevent any increase in poverty or even help to reduce poverty in periods of external shock. Therein lies the immense value of the analysis and policy options that the project presented to countries having suffered external shocks.

42. Another element of relevance for the countries was that all of them drew an additional benefit from the fact that their social accounting matrices (SAM) had to be updated and extended and that specific elasticity coefficients for country-specific computable general equilibrium (CGE) modelling have been estimated. The two activities are frequently not implemented by governments at their own initiative. These two sets of information are now available for additional research and analysis. In fact, at the time of this evaluation, Costa Rica, Ecuador and Nicaragua had already started to use their new research capacities and information sources for new, self-implemented assessments regarding the potential impact of trade integration and international migration within the new context of international crisis and post-international crisis, using the MACEPES tool.

43. Regarding alignment and complementarities at an institutional level at ECLAC and other cooperation agencies, the Development Account Project 06/07 H results are complementary to a previous project conducted by the ECLAC office in Mexico to assess the impact of the Dominican Republic–Central America–United States Free Trade Agreement (CAFTA) on

²⁵ Five scenarios for each of seven countries and their impact on relative poverty plus five scenarios for each of seven countries and their impact on extreme poverty.

growth, poverty and inequality in Costa Rica, El Salvador and Honduras.²⁶ Additionally, the Development Account project complements previous studies supported in the region by the World Bank, UNDP and ECLAC (including its office in Mexico) regarding cost-effective policies for achieving some of the Millennium Development Goals. In 2005 the World Bank developed a research tool (the maquette for Millennium Development Goals simulations [MAMS]) that was used between 2006 and 2008 in 19 different Latin American countries under a joint World Bank/DESA/UNDP project, with support from ECLAC. In a similar way as under Development Account Project 06/07 H, ECLAC assisted the World Bank and sister United Nations agencies in approaching the countries in the region in order to ensure their participation. The MAMS tool was originally designed for Millennium Development Goal strategy analysis but, given the broad nature of the Goals and the important role of the government in Goal achievement strategies, it also provides a framework for analysis of medium-to-long-run, economy-wide public finance issues. As a consequence of the broad range of alternatives for implementation, ECLAC subsequently applied the knowledge and skills acquired through the MAMS tool in other projects, for example, in the Development Account Project entitled “Interregional cooperation to strengthen social inclusion, gender equality and health promotion in the Millennium Development Goals”.²⁷ The successful implementation of the MAMS methodology in the Latin American region, supported by ECLAC, opened the way for taking this analytical tool to other parts of the world, in particular to countries of the Middle East and Central Asia. The above clearly shows that there has been a history and follow-up of a recurrent and evolving need that has been addressed by ECLAC through the Development Account project.

44. The selection of the participating countries for the project was highly relevant because the seven countries fulfil important conditions. First of all, the diversity of general economic characteristics (extractive-industry economies, agriculture-driven economies, large and small countries, among others) gives a reasonable overview of the differences that can be found in the region. Secondly, despite these differences, all the selected countries had experienced a process characterized by globalization, privatization and liberalization.²⁸ Thirdly, while the mentioned reform processes were taking place, all the selected countries suffered one or several economic shocks.²⁹

²⁶ These three countries were supported widely through the project and, at the same time, Nicaragua and Panama benefited from capacity-building support in order to undertake similar assessments.

²⁷ Amorim, Rodrigo, Guillermo Cruces and Andrea Vigorito, “Programas sociales y transferencias de ingresos en Uruguay: los beneficios no contributivos y las alternativas para su extensión”, *Políticas Sociales series* No. 146 (LC/L.3002-P/E), ECLAC, January 2009.

²⁸ In other words, they had implemented, in a broader or narrower space, policies related to external opening (export promotion, tariffs, trade agreements, elimination of restrictions on capital flows, foreign direct investment attraction); monetary policies (increased control of money supply, interest rate controls, financial supervision); fiscal policy (decreased government spending, tax reform efforts, increased domestic borrowing); and other economic policies, such as privatization and price liberalization.

²⁹ The most common ones were loss of foreign direct investment, speculative capital movements, gains and losses in remittances, changes in international terms of trade and international economic slowdown.

III.2.2. Effectiveness

	Highly unsatisfactory	Unsatisfactory	Satisfactory	Highly satisfactory
Effectiveness				x
<ul style="list-style-type: none"> Level of satisfaction of the project's main clients with the services they received 				x
<ul style="list-style-type: none"> Changes created by the project regarding behaviour/ attitude/skills/performance of clients 			x	
<i>Behaviour</i>			x	
<i>Attitude</i>			x	
<i>Skills</i>				x
<ul style="list-style-type: none"> Effectiveness of the project activities in enabling capacities and influencing policymaking 				x
<i>Enabling capacities</i>				x
<i>Influencing policymaking</i>			x	
<ul style="list-style-type: none"> Participants' knowledge increased through workshops and seminars 				x

Finding 2: A satisfactory level of change in research capacity and enhanced analytical skills were achieved through the project activities.

45. Despite the different needs of the participating countries, the capacities of researchers and policy analysts at the country level were enhanced through the successful completion of the studies and training programmes. The project fulfilled its objective of building capacity in the public sector for the implementation of innovative and sophisticated econometric models creating new knowledge about the trade-offs between external shocks and social protection systems and policies. In this sense, new insight for possible policymaking initiatives was created in the different countries through the modelling and the alternatives developed by each study.

46. All Development Account Project 06/07 H clients³⁰ assessed as high or very high the quality of acquired knowledge and the quality of the training and skills provided. Trained researchers ranked the quality of training under the project even higher than that provided under several similar training experiences they had taken part in from other sources. The fact that participating researchers started the training from very different levels of previous knowledge but ended up delivering high-quality research reports at a somewhat uniform level attests to the fact that the trainers were able to raise and harmonize all the research teams to the same level and quality standards of the research groups in the different

³⁰ That is, 100% of interviewed researchers and other technical staff from beneficiary institutions.

countries. This is a success that is worth emphasizing as part of the effectiveness of the project. The large differences in participants' prior knowledge were perceived by the researchers themselves as an obstacle to training and capacity-building; but it was then recognized that the training was able to bring everyone to a levelled playing field. Despite this progress, most of the trained researchers mentioned that deeper and more focused training regarding general background and understanding of the interaction between macro and micro models would have been desirable (for more details on the results of surveys and interviews, please see Annex 6 and 7).

47. It is worth noting that technical staff at government institutions in some of the participating countries are already using the MACEPES methodology independently for their own policy assessments in different contexts, as mentioned in the relevance portion of this report. Nevertheless, for countries that are not yet using the MACEPES tool independently, the creation of research skills and, consequently, the start of a process of behavioural change towards policy analysis and capacity-building in this area might be needed to sustain efforts in this regard.

48. Changing skills, attitudes and behaviour can be understood as a sequence in which one change leads to the next action or induces it. Evidence from the interviews and surveys conducted by this evaluation among researchers and other technical staff of beneficiary institutions suggests the existence of such a sequence. When asked if the main results of the project had been achieved, interviewed researchers responded in all cases (100%) that the knowledge created could be ranked as the highest they had ever attained in similar training that they had taken part in and 71% gave the highest ranking to generated capacities, among the main project results. These two responses can be understood as a proxy indicator of change in skills and knowledge, as they indicate real and tangible outcomes achieved by the project. The skills and capacities created under the project generated research results and, in many instances, these results have been taken into consideration and are illustrative of a change in attitude or policies in the targeted countries. Of the researchers interviewed or surveyed, 86% considered that one of the project's main results was the generation of new elements for economic policy design and 71% expressed the same view with regard to social policy design. Concerning the importance of the project's results for decision-making, the data show that a possible behavioural change is already in place, although less advanced than the process of skills creation. Only 43% of researchers considered that the project's results were important elements for decision-making in economic policy, while 57% considered them as very important for decision-making in social policy. Researchers thus clearly understand that the MACEPES tool provides elements for decision-making in social policy and that these elements are based on an economic analysis that provides elements for economic decision-making, but at a narrower scope.

49. In addition, 71% of the researchers agreed that economic policy designers were among the main beneficiaries of the project results and 100% of them saw social policy designers within this group of main beneficiaries. This result might be understood as a step towards attitude change, even if so far no concrete policy decision has been taken based on the project's results in the participating countries.³¹ At the same time, only 57% of researchers

³¹ The parameters for the project's simulations of external shocks were standardized (made the same for all countries) in order to allow for comparability between countries. Even if the yielded results are quite important for the countries, they are not sufficiently specific in order to take immediate political decisions based on them. Nevertheless, countries understood clearly the usefulness of the MACEPES tool for social and economic analysis and some of them have already started to use

saw stakeholders (for decision-making regarding economic and social policies) among the main beneficiaries of the project's results. Responses to interviews conducted among other non-research staff of beneficiary institutions showed the same trend towards a deeper change in skills but a less advanced change in attitude and behaviour, although respondents viewed the induced changes to be at a lower level than researchers. The intervention logic was confirmed by this evaluation, specifically that — as with any project — capacity first needs to be created in order to be put to use and produce changes in attitude and behaviour that will have an ultimate outcome when policies are actually designed.

Finding 3: The use of the methodologies gave greater focus and visibility to the economic implications and analysis of external shocks to the detriment of an equally balanced analysis and study of the social policy implications.

50. There are at least three pieces of evidence that reveal a gap between the meaningfulness of research results for social protection policies and the full use of the proper analysis and visibility of those results. First, research teams themselves mentioned weaker knowledge and capacities regarding general processes of social protection policy design and a lack of knowledge regarding existing social programmes in their countries, compared with their knowledge regarding economic processes. As a consequence, the country report chapters dedicated to social policies in general are much shorter than the chapters dedicated to economic issues. In the country reports, the number of pages dedicated to economic analysis exceeded those dedicated to social analysis by the following percentages: Colombia, 41%; Costa Rica, 100%; Ecuador, 75%; Guatemala, 100%; Mexico, 60%; Nicaragua, 416%; and Plurinational State of Bolivia, 40%.³² Granted, the description of external shocks might be more complex and require more extensive narrative than social policy processes, but the fact that economic issues are accorded greater attention than social issues in the reports creates the aforementioned perception that the study results relate more closely to economics than to social policies. Interviewed experts knowledgeable about the study but not having participated directly in the research teams perceived the study's economic element to be much stronger than the social element and considered the benefits for economic policy design and decision-making more important than the benefits for social policy design and decision-making (50% compared with 33% in both cases). Economic policy designers were identified as stronger beneficiaries than social policy designers (59% compared with 33%). Similarly, stakeholders standing to benefit from the use of economic policies were considered to be in a more prominent position as beneficiaries of the project (33%) than were social policy stakeholders (17%), in the opinion, again, of non-researchers. The important lesson here is that the research design and achieved results did not allow for delving into deeper detail regarding social policies, and that the potential for social policies was not fully explored and taken advantage of.

51. At the same time, researchers taking part in the exercise considered the importance of knowledge creation for economic policy design slightly higher than the importance of knowledge creation for social protection policy design (86% compared with 71%). Nevertheless, regarding decision-making, researchers saw higher benefits for social policy than for economic policy (57% compared with 43%). This was associated with the

the tool for additional analysis (on trade integration and international migration), which is being prepared as a specific input for future decision-making.

³² Ratios of country report pages dedicated to economic versus social issues: Colombia, 24/17; Costa Rica, 31/15; Ecuador, 21/12; Guatemala, 24/12; Mexico, 24/15; Nicaragua, 25/6; and Plurinational State of Bolivia, 14/10.

importance of the technical elements created by the project. In terms however of the expected policy use of these elements, researchers saw a clear advantage for social policy designers and stakeholders (100% and 57%) vis-à-vis economic policy designers and stakeholders (71% and 43%).

52. According to the interviews conducted, researchers themselves recognized that their professional background was more clearly linked to economic analysis and policies than to social analysis and policies. This basic fact possibly biased the approach of country reports towards focusing more on economic aspects than on social aspects. A somehow deeper social analysis would have been useful for the project. Nevertheless, it is understandable that an economic bias had occurred, given the close linkage of econometrics and simulation methodologies.

Finding 4: The participation of public sector institutions in the country teams and as direct beneficiaries of the project brings their work closer to influencing decision-making.

53. Compared with previous similar econometric and analytic exercises (mainly by the UNDP Regional Bureau for Latin America and the Caribbean over the past 10 years), an additional strength was created by this project in that public sector institutions were involved as a direct beneficiary. Similar exercises conducted in the past — entailing combined macro-econometric projections via CGE models with counterfactual micro simulations in order to understand the impact of macro scenarios on micro household welfare levels and distribution — had been implemented by consultants and not by public sector employees. Interviews conducted with the current project’s coordinators,³³ who had been involved in the aforementioned similar projects, confirmed this fact.

54. Of the researchers interviewed, 71% indicated that during project implementation and before the official publication of the country reports several other institutions in their countries had already showed interest in the possibility of using the project’s results or the MACEPES tool to analyse the impact of macro economic and social policies. As a matter of fact, the composition of the country teams showed that decision-making entities within governments were the ones participating in the development and application of the methodologies and in elaborating the country studies. They were the ones using the application. In Nicaragua, for example, the research team was composed of technical staff linked to the central bank, Ministry of Commerce, Statistical Bureau and Ministry of Finance. In the case of the Plurinational State of Bolivia, the official beneficiary institution UDAPE works very closely with the Ministry of Finance but also with the Ministry for Development Planning. In Costa Rica, immediately after the research project had been completed, the academic network “Estado de la Nación” (“State of the Nation”)³⁴ took interest in the MACEPES tool, as did the central bank and the Ministry of Commerce; and in Ecuador, the official beneficiary The Latin American Faculty of Social Sciences (FLACSO), a research and training institution for social policies, is preparing a MACEPES training course in order to train additional technical staff from the public and private sectors, since there is already demand for this training and the future use of the MACEPES methodology in the country. In this sense, the fact that trained researchers from Development Account Project 06/07 H came from the public sector and were linked directly or indirectly not only to the seven

³³ Marco Sánchez and Pablo Sauma.

³⁴ Network of universities in the country involved in research and teaching, providing official support for the Human Development Report in the country and in the elaboration of other important policy and development planning documents.

official beneficiary institutions helped to disseminate the idea and opened the door for possible use of the MACEPES methodology as well for additional policy analysis in other institutions.

Finding 5: While there was identifiable progress in the creation and enhancing of skills for MACEPES implementation, these skills are not yet sufficient in all countries for independent use and application of the model.

55. As indicated earlier, the main outcome of Development Account Project 06/07 H is that public partner institutions trained in the countries now possess sufficient skills to replicate the exercise with country-specific or national policy-specific simulations that would allow them to have the necessary information to measure the effects of policies to be implemented and thus would facilitate their decision-making. The basic rationale behind this view is that all seven country studies conducted analysis and estimations satisfactorily and to a high technical standard. Trained researchers have recognized this fact and agree with this initial assertion; however, they also have mentioned that the country studies were only possible with the support of the project expertise and services delivered and that in general they did not yet feel sufficiently skilled to implement a fully independent MACEPES exercise entirely on their own. Only three of the seven participating countries (Colombia, Costa Rica and Ecuador)³⁵ show a sufficient level of skill and support by public institutions to do so, given their previous experience and application of the tools.³⁶ Independently of the level of skills achieved and the capacities developed, researchers and technical staff from all country teams mentioned overall the need for additional training for new staff and refresher training for already trained staff in order to ensure and expand use of the MACEPES tool in their countries. This might be an area for due consideration by ECLAC and other partners so as to ensure the sustainability and effectiveness of the tool and of the technical services provided to countries.

Finding 6: Despite the need for additional training, the MACEPES tool is already being used in Costa Rica, Ecuador and Nicaragua, in particular for simulations relating to external trade and migration.

56. Specifically, in Ecuador and Nicaragua the MACEPES model will be used internally by the Government, at the request of the respective Ministries of Trade, in order to understand better the possible impacts of a trade agreement that both countries are negotiating with the European Union. In Costa Rica, new legislative initiatives consider mandatory coverage of foreign residents by the public social security system; the trade-offs between social security costs and the welfare impact on less wealthy migrant households can be modelled using the MACEPES tool. This shows a potential for effectiveness and impact that is well within the expected results and initial objectives of the project and offers evidence of the actual preliminary results and success of the project.

³⁵ In the opinion of the researchers, 29% (all of them from the three mentioned countries) of interviewed researchers showed confidence in having generated sufficient capacities.

³⁶ The two project coordinators (Mr. Sánchez and Mr. Sauma) are the authors of the country study and have already disseminated the MACEPES tool through the Estado de la Nación academic network. Ecuador benefits from the full knowledge and experience of FLACSO as support for its individual MACEPES exercise. Colombia has experience in the use of methodologies similar to MACEPES prior to the present project.

III.2.3. Efficiency

	Highly unsatisfactory	Unsatisfactory	Satisfactory	Highly satisfactory
Efficiency			X	
<ul style="list-style-type: none"> • Collaboration and coordination mechanisms between the divisions and units within ECLAC that ensure efficiencies and coherence of response 		X		
<ul style="list-style-type: none"> • Provision of services and support in a timely and reliable manner, according to the priorities established by ECLAC 			X	
<ul style="list-style-type: none"> • Presence of protocols and practices to ascertain that good practices and lessons learned are recognized and integrated into work practices 			X	

Finding 7: Results-based management principles were not fully exploited by the project and some commitments were not properly followed up on.

57. The project suffered from significant weaknesses regarding collaboration mechanisms, commitment to timetables, presence of protocols and practices and the existence of progress indicators that would have allowed effective monitoring of achievable intermediate and final results for the various project stages, including the delivery of project outputs. Nevertheless, these weaknesses in processes and delays in delivery, which were documented thoroughly in the project progress reports as well as through interviews with project coordinators, did not ultimately compromise the overall outcomes of the project.

58. All the project progress reports contain evidence of problems in the organizational leadership of project implementation, as a consequence of the high turnover of the staff at the ECLAC subregional headquarters in Mexico responsible for its coordination. The first annual report (February 2007) stated that the project had been approved in the first half of 2006 but had not been able to implement commitments due to the mobility of key staff intended to provide substantive and organizational leadership for the project. Even though this human resources gap was ultimately resolved through cooperation between ECLAC and DESA, the 2007 progress report stated that DESA staff was not ready to initiate the project in 2006 owing to other previously planned assignments.

59. Among the additional factors contributing to the initial delays were the time required to identify the country teams (as mentioned in the report), the time for consolidating the country teams and the different coordination modalities needed to ensure smooth implementation. To

be eligible to participate in the project, countries had to possess certain characteristics;³⁷ for instance, researchers working in the public sector and having a certain knowledge base in econometrics and quantitative methods had to be identified, and public sector beneficiary institutions had to be interested and willing to participate in project implementation. Furthermore and before the official start of the project, a cooperation agreement had to be signed between ECLAC and the beneficiary institutions; this was only completed in the second half of 2007.³⁸ After having defined the countries, participating institutions and research teams in the second half of 2007, the project experienced a further delay in April 2008, because national research coordinators had to be hired under a consultancy contract, which delayed overall delivery again. The annual progress report from December 2008 states, for example, with regard to the hiring process, that the contracting mechanisms had required extensive review and required confirmation from ECLAC headquarters in Santiago. Such internal confirmation between different ECLAC offices ended up being a time-consuming process with slow results.

60. The annual progress report from December 2008, in referring to the need for extensive review of contracting mechanisms, noted that difficulties had arisen with the current, relatively inflexible operational mechanisms of the United Nations and the Development Account guidelines. The report observed that in 2008 there had been a lack of detailed guidelines on how to manage and implement Development Account projects and that the ECLAC office in Mexico and ECLAC headquarters had to consult several times with New York to request clarification on common project implementation questions, thus delaying regular procedures and project implementation as well as increasing the level of uncertainty in planning activities.

61. In addition, the changes in staff and temporary vacancies in project-related posts gave rise to a loss of significant institutional memory and of much project management knowledge during periods of staff changes or absences, as stated in the December 2008 progress report. General shortcomings in appropriate briefing and documentation filing and sharing in the face of rotating substantive and administrative staff in the units and offices in charge of project implementation were identified in the report as the main cause of difficulties encountered in hiring processes and other administrative mechanisms that might have had a role in the overall effectiveness and efficiency of project management.

62. Although most of the aforementioned administrative difficulties were solved in the course of 2007 and 2008, the 2009 annual progress report surprisingly mentioned that even in 2009 a significant administrative burden for execution of the project remained. This burden resulted in the appointment of a staff member as “case manager” of the project, assuming the task of liaising and communicating with the many other internal sections of the organization in order to carry out implementation activities and expenditures. The report concluded that such a solution was necessary because the technical project coordinator was located in New York (DESA) and not at the ECLAC office in Mexico. Even though this

³⁷ See the observations regarding economic and social country characteristics in the section on relevance earlier in this report.

³⁸ Dates of agreements signed between ECLAC and beneficiary institutions by country (in chronological order): Plurinational State of Bolivia, 12 February 2007; Guatemala, 12 April 2007; Costa Rica, 7 May 2007; (12 May 2008 considering the new agreement after changes in the Government); Ecuador, 12 July 2007; Mexico, 30 July 2007 (although Mexico participated at its own expense, an agreement was signed based on a previously existing general cooperation agreement between SEDESOL and the ECLAC office in Mexico). No agreement was signed with Colombia, as that country had participated at its own expense; in the case of Nicaragua, no payments were made by ECLAC to the researchers, so there was no need to sign an agreement.

measure was taken in order to close an efficiency gap, it created a new gap in terms of coordination and loss of information; and that might need to be considered as a lesson learned for other Development Account projects. The 2009 annual report stated that, given the need for project administration staff to work closely with the substantive staff who implement and coordinate the technical assistance, there was significant potential for loss of information if channels of communication and information were not kept open and if flexible strategies were not in place to deal with changes in personnel. Using a more informal and flexible communication structure had allowed greater information-sharing between ECLAC units and provided clearer guidelines on how to manage the project effectively. All of the foregoing points to a continuous lack of proper coordination at the ECLAC Mexico office and rather weak integration and implementation of the project that cannot be allowed to occur in other instances. At the end of the day, through better communication flows with ECLAC headquarters and through regular monitoring of activities, project implementation was accelerated and finally reached completion. For ECLAC, this means that proper monitoring mechanisms from headquarters need to be maintained to ensure centralized oversight of the programme oversight assigned to the subregional offices within the framework of decentralized implementation. The important point here is not that ECLAC headquarters should play the role of project coordinator, but that the ECLAC office in Mexico should lead the monitoring of process indicators and achievements that are then supervised by ECLAC headquarters; it also means engaging in constant dialogue and communication on the progress and difficulties in project implementation so that hurdles can be solved along the way. As stated elsewhere in the present report, one of the weaknesses of the logframe was precisely the lack of process indicators above and beyond the substantive ones, as that might have allowed for proper monitoring of the project's progress in terms of efficiency and other coordination issues.

63. Aside from the delays and weaknesses in project delivery, the evaluation team noted that none of the achievement indicators had been formulated in a way that allowed for continuous monitoring throughout the project cycle. The project lacked a comprehensive framework of indicators of achievement that would have permitted permanent monitoring of intermediate outcomes measured by relevant indicators (in addition to the monitoring of whether activities had been implemented according to planned schedules); if there were any such indicators, the progress reports did not show any tangible evidence that this was the case. All four principal achievement indicators³⁹ were measured only at project completion and upon publication and distribution of the country reports and the consolidated edited volume. None of this was therefore possible until the moment of completion of the present evaluation report, which raises concern about the proper use of project management tools and the usefulness of the project logframe formulations; it also raises concern about the possibility of project managers actually being able to document midterm results and make adjustments to the programme of work according to the needs and outcomes of the project and the ultimate beneficiaries.

64. In addition to the administrative weaknesses identified above, some of the activities included in the project document or agreed upon with beneficiaries were not carried out.

³⁹ Number of downloads of project products from the Internet site; number of stakeholders using project products containing information and analysis on macroeconomic policy analysis for stabilization and accommodating to external shocks; number of participating member State stakeholders evaluating the project as having increased capacity to analyse the mechanisms of transmission of macroeconomic policy and external shocks to poverty, social vulnerability to poverty and inequality applied by stakeholders; number of participating member State stakeholders evaluating the project as having increased capacity to monitor the achievement of Millennium Development Goal 1 through macro and micro modelling analysis.

This evaluation identified at least two such activities. The project document stipulated as one of the project's main outcomes the establishment of a virtual community of knowledge on the region. The project document did not specify how such a community would technically be established, but the usual solutions include web pages with discussion forums (including moderation) or mailing lists. Throughout the project cycle, several seminar- or event-related web pages were established within the relevant websites⁴⁰ by DESA and others. The 2009 annual report stated that, during the current final phase of preparation of the reports for publication and distribution, the website would be developed further in both English and Spanish to include a new front-end Web interface with a new address, as an activity conducive to the creation of a virtual community. None of this had occurred as of the date of submission of the present report. Instead, an ECLAC project web page was designed⁴¹ within the ECLAC Mexico office site, which went online only in July 2010. That page shows characteristics of a project website as a dissemination tool but does not include any of the special features promised as part of the virtual communities of practice. ECLAC and DESA staff were of the view that the exchanges between researchers by e-mail during the project period and at seminars could be considered as an early stage of a virtual community. Nevertheless, surveys among researchers showed that only 14% of the researchers engaged in e-mail exchanges with researchers from other country teams; most of the exchanges occurred among the project's substantive coordinators: 84% exchanged information with the technical coordinator and 53% with the coordinator for social policy issues. The conclusion of the evaluation is that the communities of practice were in fact not created.

65. A second activity not carried out was a national workshop in the Plurinational State of Bolivia, agreed on with UDAPE in the signed cooperation agreement. According to UDAPE (the Bolivian partner for the project), this was considered a part of the agreement that was not delivered. ECLAC Mexico office staff, however, was under the impression that there had been an informal agreement to omit the national workshop and allocate more resources to consultancy fees for the national research coordinator. As both statements seem to be accurate, it appears there was a lack of proper coordination, consultation, monitoring and follow-up, which obviously created confusion that could have been easily avoided through an established and properly documented agreement between ECLAC and the beneficiaries.

Finding 8: Development Account Project 06/07 H provided good value for money.

