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EVALUATION OF THE
ECLAC-SIDA TECHNICAL COOPERATION
PROGRAMME 2007-2009:

*Enhancing economic and social conditions and
opportunities of vulnerable groups in Latin America*



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The views expressed in this report are those of the author and do not necessarily reflect those of the organization.

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ABBREVIATIONS AND ACRONYMS

CONPES	National Economic and Social Policy Council [Consejo Nacional de Política Económica y Social] (Colombia)
DPPO	Programme Planning and Operations Division (of ECLAC)
ICT	information and communications technology
ILO	International Labour Organization
NGO	non-governmental organization
PPEU	Programme Planning and Evaluation Unit of the Programme Planning and Operations Division (ECLAC)
SENA	National Training Service [Servicio Nacional de Aprendizaje] (Colombia)
SIDA	Swedish International Development Cooperation Agency
UNDP	United Nations Development Programme

SUMMARY

During the period June-September 2010, the Programme Planning and Evaluation Unit of the Economic Commission for Latin America and the Caribbean (ECLAC) conducted a terminal evaluation of the ECLAC-SIDA Cooperation Programme 2007-2008: Enhancing economic and social conditions and opportunities of vulnerable groups in Latin America, pursuant to the agreement of July 2007 between ECLAC and the Swedish International Development Cooperation Agency (SIDA). Programme implementation lasted from September 2007 until December 2009, subsequent to an extension agreed in early 2009. The programme was funded by a SIDA contribution of US\$ 860,000 (plus US\$ 476,000 equivalent for a SIDA expert seconded to the programme) and an in-kind contribution from ECLAC valued at US\$ 462,000. The overall objective of the programme was to devise policies and measures aimed at fostering poverty alleviation and strengthening social equity and welfare in Latin America and the Caribbean, in particular in poorer countries and among the most vulnerable groups of these societies. The programme focused on the priority countries of Bolivia (Plurinational State of), Colombia, Guatemala, Honduras and Nicaragua and was structured into five thematic components: (a) fiscal responsibility and social protection in poorer countries; (b) labour market policies and vulnerable groups; (c) social cohesion policies and vulnerable groups; (d) the role of the financial sector in favouring equity, poverty reduction and growth; and (e) an “open fund” for innovative activities. To date, only one output of the last component remains to be delivered.

The evaluation team used a multimethod approach, interviewing 44 stakeholders and circulating 503 e-surveys to solicit quantitative and qualitative assessments from the participants at the 14 workshops and seminars held under the programme’s four main components. The 51 responses (response rate of 10.1%) were analysed together with 52 responses from on-the-spot exit surveys administered immediately after the workshops and seminars took place.

The evaluation found that the programme and its outcomes were relevant to the five priority countries as well as to the ECLAC regular programme of work and that the programme not only achieved significant outcomes in selected beneficiary countries but

also achieved unexpected outcomes in other countries not covered by the programme, both during and after the implementation period. Through the delivery of 54 outputs (34 publications, 18 workshops and seminars and 2 technical advisory and support missions), the programme had a significant influence on policy implementation in the region. The evaluation observed convincing evidence of the programme's positive impact, including identifiable impact on policy discussions, decision-making and policy implementation in the programme's thematic areas in at least three beneficiary countries, and has accordingly also enhanced the capacity of government officials in their respective areas of expertise. The impact includes the following significant outcomes:

(a) In Colombia, the incorporation of ECLAC-SIDA recommendations into the Government's policy directive to increase revenue generation among the poor and displaced populations and into the work modalities and strategy of the National Training Service to develop vocational training for unemployed youth; in addition, knowledge and analysis generated under the programme, in particular in the areas of employment, provided significant inputs for ECLAC to support the formulation of the national development plan for the period 2010-2014 currently being developed by the new administration;

(b) In Nicaragua, support for the implementation of laws related to small enterprises and other legislation. The evaluation found satisfactory evidence in this area attesting to the relevance, effectiveness, efficiency and sustainability of the ECLAC-SIDA programme.

At the same time, the evaluation found that there was sizeable room for improvement in programme delivery and effectiveness. Efforts to identify and engage the programme's target audience and to provide beneficiaries with follow-up and space for networking were irregular and inconsistent across components. As the weaknesses identified are not specific to this programme, the 16 recommendations made in the present report aim at improving the dissemination of outputs; strengthening outreach to beneficiaries and stakeholders prior to and after the delivery of outputs and supporting their networking and engagement with ECLAC; and enhancing the visibility and potential outcomes of the outputs delivered through technical cooperation programmes implemented by ECLAC with the support of cooperation partners such as SIDA. With an eye to improving both impact and accountability, the recommendations seek also to preserve institutional memory and enhance knowledge management, by equipping the

implementing experts with modern information and communications technology tools; and to strengthen programme performance monitoring and reporting, the procedures for assessment of outputs by beneficiaries and the capacity of ECLAC staff to learn lessons during programme implementation and to promote a culture of realistic programme design and self-evaluation. The recommendations are intended to remedy these and other problems so that they do not hamper similar technical cooperation programmes in the future, including the sustainability of programme interventions. It is worth noting that numerous recommendations related to efficiency, effectiveness and relevance were considered immediately after the circulation of a draft of this report and are currently being implemented both through the Swedish cooperation programme and in the implementation of other projects at ECLAC.

I. INTRODUCTION

I.1. Organization of the report

1. After an introductory chapter on the mandate, subject and process used in the evaluation, a brief description is provided of the methodology, limitations and evaluation activities conducted (chapter II). The report then presents the evaluation findings grouped around the core evaluation criteria of relevance, effectiveness (including impact), efficiency and sustainability (chapter III). Individual sections address different aspects of each criterion and provide details on the findings, including stakeholder perceptions, findings emerging from analyses of documents and of beneficiaries' responses, as well as relevant conclusions and recommendations. The cross-cutting theme of the use of information and communications technology as an effectiveness multiplier is examined in a separate section. The report ends with conclusions (chapter IV). For ease of reference, a consolidated list of the report's recommendations as well as background documentation are presented in the annexes, followed by a bibliography.

I.2. Mandate of the evaluation

2. This report has been prepared pursuant to the stipulation contained in the programme document whereby a terminal evaluation would be carried out at the end of programme completion to assess its overall implementation and achievements. The programme document, entitled "Enhancing economic and social conditions and opportunities of vulnerable groups in Latin America: ECLAC-SIDA Cooperation Programme 2007-2008", was part of the agreement signed by the Economic Commission for Latin America and the Caribbean (ECLAC) and the Swedish International Development Cooperation Agency (SIDA) on 31 July 2007 (see annex II).

3. The final report on implementation of the ECLAC-SIDA programme from its inception to December 2009 was submitted by ECLAC to SIDA in May 2010 (see annex III). The terms of reference for the present evaluation were approved at the end of May 2010 (see annex IV); the evaluation was launched on 1 June 2010 and concluded on 25 September 2010. Its overall purpose was to assess the programme's effectiveness, relevance, efficiency

and sustainability against the objectives and expected results contained in the programme document. The evaluation was coordinated and managed by the Programme Planning and Evaluation Unit (PPEU) of the Programme Planning and Operations Division of ECLAC.

4. This evaluation is in line with the evaluation strategy that the Executive Secretary of ECLAC is pursuing through periodic evaluations of different areas of ECLAC work. It has therefore benefited from the sum of evaluative knowledge accumulated to date at ECLAC. In addition, the evaluation draws on the experience and lessons learned from the evaluation of an earlier ECLAC-SIDA project on inclusion of the Nordic model in the debate on reform of social protection schemes in Latin America and the Caribbean.¹

I.3. Subject of the evaluation

5. The agreement on the ECLAC-SIDA programme was aimed at strengthening the existing cooperation relationship by establishing a “strategic partnership” between the two institutions to support and promote the formulation and implementation of policies and measures to foster poverty alleviation and strengthen social equity and welfare in Latin America and the Caribbean, in particular in poorer countries and among the most vulnerable groups of these societies. Five countries were designated as having priority for the programme: Bolivia (Plurinational State of), Colombia, Guatemala, Honduras and Nicaragua. The programme was structured into five components: (a) fiscal responsibility and social protection in poorer countries, including conditional transfers and poverty reduction strategies (component 1); (b) labour market policies and vulnerable groups (component 2); (c) social cohesion policies and vulnerable groups (component 3); (d) the role of the financial sector in favouring equity, poverty reduction and growth (component 4); and (e) an “open fund” for innovative activities (component 5).

6. The total contribution by SIDA to the programme amounted to US\$ 860,000, with each of the first four components receiving US\$ 190,000 (22 per cent of the total) and the fifth component US\$ 100,000 (12 per cent). In addition, SIDA seconded to ECLAC, at a cost of about US\$ 476,000, an expert to coordinate implementation of the programme.

¹ See www.eclac.org/dppo/noticias/paginas/4/37534/INFORME_FINAL-Evaluación_Modelo_NórdicoYAnexos.pdf (see pp. 8-11 for English version of executive summary and recommendations).

7. The ECLAC contribution in kind was valued at US\$ 462,000 and was distributed among the components in approximately the same proportions as the SIDA contribution. The two major cost categories of the SIDA contribution were experts/consultants (37 per cent) and seminars/workshops (27 per cent). In the ECLAC contribution, the most significant cost categories were the commitment of part of the workload of its economic/social affairs officers, valued at US\$ 186,000 (40 per cent of the total). Apportioned among the components, this biennial contribution would equate, in terms of staff costs, to about one fourth of a staff post at the P3/P4 level.

8. The first instalment of the SIDA contribution was received on 31 August 2007 and the allotments were established on 11 September 2007. Spending started in November 2007; at January 2009, the implementation rate (as measured by the ratio of funds expended to the total budget) ranged from a low of 56 per cent (component 1) to a high of 75 per cent (component 3), according to the findings of the mid-term self-assessment workshop held in January 2009. By a letter from SIDA to ECLAC dated 23 March 2009, the implementation agreement was extended through 31 December 2009. By mid-2010, only about 0.5 per cent of the overall budget remained unexpended (under component 5).

9. For SIDA, the biennial budget of the programme amounted to about 0.23 per cent of its involvement in Latin America. For ECLAC, the programme represented about 2.7 per cent of its total expenditure on cooperation in 2007-2009 financed from multilateral sources and about 5.8 per cent of total contributions from bilateral sources.² While the exact figures depend on the programmatic and budget considerations used in the calculation, it should be noted that the importance of ECLAC-SIDA cooperation extends well beyond its purely monetary value. This exercise in cooperation was driven by the SIDA view of ECLAC as a strong regional institution and by expectations that the outcome would have a potent catalytic effect, that it would trigger more positive actions elsewhere in the desired direction and that its products would have a strong multiplier effect. This evaluation was to determine whether those expectations were borne out.

² For SIDA, the calculation is based on data from its web page. For ECLAC, the calculation is based on data from tables 2 and 3 of the report entitled "Activities of the ECLAC system to promote and support South-South cooperation during the 2008-2009 biennium" (LC/G.2439(SES.33/10)).

I.4. Evaluation process

10. The evaluation team was convoked on 1 June 2010. It consisted of a full-time lead consultant and a part-time support consultant, supervised by the Programme Management Officer of PPEU under the overall guidance of the acting Chief of PPEU. The detailed workplan for the evaluation was approved on 7 June 2010; it began with a desk review and analysis of the programme documentation, supplemented by a comparative review of relevant thematic areas on the Internet, including activities of other international and national actors that correlated thematically with the substantive content of the ECLAC-SIDA programme. In parallel, in-depth questionnaires were sent to the programme component coordinators and selected beneficiaries and the responses were analysed. The paper-based replies to the on-the-spot surveys administered to participants at the workshops conducted under components 1 and 3 were extracted from the archive, transcribed, synthesized and analysed. Fifty-two replies from participants at three workshops and one seminar were consolidated and analysed; those replies contained, along with quantitative ratings, qualitative comments in response to the following questions: “Do you have any other comments or suggestions on the workshop?” and “What other technical cooperation activities would you suggest that ECLAC undertake in the areas of social protection and cohesion?” The inception report submitted to PPEU on 25 June 2010 reflected the results of the desk review and the analysis of the questionnaire responses and outlined the priority areas for further evaluative inquiry.

11. Next, in tandem with desk reviews of newly available documentation, field missions to Bolivia (Plurinational State of), Colombia and Nicaragua were undertaken with the main goal of interviewing programme beneficiaries and stakeholders. On the basis of the information gathered, a progress report was submitted on 12 August 2010. The evaluators then visited ECLAC headquarters to interview the programme coordinators and stakeholders and to form an opinion on the state of evaluation culture at ECLAC. A preliminary evaluation report was submitted to PPEU on 10 September 2010 and the comments of coordinators and other stakeholders on its content were reflected, as appropriate, in the present final version.

12. Altogether, the evaluation team interviewed 44 stakeholders, namely 3 SIDA representatives, 6 ECLAC staff members responsible for coordinating and managing implementation of the programme, 13 other ECLAC staff members and 22 programme beneficiaries and stakeholders. In the course of the evaluation, PPEU sent out 503 e-surveys soliciting quantitative and qualitative assessments from participants at the 14 workshops and seminars conducted under components 1-4 between January and October 2009. A total of 51 replies were received, amounting to a response rate of 10.1 per cent. Given the time elapsed since the respective events, that rate is considered acceptable. The response rate varied widely, from a high of 15-21 per cent³ to a low of 1-5 per cent.⁴ The reasons for the differences in the response rates are unclear but lie outside the scope of this evaluation.

³ For the workshop on equity, poverty reduction and financial sustainability of social protection in Guatemala (Guatemala City, 2 March 2009), the seminar on policies to promote labour market insertion of vulnerable youth and women (Santiago, 22-23 October 2009), the workshop on equity, poverty reduction and financial sustainability of social protection in Honduras (Tegucigalpa, 4 March 2009) and the workshop on challenges for productive development and formalization of microenterprises in Guatemala (Guatemala City, 21 January 2009).

⁴ For the seminar on policies to improve conditions and economic opportunities for vulnerable groups in Colombia (Bogota, 22-23 April 2009), the workshop on challenges for productive development and formalization of microenterprises in Nicaragua (Managua, 28 January 2009) and the workshop on challenges for productive development and formalization of microenterprises in Honduras (Tegucigalpa, 26 January 2009).

II. METHODOLOGY OF THE EVALUATION

13. The methodology used by the evaluation is described in detail in the terms of reference (see annex IV, part VII). Below is a brief synopsis of the norms that guided the evaluation and the methods used for data collection and analysis.

II.1. Evaluative standards and norms

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

- (a) ECLAC guidelines on preparing and conducting evaluations;⁵
- (b) Managing for results: A guide to using evaluation in the United Nations Secretariat;⁶
- (c) Inspection and evaluation manual of the Office of Internal Oversight Services of the Secretariat;⁷
- (d) Norms for evaluation in the United Nations system of the United Nations Evaluation Group;⁸
- (e) Standards for evaluation in the United Nations system of the United Nations Evaluation Group.⁹

The sum total of the norms and standards contained in the above documents comprises the guiding principles for evaluating the results achieved by the United Nations system, the performance of organizations, the governing of the evaluation function within each entity of the system and the value-added use of the evaluation.

15. The exercise was also informed by the guidance contained in the SIDA evaluation manual.¹⁰

⁵ See www.eclac.org/dppo/noticias/paginas/4/37534/ECLACGuidelines-Evaluation.pdf.

⁶ See www.un.org/Depts/oios/pages/manage_results.pdf.

⁷ See www.un.org/Depts/oios/ied/ied_manual_v1_6.pdf.

⁸ See www.eclac.org/dppo/noticias/paginas/4/37534/NormsForEvaluationinTheUNSystem.pdf.

⁹ See www.eclac.org/dppo/noticias/paginas/4/37534/StandardsForEvaluationintheUNSystem.pdf.

¹⁰ See www.sida.se/PageFiles/3736/SIDA3753en_Looking_back.pdf.