66. Clearly, the successful implementation of the project (given the constraints) was basically due to the joint implementation with DESA and to the cooperation and partnership of country teams composed of local institutions' staff members. The overall project cost of US\$ 410,000 was quite low considering the scope of the project, the amount of people trained and knowledge created, and the number of countries ultimately benefiting from the project, compared with what the cost would have been had the exercise been implemented through teams of consultants and without the participation of public sector employees. Consultancy fees for country research team leaders were paid to only 4 of the 21 researchers actually trained. Paying consultancy fees to all researchers could have meant a cost three to five times higher than the US\$ 82,000 (20% of overall cost) finally disbursed for consultancy fees. In this sense, the project created considerable efficiency gains. Those efficiency gains were due as well to the joint implementation by DESA, which created areas of synergy and

⁴⁰ http://www.un.org/esa/policy/sanjose_project_h.html; http://www.un.org/esa/policy/managua_project_h.html;
http://www.un.org/esa/policy/sanjose_training_mdgs/quitopresentations.html.

⁴¹ <http://magic.un.org.mx/choquesexternosypolpublica/index.html>.

important cost-sharing arrangements that benefited the target countries inasmuch as more was delivered with the same resources. Considering the scope of its participation, DESA did not request high levels of resources for its support, having received only 28% (US\$ 116,200) of the overall budget and complementing that support with the allocation of DESA staff time. Most of those funds were spent on developing the methodology and imparting training. Contracting out the same expertise (via consultants rather than via a partner institution for joint implementation) would have been much more costly for project implementation.

Finding 9: Despite the existence of project management weaknesses, they did not compromise the effectiveness and overall outcomes of the project in relation to its established expected accomplishments.

67. The aforementioned weaknesses in management and coordination ultimately diminished the project's "time efficiency". In the end, implementation took almost twice as long as originally planned (it ended in June 2010 rather than by mid-2008, as originally planned). Nevertheless, the delays compromised neither the costs of the project nor the quality of its results. In this regard, while administrative efficiency was not always satisfactory, cost efficiency was highly satisfactory thanks to the low project costs vis-à-vis the potential impact in several countries, as described previously; and the overall project efficiency ended up being satisfactory.

68. According to the analysis conducted as part of this evaluation, several of the weaknesses in administrative implementation can be traced back to a lack of adequate planning, follow-up and contingency measures to address staffing difficulties. The project document, for example, reflects reasonably well the scope of research activities to be conducted under the project, but it does not consider the volume and challenges of the administrative workload or adequate time periods for project start-up, consultations, coordination and other matters relating mostly to the establishment of country teams and the commitments and agreements with the direct beneficiary institutions participating in the countries, among other things. In addition, the project document stated that the ECLAC Mexico office was already establishing partnerships for the project with these institutions and consequently considered a period of three months as sufficient for the identification, recruitment and organization of the country teams. In reality, the complete process of identifying beneficiary institutions and establishing partner agreements with them before assembling the county research teams took over a year, well beyond the initial allocated time frames. This was yet another cause of the delays in project implementation that was not considered in the project formulation and plans.

69. Summing up, it can be said that the initially weak project management was offset by additional support and the participation of country teams as well as by supervision and strengthened monitoring established by ECLAC headquarters towards the end of the project cycle, in order to ensure delivery of the final activities and accomplishment of the expected results in the last months of the project cycle.

III.2.4. Specific Development Account evaluation criteria

	Highly unsatisfactory	Unsatisfactory	Satisfactory	Highly satisfactory
According to specific Development Account evaluation criteria				
• Ensuring sustainability			X	
• Using ICTs as a networking tool and as a cost-efficient means to promote multiplier effects		X		
• Promoting partnerships and South-South cooperation			X	
• Using available human and technical resources from the developing regions				x

Finding 10: Selected partner institutions seem to be the most prepared and relevant institutions to implement the MACEPES methodology.

70. Even though the performance of the public sector counterparts in terms of institutional and policy support for the project varied widely (with very strong interest and support shown in Costa Rica and Ecuador, lower but still interesting performance in Nicaragua and the Plurinational State of Bolivia, and weaker support in Colombia, Guatemala and Mexico), beneficiaries agreed that the best choices had been made. Not only have the project’s overall results proved this finding,⁴² but researchers and stakeholders interviewed by the evaluation team agreed that the selected institutions were the “best choice” in terms of the initial required criteria⁴³ and they proved to be the right team to ensure the potential sustainability of the project objectives. Nevertheless, a common weakness regarding the selected beneficiaries was that they were not necessarily close to the area of social policy design or implementation; that would need to be taken into consideration in any future phase.

71. Changes in the level of support from policy-level counterparts were noted as an externality that cannot necessarily be associated with the selection of partner institutions. With the exception of Nicaragua, all six other participating countries held presidential or parliamentary elections during the project’s cycle (Colombia, 2010; Costa Rica, 2010; Ecuador, 2009; Guatemala, 2007; Mexico, 2009; and Plurinational State of Bolivia, 2009). Such political changes generated delays in decision-making and policy support for the project. To be sure, none of the countries or beneficiary institutions interrupted their cooperation because of these political changes, but it is important to keep in mind that the public sector employees who had been selected for the research teams participated in this project as part of their overall institutional workload. Accordingly, the commitment of beneficiary institutions consisted of providing selected research staff with sufficient time and less institutional workload so that they could participate fully in project activities. All researchers interviewed by the evaluators mentioned that in the end it was not possible to

⁴² See as well the section on effectiveness earlier in this report.

⁴³ Previous methodological knowledge, interest in the exercise, availability of data and willingness to spend time and human resources on the project.

implement this part of the agreement and that they devoted a significant share of their non-working hours in order to take forward the project activities and deliverables.⁴⁴ Additionally, as mentioned before, the impact of the international crisis in 2009 changed some priorities regarding activities in beneficiary institutions, many of which were involved in overall economic and social policy planning.

Finding 11: Capacities to continue and sustain the use of the MACEPES model in beneficiary institutions have been established and need to be reinforced.

72. This finding is substantiated by the data presented above, by the fact that all the country reports were completed satisfactorily and by the fact that three countries have already started using the MACEPES tool for additional policy analysis. Nevertheless, this capacity is still considered insufficient in the seven targeted countries. Created capacities are considered stronger outside the research teams (managerial staff in beneficiary institutions and coordination between ECLAC and DESA/DPAD) than from within the teams. In the surveys conducted for this evaluation, only 29% of interviewed researchers considered that they had developed sufficient capabilities to be able to implement a MACEPES exercise without external support. This observation coincides with the fact that three countries are already implementing a new MACEPES exercise while the other four are not. Worryingly, three of the four countries not yet implementing the MACEPES model on their own (Mexico, Nicaragua and the Plurinational State of Bolivia) experienced staff turnover in the beneficiary institutions at the time this evaluation report was concluded. This seriously jeopardizes the continuity and sustainability of capacity at the beneficiary institutions. With a higher number of trained researchers per institution, the risk of losing capacity due to staff turnover drops. Independently of this challenge, the project coordinators did not expect the teams to be able to implement the MACEPES methodology entirely on their own after this first round of application, so the progress made thus far clearly surpassed the expectations.

Finding 12: Involving staff from beneficiary institutions directly in project implementation increased the likelihood of sustainability in implementation of the MACEPES methodology. However, the support received from national and United Nations institutions was less than expected.

73. The fact that researchers were drawn from the public sector gives Development Account Project 06/07 H a higher level of sustainability than similar research exercises previously implemented by teams of consultants (see section on effectiveness). The basic difference consisted in the fact that the research was conducted directly in the public sector, which not only discussed the results but also generated them. In this way, a deeper understanding of the usefulness and scope of the expected results was created. The provision of a research and assessment tool (MACEPES) increased the project's sustainability compared with previous similar research projects precisely because the research tool remained within the beneficiary institutions, which in addition are free to distribute the tool as they see fit to other institutions. Nevertheless, institutional support provided by beneficiary institutions to the national research teams was weaker than promised. In the surveys and interviews conducted as part of this evaluation, 43% of the researchers considered that the institutional support they received was not sufficient. For DESA or ECLAC, the kind of "influence" on beneficiary institutions that would allow strengthening the support for national research teams was a

⁴⁴ Frequently, institutional support regarding labour time use for the project was limited to permission to participate in the workshops and training sessions organized by the project.

complex process to secure. Country offices, for instance those of UNDP, could have performed much better in view of their proximity to national institutions. In fact, UNDP country offices have been active in several countries doing just this. However, the contact between the research teams and UNDP country offices was established in an informal way and not officially via DESA or ECLAC. The responses from UNDP depended mainly on its interest in the project. This produced varying results, ranging from reasonably good and interesting results in Nicaragua to almost no results at all in Guatemala.

74. In the case of Nicaragua, even though only one public institution was the official beneficiary of the project (MIFIC), trained researchers came from three different institutions (the central bank and the Ministry of Finance were the other two). A coordination and dialogue process was necessary among these institutions in order to achieve support, including with the unofficial beneficiary institutions of the project. UNDP facilitated the inter-institutional dialogue and additionally financed a national publication of the project results in Nicaragua. The UNDP office in Nicaragua has expressed interest in continuing its support for the Nicaraguan country team to facilitate institutionalization and to disseminate the main results of the country study. In the case of Guatemala, the research team felt a lack of support from their beneficiary institution (SEGEPLAN) and approached the UNDP country office in search of assistance but was not able to elicit a positive response. This should be considered as a weakness in coordination, since the March 2007 cooperation agreement between ECLAC and DESA clearly mentioned that there was already an agreement with the UNDP Regional Bureau for Latin America and the Caribbean on collaboration in the form of country office support to country teams and support for the dissemination of project results. However, a concrete mechanism of UNDP support had not yet been established,⁴⁵ so the support ultimately provided by the country offices was based on informal initiatives and not on a sound mechanism of coordination.

Finding 13: The methodology developed by ECLAC has generated increased interest on the part of policymakers since it provides new insights into the consequences of the crises and shocks that characterized the international environment in 2009 and 2010.

75. There is significant demand among stakeholders and member countries for the type of policy analysis provided by this project, especially as the methodology is of direct relevance and use in the macroeconomic and external shocks currently facing all countries, in particular the participating countries, due to the global financial crisis. Of the researchers interviewed, 71% indicated that, already during project implementation and before the official publication of the country reports, several other institutions in their countries had showed interest in using the project's results or the MACEPES tool for their own analysis and decision-making. In addition, three of the seven beneficiary countries had already started implementing an independent MACEPES exercise. The country teams have greatly increased their technical skills in terms of their ability to implement the work of the project and use the methodological tools developed to analyse different policy scenarios, although there has been a significant learning curve involved in mastering the theoretical and empirical application of this knowledge. The advantage is that the SAM-CGE-microsimulation methodology, complemented by a rigorous methodological approach to the sociocultural and political context of each country and sector of the population, provides technical capacity at the frontier of current institutional policy analysis.

⁴⁵ According to information collected through interviews, this was because there had been turnover of staff as well at the UNDP regional bureau, which ultimately had an impact on levels of interest and commitment.

Finding 14: The project did not take full advantage of the use of ICTs as a networking tool, even though that was included in the original commitments inasmuch as the creation of a virtual community was one of the main project activities.

76. According to the project document, the main area for use of ICTs would have been the establishment of a virtual community of knowledge on the region. What exactly can be understood as such a virtual community was not specified in the project document. But according to information obtained in interviews with the lead coordinator of the project at its inception, the idea was to establish a virtual network linking researchers to enable exchanges on and discussion of methodological issues and research results and at the same time offer a platform where policymakers, stakeholders and other interested audiences could have access to the MACEPES results from different countries. In the opinion of the evaluation team, a Web-based solution consisting partly of a “traditional” web-page format for information dissemination, combined with an electronic discussion space (such as forums or network structures similar to Facebook, for example) would have been an appropriate technological solution for this purpose. Nevertheless, the only evidence of the use of ICTs in the project was the design of four different web pages⁴⁶ that were created during the project cycle, offering basically a compendium of project documents;⁴⁷ none of them, however, met minimum criteria of a technological platform for a virtual knowledge community.⁴⁸ Three of the four pages are hosted in DESA and provide specific technical information on the methodologies used for training workshops and other information. Only the fourth general project web page is hosted by the ECLAC Mexico office and it was not available (online) until June 2010, after the project had ended. As at the date of preparation of the present report, no download statistics were available. Regarding the use of the web pages hosted by DESA, it was explained that those pages were intended for internal consumption and not for public access and were to be used mainly by the project’s participants. In fact, the three pages hosted by DESA are not even linked to the DESA home page (owing to limited ownership rights). Since the use was considered as internal, no access or download statistics have been collected. Regarding the project’s website at the ECLAC Mexico office, the office reported that the web page would not be presented officially before the end of 2010 (some research documents had not yet been delivered to ECLAC). Accordingly, it was not possible to obtain any download information.

Finding 15: The project promoted South-South partnerships through the assistance provided by ECLAC and the hiring of local consultants, although a greater effort to promote partnerships between country teams and the creation of the virtual community would have been desirable.

77. The fact that an institution based in the southern hemisphere (ECLAC) offered a research partnership to beneficiaries in the same region (public sector institutions) and created teams to develop and use methodologies with potential for cross-fertilizing each other’s experiences can be seen as a means for promoting real and effective South-South partnerships. All the

⁴⁶ http://www.un.org/esa/policy/sanjose_project_h.html; http://www.un.org/esa/policy/managua_project_h.html; http://www.un.org/esa/policy/sanjose_training_mdgs/quitopresentations.html; <http://www2.cepal.org.mx/choquesexternosypolpublica/>.

⁴⁷ Project description, country studies and workshop presentations.

⁴⁸ Including, for example, discussion forums and thematic and guided agendas for such a discussion; there is no window or link where interested researchers could join such a knowledge community.

researchers and trainers were from the region, as were the intellectual authors⁴⁹ of the MACEPES tool. According to this assessment, results in this area would have been even greater if the initial project strategy for synergy had been followed by the project, for instance, between beneficiary institutions or through the virtual community of practice.

78. Surveys carried out among researchers revealed very little interaction between country teams to exchange experiences. Only 14% of them mentioned having had a high or very high⁵⁰ level of contact and exchange with researchers from other country teams. At the same time, 85% mentioned having had high or very high levels of communication within their own country team, 86% mentioned the same regarding contacts with the technical coordinator and 43% with the coordinator for social policy aspects. In addition, efforts to increase the level of exchange through mailing lists did not produce the expected effect. The technical coordinator explained to the evaluation team that, upon receiving a question or comment regarding the project's content from one of the research teams (via e-mail), he copied the responses to all researchers, trying to induce a discussion and an exchange of experiences among them. Regrettably, these efforts were seldom picked up by other country teams.

III.2.5. Additional questions

	Highly unsatisfactory	Unsatisfactory	Satisfactory	Highly satisfactory
According to additional questions established for this evaluation				
• Interaction and coordination modalities between ECLAC and DESA			x	
• Administrative performance		X		
• Support by DESA			x	
• Support by ECLAC		X		
• Econometric component				x
• Social policy component			x	

Finding 16: Interaction and cooperation between ECLAC and DESA were satisfactory.

79. Cooperation modalities were based on the agreement signed between ECLAC and DESA before the start-up of project implementation. At that stage, little had been decided concerning detailed steps of implementation and the distribution of tasks between ECLAC and DESA. As a result, the cooperation agreement was written as a short, generic text. Even though this initial agreement was reasonable at the beginning, ECLAC and DESA were not able to reformulate and redefine tasks and responsibilities during the course of the project (March 2007 to June 2010). The agreement between ECLAC and DESA was very generic and the distribution of roles and responsibilities lacked any specific details that would have fostered better coordination. Regarding the specific distribution of activities and responsibilities, only two paragraphs can be found which state, in a generic way, that DESA would be in charge of the technical content (research methodology and training of the project) and ECLAC would be responsible for administrative coordination. In the evaluation

⁴⁹ Marco Sánchez and Martín Ciecowiz.

⁵⁰ Equivalent to a ranking of 4 and 5 on a scale from 1 (very low) to 5 (very high).

team's view, the lack of a more detailed agreement regarding the distribution of tasks and responsibilities had an impact on slow project implementation.

80. The lack of initiative by ECLAC in assuming a more active role led in part to its limited participation in implementing substantial elements of the project. There is an important space for debate and analysis of the econometric findings of the MACEPES exercises with regard to their implications for social policies and their design (and not only for social expenditure as considered so far in the country reports). ECLAC might have been better suited to occupy that space in a way that countries could have found beneficial. This analytical space was not covered by DESA. While it was not possible to foresee the opening up of such a space (for example, when the generic cooperation agreement was signed), it can and should have been covered by deeper ECLAC involvement to provide ECLAC with a profile of substantive project implementation. Since the project was, after all, an ECLAC project, such a mixture of substantive and administrative responsibilities would have been appropriate. It is worth noting that only one consultant was hired by ECLAC to support the analytical part of social policies in the MACEPES research. This was rather insufficient to respond to the needs of almost seven countries simultaneously.⁵¹

81. Implicitly, the cooperation agreement signed between ECLAC and DESA left implementation of the project's substantive and technical issues to DESA while ECLAC ran the administrative side of the project. Given the difficulties and delays encountered in project implementation, the conclusion is that the overall administrative performance was rather weak.

82. At the same time, the general support provided by DESA to the project was considered to be satisfactory, since the overall objectives of the project were fulfilled in a reasonably short period of time (once the research activity started). All these issues have been explained in different sections of the report thus far. ECLAC coordination and support for the project was less visible and essentially limited to administrative management (which was both good and necessary support in order to enable successful implementation of the project). Nevertheless, there is considerable potential for expanding support by the ECLAC Mexico office in similar projects in the future and to sustain country capacities in these same areas. This kind of project offers an opportunity for deeper involvement by ECLAC in the substantive aspects of the development of the MACEPES application and its use as part of project implementation for social policies.

Finding 18: Coordination between the ECLAC Mexico office and ECLAC headquarters created some efficiency problems that were only solved towards the end of the project.

83. As mentioned throughout the present evaluation report, there were evident delays and coordination difficulties between the ECLAC Mexico office and ECLAC headquarters. The following areas in particular were involved: (a) keeping each other informed on the substantive progress of project implementation; (b) awareness of the full context of project performance assessment and the thorough review of opportunities or threats that should have been tackled to ensure timely project implementation; and (c) the procedures for some administrative and support issues. Most of these difficulties seem to have been at the root of the confusion and delays in project implementation, but they were properly identified

⁵¹ The evaluation team does not wish to imply that the analysis of social policy could only be improved by increasing human resources in supporting country teams. For some additional ideas on how to provide better support for social policy analysis in possible future implementations of the MACEPES methodology, see annex 8.

towards the end of project implementation and were solved relatively promptly. Without a doubt, some of the project's weaknesses would have been better addressed through better coordination between ECLAC headquarters and its Mexico office from the outset. The evaluation team noted that these lessons have been learned and progress is being made to improve this area.

IV. CONCLUSIONS

84. The implementation of Development Account Project 06/07 H accomplished all of the main objectives in that all the intended outputs were produced, with the exception of the creation of a virtual knowledge community. Significant delays occurred because of inefficiencies in project administration. Fortunately, those efficiency weaknesses did not compromise the project's effectiveness.

85. Thanks to the project's research approach, which combined the structural relations between external shocks and other policy sectors, the MACEPES exercise was of high relevance to the targeted countries. This relevance was heightened during the implementation period because the international crisis generated new and additional shocks that could be thoroughly analysed.

86. The project's training and capacity-building strategy was also highly relevant to the needs of the beneficiaries and supported the overall objectives. It is not clear to the evaluation team how this could be part of an overall policy change in governments, since it is too early to make such an assessment. Nevertheless, the potential exists for a desired impact along these lines.

87. Critical to the project's success was the maintenance of a critical mass to coordinate the project substantively and administratively. This had its ups and downs. The collaboration between ECLAC and DESA can be underlined as a good experience that yielded positive outcomes for both entities. In the future, ECLAC may wish to consider participating in substantive coordination of the project, enriching it with ECLAC social policy analysis and research that could be more effectively used in the case of the MACEPES tool. This was a lost opportunity in the present case.

88. The project document and logframe were written as an academic research project and left out important considerations regarding administration as well as critical considerations regarding the setting up of the project in the countries. This was a major issue, since it caused unanticipated delays that would have been foreseen with a more comprehensive planning process. Nevertheless, these difficulties were resolved in the end.

V. RECOMMENDATIONS

89. The following evaluation recommendations have been formulated on the basis of selected findings⁵² and are listed according to the evaluation criteria:

V.1. Relevance

Recommendation 1: The approach of creating national working teams and involving beneficiaries in the development of methodologies and the drafting of country reports, as well as the customization of tools and analysis, should be used as a best practice for future projects that are relevant and conducive to that implementation approach. This will ensure the maintenance of relevance and commitment of beneficiaries as well as the potential sustainability of the tools developed.

V.2. Effectiveness

Recommendation 2: The ECLAC subregional headquarters in Mexico, in coordination with the Economic Development Division at ECLAC headquarters, should explore the possibility of sustaining the project outcomes by continuing the capacity-building programmes and expanding the use of the MACEPES methodology to include other countries interested in applying it. The tool is highly relevant for countries and will only produce a tangible impact to the extent that it is consistently promoted and developed by the programmes that initially formulated it. UNDP country offices could help to implement specific activities as necessary.

Recommendation 3: The ECLAC subregional headquarters in Mexico, in coordination with the Social Development Division at ECLAC headquarters, should explore the possibility of producing a document on social policy analysis and the use of the MACEPES tool to provide a better understanding of the policy implications of such analyses and to promote better visibility of the policy recommendations emerging from those analyses.

Recommendation 4: The seven countries now trained in the MACEPES methodology should not be left on their own, in order to ensure the methodology's sustainability and future application. Priority options for possible follow-up, identified by the beneficiaries themselves, include: (a) follow-up training and dissemination of reports using updated data; (b) additional training in the use of methodology, including other national counterparts and deepening the knowledge, understanding and practical skills provided to researchers already trained; and (c) follow-up with more advanced and specific technical assistance to country teams in areas where there was weaker application of the methodology, in order to explain its benefits and establish needs for a further capacity development course.

⁵² All findings that include a situation that can be improved were selected. Findings referring only to the satisfactory accomplishment of objectives or indicators have been left out.

V.3. Efficiency

Recommendation 5: The ECLAC subregional headquarters in Mexico should ensure that all the institutional conditions required for implementation of a results-based management project are in place beforehand and that staff clearly understand the roles and responsibilities of planning, monitoring and reporting under that framework. Other necessary conditions include available human and financial resources, skills and capacities (technical and administrative) to allow consistent monitoring of intermediate and final results throughout the project cycle. Project managers should make sure that due consideration is given to the technical and administrative issues of a project, such as the clear distribution of tasks between partner organizations and the elaboration of a realistic time frame for completion of the project. Due consideration should also be given to completion of all the activities and output activities as per the commitments assumed and to ensure that appropriate results-based monitoring and reporting procedures are followed according to requests. Failure to deliver agreed activities or outputs may harm the reputation of ECLAC.

V.4. Development Account evaluation criteria

Recommendation 6: Institutional sustainability over time should be a priority for ECLAC, especially regarding the application of the MACEPES tool for broader application in other interested countries. Joint collaboration in this area could be explored by the ECLAC subregional headquarters in Mexico and the Economic Development Division at ECLAC headquarters.

Recommendation 7: The ECLAC subregional headquarters in Mexico should give due consideration to conducting follow-up activities to support the country teams having benefited from this project in an effort to secure sustainability of the project methodologies and consolidation of the use of the MACEPES tool. The establishment of the network of practitioners and ICT tools that were part of the project commitment continues to be relevant and needed, and could be part of a second round of initiatives to be considered in a renewed effort in this regard.

V.5. Additional questions

Recommendation 8: It is recommended to continue engaging other complementary programmes for joint implementation where specific areas and comparative advantages allow. In the case of joint cooperation between ECLAC and DESA, this project could be assessed as a good practice.

Recommendation 9: While a decentralized approach did not work particularly well in the implementation of the present project, the evaluation team believes that this mechanism of implementation should be maintained but within the following parameters: (a) complete availability of all technical, substantive and administrative skills in the Mexico office; (b) existence of a clear understanding and proper implementation of administrative and project implementation guidelines; (c) concrete and clear work programme that is reported biannually to ECLAC headquarters; and (d) continuous and periodic project progress monitoring of outputs, indicators and results through full use of the ProTrack project management application.

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ANNEXES

ANNEX I	Revised documents and data sources
ANNEX II	DA ROA 74 LOG-FRAME
ANNEX III	Realized interviews
ANNEX IV	Interview guides
ANNEX V	Structured Survey Questionnaires
ANNEX VI	Survey responses
ANNEX VII	Overview of principal suggestions made by participants of MACEPES presentation events.
ANNEX VIII	Draft Proposal regarding possibilities for ECLAC to follow up on MACEPES
ANNEX IX	Project Document March 2006

ANNEX 1

Revised documents and data sources

Revised documents and data sources

Project Documents

- Project Document, March 2006
- Cooperation Agreement ECLAC – UNDESA, March 2007
- Annual Progress Report, 2007
- Annual Progress Report, 2008
- Annual Progress Report, 2009
- Request for Extension, 2010
- Cooperation agreements signed with public sector counterpart in each country
 - Bolivia, UDAPE
 - Colombia, DNP
 - Costa Rica, Central Bank
 - Ecuador, SIISE
 - Guatemala, SEGEPLAN
 - México, SEDESOL
 - Nicaragua, MIFIC
- TORs for National Coordinators
- Documentation regarding participants, logistics, agenda and presentations of workshops hold in
 - Ecuador
 - Nicaragua
 - Costa Rica
 - Mexico
- DA ROA 74 Budget overview

Country reports (research results) produced by the project

- Bolivia
- Colombia
- Costa Rica
- Ecuador
- Guatemala
- México
- Nicaragua

Project related websites

Workshop Costa Rica

http://www.un.org/esa/policy/sanjose_project_h.html

Workshop Nicaragua

http://www.un.org/esa/policy/managua_project_h.html

Workshop Ecuador

http://www.un.org/esa/policy/sanjose_training_mdgs/quitopresentations.html

Projects website within ECLAC⁵³

<http://www2.cepal.org.mx/choquesexternosypolpublica/index1.html>

Other Documents

Cicowiez, M. y Marco V. Sánchez, *Microsimulaciones y su implementación con el MACEPES – Manual de usuario*; versión 12/08/09

Report of the Secretary-General; Implementation of projects financed from the Development Account; Programme budget for the biennium 2000-2001; A/55/913; 25 April 2001

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⁵³ To the date of this evaluation report the ECLAC website on the project has already been designed but has still not been available online, to be openly accessed by a wider audience.

ANNEX 2

DA ROA 74 LOG-FRAME

DA ROA 74 LOG-FRAME

SIMPLIFIED LOGICAL FRAMEWORK (Project Document Version March 2006)

Intervention logic	Objectively verifiable indicators	Source of verification	Risks/Assumptions
<p>Expected accomplishment 1 (EA1): Increased knowledge of stakeholders on the transmission mechanisms from macroeconomic policy and external shocks to poverty, vulnerability to poverty and income inequality.</p>	<p>a) Number of downloads of project product off the internet site</p> <p>b) Number of stakeholders using project products containing information and analysis on macroeconomic policy analysis for stabilization and accommodating to external shocks</p>	<p>Keeping a constant counting of the number of electronic downloads of project documents and publications distributed.</p>	<p>None.</p>
<p>A1. Main activity: development of a methodological framework and conduction of research for the countries involved in the project, enabling analysis of the mechanism of transmissions from macroeconomic policy and external shocks to poverty, vulnerability to poverty and income inequality on the one hand, and monitoring of the achievement of MDG 1 on the other, all of which through macro-micro modelling analysis.</p>			
<p>A5. Main activity: establishment of a virtual community of knowledge on the region.</p>			

Intervention logic	Objectively verifiable indicators	Source of verification	Risks/Assumptions
<p>Expected accomplishment 2 (EA2): Strengthened capacity of stakeholders to analyze the transmission mechanisms from macroeconomic policy and external shocks to poverty, social vulnerability and income inequality.</p>	<p>Number of participating Member State stakeholders that evaluate the project as having increased capacity to analyze the transmission mechanisms of macroeconomic policy and external shocks to poverty, social vulnerability to poverty and inequality applied by stakeholders.</p>	<p>Determining the percentage of stakeholders participating in project activities (planned and unplanned), and taking advantage of such participation to invite them to evaluate the extent to which the activity has increased their analytical capacity on understanding the mechanisms of transmission from macroeconomic policy and external shocks to poverty, social vulnerability to poverty and inequality applied by stakeholders.</p>	<p>(a) There is access to quality data for the purpose at hand. (b) Country-teams are able to absorb knowledge on macro-micro modelling from experts.</p>
<p>A1. Main activity: development of a methodological framework and conduction of research for the countries involved in the project, enabling analysis of the mechanism of transmissions from macroeconomic policy and external shocks to poverty, vulnerability to poverty and income inequality on the one hand, and monitoring of the achievement of MDG 1 on the other, all of which through macro-micro modelling analysis.</p>			
<p>A2. Main activity: organization of one regional workshop in a selected country to discuss on progress, preliminary results and refinements to the methodology for assessing transmission mechanisms.</p>			
<p>A3. Main activity: organization of national workshops to strengthen stakeholders' methodological capacity in the area of macro-micro analysis.</p>			
<p>A4. Main activity: organization of one international seminar to present final results to stakeholders.</p>			
<p>A5. Main activity: establishment of a virtual community of knowledge on the region's socio-economic problems.</p>			

Intervention logic	Objectively verifiable indicators	Source of verification	Risks/Assumptions
<p>Expected accomplishment 3 (EA3): Strengthened capacity of stakeholders to monitor the achievement of MDG 1 through macro-micro modelling analysis.</p>	<p>Number of participating Member State stakeholders that evaluate the project as having increased capacity to monitor the achievement of MDG 1 through macro-micro modelling analysis</p>	<p>Determining the percentage of stakeholders participating in project activities (planned and unplanned), and taking advantage of such participation to invite them to evaluate the extent to which the activity has increased their analytical capacity on monitoring the achievement of MDG 1 through macro-micro modelling analysis.</p>	<p>(a) There is access to quality data for the purpose at hand. (b) Country-teams are able to absorb knowledge on macro-micro modelling from experts.</p>
<p>A1. Main activity: development of a methodological framework and conduction of research for the countries involved in the project, enabling analysis of the mechanism of transmissions from macroeconomic policy and external shocks to poverty, vulnerability to poverty and income inequality on the one hand, and monitoring of the achievement of MDG 1 on the other, all of which through macro-micro modelling analysis.</p>			
<p>A2. Main activity: organization of one regional workshop in a selected country to discuss on progress, preliminary results and refinements to the methodology for assessing transmission mechanisms.</p>			
<p>A3. Main activity: organization of national workshops to strengthen stakeholders' methodological capacity in the area of macro-micro analysis.</p>			
<p>A4. Main activity: organization of one international seminar to present final results to stakeholders.</p>			
<p>A5. Main activity: establishment of a virtual community of knowledge on the region's socio-economic problems.</p>			

ANNEX 3

Realized interviews

Realized interviews

#	Person	Position	Date of interview	Method
Bolivia				
1	Julio Loayza	World Bank Bolivia, stakeholder	06/30/2010	Face to face
2	Mirna Mariscal	Research team member	06/30/2010	Face to face
3	Gustavo Canavire	Research team member	06/30/2010	Face to face
4	Javier Lijeron	National Pensions Authority, beneficiary	06/30/2010	Face to face
5	Guillermo Kawashita	National Pensions Authority, beneficiary	06/30/2010	Face to face
6	Maria Delgadillo	Director UDAPE, Project counterpart	06/30/2010	Face to face
7	Viviana Caro	Minister of Development, beneficiary	06/30/2010	Face to face
8	Roberto Valdez	Ministry of education, beneficiary	07/01/2010	Face to face
9	Raul Mendoza	Central Bank, beneficiary	07/01/2010	Face to face
10	Pablo Medieta	Central Bank, beneficiary	07/01/2010	Face to face
11	Emira Imaña	Ministry of Health, beneficiary	07/01/2010	Face to face
12	Jaime Perez	Fundación Jubileo, beneficiary	07/01/2010	Face to face
13	Marcelo Ticona	Viceministry of Pensions, beneficiary	07/01/2010	Face to face
Costa Rica				
14	Pablo Sauma	Research team member	06/22/2010	Face to face
15	Mario Robles	Planning Ministry, project counterpart	07/26/2010	telephone
Ecuador				
16	Juan Ponce	Research team member	07/21/2010	telephone
Guatemala				
17	Maynor Cabrera	Research team member	08/27/2010	telephone
18	José Rodríguez	Research team member	09/13/2010	telephone
Nicaragua				
19	Leonel Pérez	Research team member	06/21/2010	Face to face
20	Eric Cerpas	Research team member	06/21/2010	Face to face

				face	
21	Maria Rosa Rienzi	Program officer UNDP Nicaragua	06/21/2010	Face to face	
22	Oscar Gamez	Research team member	06/21/2010	Face to face	
23	Octavio Zeledon	Research team member	06/21/2010	Face to face	
24	Rodrigo Castillo	Project counterpart, Central Bank	06/22/2010	Face to face	
25	Luz Elena Sequeira	Research team member	06/22/2010	Face to face	
Colombia					
26	Nestor González	Research team member	07/21/2010	Telephone	
27	Gabriel Piraquive	National Planning Department, counterpart	08/03/2010	Face to face	
México					
28	Marco del Rio	Research team member	07/20/2010	Telephone	
ECLAC and UNDESA project staff					
29	Julio Rosado	ECLAC Mexico, project coordinator	06/22/2010	Face to face	
30	Pablo Sauma	ECLAC project consultant social policies	06/22/2010	Face to face	
31	Marco Sánchez	UNDESA project coordinator	06/29/2010	Face to face	
32	Martin Cicowiez	UNDESA training consultant	07/15/2010	Telephone	
33	Ana Coates	ECLAC Mexico	07/15/2010	Telephone	
34	Matthew Hammill	ECLAC Mexico, project coordinator	07/19/2010	Telephone	
35	Ana Sojo	ECLAC Mexico and Chile	08/17/2010	Face to face	
36	Simone Checcini	ECLAC Chile	08/17/2010	Face to face	
37	Esteban Perez	ECLAC Chile	08/16/2010	Face to face	
38	Ramon Piñeda	ECLAC Chile	08/16/2010	Face to face	

Additionally, 15 structured e-survey interviews were realized. These interviews are distributed as follows among the different types of persons involved in the exercise.

- 7 members of national research teams
- 6 civil servants from public sector counterpart institutions for the MACEPES exercise (which were not directly involved in the research exercise)
- 2 stakeholders/beneficiaries/observers

Since the response to the e-survey is anonymous we cannot assign the statements to a certain person but we know to which country they correspond.

Additionally, different e-survey questionnaires were sent to participants of presentation events of national studies in Nicaragua, Bolivia, Costa Rica and Guatemala, which produced the following return.

- Nicaragua: 6 responses
- Bolivia: 10 responses
- Costa Rica: 6 responses
- Guatemala: 4 responses

These questionnaires to participants included questions regarding participants understanding of the MACEPES exercise and therefore can be used as well as input for the present evaluation. This way 53 fully qualified opinions (38 face to face and telephone interviews and 15 e-surveys to persons with deep project knowledge) and 26 opinions based on no deep knowledge has been recollected.

Just in order for complete documentation it should be mentioned that additionally 48 hard copy questionnaires corresponding to the presentation events of Bolivia and Guatemala has been recollected. Nevertheless, the content of responses provided to questionnaires handed out during the events are not included in a deep analysis, since questions are generic and not focusing on the MACEPES exercise.

A resume of every face to face and telephone interview as well as tabulations of e-surveys and events questionnaires can be found in the field visit progress report from September 13th, 2010, prepared for within the framework of this evaluation.

ANNEX 4

Interview guides

Interview guides

Interview guidance Questionnaires Nicaragua

1. ECLAC/DESA Coordination (Anna Coates, Julio Rosado, Mathew Hamill)
2. Technical Coordination (Marco Sánchez, Pablo Sauma, Rob Vos)
3. National research coordinators (Gustavo Canavire, Bolivia; Néstor González, Colombia; Pablo Sauma, Costa Rica; Juan Ponce, Ecuador; Maynor Cabrera, Guatemala; Marco del Rio, México; Oscar Gámez, Nicaragua)
4. Beneficiaries (policy makers, stakeholders): (to be identified by national coordinators)
5. Administrative Coordination ECLAC/DESA (Julio Rosado, Mathew Hamill)

Your input into formulating the objective, expected results and main measurable indicators of DA ROA 74

1. General coordination ECLAC/DESA (Anna Coates, Julio Rosado, Mathew Hamill)

Question 1: Cuales diría usted han sido los resultados principales de este proyecto? Podríamos darnos ejemplos específicos de retroalimentación positiva por parte de los beneficiarios?

Question 2: Did you participate in formulating the above objectives, expected results and main measurable indicators? Please describe your concrete input in formulating these objectives. How important were the above objectives, expected results and main measurable indicators for your planning the implementation?

Question 3: Podría por favor indicarnos como se vinculan los objetivos y actividades de este proyecto con el programa regular de trabajo de su la Oficina Sub-regional de Mexico y de su unidad en específico.

Question 4: Did you participate in the countries selection? If so, which were the criteria for the country selection? Como se vincularon las prioridades de estos países al momento de diseñar los objetivos y actividades de este proyecto? Como se fueron adaptando las prioridades del proyecto a medida se hacían más claras las necesidades e intereses específicos del país?

Question 5: Have selected countries (public sector) been contacted before the final decision regarding their inclusion in the exercise? How have specific institutional counterparts been identified?

Question 6: Who provided the main technical input for the development of the methodological framework MACEPES? How does this framework reflect different economic and social conditions in the countries?

Question 7: The evaluators did not find so far any visible data that would support the verification of data for the indicators formulated in EA1. Would you be so kind as to provide such data? As far as I understand so far the web page is designed but not launched. Please

confirm. I understand this will happen after the presentation of national reports. Please confirm. Please describe the implementation stages that will ensue on the final launching of the web page related to the project? How advanced are you in finalizing its preparation? Is the web page announced in the presentation events? What will be the exact content of the web page? Will there be any interactivity?

Question 8: Can you describe the outcomes, strategies and processes that went in the creation of the virtual community describe in the project? What are its strengths and weaknesses?

Question 9: Have there been any activities that would provide evidence have taken advantage or applied the knowledge obtained on the participation of stakeholders to the events organized in the subprogramme? Please provide as many details as possible.

Question 10: EA3 states a strengthened capacity of stakeholders to monitor the achievement of MDG 1 through macro-micro modelling analysis. How does the monitoring of MDG 1 achievement change taking into account the project's result? How or what instruments have been used to measure the increased capacity of stakeholders in this sense? If available, please provide some numeric representation of this result.

Question 11: Which were the reasons for the inclusion of two more countries at a later stage? Did the project benefit from this expansion? Is so how? Why do you say so?

Question 12: Could you briefly explain in what exactly (knowledge, understanding, insight, etc.) consists the support the MACEPES gives to policy analysis? Could you imagine how this support could be used in policy implementation? Do you think this is likely to happen? Do you have any knowledge that this is already happening? If so where and how? How do you know?

Question 13: To which level, according to your opinion, public sector country teams are really in conditions to keep using the methodology by their own efforts. Is a continuous use of the methodology at national level sustainable? Why do you say so?

Question 14: Dissemination is mentioned as one of the projects objectives and recognized as a necessary condition for future impacts. Are there any future arrangements agreed with national governments for further dissemination? If so which ones? Are they likely to be implemented?

2. Technical Coordination ECLAC/DESA (Marco Sánchez, Pablo Sauma, Rob Vos)

Question 1: Did you participate in formulating the above objectives, expected results and main measurable indicators? Please describe your concrete input in formulating these objectives. How important were the above objectives, expected results and main measurable indicators for your planning the implementation?

Question 2: Did you participate in the countries selection? If so, which were the criteria for the country selection?

Question 3: Have selected countries (public sector) been contacted before the final decision regarding their inclusion in the exercise? How have specific institutional counterparts been identified? Que mecanismos se utilizaron para coordinar las actividades del proyecto con los representantes de los países? Considera que estos fueron efectivos y facilitaron la trasferencia de conocimientos?

Question 4: Who provided the main technical input for the development of the methodological framework MACEPES? How does this framework reflect different economic and social conditions in the countries?

Question 5: The evaluators did not find so far any visible data that would support the verification of data for the indicators formulated in EA1. Would you be so kind as to provide such data? As far as I understand so far the web page is designed but not launched. Please confirm. I understand this will happen after the presentation of national reports. Please confirm. Please describe the implementation stages that will ensue on the final launching of the web page related to the project? How advanced are you in finalizing its preparation? Is the web page announced in the presentation events? What will be the exact content of the web page? Will there be any interactivity?

Question 6: Can you describe the outcomes, strategies and processes that went in the creation of the virtual community describe in the project? What are its strengths and weaknesses?

Question 7: Have there been any other activities that would provide evidence on the participation of stakeholders to the event organized in the subprogramme? Please provide as many details as possible.

Question 8: EA3 states a strengthened capacity of stakeholders to monitor the achievement of MDG 1 through macro-micro modelling analysis. How does the monitoring of MDG 1 achievement change taking into account the project's result?

Question 9: Which were the reasons for the inclusion of two more countries at a later stage? Did the project benefit from this expansion? Is so how? Why do you say so?

Question 10: Could you briefly explain in what exactly (knowledge, understanding, insight, etc.) consists the support the MACEPES gives to policy analysis? Could you imagine how this support could be used in policy implementation? Do you think this is likely to happen? Do you have any knowledge that this is already happening? If so where and how? How do you know?

Question 11: To which level, according to your opinion, public sector country teams are really in conditions to keep using the methodology by their own efforts. Is a continuous use of the methodology at national level sustainable? Why do you say so?

Question 12: Dissemination is mentioned as one of the projects objectives and recognized as a necessary condition for future impacts. Are there any future arrangements agreed with national governments for further dissemination? If so which ones? Are they likely to be implemented?

Pregunta 13: Que actividades se han realizado para asegurar la sostenibilidad del proyecto? Considera que los países continuarán aplicando la metodología desarrollada más allá del proyecto y luego que este finalice.

3. National Research Coordination (Gustavo Canavire, Bolivia; Néstor González, Colombia; Pablo Sauma, Costa Rica; Juan Ponce, Ecuador; Maynor Cabrera, Guatemala; Marco del Rio, México; Oscar Gámez, Nicaragua)

Question 1: According to your knowledge and opinion, how did the cooperation between the project and the services provided by ECLAC helped the performance of the public sector in your country? Can you provide specific results and influence of the project initiatives and activities in shaping and informing decision-making and policy design in your country? Please provide as many details as you remember to support your response, dates, names of institutions, areas of government that have used policy recommendations, etc.

Question 2: In your opinion, which stakeholder group would better benefit from the services provided by ECLAC in your country? Please elaborate on your response?

Question 3: Can you describe the outcomes, strategies and processes that went in the creation of the virtual community describe in the project? What are its strengths and weaknesses?

Question 4: Could you describe the type of change or benefit MACEPES had received in terms of policy analysis and formulation: a) contribution to knowledge and understanding of the issue, b) insights of the different approaches that are available for policy makers c) Knowledge of different experiences and alternatives on the policies to take, etc.?

Question 5: If no tangible impact can be identified immediately, how would you suggest to public sector could use the inputs of the project? Please elaborate in your response. What else could be done (second best option)? Why do you say so?

Question 6: To which level, according to your opinion, can the public sector in the countries continue to use the methodology and approaches within their own resources and efforts?

Question 7: Is the use at national level, of the proposed methodology and approaches, sustainable? Why do you say so?

Question 8: Dissemination is mentioned as one of the projects objectives and recognized as a necessary condition for future impacts. Are there any future arrangements agreed with national governments for further dissemination? If so which ones? Are they likely to be implemented?

4. Beneficiaries

Question 1: What type of services have you received from ECLAC within the framework of the project?

Question 2: What specific benefits can you identify for you or the organization you are currently working on? Are there any benefits that you can mention for public policy?

Question 3: Did you have possibilities to participate in the technical discussion regarding the design of the model (this is providing technical inputs regarding existing social policies for modeling)?

Question 4: Have you been participating in any of the projects activities (seminars, workshops, other)? If so which ones? What is your personal gain out of this participation? Why do you say so?

Question 5: According to your understanding and knowledge, what exactly is new in the projects results, regarding previously existing knowledge on economic and social policies in your country? Why do you say so?

Question 6: To which level, according to your opinion, can the public sector in the countries continue to use the methodology and approaches within their own resources and efforts?

Pregunta 7: Different question: Is the use at national level, of the proposed methodology and approaches, sustainable? Why do you say so?

Question 8: Dissemination is mentioned as one of the projects objectives and recognized as a necessary condition for future impacts. Are there any future arrangements agreed with national governments for further dissemination? If so which ones? Are they likely to be implemented?

ANNEX 5

Structured Survey Questionnaires

Structured Survey Questionnaires⁵⁴

Proyecto: Implicaciones de la política macroeconómica, choques externos y sistemas de protección social para la pobreza, la inequidad y la vulnerabilidad social en América Latina y el Caribe

CUESTIONARIO PARA INVESTIGADORES

Favor enviar este cuestionario a las siguientes personas

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Maynor Cabrera	Guatemalteca	ICEFI	Consultor	Maynor.cabrera@icefi.org
Manuel Delgado	Salvadoreña	ICEFI	Participante	Manuel.delgado@icefi.org
José Luis Rodríguez Aguilar	Guatemalteca	SEGEPLAN	Participante	jlrodriguez@segeplan.gob.gt
COSTA RICA				
Pamela Chacón	Costarricense	MIDEPLAN	Participante	pamela.chacon@mideplan.go.cr
Olegario Sáenz Batalla	Costarricense	MIDEPLAN	Participante	jsaenz@mideplan.go.cr
COLOMBIA				
Jairo Nuñez Mendez	Colombiana	BID		jnunez@cable.net.co
Néstor Gonzáles	Colombia	BID		
MEXICO				
César Nájera	Mexicana	SEDESOL	Participante	Cesar.najera@sedesol.gob.mx
Marco del Río Chivardi	Mexicana	SEDESOL	Participante	marco.delrio@sedesol.gob.mx
Nelly Mejía González	Mexicana	SEDESOL	Participante	nelly.mejia@sedesol.gob.mx
Araceli Ortega Díaz	Mexicana	SEDESOL	Participante	araortega@gmail.com

⁵⁴ Since all recipients of the questionnaires contained in this section are fluent in Spanish but not all of them are fluent in English, questionnaires has been sent out in Spanish and are reported as such in the present section.

Antes de de comenzar a responder las siguientes preguntas lea por favor las siguientes instrucciones

Usted recibe el presente cuestionario en su calidad de integrante del equipo de investigadores del proyecto en referencia, organizado por la CEPAL en su país.

La CEPAL se encuentra en un proceso de evaluación de las diferentes actividades realizadas en el marco de este proyecto con la finalidad de mejorar los servicios que nuestra institución se pudieran brindar a su país y al resto de la región en el futuro. Su participación en la presente encuesta es de suma importancia y puede ayudar a la CEPAL a prestar asistencias más efectivas y mejor focalizadas en los problemas que afectan la región. Por favor responda las preguntas según su mejor conocimiento. Agradeceríamos si pudiera responder todas las preguntas en todos sus aspectos, pero también aceptamos respuestas parciales, según su mejor conocimiento. Sus respuestas serán tratadas de manera confidencial. Los informes de evaluación del proyecto no identificarán la identidad de los participantes en las encuestas.

Agradeceríamos si nos pudiera brindar sus respuestas a la presente encuesta antes del **15 de julio de 2010**.

Siéntase libre de proveer a la CEPAL cualquier otro tipo de información, opinión, informes o datos que considera relevantes para nuestro trabajo en el marco de la presente evaluación.

Agradecemos su participación en la presente encuesta. Su cooperación en llenar este cuestionario ayudará al equipo de evaluación entender mejor el tipo y la calidad de resultados generados por el trabajo de la CEPAL.

Si tiene preguntas o comentarios adicionales al presente cuestionario por favor contactar a:

Irene Barquero
Oficial de Programas
Irene.BARQUERO@cepal.org
Teléfono+562 210 2290

Pregunta 1: ¿Cuáles son los principales resultados generados a través de la implementación del proyecto?

	Ampliamente de acuerdo	Algo de acuerdo	Ni de acuerdo pero tampoco en desacuerdo	Algo en desacuerdo	Ampliamente en desacuerdo	Sin conocimiento suficiente para poder responder
a. Generación de conocimientos (sobre la interacción de políticas macroeconómicas y sociales)	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	9 <input type="checkbox"/>
b. Generación de capacidades nacionales en llevar adelante este tipo de análisis	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	9 <input type="checkbox"/>
c. Nuevos elementos para la toma de decisiones (priorización) de políticas económicas	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	9 <input type="checkbox"/>
d. Nuevos elementos para el diseño de políticas económicas.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	9 <input type="checkbox"/>
e. Nuevos elementos para la toma de decisiones (priorización) de políticas sociales	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	9 <input type="checkbox"/>
f. Nuevos elementos para el diseño de políticas sociales	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	9 <input type="checkbox"/>

Pregunta 13: ¿Qué opina acerca de la utilidad de las siguientes opciones de medidas para darle continuidad al uso de la herramienta de MACEPES en su país?

	Ampliamente de acuerdo	Algo de acuerdo	Ni de acuerdo pero tampoco en desacuerdo	Algo en desacuerdo	Ampliamente en desacuerdo	Sin conocimiento suficiente para poder responder
a. Repetir el ejercicio de inmediato para que los investigadores tengan más práctica.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	9 <input type="checkbox"/>
b. Actualizar el ejercicio apenas que se tengan datos nuevos disponibles (SAM, Encuesta de Hogares).	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	9 <input type="checkbox"/>
c. Capacitar a más técnicos en el uso de la herramienta.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	9 <input type="checkbox"/>
d. En cada institución debería haber funcionarios que sepan usar la metodología.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	9 <input type="checkbox"/>

Pregunta 14: ¿Cuáles serían, según su opinión, las mejores alternativas para la realización de diferentes actividades de difusión, con el fin de despertar el interés de los diseñadores de políticas y tomadores de decisión de políticas sociales y económicas?

a. Realizar presentaciones específicas en diferentes instituciones del sector público.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	9 <input type="checkbox"/>
b. Publicar una versión tipo “policy paper” (menos técnico y enfocado en el entorno de políticas sociales específico en su país).	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	9 <input type="checkbox"/>
c. Repetir el ejercicio con nuevos escenarios más actualizados antes de diseminarlo ampliamente	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	9 <input type="checkbox"/>

Pregunta 15: ¿Tiene algunos comentarios adicionales acerca de las evaluaciones solicitadas en esta pregunta? De ser así por favor méncionelo a continuación o provea soluciones diferentes o adicionales.

¡Ya ha llegado al final del cuestionario! Gracias nuevamente por llenarlo. Los insumos que ha provisto respondiendo a nuestras preguntas son de suma importancia para nuestro trabajo. Favor pulsea el botón “enviar” para hacernos llegar sus respuestas. Si tiene cualquier pregunta o quiere facilitarnos cualquier información adicional favor contactar con

Irene Barquero
Oficial de Programas
Irene.BARQUERO@cepal.org
Teléfono+562 210 2290

Proyecto: Implicaciones de la política macroeconómica, choques externos y sistemas de protección social para la pobreza, la inequidad y la vulnerabilidad social en América Latina y el Caribe

CUESTIONARIO PARA BENEFICIARIOS

Favor enviar este cuestionario a las siguientes personas

PAISES OBSERVADORES NO PARTICIPANTES

El Salvador

Giovanni Berti, Ministerio de Economía, Asesor del Despacho

Panama

Margarita Aquino, Departamento de Análisis Social, Ministerio de Economía y Finanzas, Directora

Rep. Dominicana

Antonio Morillo, Unidad Asesora de Análisis Económico y Social, Secretaría de Estado de Economía, Planificación y Desarrollo, Analista Principal en Pobreza

Luis Madrea, Encargado del Directorio de Establecimientos Económicos (ONE), Director

Antes de de comenzar a responder las siguientes preguntas lea por favor las siguientes instrucciones

Usted recibe el presente cuestionario en calidad de haber tenido contacto con o conocimiento acerca de los resultados del proyecto en referencia, organizado por la CEPAL en México y ha participado en calidad de observador en el evento.

La CEPAL se encuentra en un proceso de evaluación de las diferentes actividades realizadas en el marco de este proyecto con la finalidad de mejorar los servicios que nuestra institución se pudieran brindar a su país y al resto de la región en el futuro. Su participación en la presente encuesta es de suma importancia y puede ayudar a la CEPAL a prestar asistencias más efectivas y mejor focalizadas en los problemas que afectan la región. Por favor responda las preguntas según su mejor conocimiento. Agradeceríamos si pudiera responder todas las preguntas en todos sus aspectos, pero también aceptamos respuestas parciales, según su mejor conocimiento. Sus respuestas serán tratadas de manera confidencial. Los informes de evaluación del proyecto no identificarán la identidad de los participantes en las encuestas.