II.2. Data collection and analysis

16. In order to establish a sound data base for the evaluation and to be able to validate and triangulate the information collected, five different methods were used: (a) desk review of all pertinent documentation both at the core and at the periphery of the programme; (b) comprehensive questionnaires addressed to the key stakeholders; (c) group interviews and discussions with stakeholders and beneficiaries; (d) individual interviews with component coordinators and managers at ECLAC; and (e) administration of the beneficiary e-survey to the complete universe of participants at the programme's workshops. All these instruments and data comprise the records of this evaluation, including clear trails and documents that are on file.

17. **Desk review.** The initial desk review of all publications and records pertaining to the programme was aimed at accumulating the sum of knowledge specific to the programme in order to form an initial impression of its comparative advantages vis-à-vis the efforts of other developmental actors in the same or similar thematic and geographical areas. It also served to formulate informed and specific questions for the questionnaires and interviews.

18. **Questionnaires and interviews.** The evaluators developed and used comprehensive questionnaires based on an assessment framework derived from the United Nations norms. Detailed notes (in a question-and-answer format) were prepared for each of the 44 interviews conducted, including the time and venue of each interview. Additionally, the evaluation team interviewed each component coordinator and manager at ECLAC to get their insights regarding project implementation and outcomes as well as to obtain beneficiary information. Those interviews are part of the records of this evaluation.

19. **Surveys.** The e-survey design was customized for each of the 14 workshops delivered under the programme. E-surveys were sent to all participants who had registered their e-mail addresses. The response rate varied from 22 per cent to 1 per cent between the different workshops; this is not surprising given that the earliest of the workshops had been held more than 18 months previously, which may explain why some surveys obtained lower response rates. Given such disparity in the response rates, an analysis specific to

each workshop was not feasible and did not make much sense. Consequently, all 51 responses were aggregated and analysed together.

II.3. Limitations and challenges

20. The evaluation sought to undertake a broad, comprehensive assessment of the outcome and impact of the outputs produced by the ECLAC-SIDA programme and of the effectiveness of its various procedures and processes. However, this was not completely feasible, because of time and resource limitations but also because performance evidence could not be adduced for all the outputs and activities. It must be noted that, as the different outputs produced had different maturity levels and gestation periods, the evaluation focused primarily on those elements considered by the stakeholders surveyed to be of greatest relevance to the sound implementation of the programme.

21. Additional limitations of the evaluation can be attributed to completely unexpected events. Some of the records from the on-the-spot surveys of workshop participants were destroyed during the earthquake that struck Chile in February 2010, and others had been put in long-term storage and were not accessible to the evaluators. While the quantitative ratings from the on-the-spot workshop assessments were fully available, the qualitative ratings were kept only for components 1 and 3. Only a limited amount of records were available electronically and not always in a comprehensive manner for all components. Access to beneficiaries in some countries was limited owing to logistical and financial reasons and to changes in political appointments and movements of personnel; as a result, it was possible to interview in person beneficiaries and stakeholders only in Nicaragua, Colombia and, to a lesser degree, the Plurinational State of Bolivia. Nevertheless, these shortcomings in the data sources were largely mitigated by supplementing the data from interviews and limited on-the-spot surveys with data obtained through e-surveys administered during the evaluation and employing the common techniques of triangulation and extrapolation to eliminate any intrinsic biases and to ensure reasonable validity and credibility of the evaluative analysis and findings.

CONSOLIDATED EVALUATION FINDINGS

(a) The programme and its outcomes were relevant both to the five priority countries and to the regular programme of work of ECLAC, although efforts to identify and engage the programme's target audience and provide them with an enabling virtual space for networking were weak and inconsistent.

(b) Implementation of the programme was relevant to helping to create a critical mass of knowledge regarding the applicability of the Nordic model in the Latin American context, although the programme's own contribution was modest and so far not sufficiently incorporated into the institutional memory of ECLAC.

(c) The logical framework (logframe) of the programme was not formulated in realistic terms and was not commensurate with its resources; it thus could not be used as a practical evaluation tool. The programme's two-year timespan was too short to allow for full accomplishment of the expected results.

(d) The programme produced 54 outputs (including 34 publications, 18 workshops and seminars and 1 technical advisory mission) at a unit cost that was considerably lower than the average for the outputs of the regular programme of work of ECLAC.

(e) Efforts to collect evidence on the outcomes of the programme's outputs were disjointed, sporadic and inconsistent.

(f) The delivery and dissemination of knowledge by the programme suffered from insufficient interactivity with and engagement of beneficiaries and from weaknesses in post-delivery follow-up on its outputs through modern online tools.

(g) The programme produced a tangible, multifaceted impact within its relatively short gestation period, including the incorporation of some of its recommendations into national policies and social programmes. However, the programme did not deploy any mechanisms for collecting evidence of its outcomes and impact, and its performance monitoring and reporting was weak.

(h) Indirect assessment indicates that programme implementation was relatively efficient.

(i) There were convincing indications of the programme's sustainability, such as beneficiary demand for follow-up services based on the outcomes of the programme. However, retaining knowledge and institutional memory, learning lessons and promoting best practices were the weak links in the sustainability dimension of the programme.

(j) The potential of information and communications technology as an effectiveness enabler was not fully utilized; the wide array of modern, Web-based interactive and participatory tools available at ECLAC was not given the attention it deserved.

II.4. Clarifying and harmonizing the meaning of “outputs”, “outcomes” and “impact” as gauges for measuring effectiveness

22. The results-based management paradigm is commonly used for assessing the performance of projects and programmes. However, while the underlying ideology is largely uniform among all practitioners, there is considerable variation in the terminology employed by different organizations. Such terms as “output”, “accomplishment”, “outcome”, “result”, “effect” and “impact” are used in various documents both as synonyms and as conceptually different terms, interchangeably or without clearly defined connotations. It is important, therefore, to explain clearly all the results-based management terms used here in order to avoid confusion.

23. The terms explained below are largely the same as those defined in the Office of Internal Oversight Services (OIOS) glossary of monitoring and evaluation terms,¹¹ the OIOS document entitled “Managing for results: A guide to using evaluation in the United Nations Secretariat” and the OIOS inspection and evaluation manual. In fine-tuning the definitions of the terms used in this report, the evaluators were also mindful of the guidance provided by the SIDA evaluation manual, in particular in its annex C, and the most recent SIDA evaluation guidelines (2010).¹² The explanations below represent a best effort to harmonize, for the purpose of this evaluation, the terminology used by OIOS and SIDA. The task was not a complicated one because the two sets of terminology are very close.

¹¹ See www.un.org/Depts/oios/mecd/mecd_glossary/index.htm.

¹² See www.sida.se/Global/About%20Sida/Sida%20Utv%c3%a4rderingar/Evaluation%20plan%202010.pdf.

24. The following explanation of the terms used in this report and of the context of their usage does not go into all the nuances in the differences between the two sources of the terminology.

25. **Output** is the final product or service delivered by the ECLAC-SIDA programme to its end-users (also referred to as beneficiaries). The outputs of the ECLAC-SIDA programme were of three kinds: (a) publications; (b) workshops and seminars; and (c) technical advisory services. It should be stressed that only the final products delivered to beneficiaries are considered outputs. Intermediate activities and deliverables, such as information-gathering missions, organizational meetings and internal assessments, peer review and editing of draft reports, and selection of participants for the workshops, are not outputs but rather preparation for outputs.

26. **Outcome** is the immediate or short-term effect of an output produced and/or delivered to the beneficiaries. In the context of this evaluation, the term “outcome” relates mostly, if not entirely, to beneficiaries’ perception of the output, whether they found it useful immediately upon or shortly after delivery and whether they were able to absorb successfully the knowledge specific to the output. The question of whether beneficiaries had an opportunity to put this knowledge to good use later or whether the knowledge of a specific output was employed to change policies or influence political debate, implementation directives etc., belongs to the realm of “impact”. In the context of the present evaluation, “outcome” refers to the influence produced on the minds of the immediate beneficiaries of the output, whereas “impact” refers to the changes in the social reality that the outputs produce by influencing beneficiaries and prodding them to action. In the case of a publication, the outcome would be reader interest in the publication, measured either in sales or in number of downloads. In the case of a seminar or a workshop, the outcome would relate to participants’ assessment of the quality of the event and their ability to absorb and retain the knowledge imparted in the course of the event.

It should be emphasized that the outcome of an output is determined not only by its substance but also by the manner of its delivery and the nature of follow-up on delivery (or by the absence thereof). An output may have excellent, valuable substance but, if it is delivered poorly or to the wrong audience, its outcome would be minimal or non-existent and any prospects for its impact to materialize would be murky at best. Once a study is published, the output is produced; but if the study is unknown to most practitioners, if it is not promoted and not followed up through engaging discussions, its outcome is largely doomed. Similarly, a workshop may have an interesting agenda, but if it is inadequately organized and not followed up on with the participants, its outcome would be rather limited.

27. As the United Nations and SIDA both use the term “outcome” interchangeably with such terms as “result”, “effect” and “accomplishment”, this report strives to avoid such confusion and uses only “outcome” when referring to how a specific output has affected end-users in the immediate or short term. In the context of the ECLAC-SIDA programme, the outcome of publications will be reflected in the number of soft-copy downloads (for lack of any other metrics and because hard-copy distribution apparently is not related to demand); and the outcome of workshops and seminars would be reflected in participants’ immediate appraisal of the quality of the event’s organization, usefulness of subjects discussed, availability of means to retain the information gleaned etc.

28. The life cycle of the output, of course, does not end with its outcome. Having acquired a copy of a publication or having attended a workshop is not a means in and of itself. The overall value of the output in the final analysis depends largely on whether it was able to influence the views, opinions and attitudes of its target audience, i.e. whether people, after having read the publication or attended the workshop, simply went back to business as usual or whether they translated their newly acquired knowledge into proactive initiatives. Such occurrences would embody the impact of the output.

29. **Impact**, in the context of this report, describes the change produced by an output in the status quo of the socio-political landscape. Such a change could materialize as a discussion of new policies, or the formulation of a new legislative initiative, or the adoption of new administrative measures in the direction suggested by the output. No matter what shape and form it takes, one immanent feature of impact is that it requires, in most cases,

a certain gestation period. Rarely can an output cause a revolution in mindsets and trigger immediate action. With this in mind, the present report will distinguish, whenever appropriate, between short-term, medium-term and longer-term impact of an output.

30. Needless to say, assessing impact is considerably more difficult than assessing outcomes. In the absence of prompt, reliable feedback from readers (which can be obtained mostly through various online facilities) or from workshop participants, gathering such information required follow-up surveys and in-depth interviews of beneficiaries.

31. In relation to the programme's logframe, "impact" has the same connotation as "expected results". This report uses the term "impact" mostly because it can be qualified by its gestation time (short-term, medium-term or longer-term), whereas formulations of expected results generally lack such a time reference.

32. Finally, it is worthwhile to define a few other terms also used in this report:

- (a) **Effectiveness** is the extent to which the programme has attained its envisaged objectives and fulfilled its expected results;
- (b) **Efficiency** is an assessment of how well (how economically) resources/inputs (funds, expertise, time etc.) were converted into outputs;
- (c) **Relevance** is the extent to which programme outputs and outcomes correspond to the needs and problems of the five priority countries in particular, and of Latin America in general, and contribute to their resolution;
- (d) **Sustainability** is the factor indicating that the overall impact of an output or sum of outputs will continue in the foreseeable future and that its positive influence would be a lasting one.

III. FINDINGS

III.1. Relevance

33. The relevance of the programme and its implementation was assessed primarily from two angles:

- (a) Whether the thematic thrust and outcomes were in line with the needs of the five priority countries and contributed to satisfying these needs; and
- (b) Whether the programme was an integral part of the objectives and expected accomplishments of the regular programme of work of ECLAC.

III.1.1. The programme and its outcomes were relevant to the five priority countries

34. The themes of all the components of the ECLAC-SIDA programme were and remain at the forefront of societal concerns in Latin America in general and in the five priority countries in particular. The preparatory missions undertaken by the coordinators to the priority countries in order to sharpen the focus of the envisaged outputs on beneficiaries' needs attest to the effort to bolster the relevance of the programme's implementation.

35. In terms of relevance, the evaluation found that all 13 outputs of component 1 were focused on pertinent aspects of social protection policies and activities in the five priority countries, including conditional transfers and poverty reduction strategies. Similarly, one can also reliably assert the relevance of the outcomes of component 2, based on the observation that all of its 14 outputs were sharply focused on pertinent aspects of labour policies that enhance the inclusiveness of vulnerable groups in the priority countries. The seven publications delivered under the component are thematically aligned along issues relating to the inclusion of youth and women in the labour force in the five priority countries and Chile; and these geographically diverse but thematically homogenous studies are rounded out by the study containing a comparative analysis. The outcomes of these publications were enhanced by the fact that they served as the central subject of discussion at the workshops and seminars organized under component 2. The same is true

with regard to all 21 outputs of component 3, which focused on pertinent aspects of social cohesion issues in the five priority countries. The evaluation found sufficient evidence to assert the relevance of the outcomes of component 4 based on the observation that the thematic thrust of its eight publications was focused on pertinent aspects of the microfinance sector in the programme's priority countries. The eight publications delivered under the component are thematically aligned with the pivotal issues of this sector and, at the same time, provided comprehensive geographical coverage that will serve well for comparative analyses and the exchange of good practices.

36. Moreover, by commissioning experts of recognized national and regional expertise to deliver outputs and bring the relevant actors together at six workshops and seminars while fostering mutual dialogue and understanding, the components of the programme gave impetus to a more insightful discussion on social protection issues in the five priority countries. For example, the evaluation team learned that one of the programme's consultants from Colombia (and co-author of a publication under component 3) was awarded, on 3 August 2010, a prestigious national medal for her work on socio-economic problems of the displaced population; and the author of a publication prepared under component 4 was appointed, on 5 August 2010, adviser on good governance to the newly-elected President of Colombia. The ECLAC office in Bogota added significant value to programme outputs in this respect by facilitating the identification of relevant consultants through its existing network.

37. An indicator of the relevance of the programme outcomes to the priority countries was the evidence provided in the interviews and e-survey responses of the tangible, pronounced interest at the national and subnational levels in obtaining further technical assistance from ECLAC in the thematic areas of the programme and interest in ECLAC following up on the outputs delivered by facilitating further policy discussions with representatives of government and civil society. While these requests emanated from authoritative sources, none was able to suggest how such assistance could be requested.

III.1.2. The programme and its outcomes were relevant to the ECLAC regular programme of work

38. The thematic content of the programme was highly congruent with subprogramme 4, “Social development and equity”, of the three most recent biennial programmes of work of ECLAC, including the current one; this subprogramme is implemented by the Social Development Division, which is also responsible for the implementation of components 1 and 3 of the ECLAC-SIDA programme. Indeed, the focus throughout all three bienniums has been on strengthening the analytical and institutional capacity of the region’s governments and other stakeholders with respect to long-standing structural and newly emerging social problems affecting underprivileged socio-economic groups; and on strengthening their ability to enhance social policy institutions and design policy tools and to implement and assess policies, programmes and projects for enhancing social equity and integration.¹³ The same was the case with respect to subprogramme 3, “Macroeconomic policies and growth”, which includes the Economic Development Division and the Development Studies Unit, in charge of implementation of components 2 and 4 of the ECLAC-SIDA programme respectively. The objective of subprogramme 3 is to increase long-term growth in Latin American and Caribbean countries by enhancing the design and implementation of suitable macroeconomic policies, including in the area of labour policies that foster inclusion of vulnerable groups in the priority countries of the region. For both subprogrammes, the ECLAC-SIDA programme complemented other technical cooperation projects as detailed in this report (see section III.4 below, on sustainability).