Agradeceríamos si nos pudiera brindar sus respuestas a la presente encuesta antes del **15 de julio de 2010**.

Siéntase libre de proveer a la CEPAL cualquier otro tipo de información, opinión, informes o datos que considera relevantes para nuestro trabajo en el marco de la presente evaluación.

Agradecemos su participación en la presente encuesta. Su cooperación en llenar este cuestionario ayudará al equipo de evaluación entender mejor el tipo y la calidad de resultados generados por el trabajo de la CEPAL.

Si tiene preguntas o comentarios adicionales al presente cuestionario por favor contactar a:

Irene Barquero
Oficial de Programas
Irene.BARQUERO@cepal.org
Teléfono+562 210 2290

Pregunta 1: ¿Cuáles son, según su conocimiento, los principales resultados generados a través de la implementación del proyecto?

	Ampliamente de acuerdo	Algo de acuerdo	Ni de acuerdo pero tampoco en desacuerdo	Algo en desacuerdo	Ampliamente en desacuerdo	Sin conocimiento suficiente para poder responder
a. Generación de conocimientos (sobre la interacción de políticas macroeconómicas y sociales)	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	9 <input type="checkbox"/>
b. Generación de capacidades nacionales en llevar adelante este tipo de análisis	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	9 <input type="checkbox"/>
c. Nuevos elementos para la toma de decisiones (priorización) de políticas económicas	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	9 <input type="checkbox"/>
d. Nuevos elementos para el diseño de políticas económicas.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	9 <input type="checkbox"/>
e. Nuevos elementos para la toma de decisiones (priorización) de políticas sociales	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	9 <input type="checkbox"/>
f. Nuevos elementos para el diseño de políticas sociales	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	9 <input type="checkbox"/>

Pregunta 2: En su opinión, ¿qué grupo de interés sería el más beneficiado en caso de que se repitiera este tipo de proyecto en su país?

	Ampliamente de acuerdo	Algo de acuerdo	Ni de acuerdo pero tampoco en desacuerdo	Algo en desacuerdo	Ampliamente en desacuerdo	Sin conocimiento suficiente para poder responder
a. Diseñadores de políticas económicas	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	9 <input type="checkbox"/>
b. Diseñadores de políticas sociales	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	9 <input type="checkbox"/>
c. Tomadores de decisión (stakeholders) de políticas económicas	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	9 <input type="checkbox"/>
d. Tomadores de decisión (stakeholders) de políticas sociales	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	9 <input type="checkbox"/>
e. Los integrantes del equipo de investigación	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	9 <input type="checkbox"/>
f. La institución que presumiblemente se hará cargo de darle continuidad al uso de la herramienta.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	9 <input type="checkbox"/>

Pregunta 3: ¿Cómo calificaría la calidad del conocimiento que ha adquirido en las capacitaciones para el uso del modelo?

5 Mayor calidad 4 3 2 1 menor calidad
 NO SABE

Pregunta 4: ¿Cómo calificaría la calidad (pedagógica y en cuanto al contenido de la enseñanza) de los eventos de capacitación realizado en el marco del proyecto?

5 Mayor calidad 4 3 2 1 menor calidad
 No he participado en seminarios o talleres del proyecto

Pregunta 5: ¿Cuál sería, según su opinión, en su país la institución mejor calificada para el manejo técnico de la herramienta?

NO SABE

Pregunta 6: ¿Cuál sería, según su opinión, en su país la institución mejor calificada para el manejo político de la herramienta?

NO SABE

Pregunta 7: ¿Tiene algunos comentarios adicionales acerca de las evaluaciones solicitadas en esta pregunta? De ser así por favor méncionelo a continuación o provea soluciones diferentes o adicionales.

¡Ya ha llegado al final del cuestionario! Gracias nuevamente por llenarlo. Los insumos que ha provisto respondiendo a nuestras preguntas son de suma importancia para nuestro trabajo. Favor pulsea el botón “enviar” para hacernos llegar sus respuestas. Si tiene cualquier pregunta o quiere facilitarnos cualquier información adicional favor contactar con

Irene Barquero
Oficial de Programas
Irene.BARQUERO@cepal.org
Teléfono+562 210 2290

Proyecto: Implicaciones de la política macroeconómica, choques externos y sistemas de protección social para la pobreza, la inequidad y la vulnerabilidad social en América Latina y el Caribe

CUESTIONARIO PARA BENEFICIARIOS

Favor enviar este cuestionario a las siguientes personas

Costa Rica

Lucrecia Rodríguez, MIDEPLAN, Costa Rica lurodri@mideplan.go.cr

Gerardo Ramírez, MIDEPLAN, Costa Rica gerardo.ramirez@mideplan.go.cr

Sr. Manuel Iraheta miraheta@secmca.org Consejo Monetario Centroamericano

Mario Robles Monge, MIDEPLAN,

Juan Diego Trejos Solórzano, Profesor, Universidad de Costa Rica

Maria Elena González, Instituto Nacional de Estadística y Censos (INE), Subgerente

Miguel Gutiérrez Saxe, Proyecto Estado de Nación, Costa Rica, Miembro

Mexico

José Carlos Rodríguez Pueblita, Dirección General de Evaluación y Monitoreo de los Programas Sociales, SEDESOL

Mtra. Mariana Elizondo Falcón, Directora de Proyectos Especiales, SEDESOL

Mtra. Almudena Suárez Fernández, Relaciones Internacionales y Proyectos Especiales, SEDESOL

Ing. Marco Antonio López Silva, Unidad de Planeación y Relaciones Internacionales, SEDESOL

Araceli Ortega, Instituto Tecnológico de Monterrey (ITESM), Profesora Investigadora

Ecuador

René Ramírez, SENPLADES, Secretario de Planificación

Guatemala

Luis Velásquez, SEGEPLAN, Oficial

Nicaragua

Nina M. Conrado, Banco Central, Gerente de Estudios Económicos

Antes de comenzar a responder las siguientes preguntas lea por favor las siguientes instrucciones

Usted recibe el presente cuestionario en calidad de haber tenido contacto con o conocimiento acerca de los resultados del proyecto en referencia, organizado por la CEPAL en su país.

La CEPAL se encuentra en un proceso de evaluación de las diferentes actividades realizadas en el marco de este proyecto con la finalidad de mejorar los servicios que nuestra institución se pudieran brindar a su país y al resto de la región en el futuro. Su participación en la presente encuesta es de suma importancia y puede ayudar a la CEPAL a prestar asistencias más efectivas y mejor focalizadas en los problemas que afectan la región. Por favor responda las preguntas según su mejor conocimiento. Agradeceríamos si pudiera responder todas las preguntas en todos sus aspectos, pero también aceptamos respuestas parciales, según su mejor conocimiento. Sus respuestas serán tratadas de manera confidencial. Los informes de evaluación del proyecto no identificarán la identidad de los participantes en las encuestas.

Agradeceríamos si nos pudiera brindar sus respuestas a la presente encuesta antes del **15 de julio de 2010**.

Siéntase libre de proveer a la CEPAL cualquier otro tipo de información, opinión, informes o datos que considera relevantes para nuestro trabajo en el marco de la presente evaluación.

Agradecemos su participación en la presente encuesta. Su cooperación en llenar este cuestionario ayudará al equipo de evaluación entender mejor el tipo y la calidad de resultados generados por el trabajo de la CEPAL.

Si tiene preguntas o comentarios adicionales al presente cuestionario por favor contactar a:

Irene Barquero
Oficial de Programas
Irene.BARQUERO@cepal.org
Teléfono+562 210 2290

Pregunta 1: ¿Cuáles son, según su conocimiento, los principales resultados generados a través de la implementación del proyecto?

	Ampliamente de acuerdo	Algo de acuerdo	Ni de acuerdo pero tampoco en desacuerdo	Algo en desacuerdo	Ampliamente en desacuerdo	Sin conocimiento suficiente para poder responder
a) Generación de conocimientos (sobre la interacción de políticas macroeconómicas y sociales)	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	9 <input type="checkbox"/>
b) Generación de capacidades nacionales en llevar adelante este tipo de análisis	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	9 <input type="checkbox"/>
c) Nuevos elementos para la toma de decisiones (priorización) de políticas económicas	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	9 <input type="checkbox"/>
d) Nuevos elementos para el diseño de políticas económicas.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	9 <input type="checkbox"/>
e) Nuevos elementos para la toma de decisiones (priorización) de políticas sociales	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	9 <input type="checkbox"/>
f) Nuevos elementos para el diseño de políticas sociales	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	9 <input type="checkbox"/>

Pregunta 6: ¿Cuáles son los principales obstáculos institucionales para la continuidad del equipo?

Pregunta 7: ¿Cuál sería, según su opinión, en su país la institución mejor calificada para el manejo técnico de la herramienta?

Pregunta 8: ¿Cuál sería, según su opinión, en su país la institución mejor calificada para el manejo político de la herramienta?

Pregunta 9: Existen en su país instituciones del sector público que ya están utilizando los resultados del MACEPES en sus debates sobre diseño de políticas económicas o sociales?

SI NO NO SABE

¿Cuáles?

Pregunta 10: ¿Cuáles serían, según su opinión, las mejores alternativas para la realización de diferentes actividades de difusión, con el fin de despertar el interés de los diseñadores de políticas y tomadores de decisión de políticas sociales y económicas?

- | | | | | | | |
|---|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| a) Realizar presentaciones específicas en diferentes instituciones del sector público. | 1 <input type="checkbox"/> | 2 <input type="checkbox"/> | 3 <input type="checkbox"/> | 4 <input type="checkbox"/> | 5 <input type="checkbox"/> | 9 <input type="checkbox"/> |
| b) Publicar una versión tipo “policy paper” (menos técnico y enfocado en el entorno de políticas sociales específico en su país). | 1 <input type="checkbox"/> | 2 <input type="checkbox"/> | 3 <input type="checkbox"/> | 4 <input type="checkbox"/> | 5 <input type="checkbox"/> | 9 <input type="checkbox"/> |
| c) Repetir el ejercicio con nuevos escenarios más actualizados antes de diseminarlo ampliamente | 1 <input type="checkbox"/> | 2 <input type="checkbox"/> | 3 <input type="checkbox"/> | 4 <input type="checkbox"/> | 5 <input type="checkbox"/> | 9 <input type="checkbox"/> |

Pregunta 11: ¿Tiene algunos comentarios adicionales acerca de las evaluaciones solicitadas en esta pregunta? De ser así por favor méncionelo a continuación o provea soluciones diferentes o adicionales.

¡Ya ha llegado al final del cuestionario! Gracias nuevamente por llenarlo. Los insumos que ha provisto respondiendo a nuestras preguntas son de suma importancia para nuestro trabajo. Favor pulsea el botón “enviar” para hacernos llegar sus respuestas. Si tiene cualquier pregunta o quiere facilitarnos cualquier información adicional favor contactar con

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Oficial de Programas
Irene.BARQUERO@cepal.org
Teléfono+562 210 2290

Presentación del proyecto “Implicaciones de la política macroeconómica, los choques externos, y los sistemas de protección social en la pobreza, la desigualdad y la vulnerabilidad en América Latina y el Caribe”

Nicaragua, 22 de junio de 2010 ⁵⁵

Antes de comenzar a responder las siguientes preguntas lea por favor las siguientes instrucciones

Usted recibe el presente cuestionario en calidad de haber sido participante del evento mencionado arriba, organizado por la CEPAL en el marco del Development Account Project.

La CEPAL se encuentra en un proceso de evaluación de diferentes actividades realizadas en el marco del proyecto mencionado, con la finalidad de mejorar los servicios que pueda prestar a su país y a toda la región en el futuro. Su participación en la presente encuesta es de suma importancia y puede ayudar a CEPAL de prestar asistencias más efectivas y mejor focalizadas en los problemas. Por ello agradeceríamos que responda las preguntas que se presentan a continuación.

Por favor responda las preguntas según su mejor conocimiento. Agradeceríamos si pueda responder todas las preguntas en todos sus aspectos. Por supuesto también aceptamos respuestas parciales, según su mejor conocimiento. Sus respuestas serán tratadas de manera confidenciales. Los informes de evaluación del proyecto no identificarán la identidad de los participantes en las encuestas.

Agradeceríamos si puede responder las preguntas antes del **15 de julio de 2010**.

Siéntase libre de proveer a la CEPAL cualquier otro tipo de información, opinión, informes o datos que considera relevante para nuestro trabajo en el marco de la presente evaluación.

Agradecemos su participación en la presente encuesta. Su cooperación en llenar este cuestionario ayudará al equipo de evaluación entender mejor el tipo y la calidad de resultados generados por el trabajo de la CEPAL.

Por favor responda las preguntas de acuerdo a su mejor conocimiento. Respuestas completas a todas las preguntas sería lo más deseable, aunque respuestas parciales desde luego también nos proporcionan valiosa información. Sus respuestas serán tratadas estrictamente confidenciales. Nuestros informes de evaluación no identificarán los nombres de los entrevistados.

Si tiene algunas preguntas o comentarios adicionales al presente cuestionario por favor póngase en contacto con

Sra. Irene Barquero
Oficial de Programa
Irene.BARQUERO@cepal.org
Teléfono+562 210 2290

⁵⁵ The same questionnaire was sent to participants in the national results presentation events in Ecuador and Guatemala.

1. ¿Dónde trabaja actualmente?

<input type="checkbox"/> 1	Academia
<input type="checkbox"/> 2	ONG / OSC
<input type="checkbox"/> 3	Gobierno
<input type="checkbox"/> 4	Sector privado
<input type="checkbox"/> 5	Otro (favor especificar)

2. ¿Cuál es su posición?

<input type="checkbox"/> 1	Gerente - Director
<input type="checkbox"/> 2	Oficial técnico
<input type="checkbox"/> 3	Oficial administrativo
<input type="checkbox"/> 4	Investigador
<input type="checkbox"/> 5	Otro (favor especificar)

3. ¿De qué manera está involucrado en análisis de políticas macroeconómicas y/o sociales o de los Objetivos de Desarrollo de Milenio (ODM)?

<input type="checkbox"/> 1	Gerenciando programas y políticas gubernamentales
<input type="checkbox"/> 2	Gerenciando programas de cooperación internacional
<input type="checkbox"/> 3	A través de abogacía y cabildeo representando una Organización No Gubernamental (ONG) y/o de una Organización de la Sociedad Civil (OSC)
<input type="checkbox"/> 4	Realizando investigaciones académicas sobre el tema
<input type="checkbox"/> 5	Otro (favor especificar)

4. ¿Formó usted parte del equipo de investigación del proyecto?

<input type="checkbox"/> 1	Si
<input type="checkbox"/> 2	No

5. ¿Ha tenido acceso a materiales del proyecto antes de ver las presentaciones del presente evento y los ha leído?

<input type="checkbox"/> 1	Si, a presentaciones de eventos anteriores
<input type="checkbox"/> 2	Si, a borradores del informe país
<input type="checkbox"/> 3	Si, a la versión final del país
<input type="checkbox"/> 4	No

6. ¿Forma usted parte de la “comunidad virtual” o “comunidad del conocimiento” que se ha creado entre quienes han tenido participación en o contacto con el proyecto y usan sus resultados?

<input type="checkbox"/> 1	Si
<input type="checkbox"/> 2	No

7. ¿Cuánto de “resultados novedosos” o “nuevo conocimiento” puede encontrar entre los resultados presentados, comparando con su conocimiento personal acerca de los temas que se trata en el evento, antes de haber escuchado las presentaciones de hoy?
Responda por favor en una escala de 5 (máximo) a 1 (mínimo)

5 4 3 2 1

8. En relación al evento mismo de presentación de resultados del proyecto, indique por favor abajo su grado de acuerdo o desacuerdo con las afirmaciones mencionadas.

	Ampliamente de acuerdo	Algo de acuerdo	Ni de acuerdo pero tampoco en desacuerdo	Algo en desacuerdo	Ampliamente en desacuerdo	Sin conocimiento suficiente para poder responder
a. El evento contribuyó al análisis y al debate de políticas macroeconómicas	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	9 <input type="checkbox"/>
b. El evento contribuyó al análisis y al debate de políticas sociales y ODM.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	9 <input type="checkbox"/>
c. El evento me proveyó nuevos conocimientos y herramientas prácticas para mi trabajo diario	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	9 <input type="checkbox"/>
d. El evento proveyó recomendaciones políticas cuya implementación puede ayudar a hacer mi trabajo más eficiente.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	9 <input type="checkbox"/>
e. El evento permitió ampliar contactos con otras personas, hecho que puede ayudar a mejorar mi trabajo.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	9 <input type="checkbox"/>
f. El evento fue interesante pero careció de importancia práctica.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	9 <input type="checkbox"/>

En caso de que, como resultado del seminario, su conocimiento sobre el tema haya aumentado, ¿cuál fue la información o los conocimientos nuevos más valiosos que encontró en este evento? ¿Cómo podría utilizar este nuevo conocimiento? Por favor sea lo más detallado posible.

9. ¿Cuán bien este seminario ha contribuido a lograr los siguientes objetivos?

	Muy bien	Bien	Regularmente	Marginalmente	Insuficientemente	N/A
a. Proveyendo e intercambiando conocimientos sobre los mecanismos de transmisión de los shocks macroeconómicos a la pobreza y la desigualdad de ingresos	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	9 <input type="checkbox"/>
b. Mejorando las capacidades para aplicar políticas y medidas para la reducción de la pobreza basada en los resultados de las aplicaciones del análisis de modelos macro y micro en su país	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	9 <input type="checkbox"/>

10. ¿Tiene algunos comentarios adicionales acerca de las evaluaciones solicitadas en esta pregunta? De ser así por favor méncionelo a continuación o provea soluciones diferentes o adicionales.

11. ¿De qué manera piensa utilizar los materiales y conocimientos recibidos en el presente seminario en su trabajo diario?

12 ¿Ha participado recientemente en otras actividades de cooperación de la CEPAL? De ser así, menciónelas por favor.

13. ¿Puede imaginar o recomendar otro (tipo de / tema de) aporte de la CEPAL para su trabajo en el futuro?

¡Ya ha llegado al final del cuestionario! Gracias nuevamente por llenarlo. Los insumos que ha provisto respondiendo a nuestras preguntas son de suma importancia para nuestro trabajo. Favor pulsea el botón “enviar” para hacernos llegar sus respuestas. Si tiene cualquier pregunta o quiere facilitarnos cualquier información adicional favor contactar con

Sra. Irene Barquero
Oficial de Programa
Irene.BARQUERO@cepal.org
Teléfono+562 210 2290

ANNEX 6

Survey responses

Survey responses

Cuestionario Investigadores

1. ¿Dónde trabaja actualmente?		
Ministerio	3	43%
Institución nacional	1	14%
Institución Municipal	0	0%
Institución Local	0	0%
Academia / Universidad	3	43%
Sector privado	0	0%
Ministerio	0	0%
Institución Sub-regional	0	0%
Organización Internacional	0	0%
Consultor Independiente	0	0%
ONG	0	0%
Sociedad Civil	0	0%
Otro:	0	0%
Total	7	100%

3. ¿Cuál es su cargo actual?		
Gerente – Director	1	14%
Funcionario técnico	3	43%
Funcionario administrativo	0	0%
Investigador, académico	2	29%
Otro (especifique)	1	14%
Total	7	100%

4. ¿Cuál es la relación de su trabajo con análisis macroeconómicos o diseños e implementación de políticas y programas sociales?		
Administro programas y políticas gubernamentales	0	0%
Administro programas internacionales de asistencia	0	0%
Participo en actividades no gubernamentales de asistencia y difusión	0	0%
Investigo sobre estos temas	6	86%
Otro (especifique)	1	14%
Total	7	100%

5. ¿Cuáles son, según su conocimiento, los principales resultados generados a través de la implementación del proyecto? Por favor marque del 1 al 5 las valoraciones respectivas de las siguientes respuestas de acuerdo a su evaluación de las actividades del proyecto.

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.	Ampliamente de acuerdo	Algo de acuerdo	Ni de acuerdo pero tampoco en desacuerdo	Algo en desacuerdo	Ampliamente en desacuerdo	Sin conocimiento suficiente para poder responder
Generación de conocimientos sobre la interacción de políticas macroeconómicas y sociales	7 100%	0 0%	0 0%	0 0%	0 0%	0 0%
Generación de capacidades nacionales en llevar adelante este tipo de análisis	5 71%	2 29%	0 0%	0 0%	0 0%	0 0%
Nuevos elementos para la toma de decisiones (priorización) de políticas económicas	3 43%	4 57%	0 0%	0 0%	0 0%	0 0%
Nuevos elementos para el diseño de políticas económicas.	6 86%	1 14%	0 0%	0 0%	0 0%	0 0%
Nuevos elementos para la toma de decisiones (priorización) de políticas sociales	4 57%	3 43%	0 0%	0 0%	0 0%	0 0%
Nuevos elementos para el diseño de políticas sociales	5 71%	2 29%	0 0%	0 0%	0 0%	0 0%

6. En su opinión, ¿qué grupo de interés es el más beneficiado por los resultados generados por el proyecto en su país?						
Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.	Ampliamente de acuerdo	Algo de acuerdo	Ni de acuerdo pero tampoco en desacuerdo	En desacuerdo	Ampliamente en desacuerdo	Sin conocimiento suficiente para poder responder
Diseñadores de políticas económicas	5 71%	2 29%	0 0%	0 0%	0 0%	0 0%
Diseñadores de políticas sociales	7 100%	0 0%	0 0%	0 0%	0 0%	0 0%
Tomadores de decisión (stakeholders) de políticas económicas	3 43%	3 43%	1 14%	0 0%	0 0%	0 0%
Tomadores de decisión (stakeholders) de políticas sociales	4 57%	2 29%	1 14%	0 0%	0 0%	0 0%
Los integrantes del equipo de investigación	4 57%	3 43%	0 0%	0 0%	0 0%	0 0%
La institución que presumiblemente se hará cargo de darle continuidad al uso de la herramienta.	5 71%	2 29%	0 0%	0 0%	0 0%	0 0%
7. ¿Cómo calificaría la calidad del conocimiento que ha adquirido en las capacitaciones para el uso del modelo?						
Mayor Calidad				4	57%	
Buena Calidad				3	43%	
Calidad media				0	0%	
Baja calidad				0	0%	
Menor Calidad				0	0%	
Total				7	100%	

8. ¿Cómo calificaría la calidad (pedagógica y en cuanto al contenido de la enseñanza) de los eventos de capacitación realizado en el marco del proyecto?

Mayor Calidad	5	71%
Buena Calidad	2	29%
Calidad media	0	0%
Baja calidad	0	0%
Menor Calidad	0	0%
Total	7	100%

9. En el transcurso del desarrollo de la investigación usted ha tenido un amplio intercambio de ideas o discusión técnica con:

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.	Poco Intercambio	2	3	4	Mucho Intercambio
El experto en el modelo (Marco Sánchez)	1 14%	0 0%	0 0%	2 29%	4 57%
El experto en políticas sociales (Pablo Sauma)	0 0%	1 14%	3 43%	2 29%	1 14%
Investigadores de equipos de otros países	1 14%	3 43%	2 29%	1 14%	0 0%
Los demás integrantes del equipo nacional	1 14%	0 0%	0 0%	1 14%	5 71%

10. ¿Con las capacidades generadas en su país (en el equipo investigador), cree usted que su país ya estaría en condiciones de implementar este tipo de análisis por su propia cuenta?

Si	2	29%
Relativamente	5	71%
No	0	0%
Total	7	100%

12. ¿El equipo investigador en su país recibe en este momento apoyo institucional suficiente para asegurar la continuidad del uso de la herramienta MACEPES?

Si	4	57%
Relativamente	3	43%
No	0	0%
Total	7	100%

17. A lo largo del proceso de implementación del ejercicio de MACEPES ya ha habido instituciones del sector público que se han enterado del ejercicio y se mostraron interesados en su aplicación?

Si	5	71%
No	2	29%
No sabe	0	0%
Total	7	100%

19. Existen en su país instituciones del sector público que ya están utilizando los resultados del MACEPES en sus debates sobre diseño de políticas económicas o sociales?

Si	4	57%
No	2	29%
No sabe	1	14%
Total	7	100%

21. ¿Qué opina acerca de la utilidad de las siguientes opciones de medidas para darle continuidad al uso de la herramienta de MACEPES en su país?

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.	Ampliamente de acuerdo	Algo de acuerdo	Ni de acuerdo pero tampoco en desacuerdo	Algo en desacuerdo	Ampliamente en desacuerdo	Sin conocimiento suficiente para poder responder
Repetir el ejercicio de inmediato para que los investigadores tengan más práctica.	4 57%	2 29%	1 14%	0 0%	0 0%	0 0%
Actualizar el ejercicio apenas que se tengan datos nuevos disponibles (SAM, Encuesta de Hogares).	6 86%	1 14%	0 0%	0 0%	0 0%	0 0%
Capacitar a más técnicos en el uso de la herramienta.	6 86%	0 0%	0 0%	1 14%	0 0%	0 0%
En cada institución debería haber funcionarios que sepan usar la metodología.	2 33%	2 33%	2 33%	0 0%	0 0%	0 0%

23. ¿Cuáles serían, según su opinión, las mejores alternativas para la realización de diferentes actividades de difusión, con el fin de despertar el interés de los diseñadores de políticas y tomadores de decisión de políticas sociales y económicas?