39. Moreover, the ECLAC regular programme of work and the ECLAC-SIDA programme targeted the same beneficiaries: government authorities and officials involved in the formulation, implementation and management of economic and social policies, programmes and projects, as well as members of academia, research centres and non-governmental organizations (NGOs). Both programmes addressed the same thematic issues that were geared towards economic and social development and equity with a view to achieving greater social cohesion. Both focused on buttressing social protection systems based on financially sustainable mechanisms and integral solidarity frameworks; making effective use of public resources to implement broad-based policies with emphasis on the

¹³ See the report of the Secretary-General on programme performance of the United Nations for the biennium 2006-2007 (A/63/70), pp. 179-180.

employability of family members of working age along with the promotion of new social approaches; and development of comprehensive initiatives to support progress for all societal groups, including the poor and middle-income strata.

40. The important aspect of the complementarities between the ECLAC regular programme of work, which is funded by the regular budget of the United Nations, and the ECLAC-SIDA programme, which is funded by an extrabudgetary financial contribution, was that the former displays some degree of thematic rigidity as it is approved by member States more than one year prior to the biennium in which it is implemented; and therefore its resources are rather inflexibly linked to the delivery of planned outputs in the defined thematic areas leading to the production of the flagship publications. Consequently, there is less flexibility to address newly emerging issues or to develop knowledge and analysis with the aim of providing a rapid response to unanticipated demands from member States and support them in tackling the related challenges with appropriate policy debate and recommendations. The ECLAC-SIDA programme allowed the thematic divisions involved to achieve exactly that, by developing specific in-depth analysis and knowledge as well as relevant and tailor-made policy recommendations in parallel with the work being carried out using the capacity made available under the regular budget of the United Nations. In turn, such knowledge and recommendations made it possible to provide inputs for technical cooperation and advisory services to countries of the region. It is important to underline that this knowledge and the related policy recommendations not only benefited the priority countries of the ECLAC-SIDA programme during programme implementation but also generated positive externalities in those countries and in other Latin American countries that requested technical assistance from ECLAC in the areas of work addressed by the five programme components. Also important to highlight is the fact that one of the key purposes of technical cooperation programmes and projects is to provide regional analysis and views through ECLAC as a “neutral broker” and knowledgeable partner in public policy debate and to support countries in taking policy decisions on issues of relevance to them. In this sense, the outcomes of the knowledge generated under the programme has contributed to and complemented the substantive content of the regular budget outputs, such as the ECLAC flagship publications on economic and social development (most importantly, *Social Panorama of Latin America* and *Economic Survey of Latin America and the Caribbean*),

major policy documents prepared for intergovernmental meetings of ECLAC and for many other presentations delivered at expert group meetings, seminars and workshops.

41. This fusion of the ECLAC-SIDA programme and regular budget activities was especially useful as four of the programme's five priority countries are least developed countries of the region (Bolivia (Plurinational State of), Guatemala, Honduras and Nicaragua); accordingly, the pooling of activities buttressed the share of overall ECLAC resources channelled to these countries. It also reinforced the amount of country-specific research that ECLAC was able to conduct.

42. Apart from these general findings, the evaluation found additional evidence of relevance in the fact that a number of the programme outputs contributed to ECLAC flagship publications, such as *Social Panorama of Latin America 2009*¹⁴ (in particular, chapter II, "Trends in social spending, cash transfers and conditional transfer programmes", and chapter III, "Social welfare during the crisis and government responses"), and the ECLAC document entitled "Time for equality: Closing gaps, opening trails" (LC/G.2432(SES.33/3)).¹⁵ It should also be noted that the thematic thrust of most of the outputs closely correlates with such United Nations flagship publications as *Rethinking Poverty: Report on the World Social Situation 2010*¹⁶ (in particular, chapter VII, "Labour-market and social policies and poverty reduction", and chapter VIII, "Poverty reduction programmes"), *World Economic and Social Survey 2010: Retooling Global Development*¹⁷ (in particular, chapter II, "Retooling poverty reduction strategies: towards a new consensus?") and *Analysing and Measuring Social Inclusion in a Global Context*.¹⁸ Another argument in favour of relevance is that the programme outputs were in thematic accord with the thrust of United Nations efforts in Latin America, such as United Nations Development Programme (UNDP) programmes on poverty reduction and inclusive development, work of the International Labour Organization (ILO) in the areas of

¹⁴ United Nations publication, Sales No. E.09.II.G.135. Available from www.eclac.org/publicaciones/xml/0/37840/PSI2009-full-text.pdf.

¹⁵ Available from www.eclac.org/publicaciones/xml/1/39711/100604_2010-115-SES-33-3-Time_for_equality_doc_completo.pdf.

¹⁶ United Nations publication, Sales No. E.09.IV.10. Available from <http://www.un.org/esa/socdev/rwss/docs/2010/fullreport.pdf>.

¹⁷ United Nations publication, Sales No. E.10.II.C1. Available from www.un.org/esa/policy/wess/wess2010files/wess2010.pdf.

¹⁸ United Nations publication, Sales No. E.09.IV.16. Available from www.un.org/esa/socdev/publications/measuring-social-inclusion.pdf.

microenterprise and the inclusion of youth and women in labour markets, as well as work by the United Nations Development Fund for Women and the United Nations Population Fund in this area.

III.1.3. Two weak links of relevance: identifying and targeting the right audience and then following up on them continues to be the challenge

43. The evaluation noted that already two years ago ECLAC had recognized that one of the major obstacles to enhancing the relevance of its work to the region was the weaknesses in “identifying and targeting the most relevant audience and capturing feedback in order to maintain or increase the organization’s responsiveness and, ultimately, its relevance vis-à-vis its constituency”.¹⁹ The evaluation found that those obstacles continued to be very much in evidence and that the relevance of programme implementation could have been more pronounced. The efforts to identify the target audience of ECLAC technical cooperation below and outside the senior levels of government, to reach out to such target audiences and engage them in a meaningful dialogue, and to provide an enabling virtual space for their networking were irregular among the different components of the programme and, in some cases, were weak. In terms of follow-up actions, there were only limited efforts to keep in touch with beneficiaries after an output was delivered and to ascertain whether the knowledge imparted by ECLAC had been absorbed, retained and put to good use. The prevailing approach among ECLAC staff in general appears to be that ECLAC involvement with beneficiaries ends whenever a particular output (e.g. a publication or a workshop) is delivered. This undermined the relevance of the programme and the total potential effectiveness and efficiency it could have achieved. In some cases, this may have been due to the fact that actions cannot be undertaken once a programme ends as funding is no longer available. Changes to a programme or project are only possible during implementation, so continuous follow-up and monitoring of issues and activities is critical to ascertaining the relevance of project activities. These issues will be addressed in more detail below.

¹⁹ See A/63/70, p. 177.

III.1.4. Use and continuity of the Nordic model principles

44. The Nordic model stands out as the overarching theme of the programme (with the exception of components 4 and 5). Indeed, the best practices from the Nordic social protection models and their applicability to Latin America are referred to (in different permutations) 21 times on the 27 pages of the narrative of the programme document. The references often qualify that the Nordic model would be looked into in conjunction with best practices of other developed countries, in particular European countries, and other Latin American countries.

45. This emphasis begs three questions:

- (a) Did the programme start from zero in researching this topic?
- (b) Was implementation of the programme relevant to creating a critical mass of knowledge on the topic?
- (c) Were proper arrangements put in place for preserving thematic knowledge and institutional memory on this topic?

46. Regarding the programme's starting point, a careful reading of the programme document revealed that this was not a ground-breaking effort and that it had been preceded by a project on inclusion of the Nordic model in the debate on reform of social protection schemes in Latin America and the Caribbean. However, a review of the final programme implementation report and of the programme outputs yielded no indication as to whether and how this programme was able to connect with and build on the outcomes of the preceding project. In fact, the outcomes of the other project are not mentioned at all in the final implementation report. It was only through a persistent and time-consuming search of the ECLAC website that it was possible to discover the portal for that project,²⁰ which included references to two publications that appear directly relevant to the present programme: *Inclusion of the European Nordic Model in the Debate Concerning Social Protection Reform: The Long-term Development of Nordic Welfare Systems (1890-2005)*

²⁰ www.eclac.cl/cgi-bin/getProd.asp?xml=/cooperacion/noticias/cooperacion/7/22797/P22797.xml&xsl=/cooperacion/tpl/p32f.xsl&base=/cooperacion/tpl/top-bottom.xsl .

and Their Transferability to Latin America in the Twenty-first Century²¹ and *Public Policy for Pensions, Health and Sickness Insurance: Potential Lessons from Sweden for Latin America*.²² Surprisingly for the evaluators, no reference to these publications was found in the outputs of the ECLAC-SIDA Cooperation Programme 2007-2008.

47. Some random thematic searches brought to light a section entitled “El modelo nórdico de protección social y sus efectos en la cohesión social” in the publication *Cohesión social en América Latina y el Caribe: una revisión perentoria de algunas de sus dimensiones*.²³ This is the only publication available in Spanish on the topic. Nevertheless, there is no reference to it on either of the two ECLAC-SIDA portals associated with the Nordic model.

48. Further searching within the United Nations system yielded at least three relevant and seemingly fundamental publications by the United Nations Research Institute for Social Development²⁴ as well links to numerous publications outside the system.

49. These observations indicate that the first question above (i.e. whether the programme started from zero in researching the topic of the Nordic model’s adaptability to Latin America) most probably should be answered in the negative, as there appears to be more than enough cumulative knowledge on the Nordic model and its relevance, in the broad sense, to the experience of developing countries. At the same time, the same question can be answered in the affirmative inasmuch as, within this massive amount of knowledge, there appears to be no nucleus of critical mass of structured knowledge on many specific aspects of applicability of the Nordic model to Latin America. Creating such a critical mass of structured knowledge is a challenging task in itself. It could be produced as a single goal of a separate project but not as a subordinate, secondary goal of a multifaceted project with comparatively modest resources.

²¹ United Nations publication, Sales No. E.06.II.G.24. Available from www.eclac.org/publicaciones/xml/1/26111/lcl2493i.pdf.

²² United Nations publication, Sales No. E.06.II.G.90. Available from www.eclac.org/publicaciones/xml/1/26921/lcl2562i.pdf.

²³ Economic Commission for Latin America and the Caribbean (Santiago, 2007). Available, in Spanish only, from www.eclac.org/publicaciones/xml/8/28198/CohesionSocial_ALC.pdf.

²⁴ Joakim Palme and Olli Kangas, *Social Policy and Economic Development in the Nordic Countries* (United Nations Research Institute for Social Development, 2005); Niels Finn Christiansen and others (eds.), *The Nordic Model of Welfare: A Historical Reappraisal* (University of Copenhagen, 2006); and *Latin America: A New Developmental Welfare State Model in the Making?* (United Nations Research Institute for Social Development, 2007).

50. It is undoubtedly a very deserving goal, but it would require complete, full-time dedication of an effective team of experts on both Nordic and Latin American experience and a commensurate commitment of resources.

51. Taking this into account, the programme indeed started more or less from scratch and advanced as much as was possible in highlighting the attractiveness of the principles of the Nordic model to its target audience through the multifaceted efforts of three of its components. Consequently, the second question above (i.e. whether the implementation of the programme was relevant to creating a critical mass of knowledge on the topic) may be answered broadly in the affirmative, with the qualification that the contribution was undoubtedly modest (except for component 2).

52. It was noted that the only programme output explicitly dealing with the Nordic model was a publication entitled *Active labor market programs for the integration of youths and immigrants into the labor market: the Nordic experience*.²⁵ It was published only in English but showed robust download statistics from the ECLAC website (2,061). It also generated impact on practical policies in Nicaragua as discussed below.

53. The third question above (i.e. whether proper arrangements were made to preserve thematic knowledge and institutional memory regarding the issue of the Nordic model) may be answered only in the negative: although the related output of this programme is available on the ECLAC portal, it is not tied thematically to the other two outputs produced earlier and is not easily accessible to an uninitiated interested reader. Their utility is obviously diminished by not being available in Spanish.

54. While the programme was relevant to the promotion of the ideas of the Nordic model in its five priority countries, there still remains quite some distance to be covered in coming up with concrete policy recommendations for adapting it to the realities of the social policy landscape of these countries.

55. Overall, there is a distinct possibility that the knowledge and experience produced by the programme with regard to the relevance of the Nordic model to Latin America could

²⁵ United Nations Publication, Sales No.: E.08.II.G.90; available from www.eclac.cl/publicaciones/xml/8/35178/LCL2984i.pdf.

dissipate and even fade away if not preserved. While such an observation could provide some food for thought for longer-term pursuits, more immediate action could easily be based on emulating the experience of sister organizations, such as the United Nations Educational, Scientific and Cultural Organization (UNESCO) best practices database on poverty eradication and social exclusion.²⁶ Regarding past accomplishments, ongoing activities and potential areas of future ECLAC-SIDA cooperation, the existence was noted of a Web portal for German Agency for Technical Cooperation work with ECLAC²⁷ and an ECLAC webpage for a joint project of ECLAC and the [Kellogg Foundation](#).²⁸ The evaluators were of the view that organizing a similar portal or page for ECLAC-SIDA programmes in general, and for the Nordic best practices in particular, could be a worthwhile venture. The technical cost of creating and maintaining such a website is negligible.

Recommendation 1: ECLAC should take measures to preserve the knowledge it has accumulated on the Nordic model in the course of implementing the ECLAC-SIDA technical cooperation programme and earlier related projects and it should make such knowledge easily accessible. Creating a searchable website or database of Nordic best practices adaptable to the realities of Latin America as a whole and those of its different countries should form part of the agenda for ECLAC-SIDA collaboration and be addressed without delay.

²⁶ www.unesco.org/most/bphome.htm.

²⁷ www.gtz-cepal.cl.

²⁸ See <http://www.eclac.cl/cgi-bin/getprod.asp?xml=/noticias/paginas/3/19523/P19523.xml&xsl=/de/tpl-i/p18f.xsl&base=/tpl-i/top-bottom.xsl>.

III.2. Effectiveness

III.2.1. The programme produced tangible impact within a relatively short gestation period; however, the creation of networks after the workshops and seminars is still work in progress

56. All the evidence of impact discussed below was obtained through interviews with beneficiaries and responses to e-surveys. All evidence was verified and documented to the degree feasible and is available for inspection in the files of this evaluation exercise. Evidence of a general nature is presented first, followed by the evidence of impact of specific outputs delivered by programme components.

(a) General evidence of impact

57. Beneficiaries viewed the ECLAC approach to technical cooperation as more pragmatic and flexible than those of the World Bank and Inter-American Development Bank. The latter gave the impression of arriving with a ready-made template of policy solutions and toolkits and sought to apply them somewhat mechanically to local concerns. In contrast, beneficiaries felt that ECLAC started by studying local specifics and requirements in order to come up with tailor-made policy recommendations and solutions to local problems. The inherent comparative advantage of ECLAC is that it allows room for multidisciplinary fusion by involving multidisciplinary specialists in discussions on various aspects of the same problem while it acts as a neutral broker of inter-institutional policy dialogue.

58. Moreover, ECLAC offers comparative analysis of different experiences from countries of the region. ECLAC also has the significant advantage of allowing analysis and perspectives that can be critical and not necessarily in line with official government policies and positions. This is not necessarily the case with other international institutions or, to some extent, with other institutions of the United Nations system.

The inherent comparative advantage of ECLAC is that it allows room for multidisciplinary fusion by involving multidisciplinary specialists in discussions on various aspects of the same problem while it acts as a neutral broker of inter-institutional policy dialogue.

59. Overall, beneficiaries pointed out that the ECLAC-SIDA programme provided an opportunity to learn about new ideas through a comparative perspective of the experiences, trial-and-error efforts and successes of other countries of the region. It was felt to have been an invaluable opportunity, and the programme's recommendations had unquestionably helped to guide their work. Some beneficiaries mentioned that the programme had enabled them to include new issues on the policy agenda and discussions within the government or between the government and other national stakeholders. That point in particular was seen as the most valuable one. However, it was stressed that additional training would be desirable and should focus on imparting effective practical skills to implement these new ideas and concepts in various social, economic, industrial and geographical sectors. It was considered important to increase the participation of decision makers in seminars and workshops.

60. The main contribution of the ECLAC-SIDA programme was to facilitate reflection, catalyse the expansion of knowledge on its thematic areas in the priority countries, help to make policy decisions better informed and expose decision makers to the experiences of other countries. The programme has definitely contributed to highlighting the importance of the social protection area and the urgency of finding new approaches and more effective solutions to the area's numerous problems. However, it should be stressed that continuity is vital to this endeavour. Such programmes should therefore be more systematically incorporated into the future priorities and activities of the regular programme of work of ECLAC as well as in future technical cooperation projects and programmes.

61. The publications produced by the ECLAC-SIDA programme made a tangible contribution to programme beneficiaries having a better understanding of the nature and scope of the problems they were tackling in their policy development and operational activities. The publications highlighted ways and means of achieving more effective use of beneficiaries' resources in solving those problems. They provided added value to policy debates, opened new perspectives in exploring potential policy enhancements and

opened up policy dialogue by enabling the participation of a broader range of stakeholders. In terms of quality, the distinguishing features of these publications were the richness of their empirical content and the wealth of comparative analysis that provided plenty of food for thought in policy discussions.

62. An important characteristic of the ECLAC publications was that they served at times as a catalyst for generating discussion and making discussion more informed and thorough. A number of the publications broke new ground by introducing new data and information or by introducing new conceptual approaches. For instance, the programme's publications made it possible to update existing analysis in each of the social protection and social cohesion issues addressed, in particular those related to displaced people in Colombia. They also constituted an excellent reference source. The process of designing these policies is still under way, so the information contained in the publications is still applicable and valuable. The detail of such outcomes in selected countries is presented below in section (b).

63. With regard to general issues relevant to the impact of the programme's outputs, it was observed that in most cases no lasting networks were created subsequent to the workshops and seminars (which was disappointing to some participants) and no virtual mechanisms were created to support such networking. In addition, participants were not informed about channels and procedures for requesting follow-up technical assistance, despite the observed considerable level of interest in obtaining such assistance.

(b) Evaluative conclusion about the overall impact of the programme

64. The evaluation discovered an impressive amount of reasonably reliable evidence of the pronounced positive impact of the programme's outputs on policymaking and policy implementation in the thematic areas of the programme's four substantive components. To date, at least 32 outputs of the ECLAC-SIDA programme —or 60 per cent of the total— have had an identifiable impact on policy discussions, decision-making and policy implementation in relevant thematic areas in various countries. Some of the evidence of such impact was specific, concrete and detailed, such as language used in legislation which had been influenced by recommendations made in the programme's publications and changes to policy implementation that stemmed from the ECLAC-SIDA suggestions. Other

evidence was more qualitative, as it was based on the opinions and assessments of beneficiaries gathered through interviews or survey responses. Such qualitative evidence was accepted by the evaluators and incorporated in the present report once it was ascertained that there was no conflict of interest influencing the positive assessment of the programme's impact by these beneficiaries.

65. The evidence above emerges primarily from two of the programme countries (Colombia and Nicaragua), in which extensive and thorough interviews of beneficiaries were conducted. There was some preliminary, fragmented and inconclusive evidence of the positive impact of some outputs of the programme in Bolivia (Plurinational State of), Guatemala and, albeit to a much lesser degree, Honduras. The evaluators made a due diligence effort to corroborate the evidence by different means. However, owing to an unfortunate combination of political, logistical and financial constraints, such corroboration was not possible and had to be postponed to a more opportune moment in the future.

66. Nevertheless, the evaluators believe that there are sufficient grounds to conclude in a reliable and convincing way that the programme had a pronounced positive impact on policies and measures aimed at enhancing economic and social conditions and opportunities of vulnerable groups in the five priority countries. As will be discussed below, the evaluators identified a number of programme outputs that are being considered or are already in use and that may yield significant results and contributions to decision-making and policy formulation in the targeted countries. In some other instances, as will be seen below, some policy recommendations and analysis have created a positive change in behaviour, attitudes, skills or capacities, which are the main indicators in measuring the achievement of results. All of these outcomes and benefits were verified by the evaluation team in its review of the documentation or in the course of field visits and interviews with high-level authorities.

(c) Evidence of outcomes of the programme is clear, but much of the potential further impact is still in gestation

67. The following paragraphs provide examples of outcomes that have already been produced or that are still in the gestation period.

68. Some of the recommendations contained in the study on policies for labour market insertion of women and young people in Guatemala²⁹ received positive comment and were identified as areas for action by the Deputy Minister of Labour of Guatemala.

69. Workshops conducted in Nicaragua and subsequently in Chile disseminated some conceptual ideas on the Nordic model as food for thought and in that sense enhanced beneficiaries' knowledge of options for gradually formalizing informal activities. In addition to this conceptual inspiration, some specific, practical recommendations were implemented, such as the one contained in the publication entitled *Active labor market programs for the integration of youths and immigrants into the labor market: the Nordic experience* whereby the period of active monitoring should be extended considerably (from one to six months) for young people having participated in labour market insertion programmes.

70. The information on approaches to job training for pregnant women that was contained in the above-mentioned Guatemala study was found to be of high instructional value for programmes on the insertion of women in the labour market in Nicaragua.

71. The knowledge imparted at the seminar held in Nicaragua in January 2009, on policies to promote job market insertion for vulnerable groups in Nicaragua, and the seminar held in Chile in October 2009, on policies to promote job market insertion for vulnerable women and youths, has been put to use in a project being implemented by the National Institute of Technology (INATEC) of Nicaragua and jointly financed by the United Nations Industrial Development Organization, ILO, the Food and Agriculture Organization of the United Nations, UNDP and the United Nations Population Fund. During its first year,

²⁹ Available, in Spanish only, from www.eclac.cl/publicaciones/xml/1/37241/2009-227_W252_GUATEMALA_web.pdf.

the project provided vocational training and training in social skills to nearly 6,000 young people in 11 municipalities.

72. The study on policies for labour market insertion of women and young people in Nicaragua³⁰ is being actively consulted and used by various managers and staff at the National Youth Institute (INJUVE) of Nicaragua and some of its recommendations are being used in their daily work. The recommendations of the study on promoting labour market insertion of vulnerable groups based on five national case studies³¹ had a positive impact in strengthening the policies of the Department of Microenterprise and Small and Medium-sized Enterprises (DMIPYMES) of Nicaragua and enhancing their effectiveness.

73. A similar positive effect resulted from the participation of the DMIPYMES management team in the workshop on challenges to microenterprise development and formalization in Nicaragua and the seminar on policies to promote job market insertion for vulnerable groups in Nicaragua. However, the most important impact of these publications and workshops in Nicaragua was the strengthening of technical expertise for applying measures in support of the implementation of the following four key pieces of legislation, whose adoption coincided with the delivery of the programme outputs: Law No. 645, on the promotion and development of microenterprises and small and medium-sized businesses;³² Executive Decree No. 17-2008, containing the enabling legislation for the aforementioned law;³³ Law No. 66334, on the cross-guarantee system for microenterprises and small and medium-sized businesses; and the executive decree³⁵ containing the respective enabling legislation. It was confirmed that the ECLAC-SIDA programme recommendations concerning the formalization of microenterprises and small and medium-sized businesses helped to strengthen the Government's capacity to restructure more effectively the support provided to those businesses through national support centres (CAMIPYMES) and contributed to more flexible and targeted policy

³⁰ Available, in Spanish only, from www.eclac.org/publicaciones/xml/2/37092/2009-229_W254_NICARAGUA_web.pdf.

³¹ Available, in Spanish only, from www.cepal.org/publicaciones/xml/8/38558/Doc_W_Inserci%C3%B3n_laboral_JWeller_02-02-10_.pdf.

³² See [http://legislacion.asamblea.gob.ni/Normaweb.nsf/%28\\$All%29/EC29253DD104D7D30625741D005C6C8C?OpenDocument](http://legislacion.asamblea.gob.ni/Normaweb.nsf/%28$All%29/EC29253DD104D7D30625741D005C6C8C?OpenDocument) (in Spanish only).

³³ See [http://legislacion.asamblea.gob.ni/Normaweb.nsf/%28\\$All%29/2766FF9B6992B6190625744F00752273?OpenDocument](http://legislacion.asamblea.gob.ni/Normaweb.nsf/%28$All%29/2766FF9B6992B6190625744F00752273?OpenDocument) (in Spanish only).

³⁴ See [http://legislacion.asamblea.gob.ni/Normaweb.nsf/%28\\$All%29/C1A548536FCD8521062574EB005EDCEA?OpenDocument](http://legislacion.asamblea.gob.ni/Normaweb.nsf/%28$All%29/C1A548536FCD8521062574EB005EDCEA?OpenDocument) (in Spanish only).

³⁵ See [http://legislacion.asamblea.gob.ni/normaweb.nsf/%28\\$All%29/C32963A9BF2BBB31062575A600754DF7?OpenDocument](http://legislacion.asamblea.gob.ni/normaweb.nsf/%28$All%29/C32963A9BF2BBB31062575A600754DF7?OpenDocument) (in Spanish only).

design by the Nicaraguan Institute for Small and Medium-sized Enterprises (INPYME). In line with the ECLAC-SIDA recommendations, the number of those support centres was increased from 6 to 14, and 3 more are planned to be opened in the near future.

74. Another tangible impact of the ECLAC-SIDA recommendations was the development of more flexible and supportive tax-exemption policies for microenterprises and small and medium-sized businesses. Similarly, the ECLAC-SIDA recommendations influenced a more pronounced focus—in the implementation of Law No. 645— on promoting the role of women in microenterprises in Nicaragua.

75. The recommendations contained in the study on the financing of social protection in poor countries having equality gaps³⁶ and in the study on challenges to conditional cash transfer programmes³⁷ were particularly helpful in the strengthening of some aspects of the social protection network, including the “Zero Hunger” and “Zero Usury” programmes, in Nicaragua.

76. An important impact of the ECLAC-SIDA recommendations in Nicaragua was that the need for more effective cross-agency coordination was brought to the forefront. Strengthening such coordination had a positive impact on activities in the social protection area. These recommendations also helped to enhance practitioners’ skills in various assessment methodologies.

77. One very positive feature of the January 2009 seminar on policies to promote job market insertion for vulnerable groups in Nicaragua was that it provided a very rare opportunity at the time for private-sector representatives to meet with the Government. It was felt that there needed to be good interaction and coordination between technical staff (who stood to benefit the most from the expertise and knowledge being shared) and decision makers when organizing and conducting workshops and seminars. In the same line, the international seminar entitled “Rethinking social issues in times of crisis”, held in Antigua, Guatemala, on 28 and 29 May 2009, was noted as being helpful for

³⁶ Available, in Spanish only, from www.eclac.org/publicaciones/xml/4/36014/SSC_55_ProteccionSocial.pdf.

³⁷ Available, in Spanish only, from www.eclac.cl/publicaciones/xml/3/35903/DPW248_Programas_Transferencias.pdf.

exchanging experiences with colleagues from other countries. However, in most cases the participants were not able to remain in touch after the event was over.

78. A number of the programme publications dedicated to Colombia, in particular the study on income generation by displaced populations³⁸ and the study on the impact of forced displacements,³⁹ were actively used in discussions at the national policy level on the issue of income generation by the poor, vulnerable population and contributed to the decision-making process on income-generation opportunities for the displaced population. They were also referred to in discussions on various Colombian websites⁴⁰ and occupied a central position in methodological and policy implementation discussions at the Ministry of Agriculture of Colombia.

79. An important outcome of the programme's outputs dedicated to Colombia was the incorporation of the analysis and recommendations of the programme's studies into the National Economic and Social Policy Council (CONPES) directive on policy guidelines for income generation by displaced people and people living in extreme poverty.⁴¹ New, key perspectives were included thanks to the programme, including the importance of territorial and local perspectives in policies and programmes.

80. The study on job market insertion policies for women and youth in Colombia⁴² was described by the management of the National Training Service (SENA) as having brought new perspectives to a key issue on Colombia's development agenda that had been repeatedly postponed because of other policy priorities, specifically labour market policy for the most vulnerable population. The study—and the related workshops at which it was discussed—effectively helped to strengthen capacity for the design and implementation of policy instruments to integrate youth and women in the country's job market, in particular by bringing new issues to the discussion with emphasis on labour policy innovation. The study was quite influential because it addressed acute problems and offered practical, actionable policy solutions to them. It was used extensively in

³⁸ Available, in Spanish only, from www.eclac.org/publicaciones/xml/7/38117/sps152-desplazados.pdf.

³⁹ Available, in Spanish only, from www.eclac.org/publicaciones/xml/2/35022/sps145-Desplazamiento-Colombia.pdf.

⁴⁰ For example, www.insicon.com/elconsumidor/articulos/de_uribe/de_uribe.pdf.

⁴¹ National Council on Economic and Social Planning (CONPES), "Lineamientos de la política de generación de ingresos para la población en situación de pobreza extrema y/o desplazamiento" documento, No. 3616, September 2009. Available, in Spanish only, from www.dnp.gov.co/PortalWeb/LinkClick.aspx?fileticket=Ullc8o2yuyo%3D&tabid=907.

⁴² Available, in Spanish only, from www.eclac.org/publicaciones/xml/7/37537/2009-226_W251_Colombia.pdf.

developing SENA job programmes for rural youth and preparing vocational training workplans for various segments of the vulnerable population. This study helped SENA to consolidate a clearer strategy. What was especially valuable is that this publication allowed SENA to take advantage of suggestions and policy recommendations based on the experiences of other countries facing similar problems. The programmes developed by SENA with conceptual input provided by this publication were eventually incorporated into the CONPES policy directive. It should be noted that SENA found the study to be important enough that it should be made available to all SENA staff and consequently posted it on its own website.

81. The study on territorial management and coordination of social policy in Colombia⁴³ was considered particularly valuable and influential in provoking detailed policy discussion and reflection. Its pioneering importance lay in providing for the first time an in-depth analysis of subnational social policy against a backdrop of centralized social programmes. This work opened a new perspective to this challenging problem.

82. The particular impact of the study on income generation by displaced persons in Colombia⁴⁴ stemmed from the fact that, prior to the study, the policy approach to the displaced population had focused almost entirely on humanitarian assistance, whereas this publication emphasized a new policy approach based on promoting the income-generating capacities of the displaced population. It was both useful and influential in contributing to updating the state-of-the-art analysis in the social protection and social cohesion issues addressed, in particular those relating to displaced people.

83. Of all the publications, the ones most important for practitioners working in the area of social protection and quality of life were those on conditional cash transfers, promotion of local development and microcredit. The study containing a comparative analysis of experiences with labour and business formalization in Central America⁴⁵ was particularly insightful and provide useful comparative information that could be factored into Colombian and Nicaraguan policy development.

⁴³ Available, in Spanish only, from www.cepal.org/publicaciones/xml/1/37581/sps148-politica-social-Colombia.pdf.

⁴⁴ See footnote 38.

⁴⁵ Available, in Spanish only, from www.eclac.cl/publicaciones/xml/8/36888/Serie_MD_88.pdf.

84. The study on promoting job market insertion of vulnerable groups⁴⁶ was very valuable for decision makers because of its multifaceted comparative analysis and its emphasis on practical policy approaches. It was used extensively in developing SENA job programmes for rural youth and preparing workplans to provide vocational training to various segments of the vulnerable population. What was especially valuable is that this publication allowed SENA to take advantage of suggestions and policy recommendations based on the experiences of other countries facing similar problems. The programmes developed by SENA with conceptual input from this publication were ultimately incorporated into the CONPES policy directive.