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.	Ampliamente de acuerdo	Algo de acuerdo	Ni de acuerdo pero tampoco en desacuerdo	Algo en desacuerdo	Ampliamente en desacuerdo	Sin conocimiento suficiente para poder responder
Realizar presentaciones específicas en diferentes instituciones del sector público.	5 71%	2 29%	0 0%	0 0%	0 0%	0 0%
Publicar una versión tipo "policy paper" (menos técnico y enfocado en el entorno de políticas sociales específico en su país).	5 71%	2 29%	0 0%	0 0%	0 0%	0 0%
Repetir el ejercicio con nuevos escenarios más actualizados antes de diseminarlo ampliamente	5 71%	1 14%	1 14%	0 0%	0 0%	0 0%

Cuestionario Beneficiarios No Observadores

Tabulación datos cuantitativos

1. ¿Dónde trabaja actualmente?		
Ministerio	2	100%
Institución nacional	0	0%
Institución Municipal	0	0%
Institución Local	0	0%
Academia / Universidad	0	0%
Sector privado	0	0%
Ministerio	0	0%
Institución Sub-regional	0	0%
Organización Internacional	0	0%
Consultor Independiente	0	0%
ONG	0	0%
Sociedad Civil	0	0%
Otro:	0	0%
Total	2	100%
3. ¿Cuál es su cargo actual?		
Gerente – Director	0	0%
Funcionario técnico	0	0%
Funcionario administrativo	0	0%
Investigador, académico	1	50%
Otro (especifique)	1	50%
Total	2	100%
4. ¿Cuál es la relación de su trabajo con análisis macroeconómicos o diseños e implementación de políticas y programas sociales?		
Administro programas y políticas gubernamentales	0	0%
Administro programas internacionales de asistencia	0	0%
Participo en actividades no gubernamentales de asistencia y difusión	0	0%
Investigo sobre estos temas	2	100%
Otro (especifique)	0	0%
Total	2	100%

5. ¿Cuáles son, según su conocimiento, los principales resultados generados a través de la implementación del proyecto? Por favor marque del 1 al 5 las valoraciones respectivas de las siguientes respuestas de acuerdo a su evaluación de las actividades del proyecto.

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.	Ampliamente de acuerdo	Algo de acuerdo	Ni de acuerdo pero tampoco en desacuerdo	Algo en desacuerdo	Ampliamente en desacuerdo	Sin conocimiento suficiente para poder responder
Generación de conocimientos sobre la interacción de políticas macroeconómicas y sociales	0 0%	0 0%	1 50%	1 50%	0 0%	0 0%
Generación de capacidades nacionales en llevar adelante este tipo de análisis	0 0%	1 50%	1 50%	0 0%	0 0%	0 0%
Nuevos elementos para la toma de decisiones (priorización) de políticas económicas	0 0%	1 50%	0 0%	1 50%	0 0%	0 0%
Nuevos elementos para el diseño de políticas económicas.	0 0%	1 50%	0 0%	1 50%	0 0%	0 0%
Nuevos elementos para la toma de decisiones (priorización) de políticas sociales	0 0%	0 0%	0 0%	2 100%	0 0%	0 0%
Nuevos elementos para el diseño de políticas sociales	0 0%	0 0%	0 0%	1 50%	1 50%	0 0%

6. En su opinión, ¿qué grupo de interés sería el más beneficiado en caso de que se repitiera este tipo de proyectos en su país?

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.	Ampliamente de acuerdo	Algo de acuerdo	Ni de acuerdo pero tampoco en desacuerdo	En desacuerdo	Ampliamente en desacuerdo	Sin conocimiento suficiente para poder responder
Diseñadores de políticas económicas	0 0%	1 50%	0 0%	0 0%	1 50%	0 0%
Diseñadores de políticas sociales	0 0%	0 0%	1 50%	0 0%	1 50%	0 0%
Tomadores de decisión (stakeholders) de políticas económicas	0 0%	0 0%	1 50%	0 0%	1 50%	0 0%
Tomadores de decisión (stakeholders) de políticas sociales	0 0%	0 0%	1 50%	0 0%	1 50%	0 0%
Los integrantes del equipo de investigación	1 50%	0 0%	0 0%	0 0%	1 50%	0 0%
La institución que presumiblemente se hará cargo de darle continuidad al uso de la herramienta.	1 50%	0 0%	0 0%	0 0%	1 50%	0 0%

7. ¿Cómo calificaría la calidad del conocimiento que ha adquirido en las capacitaciones para el uso del modelo?

Mayor Calidad	0	0%
Buena Calidad	0	0%
Calidad media	2	100%
Baja calidad	0	0%
Menor Calidad	0	0%
Total	2	100%

8. ¿Cómo calificaría la calidad (pedagógica y en cuanto al contenido de la enseñanza) de los eventos de capacitación realizados en el marco del proyecto?

Mayor Calidad	0	0%
Buena Calidad	0	0%
Calidad media	1	50%
Baja calidad	0	0%
Menor Calidad	0	0%
No he participado en seminarios o talleres del proyecto	1	50%
Total	2	100%

Cuestionario Participantes

Tabulación datos cuantitativos

1. ¿Dónde trabaja actualmente?		
Ministerio	2	33%
Institución nacional	1	17%
Institución Municipal	0	0%
Institución Local	0	0%
Academia / Universidad	0	0%
Sector privado	1	17%
Ministerio	0	0%
Institución Sub-regional	0	0%
Organización Internacional	0	0%
Consultor Independiente	1	17%
ONG	0	0%
Sociedad Civil	0	0%
Otro:	1	17%
Total	6	100%
3. ¿Cuál es su cargo actual?		
Gerente – Director	2	33%
Funcionario técnico	0	0%
Funcionario administrativo	0	0%
Investigador, académico	0	0%
Otro (especifique)	4	67%
Total	6	100%
4. ¿Cuál es la relación de su trabajo con análisis macroeconómicos o diseños e implementación de políticas y programas sociales?		
Administro programas y políticas gubernamentales	1	17%
Administro programas internacionales de asistencia	0	0%
Participo en actividades no gubernamentales de asistencia y difusión	0	0%
Investigo sobre estos temas	4	67%
Otro (especifique)	1	17%
Total	6	100%

5. ¿Cuáles son, según su conocimiento, los principales resultados generados a través de la implementación del proyecto? Por favor marque del 1 al 5 las valoraciones respectivas de las siguientes respuestas de acuerdo a su evaluación de las actividades del proyecto.

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.	Ampliamente de acuerdo	Algo de acuerdo	Ni de acuerdo pero tampoco en desacuerdo	Algo en desacuerdo	Ampliamente en desacuerdo	Sin conocimiento suficiente para poder responder
Generación de conocimientos sobre la interacción de políticas macroeconómicas y sociales	5 83%	1 17%	0 0%	0 0%	0 0%	0 0%
Generación de capacidades nacionales para la realización de tipo de análisis	2 33%	3 50%	1 17%	0 0%	0 0%	0 0%
Nuevos elementos para la toma de decisiones (priorización) de políticas económicas	3 50%	2 33%	1 17%	0 0%	0 0%	0 0%
Nuevos elementos para el diseño de políticas económicas.	3 50%	2 33%	1 17%	0 0%	0 0%	0 0%
Nuevos elementos para la toma de decisiones (priorización) de políticas sociales	2 33%	3 50%	1 17%	0 0%	0 0%	0 0%
Nuevos elementos para el diseño de políticas sociales	2 33%	3 50%	1 17%	0 0%	0 0%	0 0%

6. En su opinión, ¿qué grupo de interés es el más beneficiado por los resultados generados por el proyecto en su país?

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.	Ampliamente de acuerdo	Algo de acuerdo	Ni de acuerdo pero tampoco en desacuerdo	En desacuerdo	Ampliamente en desacuerdo	Sin conocimiento suficiente para poder responder
Diseñadores de políticas económicas	3 50%	2 33%	1 17%	0 0%	0 0%	0 0%
Diseñadores de políticas sociales	2 33%	4 67%	0 0%	0 0%	0 0%	0 0%
Tomadores de decisión (stakeholders) de políticas económicas	2 33%	3 50%	1 17%	0 0%	0 0%	0 0%
Tomadores de decisión (stakeholders) de políticas sociales	1 17%	4 67%	1 17%	0 0%	0 0%	0 0%
Los integrantes del equipo de investigación	2 33%	3 50%	1 17%	0 0%	0 0%	0 0%
La institución que presumiblemente se hará cargo de darle continuidad al uso de la herramienta.	4 67%	1 17%	1 17%	0 0%	0 0%	0 0%

7. ¿Cómo calificaría la calidad del conocimiento que ha adquirido en las capacitaciones para el uso del modelo?

Mayor Calidad	2	40%
Buena Calidad	3	60%
Calidad media	0	0%
Baja calidad	0	0%
Menor Calidad	0	0%
Total	5	100%

8. ¿Cómo calificaría la calidad (pedagógica y en cuanto al contenido de la enseñanza) de los eventos de capacitación realizado en el marco del proyecto?

Mayor Calidad	1	20%
Buena Calidad	3	60%
Calidad media	0	0%
Baja calidad	0	0%
Menor Calidad	0	0%
No he participado en seminarios o talleres del proyecto	1	20%
Total	5	100%

9. ¿El equipo investigador en su país recibe en este momento apoyo institucional suficiente para asegurar la continuidad del uso de la herramienta MACEPES?

De acuerdo	0	0%
	0	0%
	2	50%
	2	50%
En desacuerdo	0	0%
Total	4	100%

13. Existen en su país instituciones del sector público que ya están utilizando los resultados del MACEPES en sus debates sobre diseño de políticas económicas o sociales?

Si	2	33%
No	1	17%
No sabe	3	50%
Total	6	100%

15. ¿Cuáles serían, según su opinión, las mejores alternativas para la realización de diferentes actividades de difusión, con el fin de despertar el interés de los diseñadores de políticas y tomadores de decisión de políticas sociales y económicas en el uso del modelo y sus resultados?

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.	Ampliamente de acuerdo	Algo de acuerdo	Ni de acuerdo pero tampoco en desacuerdo	Algo en desacuerdo	Ampliamente en desacuerdo	Sin conocimiento suficiente para poder responder
Realizar presentaciones específicas en diferentes instituciones del sector público.	4 67%	1 17%	1 17%	0 0%	0 0%	0 0%
Publicar una versión tipo "policy paper" (menos técnico y enfocado en el entorno de políticas sociales específico en su país).	4 67%	2 33%	0 0%	0 0%	0 0%	0 0%
Repetir el ejercicio con nuevos escenarios más actualizados antes de diseminarlo ampliamente	5 83%	1 17%	0 0%	0 0%	0 0%	0 0%

Evento de presentación de resultados, 29 de Junio de 2010. La Paz, Bolivia

Encuesta a participantes del evento

1. ¿Dónde trabaja actualmente?		
Academia	1	10%
ONG / OSC	2	20%
Gobierno	4	40%
Sector privado	0	0%
Otro (especifique)	3	30%
Total	10	100%
2. ¿Cuál es su cargo actual?		
Gerente – Director	3	30%
Funcionario técnico	5	50%
Funcionario administrativo	0	0%
Investigador, académico	1	10%
Otro (especifique)	1	10%
Total	10	100%
3. ¿De qué manera está involucrado en análisis de políticas macroeconómicas y/o sociales o de los Objetivos de Desarrollo de Milenio (ODM)?		
Gerenciando programas y políticas gubernamentales	0	0%
Gerenciando programas de cooperación internacional	2	20%
A través de abogacía y cabildeo representando una Organización No Gubernamental (ONG) y/o de una Organización de la Sociedad Civil (OSC)	1	10%
Realizando investigaciones académicas sobre el tema	4	40%
Otro (especifique)	3	30%
Total	10	100%
4. ¿Formó usted parte del equipo de investigación del proyecto?		
Si	1	10%
No	9	90%
Total	10	100%

5. ¿Ha tenido acceso a materiales del proyecto antes de ver las presentaciones del presente evento y los ha leído?		
Si, a presentaciones de eventos anteriores	1	10%
Si, a borradores del informe país	1	10%
Si, a la versión final del país	0	0%
No	8	80%
Total	10	100%
6. ¿Forma usted parte de la “comunidad virtual” o “comunidad del conocimiento” que se ha creado entre quienes han tenido participación en o contacto con el proyecto y usan sus resultados?		
Si	2	20%
No	8	80%
Total	10	100%
7. ¿Cuánto de “resultados novedosos” o “nuevo conocimiento” puede encontrar entre los resultados presentados, comparando con su conocimiento personal acerca de los temas que se trata en el evento, antes de haber escuchado las presentaciones de hoy? Responda por favor en una escala de 5 (máximo) a 1 (mínimo)		
	0	0%
	1	10%
	2	20%
	6	60%
	1	10%
Total	10	100%

8. En relación al evento mismo de presentación de resultados del proyecto, indique por favor abajo su grado de acuerdo o desacuerdo con las afirmaciones mencionadas.

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.	Ampliamente de acuerdo	Algo de acuerdo	Ni de acuerdo pero tampoco en desacuerdo	Algo en desacuerdo	Ampliamente en desacuerdo	Sin conocimiento suficiente para poder responder
El evento contribuyó al análisis y al debate de políticas macroeconómicas	5 50%	3 30%	0 0%	1 10%	0 0%	1 10%
El evento contribuyó al análisis y al debate de políticas sociales y ODM.	3 30%	4 40%	0 0%	1 10%	1 10%	1 10%
El evento me proveyó nuevos conocimientos y herramientas prácticas para mi trabajo diario	5 50%	3 30%	1 10%	1 10%	0 0%	0 0%
El evento proveyó recomendaciones políticas cuya implementación puede ayudar a hacer mi trabajo más eficiente.	4 40%	3 30%	2 20%	1 10%	0 0%	0 0%
El evento permitió ampliar contactos con otras personas, hecho que puede ayudar a mejorar mi trabajo.	2 20%	2 20%	4 40%	1 10%	1 10%	0 0%
El evento fue interesante pero careció de importancia	2 20%	1 10%	4 40%	1 10%	2 20%	0 0%

práctica.						
10. ¿Cuán bien este seminario ha contribuido a lograr los siguientes objetivos?						
Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.	Muy bien	Bien	Regularmente	Marginalmente	Insuficientemente	N/A
Proveyendo e intercambiando conocimientos sobre los mecanismos de transmisión de los shocks macroeconómicos a la pobreza y la desigualdad de ingresos	3	4	1	0	2	0
	30%	40%	10%	0%	20%	0%
Mejorando las capacidades para aplicar políticas y medidas para la reducción de la pobreza basada en los resultados de las aplicaciones del análisis de modelos macro y micro en su país	4	2	3	0	1	0

Evento de presentación de resultados, 7 de Junio de 2010. Quito, Ecuador

Encuesta a participantes del evento

1. ¿Dónde trabaja actualmente?		
Academia	1	9%
ONG / OSC	2	18%
Gobierno	4	36%
Sector privado	2	18%
Otro (especifique)	2	18%
Total	11	100%
2. ¿Cuál es su cargo actual?		
Gerente – Director	2	18%
Funcionario técnico	7	64%
Funcionario administrativo	0	0%
Investigador, académico	1	9%
Otro (especifique)	1	9%
Total	11	100%
3. ¿De qué manera está involucrado en análisis de políticas macroeconómicas y/o sociales o de los Objetivos de Desarrollo de Milenio (ODM)?		
Gerenciando programas y políticas gubernamentales	0	0%
Gerenciando programas de cooperación internacional	2	18%
A través de abogacía y cabildeo representando una Organización No Gubernamental (ONG) y/o de una Organización de la Sociedad Civil (OSC)	0	0%
Realizando investigaciones académicas sobre el tema	3	27%
Otro (especifique)	6	55%
Total	11	100%
4. ¿Formó usted parte del equipo de investigación del proyecto?		
Si	1	9%
No	10	91%
Total	11	100%

5. ¿Ha tenido acceso a materiales del proyecto antes de ver las presentaciones del presente evento y los ha leído?		
Si, a presentaciones de eventos anteriores	0	0%
Si, a borradores del informe país	0	0%
Si, a la versión final del país	2	18%
No	9	82%
Total	11	100%
6. ¿Forma usted parte de la “comunidad virtual” o “comunidad del conocimiento” que se ha creado entre quienes han tenido participación en o contacto con el proyecto y usan sus resultados?		
Si	0	0%
No	11	100%
Total	11	100%
7. ¿Cuánto de “resultados novedosos” o “nuevo conocimiento” puede encontrar entre los resultados presentados, comparando con su conocimiento personal acerca de los temas que se trata en el evento, antes de haber escuchado las presentaciones de hoy? Responda por favor en una escala de 5 (máximo) a 1 (mínimo)		
	0	0%
	3	27%
	4	36%
	2	18%
	2	18%
Total	11	100%

8. En relación al evento mismo de presentación de resultados del proyecto, indique por favor abajo su grado de acuerdo o desacuerdo con las afirmaciones mencionadas.

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.	Ampliamente de acuerdo	Algo de acuerdo	Ni de acuerdo pero tampoco en desacuerdo	Algo en desacuerdo	Ampliamente en desacuerdo	Sin conocimiento suficiente para poder responder
El evento contribuyó al análisis y al debate de políticas macroeconómicas	6 55%	1 9%	2 18%	0 0%	1 9%	1 9%
El evento contribuyó al análisis y al debate de políticas sociales y ODM.	6 55%	3 27%	0 0%	0 0%	1 9%	1 9%
El evento me proveyó nuevos conocimientos y herramientas prácticas para mi trabajo diario	3 27%	0 0%	4 36%	4 36%	0 0%	0 0%
El evento proveyó recomendaciones políticas cuya implementación puede ayudar a hacer mi trabajo más eficiente.	3 27%	3 27%	1 9%	4 36%	0 0%	0 0%
El evento permitió ampliar contactos con otras personas, hecho que puede ayudar a mejorar mi trabajo.	3 27%	1 9%	1 9%	4 36%	2 18%	0 0%
El evento fue interesante pero careció de importancia práctica.	1 9%	1 9%	3 27%	1 9%	3 27%	2 18%

10. ¿Cuán bien este seminario ha contribuido a lograr los siguientes objetivos?						
Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.	Muy bien	Bien	Regularmente	Marginalmente	Insuficientemente	N/A
Proveyendo e intercambiando conocimientos sobre los mecanismos de transmisión de los shocks macroeconómicos a la pobreza y la desigualdad de ingresos	6	1	1	1	0	1
	60%	10%	10%	10%	0%	10%
Mejorando las capacidades para aplicar políticas y medidas para la reducción de la pobreza basada en los resultados de las aplicaciones del análisis de modelos macro y micro en su país	6	2	1	1	0	1

Evento de presentación de resultados, 22 de Junio de 2010. Managua, Nicaragua

Encuesta a participantes del evento

1. ¿Dónde trabaja actualmente?		
Academia	1	17%
ONG / OSC	1	17%
Gobierno	1	17%
Sector privado	0	0%
Otro (especifique)	3	50%
Total	6	100%
2. ¿Cuál es su cargo actual?		
Gerente – Director	1	17%
Funcionario técnico	0	0%
Funcionario administrativo	0	0%
Investigador, académico	3	50%
Otro (especifique)	2	33%
Total	6	100%
3. ¿De qué manera está involucrado en análisis de políticas macroeconómicas y/o sociales o de los Objetivos de Desarrollo de Milenio (ODM)?		
Gerenciando programas y políticas gubernamentales	1	17%
Gerenciando programas de cooperación internacional	0	0%
A través de abogacía y cabildeo representando una Organización No Gubernamental (ONG) y/o de una Organización de la Sociedad Civil (OSC)	1	17%
Realizando investigaciones académicas sobre el tema	3	50%
Otro (especifique)	1	17%
Total	6	100%
4. ¿Formó usted parte del equipo de investigación del proyecto?		
Si	0	0%
No	6	100%
Total	6	100%

5. ¿Ha tenido acceso a materiales del proyecto antes de ver las presentaciones del presente evento y los ha leído?		
Si, a presentaciones de eventos anteriores	2	33%
Si, a borradores del informe país	1	17%
Si, a la versión final del país	1	17%
No	2	33%
Total	6	100%
6. ¿Forma usted parte de la “comunidad virtual” o “comunidad del conocimiento” que se ha creado entre quienes han tenido participación en o contacto con el proyecto y usan sus resultados?		
Si	0	0%
No	6	100%
Total	6	100%
7. ¿Cuánto de “resultados novedosos” o “nuevo conocimiento” puede encontrar entre los resultados presentados, comparando con su conocimiento personal acerca de los temas que se trata en el evento, antes de haber escuchado las presentaciones de hoy? Responda por favor en una escala de 5 (máximo) a 1 (mínimo)		
	1	17%
	1	17%
	2	33%
	2	33%
	0	0%
Total	6	100%

8. En relación al evento mismo de presentación de resultados del proyecto, indique por favor abajo su grado de acuerdo o desacuerdo con las afirmaciones mencionadas.

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.	Ampliamente de acuerdo	Algo de acuerdo	Ni de acuerdo pero tampoco en desacuerdo	Algo en desacuerdo	Ampliamente en desacuerdo	Sin conocimiento suficiente para poder responder
El evento contribuyó al análisis y al debate de políticas macroeconómicas	3 50%	1 17%	1 17%	0 0%	0 0%	1 17%
El evento contribuyó al análisis y al debate de políticas sociales y ODM.	3 60%	0 0%	0 0%	0 0%	1 20%	1 20%
El evento me proveyó nuevos conocimientos y herramientas prácticas para mi trabajo diario	1 17%	4 67%	0 0%	0 0%	1 17%	0 0%
El evento proveyó recomendaciones políticas cuya implementación puede ayudar a hacer mi trabajo más eficiente.	0 0%	2 33%	2 33%	1 17%	1 17%	0 0%
El evento permitió ampliar contactos con otras personas, hecho que puede ayudar a mejorar mi trabajo.	1 17%	3 50%	2 33%	0 0%	0 0%	0 0%
El evento fue interesante pero careció de importancia práctica.	0 0%	2 33%	1 17%	0 0%	3 50%	0 0%

10. ¿Cuán bien este seminario ha contribuido a lograr los siguientes objetivos?						
Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.	Muy bien	Bien	Regularmente	Marginalmente	Insuficientemente	N/A
Proveyendo e intercambiando conocimientos sobre los mecanismos de transmisión de los shocks macroeconómicos a la pobreza y la desigualdad de ingresos	3	1	0	0	0	1
	60%	20%	0%	0%	0%	20%
Mejorando las capacidades para aplicar políticas y medidas para la reducción de la pobreza basada en los resultados de las aplicaciones del análisis de modelos macro y micro en su país	3	2	0	0	0	0

**Evento de presentación de resultados, 27 al 29 de Abril de 2010.
Ciudad San José, Costa Rica**

Encuesta a participantes del evento

1. ¿Dónde trabaja actualmente?		
Academia	1	17%
ONG / OSC	0	0%
Gobierno	1	17%
Sector privado	0	0%
Otro (especifique)	4	67%
Total	6	100%
2. ¿Cuál es su cargo actual?		
Gerente – Director	0	0%
Funcionario técnico	2	33%
Funcionario administrativo	0	0%
Investigador, académico	3	50%
Otro (especifique)	1	17%
Total	6	100%
3. ¿De qué manera está involucrado en análisis de políticas macroeconómicas y/o sociales o de los Objetivos de Desarrollo de Milenio (ODM)?		
Gerenciando programas y políticas gubernamentales	0	0%
Gerenciando programas de cooperación internacional	0	0%
A través de abogacía y cabildeo representando una Organización No Gubernamental (ONG) y/o de una Organización de la Sociedad Civil (OSC)	0	0%
Realizando investigaciones académicas sobre el tema	4	67%
Otro (especifique)	2	33%
Total	6	100%
4. ¿Formó usted parte del equipo de investigación del proyecto?		
Si	1	17%
No	5	83%
Total	6	100%

5. ¿Ha tenido acceso a materiales del proyecto antes de ver las presentaciones del presente evento y los ha leído?		
Si, a presentaciones de eventos anteriores	1	17%
Si, a borradores del informe país	1	17%
Si, a la versión final del país	4	67%
No	0	0%
Total	6	100%
6. ¿Forma usted parte de la “comunidad virtual” o “comunidad del conocimiento” que se ha creado entre quienes han tenido participación en o contacto con el proyecto y usan sus resultados?		
Si	1	17%
No	5	83%
Total	6	100%
7. ¿Cuánto de “resultados novedosos” o “nuevo conocimiento” puede encontrar entre los resultados presentados, comparando con su conocimiento personal acerca de los temas que se trata en el evento, antes de haber escuchado las presentaciones de hoy? Responda por favor en una escala de 5 (máximo) a 1 (mínimo)		
	0	0%
	0	0%
	0	0%
	4	67%
	2	33%
Total	6	100%

8. En relación al evento mismo de presentación de resultados del proyecto, indique por favor abajo su grado de acuerdo o desacuerdo con las afirmaciones mencionadas.

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.	Ampliamente de acuerdo	Algo de acuerdo	Ni de acuerdo pero tampoco en desacuerdo	Algo en desacuerdo	Ampliamente en desacuerdo	Sin conocimiento suficiente para poder responder
El evento contribuyó al análisis y al debate de políticas macroeconómicas	1 17%	2 33%	2 33%	0 0%	0 0%	1 17%
El evento contribuyó al análisis y al debate de políticas sociales y ODM.	2 33%	2 33%	1 17%	0 0%	0 0%	1 17%
El evento me proveyó nuevos conocimientos y herramientas prácticas para mi trabajo diario	5 83%	0 0%	0 0%	1 17%	0 0%	0 0%
El evento proveyó recomendaciones políticas cuya implementación puede ayudar a hacer mi trabajo más eficiente.	2 33%	3 50%	1 17%	0 0%	0 0%	0 0%
El evento permitió ampliar contactos con otras personas, hecho que puede ayudar a mejorar mi trabajo.	2 33%	2 33%	2 33%	0 0%	0 0%	0 0%
El evento fue interesante pero careció de importancia práctica.	0 0%	1 17%	1 17%	0 0%	4 67%	0 0%

10. ¿Cuán bien este seminario ha contribuido a lograr los siguientes objetivos?						
Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.	Muy bien	Bien	Regularmente	Marginalmente	Insuficientemente	N/A
Proveyendo e intercambiando conocimientos sobre los mecanismos de transmisión de los shocks macroeconómicos a la pobreza y la desigualdad de ingresos	4	2	0	0	0	0
	67%	33%	0%	0%	0%	0%
Mejorando las capacidades para aplicar políticas y medidas para la reducción de la pobreza basada en los resultados de las aplicaciones del análisis de modelos macro y micro en su país	3	2	0	0	0	1
	50%	33%	0%	0%	0%	17%

**Evento de presentación de resultados, 15 de Junio de 2010.
Ciudad de Guatemala, Guatemala**

Encuesta a participantes del evento

1. ¿Dónde trabaja actualmente?		
Academia	0	0%
ONG / OSC	0	0%
Gobierno	1	25%
Sector privado	0	0%
Otro (especifique)	3	75%
Total	4	100%
2. ¿Cuál es su cargo actual?		
Gerente – Director	0	0%
Funcionario técnico	2	50%
Funcionario administrativo	0	0%
Investigador, académico	2	50%
Otro (especifique)	0	0%
Total	4	100%
3. ¿De qué manera está involucrado en análisis de políticas macroeconómicas y/o sociales o de los Objetivos de Desarrollo de Milenio (ODM)?		
Gerenciando programas y políticas gubernamentales	1	25%
Gerenciando programas de cooperación internacional	1	25%
A través de abogacía y cabildeo representando una Organización No Gubernamental (ONG) y/o de una Organización de la Sociedad Civil (OSC)	0	0%
Realizando investigaciones académicas sobre el tema	2	50%
Otro (especifique)	0	0%
Total	4	100%
4. ¿Formó usted parte del equipo de investigación del proyecto?		
Si	1	25%
No	2	50%
Total	3	75%

5. ¿Ha tenido acceso a materiales del proyecto antes de ver las presentaciones del presente evento y los ha leído?		
Si, a presentaciones de eventos anteriores	0	0%
Si, a borradores del informe país	0	0%
Si, a la versión final del país	2	50%
No	2	50%
Total	4	100%
6. ¿Forma usted parte de la “comunidad virtual” o “comunidad del conocimiento” que se ha creado entre quienes han tenido participación en o contacto con el proyecto y usan sus resultados?		
Si	0	0%
No	4	100%
Total	4	100%
7. ¿Cuánto de “resultados novedosos” o “nuevo conocimiento” puede encontrar entre los resultados presentados, comparando con su conocimiento personal acerca de los temas que se trata en el evento, antes de haber escuchado las presentaciones de hoy? Responda por favor en una escala de 5 (máximo) a 1 (mínimo)		
1	0	0%
2	0	0%
3	2	50%
4	2	50%
5	0	0%
Total	4	100%

8. En relación al evento mismo de presentación de resultados del proyecto, indique por favor abajo su grado de acuerdo o desacuerdo con las afirmaciones mencionadas.

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.	Ampliamente de acuerdo	Algo de acuerdo	Ni de acuerdo pero tampoco en desacuerdo	Algo en desacuerdo	Ampliamente en desacuerdo	Sin conocimiento suficiente para poder responder
El evento contribuyó al análisis y al debate de políticas macroeconómicas	0 0%	3 75%	0 0%	1 25%	0 0%	0 0%
El evento contribuyó al análisis y al debate de políticas sociales y ODM.	0 0%	3 75%	0 0%	1 25%	0 0%	0 0%
El evento me proveyó nuevos conocimientos y herramientas prácticas para mi trabajo diario	0 0%	3 75%	0 0%	0 0%	1 25%	0 0%
El evento proveyó recomendaciones políticas cuya implementación puede ayudar a hacer mi trabajo más eficiente.	1 25%	1 25%	1 25%	1 25%	0 0%	0 0%
El evento permitió ampliar contactos con otras personas, hecho que puede ayudar a mejorar mi trabajo.	1 25%	1 25%	2 50%	0 0%	0 0%	0 0%
El evento fue interesante pero careció de importancia práctica.	0 0%	1 25%	1 25%	2 50%	0 0%	0 0%

10. ¿Cuán bien este seminario ha contribuido a lograr los siguientes objetivos?						
Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.	Muy bien	Bien	Regularmente	Marginalmente	Insuficientemente	N/A
Proveyendo e intercambiando conocimientos sobre los mecanismos de transmisión de los shocks macroeconómicos a la pobreza y la desigualdad de ingresos	1	2	0	0	1	0
	25%	50%	0%	0%	25%	0%
Mejorando las capacidades para aplicar políticas y medidas para la reducción de la pobreza basada en los resultados de las aplicaciones del análisis de modelos macro y micro en su país	0	3	0	0	1	0
	0%	75%	0%	0%	25%	0%

ANNEX 7

Overview of principal suggestions made by participants from MACEPES results presentation events.

Overview of principal suggestions made by participants from MACEPES results presentation events.

- For future implementation of the MACEPES a public-private partnership would be useful, where the model resides with an academic group regarding human resources and equipment, with the objective to support the government (social development), thus avoiding that human capital is lost with every change of civil servants.
- Limitation: government has to invest in the necessary software to carry out this type of model.
- We still lack knowledge about programming in GAMS (CGE).
- The main constraint is the high turnover of staff.
- Trainings have addressed too many issues in a very short period of time. Few days' times does not allow strengthening some aspects.
- We need to strengthen the national team and add at least two more people to expand the team
- The workshops need at least one additional day and combine theory with practice.
- There is institutional support so far from national governments, however, sustainability requires the ongoing participation of other actors (ECLAC, DESA) to strengthen the process
- Regarding other thematic needs ECLAC could work on an advisory board for some controversial statistics like poverty or MDGs.
- As well some support regarding surveys of economic establishments could be useful from ECLACs side.
- ECLAC support is extremely useful, but must make contact as well with entities of civil society, academics and media.
- Regarding events, workshops of presentation of national reports, circulate documents in advance, in order to have a good discussion, since issues presented and to be debated are complex and it is difficult to address them properly after only one presentation of results.
- ECLAC should be more open participation and training to members of civil society organizations. This will include better interpretation and analysis of models and data, by public officials.
- The tool presented at the event, it is certainly very important to measure the impact of macroeconomic policies so that they can take steps to improve, however, the institution where I work is not in charge of macro definitions, but rather is an entity responsible for monitoring, control and regulate activities related to long-term Social Security.

ANNEX 8

Draft Proposal regarding possibilities for ECLAC to follow up on MACEPES (DA ROA 74)

Draft Proposal regarding possibilities for ECLAC to follow up on MACEPES (DA ROA 74)

By *Thomas Otter*⁵⁶

ECLAC implemented the DA ROA 74⁵⁷ jointly with UNDESA. The project provided a tool, MACEPES,⁵⁸ for the simulation of macro and micro effects of external shocks, their social implication and the availability of financial resources (social expenditure) in order to respond to an increased demand for social protection in periods of crisis.

The DA ROA was formulated and approved in 2006 but not implemented before early 2008 till the first semester of 2010. The project was implemented in seven countries so far: Nicaragua, Guatemala, Costa Rica, México, Colombia, Ecuador and Bolivia.

The project was implemented jointly with UNDESA. From ECLAC side the ECLAC Mexico office took care of the implementation. UNDESA was basically in charge of the technical content of the project (training, analysis, reports), meanwhile ECLAC took care of administrative and logistic questions (seminar and workshop organization).

The project was quite successful considering that within government institutions new capacities for knowledge creation and the generation of information for a deeper and better understanding of the impacts of external shocks and their trade-offs with welfare and social protection was created. This knowledge can be used, but still is not used widely for the design and formulation of macroeconomic and mainly social (protection) policies.

Within all the seven countries that have already been trained in the use of MACEPES, public sector perceives the project as an ECLAC activity.⁵⁹ In all these seven countries a request for follow up (to the date mainly regarding additional training) has been mentioned.⁶⁰ Even so far not officially, there is already a demand for follow up activities and ECLAC should respond to this demand.

UNDESA as well formulated informally (to the evaluators) its interest in continuing the cooperation with ECLAC on MACEPES. Apparently UNDESA seeks for a partner which can help to bring the MACEPES tool to other LAC countries which still do not have been trained in its use.

⁵⁶ This proposal was drafted during the mission to ECLAC headquarters in Chile, after having realized several interviews with ECLAC staff in order to quick assess existing capacities in ECLAC headquarters for a possible follow up or repetition of DA ROA 74.

⁵⁷ Implications of Macroeconomic Policy, External Shocks and Social Protection Systems for Poverty, Inequality, and Social Vulnerability in Latin America and the Caribbean.

⁵⁸ Modelo de Análisis de Choques Exógenos y Protección Económica y Social.

⁵⁹ Cooperation agreements between the different participating public sector institutions and the project as such were signed between ECLAC and the countries and not between UNDESA and the country (ECLAC was officially the institution who had proposed the activity in a DA tender in 2006).

⁶⁰ To the moment in an informal way during conversations with the Project evaluators (Th. Otter and V. Guerassev).

Nevertheless, ECLAC should be aware that there are at least four main approaches for a future work with UNDESA on this issue:

- d) Additional training in some of the already trained countries (requested informally by all of them)
- e) Support in these same countries for wider dissemination and lobby with policy makers in order to use this tool (generating information for decision)
- f) Support in these same countries in policy design (in case at least one of these seven countries would decide to adjust existing policies in consequence of the MACEPES analysis)
- g) Taking MACEPES to additional countries

Depending what kind of follow up would be considered, different kinds of capacities (from ECLAC) would be required. Option 1 and 4 require the implementation of training (Esteban Pérez and Ramón Piñeda from ECLAC Santiago DSS mentioned to me to have sufficient knowledge to be able to provide this kind of training). Option 2 requires presence in the country for result presentations (quick and not very expensive), option 3 obviously requires involvement in a longer process regarding the use of technical inputs for policy design.

Option 4 additionally opens the possibility that CEPAL leaves technical MACEPES training to UNDESA and concentrates contrarily on deepening the aspects regarding the analysis of existing social policies and an adequate and comprehensive analysis what obtained MACEPES results mean for the future of social protection in any given country right from the start of the research project. Such objective would require to complement national research teams by someone who knows about existing social policies and to provide, if required some support for the interpretation of MACEPES results at the light of possible design of future social policies.

Regarding who could or who should take care of such a project inside ECLAC — and possibly draft a proposal for the upcoming DA call for proposals — the technical MACEPES exercise includes aspects of macroeconomics, labour market, social and public expenditure, social protection and distributional questions of welfare (poverty levels and inequality).

ANNEX 9

Project Document March 2006

Project Document March 2006

DEVELOPMENT ACCOUNT PROJECT
06/07 Biennium

**Implications of Macroeconomic Policy, External Shocks and Social Protection Systems for
Poverty, Inequality, and Social Vulnerability in Latin America and the Caribbean**

Implementing entities:

Economic Commission for Latin America and the Caribbean (ECLAC),

In collaboration with:

the Department of Economic and Social Affairs (DESA), the United Nations Development Programme (UNDP), the United Nations Research Institute for Social Development (UNRISD), the International Labour Organization (ILO) and other Regional Commissions

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I. EXECUTIVE SUMMARY

In the context of the Millennium Development Goals (MDGs), extreme poverty should be eradicated provided that favourable medium- to long-term economic growth is sufficiently broadly based to ensure that the poor benefit from such growth. However, economic growth is constantly threatened by inappropriate macroeconomic policies, poor economic management and external shocks. In the Latin American and the Caribbean region, stabilization and structural adjustment reform policies have been implemented to ensure high and steady growth rates, but these policies have been frustrated by periodic financial and macroeconomic instability. At the same time, inequality, poverty, and also the vulnerability of the non-poor to become poor have remained serious problems in the region. Social protection systems have not been readily available to counteract the negative repercussions of such macroeconomic instability for the poor.

Recent research efforts have attempted to identify the impact of macroeconomic and external shocks on poverty and inequality in Latin America and the Caribbean. However, none of them have analyzed how such shocks that affect growth negatively may affect the vulnerability of the non-poor to become poor and the extent to which more deliberate and effective action on the front of social protection systems may play a crucial role to alleviate the potential unfavourable impact on poverty.

This project is aimed at increasing the skills and knowledge of policy-makers and policy-shapers (the stakeholders) to design more effective macroeconomic and social protection policies that enable reduction of total poverty and eradication of extreme poverty based on an improved understanding of the relationship between macroeconomic policies, external shocks, and social protection policies, on the one hand, and the impact on inequality, poverty, and vulnerability of the non-poor to become poor, on the other. It responds to the UN mandate of effectively advising developing countries to ensure achievement of MDGs and it also linked to ECLAC's biennial programme plan and priorities for the period 2006-2007.

Essentially, the analysis will be conducted using country-specific, dynamic computable general equilibrium (CGE) models that will be combined with a microsimulation methodology so as to enable more realistic assessment of inequality and poverty. Study of actual facts will however play a critical role for understanding of the involved country's socio-economic problems and for model calibration. The countries that will be subjected to study are Bolivia, Costa Rica, Ecuador, Guatemala, and Nicaragua, all of which are small-open economies where poverty and inequality remain as serious concerns, although at different degrees.

An overall budget of US\$ 410,000 is foreseen as sufficient to realize this project's activities, among which the elaboration of the aforementioned methodological framework, the organization of national and regional workshops, the provision of capacity building for stakeholders, and the dissemination of results will be of central importance.

ECLAC will share its findings with other regional commissions electronically and seek inputs from them, as well as DESA, on selected areas. Information-sharing and policy discussions are foreseen with other UN Offices and agencies with presence in the field, such as the UNDP, ILO and UNRISD.

II. BACKGROUND AND LINK TO MDGs AND ECLAC PROGRAMME PLAN AND PRIORITIES

The impact of macroeconomic policies and external shocks on poverty and inequality has become a concern in recent research. The most comprehensive recent studies that have attempted to relate macroeconomic policies, in particular trade policy reforms, and some external shocks with poverty and inequality in Latin America and the Caribbean are documented in Ganuza et al. (2002, 2004).

Another example of relevant recent research is a UNDP/World Bank regional study that is being currently conducted on cost-effective policies for fulfilment of some MDGs in a number of Latin American and Caribbean countries (see Ganuza et al., 2005). The Subregional Headquarters of ECLAC in Mexico is contributing with studies for Costa Rica and Nicaragua in the regional MDGs project, for which counterparts to provide capacity building in these countries has been established. Technical cooperation is also being provided to country teams in Guatemala and El Salvador for building social accounting matrices that are required in the regional MDGs project.

Other examples of relevant recent research are the country-specific studies that are being developed in the Subregional HQ of ECLAC in Mexico to analyze the impact of the Central American Free Trade Agreement with the United States (CAFTA) on growth, poverty, and inequality in Costa Rica, El Salvador and Honduras. Moreover, ECLAC is supporting capacity building in similar CAFTA studies for Nicaragua and Panama, which are now being finalized in the framework of a cooperation project with UNDP and the Institute of Social Studies (ISS).

The eradication of extreme poverty in Latin American and the Caribbean in the context of the MDGs should be achieved provided that favourable medium- to longterm economic growth is sufficiently broadly based to ensure that the poor benefit from such growth. However, in numerous countries of the region growth is slow, irregular, and vulnerable to fluctuations arising from inappropriate macroeconomic policies but also from external shocks in view of their small-open economic nature. Inequality, poverty, and also the vulnerability of the non-poor to become poor (hereafter, vulnerability to poverty) are serious problems in some of these countries.⁶¹ Social protection systems are scarcely and ineffectively put in place to change the situation and counteract the damaging poverty implications of economic growth decelerations resulting from macroeconomic instability.

None of the aforementioned research efforts have analyzed: a) the extent to which macroeconomic policies and external shocks that affect economic growth may adversely affect the vulnerability to poverty, and b) how social protection systems may play a crucial role to bring about counteracting effects to alleviate the potential unfavourable impact on poverty. This project attempts to fill in these existing research gaps and improve the capabilities of policy-makers and policy-shapers in Bolivia, Costa Rica, Ecuador, Guatemala and Nicaragua so that they can more effectively design macroeconomic and social protection policies that enable reduction of total poverty and eradication of extreme poverty.

The project represents a direct response to the UN mandate of effectively advising developing countries' policymakers and policy shapers to ensure achievement of MDGs, in particular on poverty alleviation. Furthermore, the project fits well into ECLAC's biennial programme plan and priorities for the period 2006-2007 in subprogrammes 3 (Macroeconomic policies and growth), 4 (Social development and equity), 10 (Statistical and economic projections) and 11 (Subregional activities in Mexico and Central America).

⁶¹ There is a share of households in every country whose income is above the poverty line, such that they are regarded as non-poor households. However, many of these households possess an income that is barely above the poverty line and, in the event that this income falls as a result of a macroeconomic or external shock, some of these households may easily join the percentage of the population whose income is below the poverty line.

III. PROBLEM ANALYSIS

1) User analysis

Two important issues make one wonder about many Latin American and Caribbean countries' feasibility of achieving the MDG of reducing by half the percentage of people living in extreme poverty and suffering from hunger, or even just reducing total poverty incidence. Firstly, the alleviation of poverty and hunger will be achieved to the extent that some expectations of economic growth are fulfilled. However, economic growth in many countries of the region is not only slow, on average lower compared with the second half of the 1990s, but also vulnerable to fluctuations arising from inappropriate macroeconomic policies and external shocks. Secondly, the current levels of poverty, inequality, and vulnerability to poverty are serious problems in many countries of the region and, perhaps with few exceptions, social protection systems are hardly and ineffectively put in place to counteract the damaging poverty repercussions of economic growth decelerations resulting from macroeconomic instability.

In view of what has been said, policy-makers and policy-shapers in the region require immediate strengthening of their analytical capabilities to analyze the transmission mechanisms from macroeconomic policy and external shocks to poverty, social vulnerability and income inequality, on the one hand, and to monitor the achievement of MDG 1 through macro-micro modelling analysis, on the other. This project precisely seeks to build such type of analytical capacities in Bolivia, Costa Rica, Ecuador, Guatemala and Nicaragua.

Government officials, especially invited from ministries or offices of planning, ministers of finance, public institutions related to social sectors, and central banks will be the primary beneficiaries of the project since these, among others, are the stakeholders that can deliberately make and shape policies affecting economic growth, poverty and inequality, and also design and implement social protection systems. Nonetheless, each country's populations should clearly be the ultimate beneficiary of this project.

Researchers from academia and national consultants are also expected to be among the -secondary - beneficiaries of this project so as to ensure effective transmission of knowledge in the countries under study. Relevant actors such as NGO's can also benefit from new knowledge and skills to design policies that enable the reduction of total poverty and eradication of extreme poverty.

Through its different activities and created facilities, this project will not only form national teams that will conduct country-specific studies but it will also link them up to establish a regional network. The coordination of the project will considerably rely on support from the national teams, yet the Subregional HQ of ECLAC in Mexico will be the common channel of communication and leadership to facilitate interaction with respect to the ECLAC office itself and among teams. This office will be in charge of managing the project's funds and ensuring the good workings of the regional network. It will organize the regional events (workshop and final seminar), website development, and output and result dissemination, all of which will be combined with the promotion of both policy advocacy and resource expansion at the international level.

ECLAC staff will provide technical support and training, some times inviting international experts in particular fields. The aforementioned country and regional works will be held for such purposes. In addition to these activities, ECLAC will further provide ongoing distance (email) support and there will be dissemination of training materials on ECLAC's website.

The objectives and design of the project will be adapted according to local needs – to be identified during the project's workshops and ongoing discussions – and paying special attention to providing national capacity-building on rigorous policy analysis. Achieving such a goal will be crucial for the continuity of the research network beyond the life of this project, so

as to enable provision of an ongoing picture of policy impacts on the well-being of the five countries' populations.

ECLAC Subregional HQ in Mexico will ensure that national teams develop a sense of ownership of the project. They will be invited to host and arrange additional training and discussion sessions. Complementarily, the network website will be based on technology and design features that enable country teams to easily contribute inputs to the site and directly manage sections of the site on their country studies and other contributions to the project. Likewise, concerted attention will be given to peerreviewed outputs which will in turn help ensure more objectivity at the time of producing results.

It is expected that the regional network will not only be maintained but also extended to other countries after the project timeframe, taking advantage of the fact that both the methodologies and the sort of project implementation itself have not been widely used in the region. National authorities from the region will likely be interested since they will also notice the relevance of the project, in terms of its analytical scope and results, to support the policy making to achieve some MDGs and also support the PRSP agendas in some countries.

During the implementation of the project, its network could connect with researchers from other projects with which ECLAC is involved, for example, those participating in the regional MDGs and the CAFTA projects for Central America. The most experienced researchers in the network will also be encouraged to continue sharing knowledge outside the project's network within each country. Also, once the network has matured and enlarge its number of countries, more attention and resources could be devoted to developing and using leading-edge methods, including user-friendly technology and software, in monitoring and modelling activities. The project itself is also expected to indicate feasible ways to continue the process of capacity-building and consensus building within each country and the region through policy, research and program implementation.

2) Description of the problem

a) Macroeconomic outlook: lack and instability of economic growth

During the past two decades, the macroeconomic performance of Latin American and Caribbean countries has been unequal and in some cases disappointing, in spite of the implementation of various structural reforms. Economic performance has differed among the countries that will be considered in this project, but it is possible to identify two common patterns. First, perhaps with the exception of Costa Rica, real GDP per capita has grown very poorly and it has even been negative in countries like Nicaragua, Ecuador, and Guatemala (Table 1). Second, the five countries have been incapable to sustain economic growth over time when they have afforded it. These countries experienced growth deceleration between the late 1990s and the beginning of the current decade, with the exception of Ecuador. Real GDP per capita in the last mentioned country, however, had been falling at an average rate of 1% during the second half of the 1990s. Countries like Bolivia, Guatemala, and Nicaragua show very poor economic performance at the beginning of the current decade.

Table 1
Miscellaneous macroeconomic indicators, 1990 - 2000 (percentage period annual averages)

Country	Period	Growth of GDP per capita ¹	Inflation rate	Trade balance (% of GDP)	Fiscal balance (% of GDP)	Public debt (% of GDP ²)	FDU, net (% of GDP)	Private capital flows, net (% of GDP)
Bolivia	1990-1994	1.6	13.4	-6.1	-4.4	67.8	1.5	1.3
	1995-1999	1.6	7.4	-8.2	-0.9	55.1	9.0	10.0
	2000-2003	0.4	2.6	-5.4	-2.1	46.2	7.0	7.7
Costa Rica	1990-1994	3.4	18.6	-5.4	-1.1	38.1	2.7	1.9
	1995-1999	3.2	15.1	-1.4	-1.5	22.7	3.6	4.3
	2000-2003	1.3	10.2	-1.9	-2.7	19.9	3.1	4.0
Ecuador	1990-1994	0.8	44.8	1.2	-0.3	74.5	2.1	1.8
	1995-1999	-1.0	33.2	-0.1	-2.9	60.9	3.1	3.9
	2000-2003	1.9	38.5	-2.8	0.9	51.1	5.5	6.6
Guatemala	1990-1994	1.4	21.4	-6.5	-0.8	24.2	0.8	0.9
	1995-1999	1.5	8.1	-6.6	-1.2	17.0	1.2	1.1
	2000-2003	-0.1	6.8	-10.4	-1.7	15.8	1.1	0.8
Nicaragua	1990-1994	-2.1	2096.3	-26.4	-0.8	508.6	0.9	1.2
	1995-1999	2.5	11.2	-23.2	-1.4	177.2	5.5	5.2
	2000-2003	0.0	7.0	-26.3	-3.3	138.9	5.1	5.8

Source: World Bank (World Development Indicator Database).

¹ Constants 2000 US\$

² Includes publicly guaranteed debt.

The five countries recorded high inflation rates in the 1980s. Nicaragua even experienced severe hyperinflation, which is still reflected in the annual average inflation rate of the first half of the 1990s (Table 1). In general, the inflationary episodes turned out to be much less serious in the 1990s, but countries like Costa Rica and mainly Ecuador have not managed to curb two-digit inflation rates. In these countries inflation is the result of a combination of factors, especially monetary over-expansion, devaluation (e.g., in Guatemala, Costa Rica, and Nicaragua in the early 1990s), and the domestic financing of growing fiscal deficits (e.g., in Costa Rica).

In particular, the fiscal deficit remains cause for a concern in the five countries with the exception of Ecuador which recorded a small surplus in the period 2000-2003 after having recuperated from an unfavourable fiscal situation. Restrictive fiscal policies have been put in place in an attempt to reduce fiscal deficits. This has implied significant reductions in public spending that have limited opportunities for stable economic growth. At the same time, the high levels and variability of inflation and exchange rates in some countries have resulted in more fluctuating interest rates, consequently sending confusing signals to the real sector of these economies.

The five countries considered are small-open economies and for that reason they have been highly exposed to external shocks. During the 1980s, the impact of the oilprice shock on industrialized economies in conjunction with the implementation of restrictive monetary policies in these small-open economies led to a substantial increase in external debt servicing. The total public debt recorded mounting levels as a percentage of GDP, particularly in Nicaragua, but also in Bolivia and Ecuador to a lower extent (Table 1).

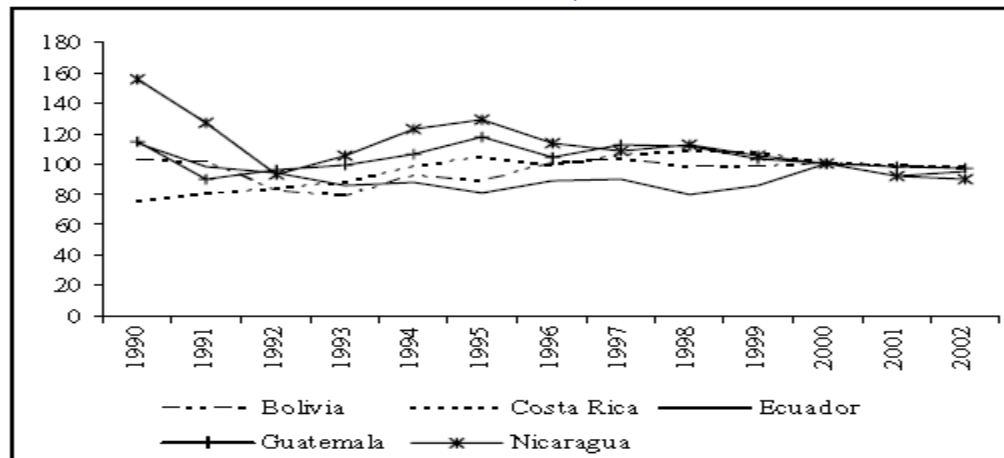
Rising export prices for some products, and in some cases export diversification, allowed some of these countries to accumulate foreign exchange, enabling implementation of expansionary policies. This, along with trade liberalization policies, led to an increase in imports

as a result of which the trade balance deteriorated, particularly in Ecuador, Guatemala and Nicaragua (Table 1). Moderate improvements in the capital account somewhat relieved the consequent pressure on the balance of payments. In this respect, it is important to highlight the growing significance of tourism for foreign-exchange generation, especially in Costa Rica. Workers' remittances have also become increasingly important in Ecuador, Guatemala, and Nicaragua where, according to the World Bank, they respectively climbed to 5.7%, 8.5%, and 10.5% of GDP in 2003 from 1.9%, 2.4%, and 2.4% in 1995. Nonetheless, a recent ECLAC study for three Central American countries demonstrates that remittances have been good for poverty reduction but they do not seem to have encouraged productive capacity dynamically (Sánchez, 2005). This is consistent with the fact that, as seen above, economic growth has not been as satisfactory as expected in the selected Central American countries.