85. Two studies in the same thematic area (microfinance) broke new ground by providing, for the first time ever, a detailed description of the status quo in the Colombian microfinance industry.⁴⁷ Their purpose was to establish a baseline or reference point against which future developments in the area could be compared. In the microfinance sphere, these analyses were ground-breaking and served to pave the way for policy recommendations in the area. Their added value lay in providing a holistic analysis of the role and place of microfinance in the national financial system.

86. Two other studies, one on policies for job market insertion of women and youth in Chile⁴⁸ and the other on microfinance in Nicaragua,⁴⁹ were characterized by Colombian practitioners as very useful. In the same line, the seminar on policies for improving economic opportunities and conditions for vulnerable groups in Colombia was held at a politically opportune moment. It brought to the national policy discussion agenda items that had not been there previously and it fostered dialogue among various government and civil society entities. For example, with regard to the displaced population, humanitarian assistance traditionally had been the pivotal policy, but the seminar presentations pointed the way for those people to achieve self-sufficiency. By outlining policy recommendations on developing that population's earning and productive potential, the seminar helped to open up a new area of analysis related to public policies for displaced populations. Its positive impact was three-pronged: (a) it allowed regional

⁴⁶ See footnote 31.

⁴⁷ Available, in Spanish only, from www.eclac.cl/publicaciones/xml/2/36802/lc3055p.pdf and www.eclac.cl/publicaciones/xml/6/37256/lc3080e.pdf.

⁴⁸ Available, in Spanish only, from www.eclac.org/publicaciones/xml/6/38186/Documento_Proyecto_LSepulveda.pdf.

⁴⁹ Available, in Spanish only, from www.eclac.org/publicaciones/xml/7/37987/lc3135pe.pdf.

representatives to become involved in discussion on the most pertinent issues of social policies in Colombia and helped their voice to be heard in those discussions. This was important because sometimes a theoretical framework for social policies was developed but it did not reach too far beyond Bogota; (b) the seminar brought together a number of diverse concepts on the discussion agenda; it helped to flesh out ideas based on a multiconceptual approach, enabled discussion on these concepts among a broad range of actors, including government, academia and NGOs; and it helped to disseminate the vision of the Social Protection Ministry; and (c) issues raised at the seminar were used to develop a survey for beneficiaries of the Ministry's JUNTOS social protection programme. Its important outcome was that it provided a forum where representatives of academia, research, think tanks, NGOs and central and provincial governments were able to exchange views and debate new policy proposals.

87. The policy perspective of the Government was subsequently broadened to incorporate the perspectives of other social actors as input for policy action in favour of the most vulnerable groups. As a consequence, the NGO Fundación Social was able to work more closely and effectively with the Government, in particular in the implementation of the unified support plan for the displaced population in Bogota. The inclusion of representatives of displaced populations in the coordination of that plan, which was achieved through this dialogue, is an important impact that stemmed from the seminar. It is also worth noting that, thanks to the added value and support of the ECLAC office in Bogota, this seminar brought together all four main components of the programme in one activity.

88. The success of this seminar underscored the importance of having a regularly available space where professionals —academics and practitioners— could meet to exchange ideas and learn from each other's experiences. It is important that such space for discussion be institutionalized and made available on a regular basis. Continuity is the key to its vitality; at the time of the evaluation it was unclear whether this would continue.

89. It was stressed that the programme's seminars and workshops served as a forum for the exchange of information and analyses from a variety of complementary perspectives and for bringing together different social policy stakeholders in Colombia (various entities from government, academia, NGOs etc.). They therefore enabled a genuine inter-

institutional dialogue on key issues, such as social protection, employment, displaced populations and revenue generation, and helped to build a common vision of these issues. They also enhanced the visibility of various social programmes. This is one of the key areas of added value of the work of ECLAC.

90. The seminar in Bogota and the seminar on policies to promote job market insertion of vulnerable youth and women held in Santiago in October 2009 were highlighted as forums that provided fertile ground for learning, the exchange of experiences and in-depth discussions on relevant policy recommendations. At the seminar held in Chile, participants were able to share experiences and learn from other countries of the region that are more advanced than Colombia in the area of employment policy, such as Argentina, Chile and Peru. In particular, a representative of the National Planning Department of Colombia was able to meet with a programme consultant specializing in labour market issues in Peru, who later provided informal advice and recommendations to the National Planning Department in the area of employment policies. Colombia is seriously lagging behind other countries of the region in the area of labour market policies and needs to hear about and analyse the experiences of countries that are more advanced in this respect. The Chile seminar enabled such an exchange of experience.

91. It should be stressed that the Chile seminar contributed considerably to the professional development of SENA staff who participated, as it allowed them to engage in professional consultations on key issues of policy formulation, it enhanced their exposure to the experiences of other countries in similar areas and it facilitated networking with colleagues from other countries.

92. Regarding microfinance, the seminars held in Honduras (Central American Bank for Economic Integration/ECLAC) and in Bogota were especially useful in terms of facilitating an exchange of experiences with colleagues from other countries of the region. Participants found it enlightening to learn about crucial differences between financial support systems in Colombia and those in the countries of Central America.

III. 2.2 Logframe formulations were not commensurate with the resources allotted for the exercise, and as such could not be used as a realistic goalpost for the evaluation

93. In an ideal world, a logframe formulates objectives that identify in realistic, clear and measurable (SMART⁵⁰) terms the results being sought and develops a conceptual framework for how the results will be achieved. The objectives are to be commensurate with the resources. The key words here are: realistic, measurable and commensurate.

94. In the real world, according to the evaluators' experience, the potential value of the logframe as a results-based management tool appears to be largely underutilized. Rather than being the result of an in-depth analysis over a period of several months, formulation of the logframe often boils down to an eleventh hour box-filling exercise to satisfy bureaucratic requirements in preparing final project documentation for approval by development organization boards or external funding bodies.

95. The logframe of the ECLAC-SIDA programme appears to fall under the latter category. The language used in it's the logframe seems to have been drafted as a sort of policy metaphor, or declaration of desirable strategic goalposts that are extremely loosely geared to available resources or time frames. The wording of most of its objectives and expected results is impressively radical: for example, rather than contributing to strengthening of the capacity of governments and other beneficiaries (a formula that connotes no finality but rather an effort, or a step in a fairly protracted and uneven process), it seeks to strengthen such capacity —that is to achieve an impact that is definite, tangible and measurable. Similarly, in regard to good practices, the goals are not just to promote, explain and advocate such practices but, more ambitiously, to incorporate them into the policymaking processes. The wording of all the expected results demonstrates the same spirit of finality and striking accomplishment: they stipulate that dialogue and capacities will be strengthened (rather than just encouraged, promoted or supported), implying that a measurable improvement in these variables will be achieved at the end of the programme. They stipulate creating a mechanism for exchanging views and experiences. It should be recalled in this regard that a "mechanism" normally means something that is ongoing and relatively stable rather than ad hoc and occurring sporadically.

⁵⁰ SMART= specific, measurable, aAchievable and attributable, relevant and realistic, and time-bound, timely, trackable and targeted.

96. Bearing in mind that the biennial operating budget (not counting the 13 per cent for administrative overhead) of an average component under the programme is around US\$ 150,000 (a large share of which is consumed by logistical and organizational tasks) and that it is supported by one fourth of a full-time ECLAC staff position assigned to coordinate and manage its activities, these formulas of the programme objectives and expected results do not appear firmly rooted in reality.

97. It was obvious to evaluators that although the objectives and expected results were formulated with the best possible intentions in mind, they were not commensurate with the resources allotted. Nor were they in line with the programme's time frame, as they were intrinsically aimed at a much longer time horizon, especially in terms of impact, that exceeded the 30-month duration of the programme. It was not always taken into account that translating research outcomes and broad policy recommendations into political advocacy and political measures and actions involves considerable lags and complicates the assessment of the impact of the outcomes.

98. The logframe as it is written serves more the purpose of a strategic beacon rather than a pragmatic results-based management tool. It is impracticable to use the programme's logframe as a tool for assessing its performance. Therefore, rather than relying on the letter of the logframe, this evaluation has gauged the programme's accomplishments against the spirit and the longer-term vision of the programme while using all the data that could be collected on the outcomes and impact of specific outputs. In this regard, it was observed that the logframe of the current ECLAC-SIDA cooperation programme is formulated in more practical and realistic terms.

99. It was also noted that the fixed two-year timespan for the programme appears to be too short in view of the considerable time consumed in the start-up phase by organizational matters, recruitment of consultants, editing of publications etc. The relief valve for accommodating this time pressure took the shape of a formal request to extend the duration of the programme as well as de facto spillover of some of its deliverables into 2010. On numerous occasions, it was suggested to the evaluators that a formal agreement for a three-year implementation period would allow greater flexibility and

would eliminate the bureaucracy involved in requests for extensions. ECLAC may wish to explore that idea in future programmes.

Recommendation 2: The objectives, vision and current overall logframe of the ECLAC-SIDA programme should be maintained as a long-term guide for mutual cooperation between SIDA and ECLAC. Shorter- and medium-term programmes and projects should rely on a more pragmatic and realistic logframe using the SMART indicators.

Recommendation 3: ECLAC should consider introducing a reasonable degree of methodological uniformity into the design of logframes for cooperation programmes with major donors and should consider creating a searchable database (in the ProTrack application or elsewhere) for such logframes to assist in their design.

Recommendation 4: Consideration should be given to concluding agreements for a three-year term of implementation when the complexity of the envisaged deliverables and the projected amount of the workload involved so justify.

III.2.3. While the quantity of outputs produced is impressive, evidence of their outcomes was not properly and consistently collected

100. Altogether, over the 29-month timespan of its life cycle (the delays at the start-up phase notwithstanding), the programme produced 54 outputs (see annex VI, p. 153). One output—a study on inclusive development in El Salvador—is still in the pipeline and therefore was not included in the count. The 54 outputs comprised 34 publications, 18 workshops and seminars, 1 technical advisory mission by a joint team under components 1 and 3 to assist the Government of the Plurinational State of Bolivia in preparing its new Plan to Eradicate Extreme Poverty and 1 technical support mission to the Socio-economic Policy Analysis Unit of that Government to help develop its monitoring and evaluation systems related to social policies.

101. To put the quantity of outputs delivered (54) into perspective, that figure compares with 718 outputs delivered under the regular budget programme of work by the whole of ECLAC in the period 2006-2007 (the latest available data) at a total cost of US\$ 94,906,000.⁵¹ While recognizing that direct comparisons of this kind are very crude approximations, it is still worth noting that assuming the same cost of delivery per output as in the regular budget, the production of 54 outputs would have required US\$ 7,137,777 of regular budget funding, which is considerably more than the actual cost of the ECLAC-SIDA programme. This comparison might be tempered by the fact that ECLAC ended up spending more in-kind resources to deliver the programme than was initially planned.

102. Of the 34 publications produced by the programme, components 2 and 4 each produced 8 publications, component 5 produced 5, component 3 produced 4 and component 1 produced 3. Five publications (or 15 per cent of the total) were produced jointly by components 1 and 3.

103. With regard to seminars and workshops, the share of jointly organized events was noticeably higher: 50 per cent (8 of the total 16 workshops and seminars). Of the remaining eight workshops and seminars, seven were conducted under component 2 and one under component 4 jointly with the Central American Bank for Economic Integration.

104. The timespan for the delivery of outputs covered a period of 16 months, from August/September 2008 to December 2009. However, one of the last two outputs was delivered in July 2010 and the remaining one (on inclusive development in El Salvador) still remains to be delivered.

Evidence of outcomes was not always properly followed up on and documented

105. The most commonly used metric of a publication's outreach is the number of downloads from a website. This is widely accepted as a proxy indicator of readers' interest in a given publication. Bearing that in mind, it came as a surprise to the evaluators

⁵¹ See A/63/70, p. 21 and p. 41.

that statistics on downloads were not included in the final report to SIDA and that the coordinators showed little interest in them.

106. The downloads related to the 54 outputs of the ECLAC-SIDA programme vary from a high range of 4,946-9,590 to a low range of 319-584. Given the specialized nature of the ECLAC-SIDA publications and taking into account the rather low visibility of these publications on the ECLAC website, these numbers appear to indicate a relatively high level of interest by the readership. Qualitatively, they show some, albeit weak, correlation with their impact. By and large, the outputs having a wider thematic spectrum, such as conferences and seminars covering a considerable range of social issues, were downloaded more than the outputs with a narrow, specialized topic.

107. Additional evidence of outcomes of the workshops and seminars, in particular, were the ratings on their organization and the quality of the substantive content of discussions. The evaluation reviewed 92 responses to on-the-spot surveys and e-surveys and noted that participants' ratings of these two parameters averaged 4.45 on a scale of 1 (very bad) to 5 (excellent) for the 14 workshops and seminars for which these data were available. The evaluators also noted that the comments made in response to the question "Do you have any other comments or suggestions on the workshop?" were predominantly positive, with respondents recognizing the workshops/seminars as training exercises of a high professional standard and solid instruments for individual professional development and advancing the discussion on pertinent policy issues. These qualitative comments contained a host of suggestions on how to improve the organization and format of workshops. Regrettably, they were never taken note of prior to this evaluation.

108. The e-survey administered as part of the present evaluation contained more detailed questions on the content and outcomes of the workshops and seminars. The following responses were among those received to the question "What results of the workshop increased your knowledge and/or provided tools relevant to the subject matter, and what was the most valuable information and/or the tools you received?":

- (a) Legislative experience and operational and institutional arrangements of other countries;

- (b) The information received was invaluable and certainly very useful for implementation. We did not know earlier the details regarding the vulnerable groups in other countries and learning about them was very useful;
- (c) The most important thing was the opportunity to update knowledge on the policies being implemented in different countries of Latin America in the areas of social protection and security and health care;
- (d) The experiences of other participating countries. This provided the tools for the joint development of a project to support employability of women and vulnerable youth;
- (e) The knowledge acquired in the seminar was used to support the Government in formulating public policy on issues of employability of vulnerable populations;
- (f) As a consultant on gender and economic management characteristics of women's participation in the labour market, the information given to me at the seminar related to the collection and analysis of policies to promote such integration;
- (g) The approach to the problems that young Honduran women face with respect to unemployment and underemployment. We also had access to knowledge on the different experiences of Honduras in support of job placement;
- (h) The analysis of income transfer programmes, specifically their strengths and weaknesses, was extremely useful. The discussion on specifics of the Zero Hunger and Zero Usury programmes in Nicaragua —and on how they are distinct from income transfer programmes and conditional cash transfers— was valuable;
- (i) The diagnostics were very interesting, as was the controversy surrounding them;

- (j) The most important result in my view was the realization that Honduras needs to promote a culture of evaluating the impact of investment in social programmes as well as sustainability and measurement of results with respect to poverty indicators. Honduras does not have such expertise and thus has no statistical analysis offices capable of verifying any study or analysis performed by a consultant.

109. Three points appear to run through all these comments: (a) the importance of the opportunity to learn about other countries' experiences and the value of comparative analyses and reviews that the workshops provided; (b) the value and usefulness of the tools and methods presented at the workshops; and (c) the need to continue to provide training on the subject.

Recommendation 5: The on-the-spot surveys of participants at workshops and seminars should be enhanced by means of more detailed questions aimed at obtaining more diverse and thorough evidence of the outcomes. Such evidence should be used for learning lessons in the course of implementation so as to improve the delivery of subsequent workshops and also enhance final reporting to the donor. These should be the main tools for management by project coordinators.

110. Apart from statistics on downloads and workshop ratings, no other data are currently gathered by ECLAC concerning the outcome of these outputs. The evaluators consider that a valuable opportunity is missed by inaction in this regard. It is worth recalling here that there is a well-established practice in academia and the research industry whereby website users are requested to fill in a short questionnaire on their occupation, location, reason for the download etc. in order to download a publication. Users are fairly often also requested to register either for the website or for the download. Once registered, they are sent a brief questionnaire 2-3 months later, soliciting a rating and opinions on the specific publication. The evaluation team noted that this tool was already available at ECLAC, but was rarely used by project coordinators to assess the value and readership of publications. If ECLAC had used such data collection instruments, there would have been much richer and more meaningful quantitative and qualitative metrics of the outcome (as

well as impact) of its outputs, which could have been included in the final report to SIDA and would have made it much easier to document and report on results. Unfortunately, the use of these tools is seen not as part of proper management of the project but as a responsibility that “others” should perform, i.e. not the project managers. There needs to be a systematic approach with regard to the use and follow-up of data collection methods after output delivery to be able to use such data to the advantage of ECLAC.

Recommendation 6: (a) Statistics on downloads of outputs should always be included in reporting on programme/project performance; (b) all ECLAC outputs should be equipped with a pre-download questionnaire and an invitation to register to receive e-mail or Web-feed updates on news in the thematic subject area; (c) downloads should be followed up after an appropriate time lag with a request to rate and comment on the downloaded publication.

III.2.4. The analysis and creation of knowledge was very participatory but its dissemination was not sufficiently effective

111. In the evaluators’ experience, how an output is delivered and the manner and modalities of post-delivery interaction with beneficiaries is crucial to the output’s outcome and impact. Concerning the ECLAC-SIDA programme’s pre-delivery modalities for publications, the evaluation noted the commendable practice of presenting studies in progress to workshop participants and factoring their reactions into the development and completion of the study in question. However, the evaluators took equal note of the concerns conveyed by workshop and seminar participants through their responses to e-surveys that: (a) there was a regrettable lack of materials sent in advance or materials were sent too close to the start of the workshop/seminar to allow participants to prepare for a meaningful discussion; and (b) there was very little or no interactivity during the workshop/seminar.

112. The evaluators are of the view that those are two very valid concerns that should be acted upon by ECLAC. The evaluators are also aware that ways and means of taking effective action on these concerns are within easy reach and have already been tested at ECLAC. In this regard, note was taken of the best practice of the ECLAC Division for

Gender Affairs, which conducted two electronic conferences (in Spanish and English) in preparation for the position document to be presented to the Regional Conference on Women in Latin America and the Caribbean at its eleventh session. This methodology allowed participants to post comments on the documents to be discussed and to propose amendments to the preliminary version of the consensus statement and exchange ideas on implementing that consensus. The evaluators noted that these virtual, electronic discussions had a very positive impact on the quality, tone and outcome of the formal discussion of the position document and the Brasilia Consensus among participants at the Regional Conference. The evaluators see no obstacles that could have prevented the coordinators from emulating this best practice and making the same arrangements in regard to selected publications of the ECLAC-SIDA programme, possibly those that are expected to generate more discussion and outcome.

Recommendation 7: In the future, and for selected, especially important workshops, ECLAC should organize Internet-based discussions of studies to be presented at the workshop in order to foster the interactivity and productivity of the workshop.

113. It was noted with satisfaction that the programme coordinators consistently used feedback from on-the-spot surveys of workshop and seminar participants to obtain quantitative ratings of the substance of issues discussed and of the quality of those discussions and or workshop organization. However, the disappointing aspect was that the qualitative parts of these surveys never received the necessary attention. The opportunity to learn lessons from on-the-spot qualitative comments by participants on workshop organization, delivery and follow-up (such comments largely correlated with later comments collected through the e-survey) was consistently missed by the ECLAC-SIDA programme. The evaluators believe that the main reason for this failure was the fact that these on-the-spot surveys were conducted on paper and required some effort for processing.

Recommendation 8: The on-the-spot post-workshop surveys should be conducted using e-mail, e-survey or other Internet-based tools available at ECLAC. Conducting such exit surveys should be mandatory for all organizers of ECLAC workshops and seminars. The qualitative components of beneficiaries' responses should be properly processed, analysed and synthesized, and the findings should be used to further improve the modalities of delivering capacity-building outputs.

114. A recurring theme in the e-survey responses was the sense of abandonment by ECLAC once a workshop was over. Various participants wished that ECLAC would, in future, “send an e-mail to participants with a Web link to allow access to all seminar materials”; “send an e-mail to all seminar participants alerting them that other documents on the topic are available on the website”; “use more electronic media and follow up shortly after the activity to maintain the momentum and energy of the event” etc. The evaluators are of the view that these very pertinent requests require minimal resources for implementation and should definitely be acted upon and systematized across the board by project/programme managers.

115. The evaluators noted the existing best practices at ECLAC with regard to the virtual forums or networks of practitioners established through projects. The level of sophistication of such networks varies depending on member needs: they range from informal networks based on contact lists such as the Sustainable Development Indicators Network (RIDS),⁵² to more established virtual forums of network practitioners or “blogs” such as the REDIMA Macroeconomic Dialogue Network (a product of a project funded by the European Union),⁵³ to more far-reaching and powerful tools such as the RISALC online network of social institutions in Latin America and the Caribbean.⁵⁴ These best practices deserve to be emulated by the ECLAC-SIDA programme in the future.

⁵² See www.eclac.cl/dmaah/proyectos/rids/enlaces.htm.

⁵³ See [/www.eclac.cl/cgi-bin/getprod.asp?xml=/redima/noticias/paginas/1/21151/P21151.xml&xsl=/de/tpl/p18f.xsl&base=/redima/tpl/top-bottom.xsl](http://www.eclac.cl/cgi-bin/getprod.asp?xml=/redima/noticias/paginas/1/21151/P21151.xml&xsl=/de/tpl/p18f.xsl&base=/redima/tpl/top-bottom.xsl).

⁵⁴ See www.risalc.org.

Recommendation 9: In the future, ECLAC should organize virtual communication facilities (forums, blogs, communities of practitioners etc.) on the themes of the ECLAC-SIDA programme using seminar and workshop participants as the nucleus for such virtual communities. These communities should be used by ECLAC, inter alia, to disseminate news on forthcoming events and new publications in relevant subject areas.

III.2.5. There are very weak dissemination strategies for project publications

116. The evaluators noted that the interest of ECLAC staff in publications of the ECLAC-SIDA programme largely fades out once the studies are published. In this connection, the evaluators strongly believe that the publication of a study is a departure point, rather than a concluding moment, in disseminating and imparting the new knowledge that it contains. The outcome of a publication could be greatly enhanced if followed up by various discussion forums (physical or virtual) on the topic with a focus on having practitioners absorb its knowledge and transform it into concrete policymaking and implementation skills.

117. It should also be stressed that the mere issuance of a publication is not sufficient for sparking a discussion or for influencing public opinion or policymakers' outlook. More often than not, publications are read only by those who work in that specific, narrow field. To reach out to a larger readership, it is important to issue digests containing summaries of new publications and to organize open-door discussions of new publications and present policy briefs based on them. In a nutshell, visibility of technical cooperation activities should be part of an enhanced ECLAC institutional dissemination strategy and this should be factored into the overall cost of the publication. This currently does not exist for the vast majority of publications and it was not at all envisaged for the publications delivered under this cooperation programme. In this regard, the evaluators echo the observation made earlier in the context of a similar exercise: "The publications per se do not produce impact nor are an end in themselves. They must be accompanied by a comprehensive knowledge-sharing and dissemination strategy."⁵⁵ It seems also worthwhile to reproduce here the related recommendation: "Establish a strategy to disseminate the documents produced institutionally by ECLAC and particularly by different project divisions and

⁵⁵ See footnote 4.

coordinators and promote their continuous use by decision makers in ECLAC member States". So far, the evaluators have not detected any visible signs of this recommendation being implemented.

118. It was further noted that the dissemination arrangements for the publications of the ECLAC-SIDA programme were dysfunctional to such a degree that the author of a publication produced under a given component did not receive the publications by other authors commissioned under the same component. Nor were these consultants, who had been engaged because of their importance and influence, receiving any e-mail alerts about forthcoming events and publications in the thematic area of their expertise after their contracts with ECLAC were over.⁵⁶

Recommendation 10:

- (a) To enhance the impact of its publications, ECLAC must be proactive; a passive stance does not bring impact. ECLAC should promote publications through various physical and virtual channels and it should work together with academia in organizing discussions at which diverse views and positions are represented. ECLAC could be more proactive in disseminating its work, in particular through electronic alerts sent to stakeholders, thematic electronic mailing lists and the development of virtual forums and chats. The elements of a strategy aimed at greater visibility and exposure of outputs, including publications, should include wider broadcasting of programme outputs through thematically relevant websites of international organizations, academia and NGOs, and promoting the visibility of ECLAC outputs by posting them —or providing hyperlinks to them— on such websites.**
- (b) The formulation and implementation of activities aimed at enhancing the visibility of technical cooperation programmes and activities should be more systematically explored and planned among the thematic divisions in charge of project implementation, DPPO and the press and information service of ECLAC. Relevant activities could include press communiqués, press conferences, new media initiatives and social networking, among others.**

⁵⁶ For example, the author of a publication on microfinance in Colombia never received the programme's other publications on microfinance in other countries, even though he was certainly interested in receiving them if only for comparative analysis. Similarly, the author of the publication on displaced populations in Colombia never received other publications on that topic.

- (c) **Securing more systematic involvement of the ECLAC Public Information and Web Services Section in assessing the visibility strategy of technical cooperation programmes early on in the process and defining the needs, priorities and ways forward might be a practical way of addressing the issue in earnest.**

III.2.6. Monitoring and reporting of programme performance was weak and did not influence management and decision-making for project coordinators

119. The conclusion on the programme's positive impact contrasts sharply with the disappointment expressed by SIDA, as gleaned by the evaluators. This is not surprising, as the evaluators originally shared the same bleak outlook regarding the programme's performance, which was based solely on the final report of ECLAC to SIDA. That report painted a rather vague, disjointed, fragmented and austere picture of programme performance. This impression was reversed by the evidence gathered in the course of the present evaluation. The yawning gap between reality and what was reported initially to SIDA is so striking that it undermines the programme's effectiveness, at least in the eyes of donors and other readers who can become acquainted with it only through the final report.

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120. It should be stressed that a large part of the evidence of impact presented above materialized during the final phase of the programme or shortly after completion. It was available for some time before the evaluators went to the field and collected it. It could have been collected through e-mails and e-surveys in time to be included in the final report, if proper monitoring mechanisms had been in place to do so. The evaluators believe that this failure in programme performance reporting is a cumulative effect of weaknesses in the planning, monitoring and reporting sequence of the programme's management.

121. First, it is never clearly explained to coordinators that their responsibility extends beyond merely organizing the delivery of outputs and ensuring their quality and that their duties and responsibilities include ensuring that such outputs are delivered effectively and efficiently and that beneficiaries should be engaged, cultivated and supported before, during and after the delivery of outputs. Coordinators are not always aware that collecting evidence of outcomes and impact of outputs is also part of their responsibilities. This implies having a mechanism for monitoring the relevant logframes approved for each of the components and having tools and procedures in place to ensure that surveys and feedback from beneficiaries are captured and used as input in decision-making processes and used as an important element to substantiate outcome reports. In addition, reports should focus more on the immediate or intermediate outcomes achieved rather than just the outputs delivered: this is a key component in revamping the whole project management structure at ECLAC.

122. The evaluators noted that some of the coordinators did not always have a common understanding of what constituted evidence of the outcome and impact or, for example, of the content and extent of networks they were committed to develop. The risk is that different stakeholders may have different understandings and expectations of a programme's outputs and outcomes, and that could later trigger different assessments of the extent to which expected accomplishments were actually achieved. For instance, the content of a "network of beneficiaries" should be clearly defined, as its meaning can vary from the simple organization of seminars that provide an opportunity to establish personal contacts and exchange experiences, to the potential for creating Internet-based support systems, follow-up and information tools and mechanisms for making such contacts sustainable and dynamic during the course of a project or even after it has concluded. These considerations must be addressed in the early stages of programme implementation, if possible when establishing a workplan among all stakeholders, so that clarity about what is intended is shared. In the light of the findings of the present evaluation, DPPO has already taken action and issued a guidance note on the duties and responsibilities of project managers and coordinators.

“...beneficiaries should be engaged, cultivated and supported prior to, during and after the delivery of outputs. Coordinators are not always aware that collecting evidence of outcomes and impact of outputs is also part of their responsibilities.”

123. Conducting on-the-spot surveys of participants at workshops and seminars was viewed mostly as a way to accumulate positive ratings of the event’s organization and experience. No consideration was given to using the qualitative comments in these surveys to improve the format and modalities of workshop delivery (i.e. replies to the questions “Do you have any other comments or suggestions on the workshop?” and “What other technical cooperation activities would you suggest that ECLAC undertake in the areas of social protection and cohesion?”). Similarly, no consideration was given to creating any pre-workshop online discussions or post-workshop virtual spaces for networking by beneficiaries.

124. It was often believed that the coordinator’s responsibilities ended with delivery of the output. It was equally believed that coordinators had neither the responsibility nor the resources for collecting evidence of outcomes or impact of the outputs produced by their components. If such evidence fell easily into their lap, it would be forwarded to DPPO; otherwise, reaching out for it was out of the question because they had other responsibilities to attend to (primarily connected with regular budget work).

125. While these realities might indeed be imposed by the heavy workload that some project coordinators are subject to, unfortunately this evaluation was looked at not always as a learning opportunity but rather mostly as a burden. It must be pointed out, however, that the evaluation team received excellent cooperation from most of the components. It is therefore important to enhance the self-assessment and evaluation culture in ECLAC, to disseminate the findings of projects as widely as possible and to assess in an open and constructive manner the implementation of recommendations that might impinge on other projects and cooperation programmes.

126. The evaluators are of the view that the coordinators should not be held solely at fault for these omissions and misunderstandings. As one of them remarked, “We are just doing it the way ECLAC has been doing it for the last 30 years.” It is necessary to change this mindset. What is needed is a delineation of the division of labour to ensure the

effectiveness and efficiency of project delivery, to make sure that it includes all the modern tools for enhancing the outcome and impact of outputs, such as pre-delivery electronic conferences and post-delivery Internet-based networking spaces, to document such division of responsibilities and the sources of support available to coordinators and substantive staff in delivering the programme, to make sure that the documented division of labour is adhered to and to ensure that the new arrangement does a good job in capturing all available evidence of outcomes and impact. In this regard, the evaluators were pleased to note that DPPO had already launched a checklist enumerating the responsibilities of project coordinators and providing them with tools and hints on how to better carry out their responsibilities as project managers.

Recommendation 11:

- (a) ECLAC should establish a clear and unambiguous division of labour between the substantive personnel charged with coordinating the delivery of technical cooperation projects and the administrative and programme management staff that provides the necessary support for such implementation. This division of labour should be meaningful and equitable.**
- (b) A clear definition of the role of the representatives of donor agencies having a presence at ECLAC and formal coordination mechanisms with them should also be established from the outset of the programme in order to maximize the advantage of this presence in administrative, management and substantive terms.**
- (c) Such division of labour should be reflected in the checklist, which has the strength of a programme document and should be observed by all means. The checklist should reflect the requirement to use, to the extent possible, all the performance-enhancing and evidence-collection tools recommended earlier in this report: tools to gather information on users and electronic alerts for registered users about new thematic possibilities; pre-workshop electronic discussion facilities and post-workshop virtual networking spaces; e-surveys to workshop participants both on-the-spot and post-delivery etc.**

- (d) Training in the use of these tools should be provided to all concerned and brainstorming should be conducted whenever necessary on how to best organize team work in application of these tools. There should be more regular coordination meetings between DPPO and thematic divisions.**
- (e) Building on the progress achieved in the area of programme performance monitoring through the ProTrack and IMDIS systems, management should take steps to use both instruments in monitoring how programmes/projects avail themselves of the above-mentioned electronic tools for evidence collection from the outset. Particular emphasis should be placed on reporting on results and indicators so that they can be used as practical tools to ensure that project management is kept on track.**
- (f) In the early stages of programme implementation, all stakeholders involved (DPPO, thematic divisions and donor representatives) should agree on a common understanding of coordination processes and of the detailed content of deliverables expected. This could be done when establishing the workplan of a programme and its different components.**
- (g) The evaluation culture of ECLAC should be further enhanced, for instance through broad dissemination of evaluation findings and the assessment in a collaborative manner of the implementation of recommendations at all levels.**

127. The evaluators were pleased to note that the ProTrack platform was expanded to accommodate more qualitative reporting on programme performance and absorb the evidence of programme performance and the outcomes and impact of outputs. This should undoubtedly leave a positive imprint on the quality of monitoring and reporting.