Latin American and Caribbean countries have received growing capital inflows since the early 1990s, partly in response to a series of reforms, including better handling of macroeconomic policy, structural adjustment reforms, incentives to FDI, the elimination of foreign capital controls and more participation of the private sector. All this has translated into a lower risk perception by investors. As a result, capital inflows have relieved financial constraints, thus lowering interest rates in some countries and thus facilitating investment. Nonetheless, since a large share of capital inflows is of speculative nature, there has consequently been more instability and growing vulnerability to drastic changes in the direction of capital flows. FDI constitutes an important part of capital inflows. Surprisingly, economic growth either has not been boosted significantly by growing FDI and private capital inflows in these project's five countries, or, if it has, the impact of these inflows has been offset by other factors. A good example of this is Ecuador where FDI and private capital inflows have been on a systematic increase since 1990, reaching 5.5% and 6.6% of GDP per annum during the period 2000-2003 (Table 1). In this country, however, real GDP per capita growth has not been that satisfactory.

Exports of primary commodities have historically been an important source of foreign exchange in most Latin American and Caribbean countries. However, the world price of key export goods in these countries have not always trended favourably, let alone the fact that the world price of key imported intermediate goods has tended to fluctuate, sometimes leading to abrupt jumps, like in the case of oil prices (for oil nonproducing countries). All this has been reflected in fluctuating terms of trade which, in the case of the five countries considered, turned out to be on the decline in various recent periods (Figure 1). By recurrently fluctuating, with relatively longer episodes of deterioration for the majority of the five countries, the terms of trade indicate that world price shocks must have translated into less stable foreign exchange generation from export growth and, in some cases, deterioration of trade deficits. The lower the export growth the less the possibilities for these countries to allocate resources according to comparative advantage and achieve faster and stable economic growth.

Figure 1
Net barter terms of trade, 1990 - 2002



Source: World Bank (World Development Indicators).

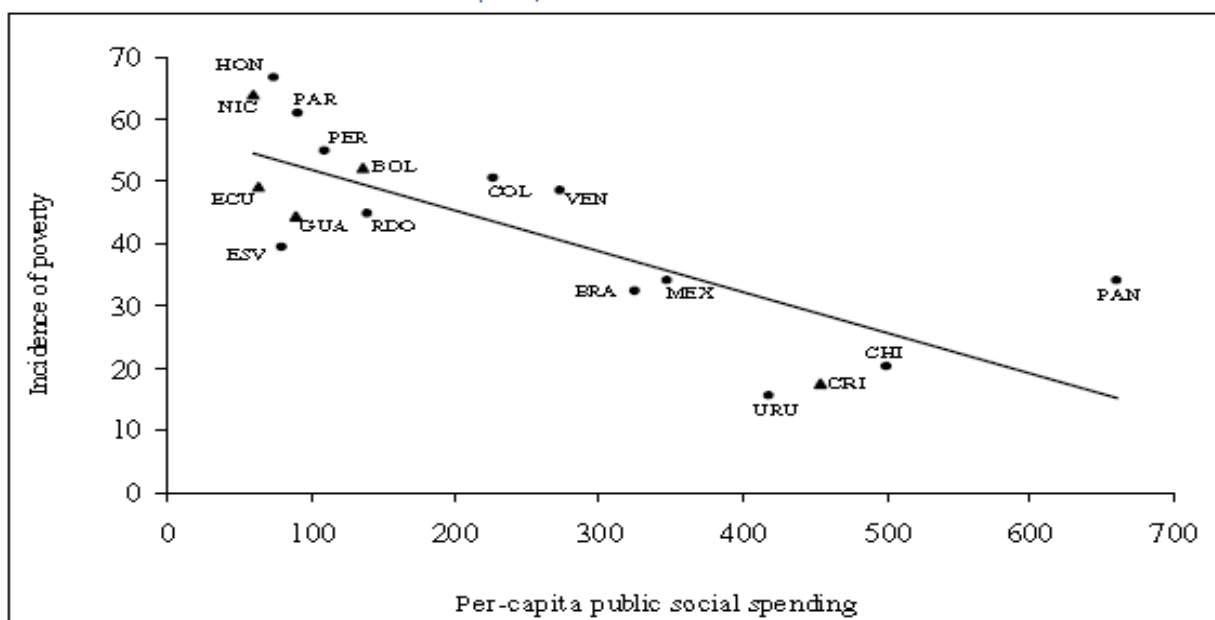
b) Poverty and inequality issues

In the context of the MDGs, the eradication of extreme poverty will only be achieved to the extent that favourable medium- to long-term economic growth is sufficiently broadly based to ensure that the poor benefit from such growth. As has been explained, the five countries that will be considered in this project have experienced low real economic growth per capita - perhaps with the exception of Costa Rica. They have been incapable to grow steadily. Inappropriate macroeconomic policy and external shocks explain a great deal of such disappointing outcome.

Social protection systems that could both ensure an adequate level of human capital investment and enable alleviation of the effects of poor and unstable economic growth resulting from macroeconomic instability have been lacking.⁶² A manifestation of such deficiency is the fact that, even though public social spending per capita has been raised in the five countries (CEPAL, 2004), its volume and use has only enabled Costa Rica -along with Uruguay and Chile - to be in the frontier of Latin American and Caribbean countries whose social policy has been most efficient in view of its close association with relatively lower poverty levels (Figure 2). The other four countries record high levels of poverty combined with low levels of public social spending per capita. Nicaragua stands the worst in this respect.

⁶² Perhaps with a few exceptions like that of Costa Rica, for example, where the social protection system also need to be strengthened, though.

Figure 2
Latin America (17 countries): Relationship between incidence of poverty¹ and public social spending per-capita², circa 2000 - 2000



Source: constitution base on data from CEPAL (2004)

¹ Percentage of the population below the poverty line in 2002. Data for Brazil, El Salvador, México, Paraguay, and Peru are for 2001 and data for Chile are for 2000. The poverty incidence for Uruguay is only for urban population.

² US dollars in the biennium 2000 – 2001, excluding social security spending.

Even with relatively limited economic growth, the incidence of total poverty shows to have declined systematically in Costa Rica where this was most expected to have occurred, but also in Guatemala and Nicaragua (Table 2).⁶³ The incidence of total poverty has also decreased in Ecuador if one omits the sharp rise in 1999. In Bolivia, the incidence of total poverty seems to have not changed notably between 1997 and 2002. Nonetheless, poverty remains a very serious problem in Bolivia, Guatemala, Nicaragua and Ecuador. In the first three of these countries, the majority of the population receives incomes that are below the poverty line. The case of Nicaragua is critical since almost 70% of the population were identified as poor in 2001, year in which about 42% of the population could not even satisfy their basic food needs. In 2002 practically half of Ecuador's population received incomes below the poverty line. Therefore, the MDGs of reducing by half the percentage of the population in extreme poverty and suffering from hunger may be difficult to achieve in these four countries considering their high poverty levels, the slow and unstable economic growth patterns, the fact that macroeconomic instability and external shocks may hamper these countries' economic growth rhythm, and the lack of social protection systems.

⁶³ The incidence of total poverty is defined as the situation in which income is insufficient to fulfil the basic food and non-food needs of the population, according to the poverty line method. The incidence of extreme poverty, on the other hand, represents the situation in which income is insufficient to fulfil the basic food needs of the population, according to the indigence line method.

Table 2
Total and extreme poverty incidence, selected years for the period 1989 - 2002

Country	Year	Total poverty incidence ¹	Extreme poverty incidence ²
Bolivia	1997	62.1	37.2
	1999	60.6	36.4
	2002	62.4	37.1
Costa Rica	1990	26.3	9.9
	1994	23.1	8.0
	1997	22.5	7.8
	1999	20.3	7.8
	2002	20.3	8.2
Ecuador ³	1990	62.1	26.2
	1994	57.9	25.5
	1997	56.2	22.2
	1999	63.5	31.3
	2002	49.0	19.4
Guatemala	1989	69.4	42.0
	1998	61.1	31.6
	2002	60.2	30.9
Nicaragua	1993	73.6	48.4
	1998	69.9	44.6
	2001	69.3	42.3

Source: CEPAL 2005

¹ Percentage of the population below the national poverty line.

² Percentage of the population below the national indigence line.

³ Only data the urban areas.

The panorama for achievement of the MDGs on poverty alleviation turns even more complicated if one considers the vulnerability to poverty. As demonstrated in a recent study for the Central American Isthmus, the per capita income of a large number of households in these countries is concentrated scarcely above the poverty line. Thus, a large part of the Central American population is highly vulnerable to become poor (CEPAL, 2003). This is also likely to be the case in countries like Bolivia and Ecuador where poverty is very high.

Table 3 reports the relative distribution of households in Central American countries by per-capita income category, sorted according to the poverty line, and identifying separately the cases of Nicaragua and Guatemala since these are the countries with the highest incidence of total and extreme poverty. The income per capita of 8.4% of all Central American households is above the poverty line, but less than or equal to 1.25 times the poverty line. In other words, the income per capita of a large number of households only barely exceeds the poverty line. Moreover, the income per capita of 3.8% of Central American households is above the poverty line, but less than or equal to 1.10 times the poverty line. Only 6.9% of Central American households have incomes higher than 1.25 times the poverty line, but less than or equal to 1.50 times that threshold. This means that if each country's poverty line increased by 50%, the estimated 48.8% poverty incidence would increase 15.1 percentage points, thus affecting 63.9% of households (CEPAL, 2003).⁶⁴ As can be observed from Table 3, the situation of vulnerability to poverty in countries like Guatemala and Nicaragua is much more serious compared with the average situation of all Central American countries.

⁶⁴ In addition to income, other dimensions of income vulnerability for those households that border the poverty line are provided in CEPAL (2003).

Table 3
Central American Isthmus: Relative distribution of households by per-capita income categories, circa 2000

Per-capita income category (according to poverty lines)	Central American Isthmus	Guatemala	Nicaragua
Total households	100.0	100.0	100.0
PI or below	48.8	53.5	65.1
Epl or below	26.1	26.1	40.1
Between Epl and PI	22.7	27.4	25.0
Between PI and 2 PI	24.7	24.8	21.9
Between PI and 1.25 PI	8.4	8.2	8.2
Between PI and 1.10 PI	3.8	3.8	3.9
Between 1.10 and to 1.25 PI	4.6	4.4	4.3
Between 1.25 PI and 1.50 PI	6.9	7.3	6.4
Between 1.50 PI and 1.75 PI	5.1	4.9	4.7
Between 1.75 PI and 2 PI	4.3	4.4	2.6
Between 2 PI and 3 PI	10.7	9.1	6.4
Above 3 PI	15.9	12.6	6.6

Source: ECLAC (2003a) and figures taken from household surveys from the respective countries.

Epl = Extreme poverty line PI = Poverty line

The high, and in some cases rising levels of income inequality that are typical of Latin American and Caribbean countries may be preventing the total and extreme poverty incidence from being reduced further. Countries like Guatemala, Nicaragua, and Bolivia register fairly high income inequality and concentration levels (Table 4). It worries that in some of these countries the levels of income inequality and concentration in recent years are larger compared to past years; for example, in 2002 compared with 1989 in Bolivia, and in 2002 compared with 1990 in Costa Rica and Ecuador. This could be one out of various reasons why the incidence of total and extreme poverty rose between 1999 and 2002 in Bolivia and Costa Rica (recall Table 2).

Table 4
Income distribution indicators, selected years for the period 1989 - 2002

Country	Year	Gini coefficient ¹	Total household income share			
			Poorest 40%	Next 30%	Next 20% before richest 10%	Richest 10%
Bolivia	1989 ²	0.538	12.1	22.0	27.9	38.2
	1997	0.595	9.4	22.0	27.9	40.7
	1999	0.586	9.2	24.0	29.6	37.2
	2002	0.614	9.5	21.3	28.3	41.0
Costa Rica	1990	0.438	16.7	27.4	30.2	25.6
	1997	0.450	16.5	26.8	29.4	27.3
	1999	0.473	15.3	25.7	29.7	29.4
	2002	0.488	14.5	25.6	29.7	30.2
Ecuador ³	1990	0.461	17.1	25.4	27.0	30.5
	1997	0.469	17.0	24.7	26.4	31.9
	1999	0.521	14.1	22.8	26.5	36.6
	2002	0.513	15.4	24.3	26.0	34.3
Guatemala	1989	0.582	11.8	20.9	26.8	40.6
	1998	0.560	14.3	21.6	25.0	39.1
	2002	0.543	14.2	22.2	26.8	36.8
Nicaragua	1993	0.582	10.4	22.8	28.4	38.4
	1998	0.584	10.4	22.1	27.1	40.5
	2001	0.579	12.2	21.5	25.7	40.7

Source: CEPAL 2005

¹ Estimates based upon the distribution of individual incomes, including cases of the individuals with no income.

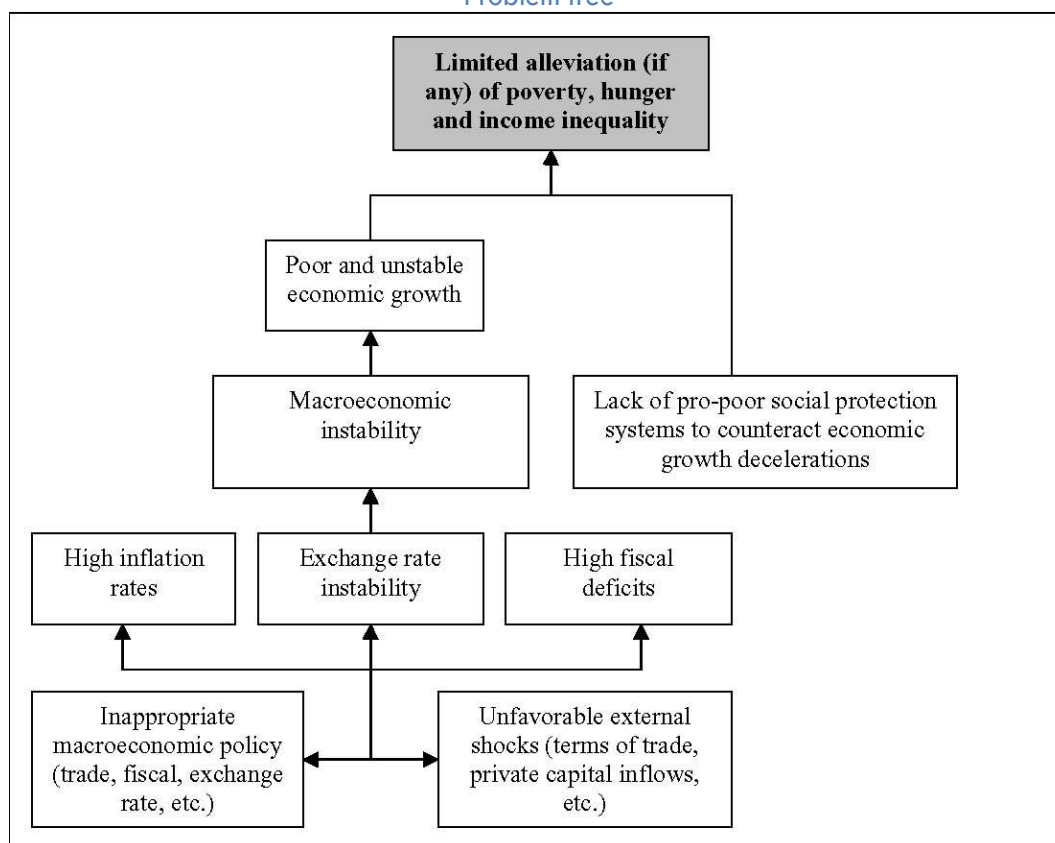
² Includes the main eight cities and *El Alto*.

³ Data only include urban areas.

3) Research problem tree and further remarks on policy

Having all the above been said, it is possible to summarize the research problem by means of using figure 3. Inappropriate macroeconomic policies and external shocks have led to high inflation rates – two-digit inflation rates in some countries, exchange rate instability, and high fiscal deficits in the five countries that are to be studied. Such macroeconomic instability has in turn resulted in fluctuating interest rates in some countries, all of which have unfavourably affected the real sides of the economies. Likewise, the financing of fiscal deficits have increased interest rates, thus crowding out private sector investment. But, at the same time, this has implied significant reductions in public spending that have limited opportunities for stable economic growth. Without further elaborating on other possible causes of poor economic growth performance, inappropriate macroeconomic policies and recurrent external shocks have negatively affected economic growth which in the region appears to be poor and not sustained.

Figure 3
Problem tree



It is difficult to think of any alleviation of poverty and hunger and less income inequality when the prospects of economic growth are that unsatisfactory. And, social protection systems have not been put in place to counteract the damaging poverty repercussions of economic growth decelerations resulting from macroeconomic instability.

This project will place special emphasis upon trade, fiscal, and exchange rate policies, since otherwise it would be too ambitious to afford considering all the main areas of macroeconomic policy. In particular, the project will aim to examine the effects of trade liberalization and alternative exchange rate regimes, in isolated way but also in combination. Countercyclical fiscal policy will also be subjected to study.⁶⁵ As will be mentioned below, the project will also study the impact of various external factors (including the role of remittances) and social protection policies.

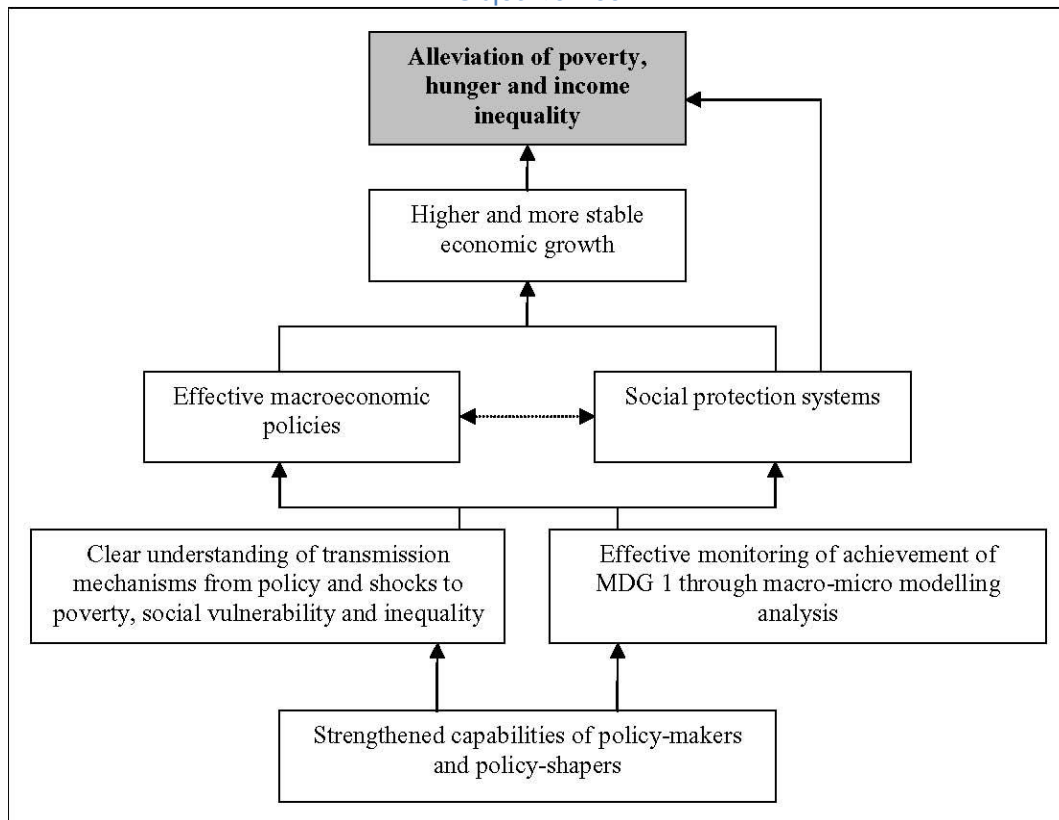
4) Research objective tree

After the realization of this project, policy-makers and policy-shapers in Bolivia, Costa Rica, Ecuador, Guatemala, and Nicaragua are expected to possess strengthened analytical capabilities to a) analyze the transmission mechanisms from macroeconomic policy and external shocks to poverty, social vulnerability and income inequality, and b) to monitor the achievement of MDG 1 through macro-micro modelling analysis. This should allow for more effective design of macroeconomic policies and their monitoring, which would be expected to facilitate and ensure higher and more stable economic growth with favorable repercussions for poverty,

⁶⁵ A recent ECLAC study indicates that trade policy, exchange rate regimes, and external factors such as capital inflows (including remittances) and the terms of trade have been crucial to determine the relative success of economic strategies followed in Costa Rica, El Salvador, and Honduras during the past two decades (see Sánchez, 2005). The same study highlights the critical fiscal situation that countries like Costa Rica and Honduras experience nowadays.

hunger and income inequality.

Figure 4
Objective tree



However, sometimes macroeconomic instability is unavoidable for small-open economies such as those to be studied, especially when these economics are unfavorably - and recurrently - hit by external shocks. In this case, this project is aimed at ensuring that policy-makers and policy-shapers are prepared to resort to social protection policies that enable counteracting the poverty and inequality implications of macroeconomic instability.

IV. OBJECTIVES, EXPECTED ACCOMPLISHMENTS AND STRATEGY

1) Overall objective

In light of the above-posed research problem, this project will contribute to the overall objective of designing and training stakeholders to design more effective macroeconomic and social protection policies that enable reduction of total poverty and eradication of extreme poverty based on an improved understanding of the relationship between macroeconomic policies, external shocks, and social protection policies on the one hand, and the impact on inequality, poverty and vulnerability to poverty on the other.

2) Expected accomplishments

- EA.1.** Increased knowledge of stakeholders on the transmission mechanisms from macroeconomic policy and external shocks to poverty, vulnerability to poverty and income inequality;
- EA.2.** Strengthened capacity of stakeholders to analyze the transmission mechanisms from macroeconomic policy and external shocks to poverty, social vulnerability and income inequality; and,
- EA.3.** Strengthened capacity of stakeholders to monitor the achievement of MDG 1 through macro-micro modelling analysis

It will be important for this project to identify and analyze the impact of macroeconomic policies and external shocks in the countries in question during the last two decades, including the main economic reforms and other relevant dimensions of macroeconomic policy, and the main transmission mechanisms through which they affect poverty, inequality and vulnerability to poverty considering the quantitative importance of the effects. This will demand analysis of the evolution of poverty, inequality, and vulnerability to poverty in the five countries, including existing anticyclical fiscal policy and social protection systems. Study of the potential effect of anticyclical fiscal policy and social protection systems on poverty, inequality and vulnerability to poverty in the countries under study, with and without macroeconomic and external shocks, will be central in this project. By covering all this areas of study, the project is expected to accomplish the following:

3) Main project activities

The following activities should enable achievement of the three expected accomplishments:

- A1.** Development of a methodological framework and conduction of research with the countries involved in the project, enabling analysis of the mechanism of transmissions from macroeconomic policy and external shocks to poverty, vulnerability to poverty and income inequality on the one hand, and monitoring of the achievement of MDG 1 on the other, all of which through macro-micro modelling analysis and supported with workshops to adapt the project to local needs;
- A2.** Organization of one regional workshop in a selected country to discuss on progress, preliminary results and refinements to the methodology for assessing transmission mechanisms;
- A3.** Organization of national workshops to strengthen stakeholders' methodological capacity in the area of macro-micro analysis;
- A4.** Organization of one international seminar to present final results to stakeholders; and,
- A5.** Establishment of a virtual community of knowledge on the region's socioeconomic problems.

The methodological framework that will be followed will be explained below. As will

also be indicated, this research project will heavily rely on country-team work and ECLAC staff (or experts invited by ECLAC, when necessary) to provide technical support and training. Thus, activity (A1) above includes the identification, recruitment and organization of country teams. In addition, it comprises exploratory missions by the project management to determine the relevance of the project's central subject for each country, the available data sources, and the potential requirements and key aspects to be considered for the project's success. Activity (A1) above will be facilitated by the realization of five country-case studies carried out by country teams with guidance from the project management. This activity as well as (A2) and (A3) above will also require preparation of materials on macro-micro modelling for training country teams by the project managements (likely with participation of experts).

More specifically on workshops and seminars, a national two-day workshop will be organized in each of the five countries for discussing progress on the descriptive part of country studies (see below), in which national teams, other experts and government officials will be invited to comment on the work presented by national team members. In addition, training will be provided to each national team on how to handle the macromicro modelling and input with data.⁶⁶ Also, a regional three-day workshop will be held in one Central American country (to be defined) in which the project management, experts invited by ECLAC, national teams and government officials will discuss research results and initial versions of the country-specific final reports. Finally, an international four-day seminar will be held in one Central American country (to be defined) with the aim of presenting final results, to which government authorities, academics, and selected civil society representatives will be invited.

The workshops and seminar will strengthen the process of establishing a virtual community of knowledge on the region. Nonetheless, this activity will be more directly promoted by project-related website development; editing, publication and distribution of working papers, technical papers and policy papers; elaboration of a project final report; and, presentation of project's results in selected countries.

4) Methodology

This project will combine descriptive and analytical methodologies. Descriptive methodologies to be used by country teams (see below) should provide an assessment of the transmission mechanisms that this project wants to analyze and processing of the available information. ECLAC's Subregional HQ in Mexico, in its capacity of project manager, should ensure consolidation of these descriptive methodologies and by coordinating with the national teams through workshops, the final approach to be followed will be determined. It is worth noting that the consideration of different methodologies will depend to a large extent on the type, quantity, and quality of existing information for each country.

The analytical methodologies, on the other hand, comprise two approaches. One of them, perhaps the most important, is the use of a country-specific dynamic computable general equilibrium (CGE) models. Macroeconomic policies and external shocks affect the domestic price system in small-open economies like those that will be studied in this project. There is, as a result, a wide range of transmission mechanisms triggered that will be accompanied by macroeconomic adjustments, all of which are crucial to determine absolute inequality and poverty outcomes. A CGE model is necessarily required to quantify and analyze how such numerous transmission mechanisms affect inequality and poverty by means of conducting counterfactual simulations (see, e.g., Sánchez, 2004, 2005). The counterfactual simulations in this project will focus on measuring income inequality and poverty effects of trade, exchange-rate and fiscal policies on the one hand, and external shocks on the other, and how these effects may vary with social protection policies.

The calibration method, which assumes that the economy being modelled is in equilibrium,

⁶⁶ This will include teaching the use of the modelling software known as GAMS (see more details below).

is typically used to solve CGE models, in the particular case of this project using the General Algebraic Modelling System (GAMS).⁶⁷ This method basically uses a Social Accounting Matrix (SAM) which provides the initial values and practically all parameters of the country-specific CGE models. Ideally, the model's behavioural elasticities are separately estimated using econometric estimation.