Recommendation 12:

- (a) DPPO should ensure that the ProTrack platform captures on a continuous basis all the evidence collected from exit evaluation surveys and follow-up e-surveys completed by seminar and workshop participants as well as from e-surveys of the readership of publications. The results should be systematically processed and included in the progress and final reports presented to senior management and donors. The lessons learned from these surveys should be systematically**

fed back into future planning and into improving the modalities of programme delivery. Such evidence should be continuously accumulated over the course of the programme life cycle and the progress in accumulating such evidence should be continuously monitored.

- (b) DPPO should establish a meaningful template for final reports on programme performance, including clear and decisive criteria with regard to the evidence of results, outcomes and impact that can be included in the report. The preparation of such a template could be carried out in coordination with donor representatives, or at least taking into account their requirements. The report should systematically include a summary description of the overall accomplishments of the programme as a whole, based on the indicators of achievement data collected during and near the end of project implementation, as well as an annex containing such evidence as number of downloads of publications, press communiqués and other visibility practices etc. DPPO senior staff should not sign off on any final report before they have properly certified that all requirements of the established template have been duly observed, so as to ensure the quality of the final report to donors.

III.3. Efficiency

III.3.1. Joint delivery facilitated efficient delivery of some project outputs

128. In trying to assess how economically resources/inputs (funds, expertise, time etc.) of the ECLAC-SIDA programme were converted into outputs, the obvious challenge is that it is not possible to measure both inputs and outputs with the same or comparable metrics (which is usually money). In the absence of such a direct measure of efficiency, the evaluation approach was to pool all the possible indirect assessments of the efficiency of collaboration and coordination among the various programme components and whether existing areas of synergy between components were properly taken advantage of in enhancing efficiency.

129. The evaluation observed that half of all the programme workshops and seminars had been delivered by more than one component. This was due mainly to the fact that components 1 and 3 both focused on thematic areas related to social development and both were implemented by the same thematic division of ECLAC. The role of the SIDA

representative at ECLAC must also be underlined as an asset in this respect, as it fostered close collaboration among the two components, for instance through joint identification missions in priority countries at the early stages of programme implementation. The commendable practice of pooling the resources of the programme's components and taking advantage of their areas of synergy in organizing and conducting the workshops and seminars not only enhanced the multidisciplinary approach to the topics under discussion but also fostered efficient use of resources. In this respect, the evaluation noted that one of the programme seminars organized in Colombia was able to involve all four components and thus provide beneficiaries with a multi-thematic approach to the analysis and policy debate on the development issues covered by the programme. That achievement also fostered greater dialogue among a wide array of beneficiaries working on different policy issues in Colombia. The presence and role of the ECLAC office in Bogota were instrumental in the organization of that seminar and in bringing together the knowledge and analysis developed by all components on Colombia. Overall, the joint delivery of outputs (workshops, seminars, publications) strengthened collaboration among thematic experts, the SIDA representative and the corps of consultants and it enhanced the efficiency of the programme. Although this was certainly a considerable accomplishment of the programme, areas of synergy could have been identified and tapped more systematically to take greater advantage of the integrated and multithematic approach of ECLAC to development, for instance through enhanced coordination mechanisms.

130. Moreover, the evaluation noted that ECLAC fosters synergy among the various technical cooperation programmes and projects carried out with support from its cooperation partners and donors. The knowledge generated and results obtained under a given technical cooperation programme or project do not end with the finalization of implementation. They usually serve as inputs not only for future endeavours of the ECLAC programme of work (for instance, institutional and flagship documents) but also for future technical cooperation initiatives with countries of the region. As mentioned in paragraph 141 below, some of the outputs and outcomes of the ECLAC-SIDA programme generated additional unexpected demand from member countries in the region, both during and after programme implementation. ECLAC responded to that demand by tapping the knowledge generated under the programme and, in some cases, efforts were effectively carried out in the framework of other programmes or projects implemented with financial support from other cooperation partners.

III.3.2. The use of information and communications technology resources to enhance efficiency is still a challenge

131. Despite the above-mentioned progress in the area of pursuing joint outputs, there is considerable room for improvement in integrating into programme delivery the tools and processes for learning lessons. While tools in the form of on-the-spot surveys (albeit paper-based and somewhat inefficient) were indeed employed, the opportunity to learn lessons from beneficiaries' suggestions and to act on them was not seized. This resulted in a missed opportunity to improve the efficiency of workshop and seminar delivery.

III.3.3. Overall, implementation of the programme provided good value for money

As a general assessment tool, the evaluators thought it interesting to compare the cost of one output of the ECLAC-SIDA programme with the cost of one output of the ECLAC regular programme of work. Allowing for differences and noting that ECLAC might have contributed much more through in-kind contributions than initially budgeted (as mentioned earlier), the regular budget of ECLAC for the period 2006-2007 amounted to US\$ 94,906,000 and ECLAC delivered 718 outputs under the regular budget programme of work. Thus, the average cost of one output under the regular budget programme of work was US\$ 132,181. The ECLAC-SIDA programme delivered 54 outputs at a cost of: (a) US\$ 860,000, if one counts only the SIDA contribution; (b) US\$ 1,336,000, if one counts only the SIDA contribution plus the staff costs of the SIDA expert seconded to ECLAC; or (c) US\$ 1,798,000, if the ECLAC contribution in kind is added to the previous figure. Consequently, the average cost of one output delivered under the ECLAC-SIDA programme was in the range of US\$ 15,926 to US\$ 33,296, i.e. from four to eight times lower than the cost of the average output of the regular programme of work. Bearing in mind that such a comparison is rough and far from perfect, it can still be viewed as an indication that, in the main, the delivery of the ECLAC-SIDA programme was relatively efficient and that there is certainly clear value for donors in contributing to a programme that is already established and that can easily deploy expertise and established networks to influence and contribute to policy debate in a more efficient manner than otherwise.

III.3.4. Failure to make full use of information and communications technology as an effectiveness multiplier or efficiency tool

132. The issue of using modern information and communications technology (ICT) tools to enhance programme effectiveness and efficiency and to collect evidence of its performance was raised throughout the course of the evaluation with all the coordinators of the ECLAC-SIDA programme. Their reaction was one of uniform (albeit tepid) agreement on the need to make such tools an essential part of programme and project implementation. As some coordinators complained about the lack of access to such tools and the difficulty of mastering them, the evaluators saw it as a priority that they should impress on ECLAC the need to obtain such tools and make them available to substantive staff.

133. The evaluators were thus extremely surprised to discover that a rich array of such tools is already offered by the ECLAC Information and Communications Technologies Section to anyone who is interested. The Section currently offers the following tools:

- (a) Documentum eRoom, which is an easily adopted Web-based collaborative workspace that enables dispersed teams to work together more efficiently. With Documentum eRoom, project teams around the world can speed up and improve the development and delivery of products and services, optimize collaborative business processes, improve innovation and streamline decision-making. It allows users to engage in multitopic, multithread discussions and leverage contextual version control;
- (b) Quickr (IBM Lotus Notes, locally installed), which is a team collaboration software that facilitates enterprise content management, creates online places for projects or teams, provides facilities for wiki-style websites, communities of practice, blogs etc.;
- (c) Sametime Standard (IBM Lotus Notes, locally installed), which offers facilities for videoconferences and virtual meetings, document sharing, whiteboarding, team collaboration, chat space etc.;
- (d) Connections (IBM Lotus Notes, enterprise social networking system);
- (e) Wiki (Confluence, locally installed);
- (f) JIRA, for case management and collaboration;

- (g) Lotus Notes Discussion group;
- (h) WebBoard;
- (i) Webex for remote real-time support and collaboration, remote training, interactive meetings and webinars;
- (j) Jahia, for blogs;
- (k) Zoomerang for surveys;
- (l) SADE for social networking, surveys, and immediate evaluation;
- (m) SADE Contacts (for management of e-mail exchange);
- (n) SADE SIFOCU Forms, Registration, Document Evaluation.

134. The above convincingly shows that ECLAC has all the necessary Internet-based electronic tools to fulfil all the recommendations made in the present report. In other words, the supply is there but the demand is not. The ECLAC staff that participated in the ECLAC-SIDA programme have yet to all adopt and employ all the modern electronic tools that would make it possible to enhance dramatically the effectiveness of programme delivery, including in its interactive and participatory aspects, inclusion of pre-workshop conferences on delivery, routine conduct of e-surveys immediately after a workshop and with the necessary lag for impact to materialize, conduct of universal evaluations of downloaded publications, organization of virtual spaces around publications and workshops etc. The tools are there and they are being promoted by the Information and Communications Technologies Section, although so far with rather disappointing results.

135. In this regard, it was noted that the Section can commission training for substantive staff and arrange for technical support to divisions/units in launching and using all these tools. For example, in November 2009 a needs review and training event were organized on using Quickr as a tool to share content; to process the registration of workshop and conference participants and compile the resulting data in databases for future use; to organize Web-based discussions prior to meetings; to communicate with consultants and beneficiaries; to conduct surveys etc. The Section also organized meetings in ECLAC divisions to promote the capabilities and features of these new software instruments. The response from most substantive divisions so far has, however, been weak and inconsistent.

136. The reasons behind such a less-than-enthusiastic attitude among some of the substantive staff towards new electronic tools could be many and varied: cultural inertia; exaggerated perception of the complexity of mastering new tools; even a generational factor (one of the evaluators can vouch for the significance of the latter).

137. Discussing the reasons for the prevailing lack of electronic innovation and insufficient use of electronic tools by the ECLAC-SIDA programme is not part of the mandate of this evaluation. The evaluation found that the phenomenon exists and that it needs to be corrected. To do so, management must offer opportunities for mastering and using these tools through training and support and should apply all necessary pressure towards compliance in cases when such opportunities are ignored. These technological tools are leverage points for sharing knowledge and should be a part of a larger effort to change practices, processes and behaviours at ECLAC. Management should work with the Information and Communications Technologies Section and other enablers of knowledge management, including the library and human resource functions.

Recommendation 13: The Management of ECLAC and DPPO should ensure that the use of all the above-mentioned tools in implementing technical cooperation programmes/projects should be regularly reviewed at senior management meetings and technical project coordination meetings. The minutes of such meetings should record the progress achieved in the use of modern ICT tools in different divisions/units, decisions taken, responsibilities assigned for implementation and relevant deadlines. This effort should be cascaded down the organizational hierarchy and buttressed by introducing an internal system of periodic reviews of compliance with the established reporting modalities and reflecting the outcomes in personal performance evaluations.

III.4. Sustainability

III.4.1. Sustainability of the programme has not yet been systematically linked to the fund-raising strategy

138. Sustainability and continuity of the thematic thrust and impact of the ECLAC-SIDA programme is affected by two opposing factors. On the positive side, there is a pronounced and diverse demand for further technical assistance and policy advice; on the negative side, the arrangements to preserve and capitalize on the knowledge and institutional memory accumulated during programme implementation are inadequate. These two countervailing factors could be brought into balance by methodically collecting requests for further technical assistance from all sources, analysing them and using them for fund-raising to secure extrabudgetary contributions and by establishing all necessary means for preserving the accumulated knowledge and institutional memory.

III.4.2. Beneficiaries did not receive sufficient follow-up or the opportunity to request it. Such issues could be addressed in the future if ECLAC wishes to enhance the sustainability, visibility and impact of its technical cooperation endeavours

139. The evaluation produced copious evidence of a tangible and significant interest on the part of beneficiaries in receiving further assistance and participating in follow-up technical cooperation activities along the lines already provided. This interest was evident not only in the five priority countries of the programme but also in other Latin American countries facing similar development challenges.

140. As mentioned above, the ECLAC-SIDA programme allowed the thematic divisions involved to generate new knowledge and in-depth analysis on emerging issues and to formulate policy recommendations specifically tailored to the needs and priorities of beneficiary countries. That achievement would not have been possible by relying only on the resources available from the regular budget of ECLAC and it constitutes a very significant added value of the ECLAC-SIDA programme. It is important to underline that this knowledge and the related policy recommendations have not only benefited the

priority countries of the ECLAC-SIDA programme during its implementation but have also generated positive externalities after programme implementation.

141. Moreover, other Latin American countries have also requested technical assistance from ECLAC in the programme's areas of work. For instance, two unexpected outcomes are reflected in the requests formulated by the Governments of Panama and Brazil expressing their interest in taking further advantage of the outcomes of component 3, in particular presentations by the coordinator on the challenges of conditional cash transfer programmes based on the analysis and results achieved by the component at the high-level seminar held in June 2009 in Panama⁵⁷ (a country that was not a participant in the programme) in response to an invitation from that country's Ministry of Social Development. Likewise, the same coordinator made a similar presentation at an international seminar on social protection systems for poor and vulnerable families, specifically the challenges in the Latin American context (Brasilia, December 2009).⁵⁸ The presentation was based on the ECLAC-SIDA programme's findings and was made at the invitation of the Brazilian Ministry of Social Development. The invitation was triggered by the interest of Brazil (a country that was not a participant in the programme) in the findings of the ECLAC-SIDA programme. Another example refers to the work on microfinance and inclusive financing under component 4 of the programme, in regard to which the Government of Costa Rica has requested technical assistance from ECLAC to build up a seed-capital fund aimed at financing the start-up of small enterprises. Even if such activities are ultimately not implemented in the framework of a single programme that SIDA funds, they have their origin in the work of the present ECLAC-SIDA programme.

142. It is important to highlight that one of the key results of technical cooperation programmes and projects is to position ECLAC as a valid stakeholder and knowledgeable partner in public policy debate and issues. In this sense, the outcomes of the knowledge generated under this programme also benefited the substantive content of the regular budget outputs, such as the ECLAC flagship reports on economic and social development (most importantly, *Social Panorama of Latin America* and *Economic Survey of Latin America and the Caribbean*), major policy documents prepared for intergovernmental meetings of

⁵⁷ See www.eclac.cl/dds/noticias/paginas/6/28106/DesafiosPTC.pdf.

⁵⁸ See <http://www.eclac.cl/dds/noticias/paginas/6/28106/PTC-Brasilia-2009.pdf>.

ECLAC as well as for many other presentations delivered at expert group meetings, seminars and workshops.

143. As already mentioned above in paragraph 29, the knowledge and policy recommendations generated by the ECLAC-SIDA programme have benefited not only the priority countries of the programme but other countries as well, although not necessarily immediately after the programme ended. Such positive externalities and the follow-up technical cooperation actions can be addressed by ECLAC in the framework of other technical cooperation programmes and projects. An example of such externalities relates to component 4 for which, subsequent to the presentation of the work on microfinance and inclusive financing in Central American countries, the Ministry of Economic Affairs of Costa Rica requested technical assistance from ECLAC to support the development and building up of a seed-capital fund aimed at financing the start-up of small enterprises.

144. The sustainability of the thematic thrust of the ECLAC-SIDA programme was reaffirmed when the ECLAC office in Bogota, SIDA and the UNDP office in Colombia jointly organized in Bogota, in May 2010, an international seminar on proactive employment policies that took advantage of the programme's outcomes. Although funded by the SIDA office in Colombia and the UNDP office in Colombia, that initiative clearly capitalized on the knowledge and analysis generated under the ECLAC-SIDA programme.