In practice, the dynamic CGE modelling in the project will be implemented as follows. Static country-specific CGE models will be used, the functional form of which will be based on the economy-wide, multi-sector model described in detail in Löfgren et al. (2002).⁶⁸ Since the functional form of this model is standard in nature, it will be adapted to include specific characteristics of each country, particularly to account for labour market segmentation, different labour supply responses, and a differentiated effect of social protection measures on poverty, inequality, and vulnerability to poverty, given the different current levels of these three problems and the different stocks of human capital in each country.⁶⁹

In addition, since the functional form of Löfgren and others' model is standard in nature, the model will also be turned into a time-recursive, dynamic CGE model following the method spelt out in Sánchez (2004). The dynamic period of analysis will be ten years, which should allow for a more realistic analysis of growth, poverty and inequality over time than a static framework would do, opening up the possibility to account for human capital and other social investments.

Since each country-specific CGE model will be calibrated to a SAM, and the SAM, as such, does not contain data on intra-group inequality, the distributional impact from any simulation in the model at the labour and household levels will only account for inter-group inequality. Thus, given the representative group assumption that is implicit in SAM-based CGE models, no result in terms of intra-group inequality will be produced even though this can be important in explaining total inequality.

To amend this limitation, the country-specific CGE models will be combined with a micro-simulation methodology that permits integration of micro-economic household data into the modelling. This methodology disentangles changes in inequality and poverty due to labour market adjustments and derives from a recent literature.⁷⁰ In the particular case of this project, a segmented labour market structure for t years, λt , will be defined. Then, each dynamic CGE model simulation will provide a new labour market structure, λt^* , that will be used to generate random numbers from a normal distribution, firstly to determine those individuals at working age who change their participation status or move from one segment of the labour market to another and, secondly, to assign new mean labour incomes to employed individuals in the sample. The implicit assumption in this random process is that, on average, the effect of the random changes correctly reflects the impact of the actual changes in the labour market. Both λt and λt^* will be used to generate comparable baseline and simulated income distributions that will enable estimation of standard income inequality and poverty coefficients with and without macroeconomic policy or other shocks.

The second analytical methodology of this project has to do with finding out statistically significant econometric specifications that, whether using panel data or time series as long as

⁶⁷ GAMS a powerful computer package that allows for model implementation with close attention to syntax rules.

⁶⁸ This standard CGE model belongs to the family of trade-focused CGE models developed by Dervis et al. (1982) and Robinson (1989).

⁶⁹ Labour market segmentation will be defined by type of sector of economic activity (e.g., formal and informal, agricultural and non-agricultural, and tradable and non-tradable) and socio-economic characteristics of the worker (e.g., skilled and unskilled, wage earner and self-employed, male and female, and any other socio-economic characteristic that could be considered important to the project).

⁷⁰ The methodology was originally developed by Almeida dos Reis and Paes de Barros (1991) for an analysis of earnings inequality, and it was later expanded to analyze per-capita household income inequality and poverty in Paes de Barros and Leite (1998), Paes de Barros (1999), Frenkel and González (2000), Vos and de Jong (2001) and Ganuza et al. (2002, 2004). Sánchez (2004) firstly used it in a dynamic framework.

the data availability permits it, will enable establishment of a robust relationship between social policies such as public spending on education and health, and cash transfers, and inequality and poverty (incidence and vulnerability). In this case, the project will draw from relevant literature (e.g., Datt and Ravallion, 1990; Berhman et al., 2001; Lopez, 2003). While the main objective of this exercise is to provide more understanding on how social protection systems (or the lack of them) affect poverty, inequality, and vulnerability to poverty in the countries under study, it could also contribute to feeding up each country-specific CGE model with parameters to account for more realistic responses to social protection policies.

5) Country-specific studies

National teams will be formed in each of the five countries to be studied. They will be composed mostly of government officials who will be responsible for conducting country-specific studies on the project's subject. These country-specific studies will be aimed at accounting for relevant national specificities regarding economic growth, volatility, crises, poverty, inequality and vulnerability to poverty. Yet, in order to draw lessons, the conclusions at the country level are expected to enable comparability so as to determine similarities but also divergent trajectories among the countries under study.

After having been formed and fully informed about the project, national teams will be invited to develop a proposal that, among other issues proposed by them, should at least include the following:

- A discussion on the importance of the project's subject for the country under consideration.
- An inventory of the information available for the study (for example, household surveys, including sample and period covered, type of questions, and comparability; and, availability of a SAM and parameters for dynamic CGE model calibration, among other things).
- The hypothesis that each study will attempt to verify according to the available information, the characteristics of the country, and the comparative advantages of the group responsible for the study.
- A section explaining the expected analytical and political implications of the study.
- Proof of the qualifications of the group responsible for the study.
- List of all activities involved in the project (that is, a working plan), including the prospect for dissemination of results and sharing knowledge within the country.

These proposals will be distributed to all national teams such that they are able to carefully revise them before the national workshops take place.

6) Outputs, results and dissemination

The dissemination of outputs and results will have central importance in this project. Working papers, technical papers and policy papers will be produced in Spanish, targeting not only the project network's members but also a wide range of institutions involved in the national policy dialogue. ECLAC's *Series Estudios y Perspectivas* and website can facilitate the dissemination of such papers for purposes of reach and impact.

In particular, the project should at least provide the following results:

Country-specific papers, including an extensive analysis of macroeconomic evolution, stabilization and structural reform policies, and conditions of poverty and inequality in the country under consideration. Also, a detailed description of social protection systems (including programs, resources, financing, and beneficiaries). The descriptive methodologies will be selected to guarantee as much comparability between the studies as possible.

- Country-specific papers that analyze the link between macroeconomics and poverty, inequality, and vulnerability to poverty, based on the transmission mechanisms and the analytical methodologies of the project. These papers should provide macroeconomic and social policy recommendations of benefit for the population.
- One comparative review that analyzes the link between macroeconomics and poverty, inequality, and vulnerability in the five countries, based on the transmission mechanisms and the analytical methodologies of the project. By using the analyses and conclusions from the national papers, this comparative analysis will draw lessons by determining similarities amongst countries but also the divergent trajectories that they could follow under certain scenarios.

7) Indicators of achievement

Once the two-year project time life has been exhausted (see Annex 2) and therefore its main activities been fully implemented, the following indicators of achievement, which are also presented in a simplified logical framework in Annex 1, will be used to determine to the extent to which the afore-stated expected accomplishments were achieved:

- IA.1.** a) Number of downloads of project product off the internet site;
b) Number of stakeholders using project products containing information and analysis on macroeconomic policy analysis for stabilization and accommodating to external shocks;
- IA.2.** Number of participating Member State stakeholders that evaluate the project as having increased capacity to analyze the transmission mechanisms of macroeconomic policy and external shocks to poverty, social vulnerability to poverty and inequality applied by stakeholders; and,
- IA.3.** Number of participating Member State stakeholders that evaluate the project as having increased capacity to monitor the achievement of MDG 1 through macromicro modelling analysis.

V. MONITORING AND EVALUATION

1) Monitoring of indicators of achievement

The Subregional HQ of ECLAC in Mexico will monitor the indicators of achievement by doing the following, respectively:

(a) Keeping a count of the number of electronic downloads of project documents and publications distributed; and of the stakeholders benefiting from the project.

(b) Organizing a consultation with stakeholders to evaluate the extent to which the activity has increased their analytical capacity on understanding the mechanisms of transmission from macroeconomic policy and external shocks to poverty, social vulnerability to poverty and inequality.

(c) Organizing a consultation with stakeholders to evaluate the extent to which the activity has increased their analytical capacity on monitoring the achievement of MDG 1 through macro-micro modelling analysis.

2) Evaluation

In coordination with Member State stakeholders, the Office will seek to followup the impact of the project at the objective level, although this is a more difficult task, and goes beyond the time framework of the project (see the two indicators proposed). Nevertheless, due to close work with Member State stakeholders in various areas of policy support, the Office has begun to be able to provide reporting at this time.

Monitoring and evaluation will be incorporated into the ongoing activities of the project and will be supervised by the assigned project manager. Advice on the design of instruments will be provided by the Programme Officer for Planning, Monitoring and Evaluation. The consultations of downloads is part of the ongoing monitoring and evaluation system in ECLAC. Instruments for self-evaluation by stakeholders participating in project activities will be particularly tailored for each activity and according to the expected accomplishments to which these activities are linked. The results will be used within and during the project to improve the ongoing work as well as for reporting purposes.

VI. EXTERNAL FACTORS

This project will fulfil its purpose provided that it counts on a series of databases with certain quality standards and received fluently according to the plan. The Subregional Office of ECLAC in Mexico will ensure that country teams comply with the data collection requirements, in terms of deadlines and quality, with the aim of facilitating the planned conduction of descriptive country-specific analysis and econometric estimations, and will systematize all the information in a common project database. The success of this will also depend on ECLAC's support and training to country teams, and ongoing distance (email) monitoring. One of the objectives of peerreviews of outputs, particularly in workshops, will be to ensure that everybody complies with the data requirements on the one hand, and everybody is using the same quality of data on the other. In spite of this, one aspect beyond the project's control and which may affect progress is the lack of data with minimum quality standards.

The CGE modelling exercise could not be carried out without robustly estimated SAMs. One of the purposes of ECLAC's participating in the aforementioned regional MDGs project is to have access to newly-constructed and suitably-disaggregated SAMs for the five countries of this project in order to be able to use them in this project. In the framework of the regional MDGs project, SAMs will presumably be available in January 2006, but this is something that is not hundred per cent under control of this ECLAC project.

The participation of experts in CGE modelling and microsimulations will be crucial in this project. ECLAC will contact and hire these experts with the aim of ensuring that country-specific models run properly and are ready for policy analysis according to the project time table (see Annex 2). Experts in CGE modelling will also transfer knowledge to country teams on how to handle model solutions in GAMs. The fulfilment of this project purpose would be at stake should country teams failed to acquire these skills from experts.

VII. IMPLEMENTATION ARRANGEMENTS

As mentioned above, national teams will be formed in each of the five countries to be studied. They will be composed of five to a maximum of ten people, mostly government officials but also researchers from academia. Institutions, particularly ministries and offices of planning and/or central banks will host team members in each country. The Subregional Office of ECLAC in Mexico is already establishing partnerships for this project with the following institutions by country:

- Bolivia: *Unidad de Análisis de Políticas Sociales y Económicas (UDAPE)*, a decentralized unit of the Ministry of Economic Development in Bolivia;
- Costa Rica: Central Bank of Costa Rica, National Institute of Statistics and Censuses, and ministries pertaining to the Social Council of the Republic (i.e. Ministry of Planning, Ministry of Housing, Ministry of Education, Ministry of Labour);
- Ecuador: *Sistema Integrado de Indicadores Sociales (SIISE)*, a government unit;
- Guatemala: *Secretaría de Planificación y Programación de la Presidencia (SEGEPLAN)*, the planning entity of Guatemala's government; and,
- Nicaragua: Central Bank of Nicaragua, National Institute of Statistics and Censuses, *Ministerio de Fomento a la Industria y el Comercio (MIFIC)* and Ministry of Finance.

For ECLAC it will be important to share this project's findings with other regional commissions electronically and seek inputs from them. Information-sharing and policy discussions are foreseen with other UN Offices and agencies with presence in the field.

UNDP, especially the Regional Bureau for Latin America and the Caribbean, could in particular support this project by providing guidance with respect to the implementation of inequality and poverty analysis research, given the great expertise that it has accumulated through various related projects in the region. The project will also resort to the Development Policy and Analysis Division at DESA, so as to get support in the area of macroeconomic modelling. Since the type of macro-micro modelling that will be used relies heavily upon labour markets and their segmentation, the experience of ILO in this field could be of great relevance to this project. UNRISD, as a UN agency engaging in multidisciplinary research on the social dimension of contemporary problems affecting development, could contribute to the project through information sharing, and acting as an open space for dialogue and research.

ANNEX 1

Simplified Logical Framework

Simplified Logical Framework

Intervention logic	Objectively verifiable indicators	Source of verification	Risks/Assumptions
<p>Expected accomplishment 1 (EA1): Increased knowledge of stakeholders on the transmission mechanisms from macroeconomic policy and external shocks to poverty, vulnerability to poverty and income inequality.</p>	<p>a) Number of downloads of project product off the internet site b) Number of stakeholders using project products containing information and analysis on macroeconomic policy analysis for stabilization and accommodating to external shocks</p>	<p>Keeping a constant counting of the number of electronic downloads of project documents and publications distributed.</p>	<p>None.</p>
<p>A1. Main activity: development of a methodological framework and conduction of research for the countries involved in the project, enabling analysis of the mechanism of transmissions from macroeconomic policy and external shocks to poverty, vulnerability to poverty and income inequality on the one hand, and monitoring of the achievement of MDG 1 on the other, all of which through macromicro modelling analysis.</p>			
<p>A5. Main activity: establishment of a virtual community of knowledge on the region.</p>			
<p>Expected accomplishment 2 (EA2): Strengthened capacity of stakeholders to analyze the transmission mechanisms from macroeconomic policy and external shocks to poverty, social vulnerability and income inequality.</p>	<p>Number of participating Member State stakeholders that evaluate the project as having increased capacity to analyze the transmission mechanisms of macroeconomic policy and external shocks to poverty, social vulnerability to poverty and inequality applied by stakeholders.</p>	<p>Determining the percentage of stakeholders participating in project activities (planned and unplanned), and taking advantage of such participation to invite them to evaluate the extent to which the activity has increased their analytical capacity on understanding the mechanisms of transmission from macroeconomic policy and external shocks to poverty, social vulnerability to poverty and inequality applied by stakeholders.</p>	<p>(a) There is access to quality data for the purpose at hand. (b) Country-teams are able to absorb knowledge on macromicro modelling from experts.</p>
<p>A1. Main activity: development of a methodological framework and conduction of research for the countries involved in the project, enabling analysis of the mechanism of transmissions from macroeconomic policy and external shocks to poverty, vulnerability to poverty and income inequality on the one hand, and monitoring of the achievement of MDG 1 on the other, all of which through macromicro modelling analysis.</p>			
<p>A2. Main activity: organization of one regional workshop in a selected country to discuss on progress, preliminary results and refinements to the methodology for assessing transmission mechanisms.</p>			

A3. Main activity: organization of national workshops to strengthen stakeholders' methodological capacity in the area of macro-micro analysis.

A4. Main activity: organization of one international seminar to present final results to stakeholders.

A5. Main activity: establishment of a virtual community of knowledge on the region's socio-economic problems.

Intervention logic	Objectively verifiable indicators	Source of verification	Risks/Assumptions
<p>Expected accomplishment 3 (EA3): Strengthened capacity of stakeholders to monitor the achievement of MDG 1 through macro-micro modelling analysis.</p>	<p>Number of participating Member State stakeholders that evaluate the project as having increased capacity to monitor the achievement of MDG 1 through macro-micro modelling analysis</p>	<p>Determining the percentage of stakeholders participating in project activities (planned and unplanned), and taking advantage of such participation to invite them to evaluate the extent to which the activity has increased their analytical capacity on monitoring the achievement of MDG 1 through macro-micro modelling analysis.</p>	<p>(a) There is access to quality data for the purpose at hand. (b) Country-teams are able to absorb knowledge on macromicro modelling from experts.</p>
<p>A1. Main activity: development of a methodological framework and conduction of research for the countries involved in the project, enabling analysis of the mechanism of transmissions from macroeconomic policy and external shocks to poverty, vulnerability to poverty and income inequality on the one hand, and monitoring of the achievement of MDG 1 on the other, all of which through macromicro modelling analysis.</p>			
<p>A2. Main activity: organization of one regional workshop in a selected country to discuss on progress, preliminary results and refinements to the methodology for assessing transmission mechanisms.</p>			
<p>A3. Main activity: organization of national workshops to strengthen stakeholders' methodological capacity in the area of macro-micro analysis.</p>			
<p>A4. Main activity: organization of one international seminar to present final results to stakeholders.</p>			
<p>A5. Main activity: establishment of a virtual community of knowledge on the region's socio-economic problems.</p>			

ANNEX 2

Result Based Work Plan

Result Based Work Plan

Expected accomplishment	Main activities / group of activities	Timeframe by output/activity (months of the 06/07 biennium)																							
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
EA1: increased knowledge of stakeholders on the transmission mechanisms from macroeconomic policy and external shocks to poverty, vulnerability to poverty and income inequality.	<p>A1: development of a methodological framework and conduction of research for the countries involved in the project, enabling analysis of the mechanism of transmissions from macroeconomic policy and external shocks to poverty, vulnerability to poverty and income inequality on the one hand, and monitoring of the achievement of MDG 1 on the other, all of which through macro-micro modelling analysis</p> <ul style="list-style-type: none"> -Exploratory missions by the project management to determine the relevance of the project's central subject for each country, the available data sources, and the potential requirements and key aspects to be considered for the project' success. -Identification, recruitment and organization of country teams. - Preparation of materials on macro-micro modelling for training country teams. - Research 																								
			X	X																					
	<p>A5: Establishment of a virtual community of knowledge on the region's socioeconomic problems.</p> <ul style="list-style-type: none"> - Project-related website development. -Editing, publication and distribution of working papers, technical papers and policy papers. - Elaboration of the project's final report. - Presentation of project's results in selected countries (in intervals). 																								
		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

Expected accomplishment	Main activities / group of activities	Timeframe by output/activity (months of the 06/07 biennium)																							
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
EA2: strengthened capacity of stakeholders to analyze the transmission mechanisms from macroeconomic policy and external shocks to poverty, social vulnerability and income inequality.	A1: development of a methodological framework and conduction of research for the countries involved in the project, enabling analysis of the mechanism of transmissions from macroeconomic policy and external shocks to poverty, vulnerability to poverty and income inequality on the one hand, and monitoring of the achievement of MDG 1 on the other, all of which through macro-micro modelling analysis.																								
	- Exploratory missions by the project management to determine the relevance of the project's central subject for each country, the available data sources, and the potential requirements and key aspects to be considered for the project's success.	X	X																						
	- Identification, recruitment and organization of country teams.	X	X	X																					
	-Preparation of materials on macro-micro modelling for training country teams.				X	X	X	X	X	X															
	- Research.				X	X	X	X	X	X	X	X	X	X	X										
EA3: Strengthened capacity of stakeholders to monitor the achievement of MDG 1 through macro-micro modelling analysis.	A2: National workshops to strengthen stakeholders' methodological capacity in the area of macro-micro analysis.																								
	A3: Regional workshop to discuss on progress, preliminary results and refinements to the methodology for assessing transmission mechanisms (27 days for preparation and 3 days for workshop).																								
	A4: International seminar to present final results to stakeholders (26 days for preparation and 4 days for seminar in 20th month). - Preparation of comparative review by project management (to be presented at seminar).																								
																		X	X	X	X				
	A5: Establishment of a virtual community of knowledge on the region's socio economic problems.																								

	<ul style="list-style-type: none"> - Project-related website development. - Editing, publication and distribution of working papers, technical papers and policy papers. - Elaboration of the project's final report. - Presentation of project's results in selected countries (in intervals). 	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
																					X	X	X					
																									X	X		
																						X	X					

ANNEX 3

Result Based Budget

Result Based Budget

Expected accomplishment	Main activities / group of activities	BL (split of activities/outputs by budget categories)	Amount (US \$)
<p>EA1: increased knowledge of stakeholders on the transmission mechanisms from macroeconomic policy and external shocks to poverty, vulnerability to poverty and income inequality. EA2: strengthened capacity of stakeholders to analyze the transmission mechanisms from macroeconomic policy and external shocks to poverty, social vulnerability and income inequality. EA3: strengthened capacity of stakeholders to monitor the achievement of MDG 1 through macro-micro modelling analysis.</p>	<p>A1: development of a methodological framework and conduction of research for the countries involved in the project, enabling analysis of the mechanism of transmissions from macroeconomic policy and external shocks to poverty, vulnerability to poverty and income inequality on the one hand, and monitoring of the achievement of MDG 1 on the other, all of which through macro-micro modelling analysis. - Exploratory missions by the project management to determine the relevance of the project's central subject for each country, the available data sources, and the potential requirements and key aspects to be considered for the project' success. - Identification, recruitment and organization of country teams. - Preparation of materials on macro-micro modelling for training country teams. - Research.</p>	<p>- General operating expenses - GTA: Research Assistant - Travel of staff - Computer and equipment - Consultants (expertise for capacity building) - Consultants (regional expertise) - Consultant (self evaluation)</p>	<p>3,600 24,600 9,000 6,000 20,000 82,000 2,800</p>
<p>EA2: strengthened capacity of stakeholders to analyze the transmission mechanisms from macroeconomic policy and external shocks to poverty, social vulnerability and income inequality. EA3: strengthened capacity of stakeholders to monitor the achievement of MDG 1 through macro-micro modelling analysis.</p>	<p>A2: National workshops to strengthen stakeholders' methodological capacity in the area of macro-micro analysis.</p>	<p>- General operating expenses - General Temporary Assistance - Travel of staff - Fellowships, grants and contributions (National and Regional Workshops and International Seminar) - Consultants (expertise for capacity building) - Experts Group Meetings - Consultant (self evaluation)</p>	<p>2,200 3,900 9,000 36,466 20,000 18,450 1,700</p>

Expected accomplishment	Main activities / group of activities	BL (split of activities/outputs by budget categories)	Amount (US \$)
	A3: Regional workshop to discuss on progress, preliminary results and refinements to the methodology for assessing transmission mechanisms.	- General operating expenses - General Temporary Assistance - Travel of staff - Fellowships, grants and contributions (National and Regional Workshops and International Seminar) - Consultants (expertise for capacity building) - Experts Group Meetings - Consultant (self evaluation)	2,200 4,000 9,000 36,466 20,000 18,450 1,700
	A4: International seminar to present final results to stakeholders. - Preparation of comparative review by project management (to be presented at seminar).	- General operating expenses - General Temporary Assistance - Travel of staff - Fellowships, grants and contributions (National and Regional Workshops and International Seminar) - Contractual services - Consultant (self evaluation)	1,200 4,000 9,000 36,468 5,000 1,100
EA1: increased knowledge of stakeholders on the transmission mechanisms from macroeconomic policy and external shocks to poverty, vulnerability to poverty and income inequality. EA2: strengthened capacity of stakeholders to analyze the transmission mechanisms from macroeconomic policy and external shocks to poverty, social vulnerability and income inequality EA3: strengthened capacity of stakeholders to monitor the achievement of MDG 1 through macro-micro modelling analysis.	A5: Establishment of a virtual community of knowledge on the region's socio-economic problems. -Project-related website development. - Editing, publication and distribution of working papers, technical papers and policy papers. - Elaboration of the project's final report - Presentation of project's results in selected countries (in intervals)	- General operating expenses - Contractual services - Travel of staff - Consultant (self-evaluation)	1,300 15,500 4,000 900

ANNEX 4

Allotment Request

Allotment Request

1. Summary Table

Budget code	Object Description	Allotment	Explanation of changes compared to the concept paper
030	General Temporary Assistance	36,500	
040	Consultants	150,200	
060	Expert groups	36,900	
240	Travel of staff	40,000	
300	Contractual services	20,500	
600	Acquisition of equipment	6,000	Increased by \$6,000 from budget line 800 for training
490	General operating expenses	10,500	
800	Fellowships, grants and contributions (Training)	109,400	Decreased by \$6,000 being transferred to budget line 600 for equipment
	Total	410,000	

2. Detailed Justification by Object Code

General Temporary Assistance (GTA)

A provision of \$36,500 is required to cover:

- In support of A2, A3 and A4: assistance with the preparation of workshops, international seminar, and expert meetings; and in support of all activities: supervision and follow-up of the project (1 person - 5 days a month for 24 months based on GS-4 step 1)

\$11,900

-In support of A1: a Research Assistant (half-time for 24 months based on GS-5 step 1)
\$24,600

Consultants

A provision of \$60,000 is required to cover specialized expertise for capacity building at the national level:

- In support of A1, A2 and A3: international expertise on the project's methodology
\$42,000

In support of A1, A2 and A3: regional expertise on the project's methodology
\$18,000

A provision of \$82,000 is required to cover specialized expertise:

-In support of A1: regional expertise to elaborate country-specific background papers,
\$60,000

-In support of A1: regional expertise to support the construction of Social Accounting Matrices, \$22,000

A provision of \$8,200 is required to cover the costs of consultant for the project selfevaluation

- A provision of \$8,200 is required for self-evaluation (in support of all activities)

Expert Group Meetings

A provision of \$36,900 is required for two expert group meetings on the design, contents and methods of the capacity-building workshops (in support of A2 and A3)

Travel of staff

A provision of \$40,000 is required for missions by international and regional staff for the provision of advice, coordination and capacity building assistance, and coordination and provision of inputs to workshops (in support of all activities)

Contractual services

A provision of \$20,500 is required to cover:

- In support of A4 and A5: reports and publications

General operating expenses

A provision of \$10,500 is required for:

- communications
- mailing
- printing
- editing
- translation

Acquisition of equipment

A provision of \$6,000 is required for equipment (in support of all activities) Fellowships, grants and contributions (Training)

A provision of \$109,400 is required for national and regional workshops and one international seminar (in support of A2, A3 and A4)

3. Budget Overview in US\$

Budget line	Amount in US\$	
GTA Assistant with the preparation of workshops, international seminar, and expert meetings (in support of A2 & A3 & A4), and supervision and follow-up of the project (in support of all activities) Research Assistant (in support of A1)	11,900 24,600	36,500
Consultants Regional expertise to elaborate country-specific background papers (in support of A1) Regional expertise to support on the construction of Social Accounting Matrices (in support of A1)	60,000 22,000	82,000
Consultants for capacity building International expertise on the project's methodology (in support of A1 & A2 & A3) Regional expertise on the project's methodology (in support of A1 & A2 & A3)	42,000 18,000	60,000
Travel of staff Providing advisory, coordination and capacity building assistance and to coordinate and provide inputs to workshops (in support of all activities)		40,000
Expert Group Meetings Convening of two expert group meetings on the design, contents and methods of the capacity-building workshops (in support of A2 & A3).		36,900
National and Regional Workshops and International Seminar (in support of A2 & A3 & A4)		109,400
Contractual services for Reports and publications (in support of A4 & A5)		20,500
Acquisition of equipment (in support of all activities)		6,000
Consultant for self-evaluation (in support of all activities)		8,200
General operating expenses Communications, mailing, printing, editing, and translation (in support of all activities) Total		10,500 410,000