145. Further evidence of the benefits of continuity of the programme was collected through interviews and responses to e-surveys. The three most significant requests made in the interviews related to: (a) interest in receiving wide-ranging policy advice on social protection policies in Colombia; (b) the suggestion that the outreach and impact of workshops and seminars similar to those conducted under the ECLAC-SIDA programme should be considerably enhanced by decentralizing activities and moving their venues, in partnership with UNDP, to territories and municipalities throughout Colombia; and (c) interest in replicating workshops in Nicaragua with a stronger emphasis on acquiring effective practical skills in policy implementation and techniques for evaluating the policy outcomes and impact. The e-survey respondents proposed more than a dozen specific topics for workshops within the themes of the programme components.

146. The most interesting, promising and urgent point was the one made repeatedly to the evaluators by their interlocutors in Colombia. In short, the administration was faced with the task of preparing —during the last quarter of 2010— the new National Development Plan of the newly appointed government of Mr. Santos. There was universal anticipation among interviewees that the new administration would adopt a more robust social protection policy in all its sectors and dimensions. Promotion and formalization of employment, income generation by vulnerable groups and the incorporation of youth into the labour force were expected to be the priority issues for the Plan. Given that and the fact that the many social protection policies should be finalized shortly and become part of the Plan, the role of policy recommendations contained in ECLAC-SIDA publications is heightened. During the finalization of the present report, the evaluation team was informed that an ECLAC senior regional adviser from the ECLAC office in Bogota had been asked by the Ministry for National Planning to be part of the multidisciplinary team in charge of formulating the Plan. The knowledge generated by the ECLAC-SIDA programme will provide highly valuable inputs in this respect in the areas of employment and social protection. The specific request was that ECLAC should take greater advantage of its position of neutral broker in technical policy dialogue by organizing in a more systematic way technical policy discussions gathering government, academia and other relevant stakeholders (from civil society, the private sector, the United Nations system) to present and discuss specific policy issues in an open manner, bringing new perspectives to the debate and facilitating inter-institutional dialogue on policymaking.

147. Interviewees occupying positions of authority highlighted their interest in obtaining further policy advice and technical cooperation assistance from ECLAC in all the thematic areas corresponding to the four components of the ECLAC-SIDA programme. They deemed it especially important that such advice should incorporate the best practices of other countries.

148. In the evaluators' opinion, the next six months present a window of opportunity for ECLAC to put to practical use all the cumulative expertise and knowledge gained during the two years of implementation of the ECLAC-SIDA programme and translate it into multidisciplinary policy advice.

Recommendation 14:

- (a) The opportunity to provide policy advice in Colombia along the thematic areas of the ECLAC-SIDA programme is a crucial factor of the programme's sustainability. ECLAC should proactively explore this opportunity;**
- (b) The idea of conducting, in partnership with UNDP, workshops on topics at the departmental and municipal level in Colombia should be given serious consideration, when relevant in the framework of the second phase of the ECLAC-SIDA programme to be implemented in 2010-2011;**
- (c) ECLAC should engage more systematically as a neutral broker in organizing small, focused technical policy discussion groups that gather key stakeholders from government institutions, academia and other relevant counterparts to discuss policy issues in an open manner and from various perspectives;**
- (d) Potential partnerships with other United Nations institutions (such as UNDP) should be explored more systematically at the national level to share knowledge and carry out technical cooperation activities in beneficiary countries;**
- (e) The sustainability of the knowledge, achievements and results emerging from technical cooperation programmes should be systematically assessed and the opportunity to use them in future technical programmes should be systematically explored.**

149. Numerous specific topics were proposed by respondents in the on-the-spot post-workshop surveys and e-surveys, with a focus on the overall themes of social protection and social cohesion and emphasis on having such technical cooperation delivered more consistently and systematically. Respondents stressed that they were not aware of the proper channels for requesting technical assistance and support from ECLAC. While it is beyond the scope of this evaluation to assess the merits of the various suggested topics, it is clear that such analysis subsequent to the workshops would have helped coordinators to outline the thematic sustainability of the technical cooperation to be provided by the successor to the ECLAC-SIDA programme. However, it is not too late to do so now in conjunction with the review of proposals received from respondents to the evaluation's e-survey.

Recommendation 15: The suggestions from beneficiaries regarding technical cooperation follow-up should be compiled, analysed and factored into the fund-raising strategy of ECLAC and into ongoing and future activities and workplans of the thematic divisions financed with regular budget and extrabudgetary resources.

III.4.3. Retaining knowledge and institutional memory, learning lessons and promoting best practices are the weak links in sustainability

150. The evaluation noted that there was no widely agreed definition of what constitutes “lessons learned”, “best practices” or “knowledge management” in programmes of the United Nations Secretariat, which includes ECLAC.⁵⁹ Thus, in the present narrative, “lessons learned” has been understood as the knowledge or understanding gained from the implementation of a programme or project that is likely to be helpful in modifying and improving programme performance in the future. This knowledge is intentionally collected with the purpose of using it in the future and it includes both positive and negative lessons. The concepts of “best practice” and “knowledge management” are closely related to lessons learned. For this evaluation, “best practice” has been understood as the technique or methodology that, through experience and research, has proven to reliably lead to a desired result in a given situation and may have applicability in another. A best practice, therefore, can also be seen as a positive lesson learned. “Knowledge management” is the systematic creation, organization, storage and sharing of knowledge in order to better achieve organizational goals.⁶⁰ The identification, collection and dissemination of lessons learned are often an important part of the knowledge management strategy in an organization.

151. The evaluation found that the above-referenced areas were the weak spot of the sustainability dimension of the programme. The fragmented manner in which the programme outputs are stored, the difficulty for a layman user of the ECLAC website to access them without thorough knowledge of the intricate navigation routes, lack of a single

⁵⁹ See the report of the Office of Internal Oversight Services on the triennial review of the implementation of recommendations made by the Committee for Programme and Coordination at its forty-sixth session on the thematic evaluation of knowledge management networks in the pursuit of the goals of the Millennium Declaration (E/AC.51/2009/4).

⁶⁰ Report of the Office of Internal Oversight Services on the thematic evaluation of knowledge management networks in the pursuit of the goals of the Millennium Declaration (E/AC.51/2006/2), para. 2.

entry access to the programme products and absence of any instrument to either aggregate or break them down geographically or thematically: all of these observations indicate that the ECLAC approach to preserving knowledge and maintaining institutional memory leaves considerable room for improvement.

152. To be fair, it was also noted that ECLAC is not an exception in these areas when compared with the United Nations Secretariat as a whole. Indeed, most Secretariat programmes lack a systematic approach to the collection and use of lessons learned (E/AC.51/2009/5, paras. 7-15) and neither a United Nations system-wide nor a Secretariat-wide knowledge management strategy had yet been developed (E/AC.51/2009/4). Nevertheless, recognizing that the way in which institutional memory is captured, preserved, updated and disseminated has a strong impact on the effectiveness and sustainability of organizations and programmes (A/63/140), it is desirable that ECLAC tackles in the immediate future the challenge of systematically and efficiently developing, organizing, sharing and integrating knowledge to achieve the cross-cutting goals of the programmes that are successors or similar to the ECLAC-SIDA programme.

153. The evaluation found that knowledge management was perceived by the staff of the programme as a matter of broadcasting information in traditional (albeit electronic) ways. Consistent with that perception, the “knowledge-sharing” activities typically consisted of posting information on a website or distributing information through reports or e-mail lists. That understanding neglects other critical components of knowledge sharing, such as peer and user collaboration through forums, blogs, communities of practice etc.

154. Adhering to broadcasting information as a primary form of knowledge sharing, as was the case with the programme, has significant limitations. Since it focuses on the publication of completed work rather than work in progress, it inherently inhibits collaboration and consultation during document creation. Also, such a strategy leaves it up to consultants or coordinators to determine what ideas, insights and guidelines to adopt and therefore fails to provide a wider forum for the give-and-take discussions required to create consensus on good practices, lessons learned and guidelines on issues crossing organizational boundaries. The limitations of information broadcasting as a knowledge management strategy are therefore especially significant to achieving the effectiveness

and sustainability of such programmes as the ECLAC-SIDA one given their cross-cutting and region-wide relevance.

155. In the evaluators' experience, effective knowledge networks normally have dedicated resources and the following components:

- (a) They have an active and dedicated facilitator who takes responsibility for sustaining the network and a dedicated budget for this purpose;
- (b) They encourage ongoing online discussions among members, and monitor those discussions, providing a bounded space in which members are comfortable seeking information and assistance.

156. With dedicated resources, knowledge networks provide services that increase membership and foster greater knowledge sharing. They include providing consolidated replies to all network queries, cross-referencing the same topic on multiple networks and using expert guest moderators. The evaluators observed quite a few good practices within the Secretariat, such as the United Nations Rule of Law Network, which cross-posts queries with the UNDP Crisis Prevention and Recovery and Democratic Governance Networks (www.unrol.org/article.aspx?article_id=39); the ReliefWeb network, which covers the humanitarian assistance area (www.reliefweb.int/rw/dbc.nsf/doc100?OpenForm); HuriTALK, the United Nations-wide virtual knowledge network on human rights policy (http://hrbaportal.org/?page_id=2077); and others. The evaluators see no obstacles to ECLAC emulating these best practices. In this regard, the evaluators found a brief paper on the Internet entitled "Knowledge network strategy and governance"⁶¹ that appears to be useful (although there are dozens of similar ones on the Web).

Recommendation 16: To ensure that the knowledge accumulated during the implementation of the ECLAC-SIDA programme does not fade away and to ensure its sustainability, ECLAC should create knowledge management networks (in the broad sense of the term) covering the programme's thematic areas to serve as a source for other cooperation programme initiatives.

⁶¹ www.unescap.org/idd/events/2007_Green-Coops-ConsulMeeting/KN%20Strategy%20-%20-%20Paper%20-%20Stephanie%20Hodge.pdf.

IV. CONCLUSIONS

157. The evaluation adduced conclusive and convincing evidence that the implementation of the ECLAC-SIDA programme was significantly more successful in terms of outcomes and impact than initially reported in the final report sent by ECLAC to SIDA at the end of programme implementation. Of the 54 outputs produced by the programme (34 publications, 18 workshops and seminars and 2 technical advisory missions), it was found that at least 32 (60% of the total) had had an identifiable and tangible impact on the political discourse, legislative deliberations and decision-making and policy implementation in relevant thematic areas in various countries that the programme covered. It should be noted that this is the minimal amount of conclusive evidence; other evidence was brought to the attention of the evaluators but either because of impossibility to properly corroborate it or due to the fact that such evidence of impact has yet to gestate, it was not taken into account.

158. The evaluation was satisfied that the programme was relevant, reasonably effective and efficient and that its sustainability was assured. At the same time, the evaluation found considerable room for improvement in modernizing the modalities of programme delivery though the adoption of all modern Internet-based ICT tools for conducting electronic conferencing and e-surveys, evaluating studies and publications, forming communities of practitioners in seminal thematic areas etc. The evaluators strongly believe that systematically incorporating all these tools in the implementation of programmes and projects would have a dramatic positive effect on the outcomes and impact of the outputs and would dramatically expand the outreach (so far rather feeble) of ECLAC technical cooperation activities to its target beneficiary audience.

159. These innovations also hold promise to enhance considerably the ability of ECLAC to collect evidence of the performance of a specific programme or project. The fact that this evaluation was able to produce a considerable amount of positive evidence regarding the effectiveness and impact of the ECLAC-SIDA programme, such evidence having existed already during the programme implementation period, indicates the regrettable fact that evidence was not collected in a timely manner and its collection was not geared to timely learning of lessons from implementation experience as the programme progressed. This

undoubtedly hampered the programme's performance reporting and its ability to extract pertinent learning points for its successor and other similar programmes/projects being carried out by ECLAC.

160. The evaluators realize that implementing recommended improvements would not be easy as it involved management and organizational changes. So far, those changes are still insufficient and the shift from producing outputs to documenting and monitoring outcomes is not fully operational for projects.

161. The evaluators are of the view that the efforts of management to change this culture should be more systematic, structured, methodical and balanced; and they found that various recent initiatives clearly point in the right direction. Further developing such change is crucial to ensure that ECLAC maintains its stature and reputation as the preeminent regional institution not only as a forum for intergovernmental discussions but also as a source of technical advice and assistance.

ANNEX 1

Recommendations

Recommendation 1: ECLAC should take measures to preserve the knowledge it has accumulated on the Nordic model in the course of implementing the ECLAC-SIDA technical cooperation programme and earlier related projects and it should make such knowledge easily accessible. Creating a searchable website or database of Nordic best practices adaptable to the realities of Latin America as a whole and those of its different countries should form part of the agenda for ECLAC-SIDA collaboration and be addressed without delay.

Recommendation 2: The objectives, vision and current overall logframe of the ECLAC-SIDA programme should be maintained as a long-term guide for mutual cooperation between SIDA and ECLAC. Shorter- and medium-term programmes and projects should rely on a more pragmatic and realistic logframe using the SMART indicators.

Recommendation 3: ECLAC should consider introducing a reasonable degree of methodological uniformity into the design of logframes for cooperation programmes with major donors and should consider creating a searchable database (in the ProTrack application or elsewhere) for such logframes to assist in their design.

Recommendation 4: Consideration should be given to concluding agreements for a three-year term of implementation when the complexity of the envisaged deliverables and the projected amount of the workload involved so justify.

Recommendation 5: The on-the-spot surveys of participants at workshops and seminars should be enhanced by means of more detailed questions aimed at obtaining more diverse and thorough evidence of the outcomes. Such evidence should be used for learning lessons in the course of implementation so as to improve the delivery of subsequent workshops and also enhance final reporting to the donor. These should be the main tools for management by project coordinators.

Recommendation 6: (a) Statistics on downloads of outputs should always be included in reporting on programme/project performance; (b) all ECLAC outputs should be equipped with a pre-download questionnaire and an invitation to register to receive e-mail or Web-feed updates on news in the thematic subject area; (c) downloads should be followed up after an appropriate time lag with a request to rate and comment on the downloaded publication.

Recommendation 7: In the future, and for selected, especially important workshops, ECLAC should organize Internet-based discussions of studies to be presented at the workshop in order to foster the interactivity and productivity of the workshop.

Recommendation 8: The on-the-spot post-workshop surveys should be conducted using e-mail, e-survey or other Internet-based tools available at ECLAC. Conducting such exit surveys should be mandatory for all organizers of ECLAC workshops and seminars. The qualitative components of beneficiaries' responses should be properly processed, analysed and synthesized, and the findings should be used to further improve the modalities of delivering capacity-building outputs.

Recommendation 9: In the future, ECLAC should organize virtual communication facilities (forums, blogs, communities of practitioners etc.) on the themes of the ECLAC-SIDA programme using seminar and workshop participants as the nucleus for such virtual communities. These communities should be used by ECLAC, *inter alia*, to disseminate news on forthcoming events and new publications in relevant subject areas.

Recommendation 10:

- (a) To enhance the impact of its publications, ECLAC must be proactive; a passive stance does not bring impact. ECLAC should promote publications through various physical and virtual channels and it should work together with academia in organizing discussions at which diverse views and positions are represented. ECLAC could be more proactive in disseminating its work, in particular through electronic alerts sent to stakeholders, thematic electronic mailing lists and the development of virtual forums and chats. The elements of a strategy aimed at greater visibility and exposure of outputs, including publications, should include wider broadcasting of programme outputs through

thematically relevant websites of international organizations, academia and NGOs, and promoting the visibility of ECLAC outputs by posting them —or providing hyperlinks to them— on such websites.

- (b) The formulation and implementation of activities aimed at enhancing the visibility of technical cooperation programmes and activities should be more systematically explored and planned among the thematic divisions in charge of project implementation, DPPO and the press and information service of ECLAC. Relevant activities could include press communiqués, press conferences, new media initiatives and social networking, among others.
- (c) Securing more systematic involvement of the ECLAC Public Information and Web Services Section in assessing the visibility strategy of technical cooperation programmes early on in the process and defining the needs, priorities and ways forward might be a practical way of addressing the issue in earnest.

Recommendation 11:

- (a) ECLAC should establish a clear and unambiguous division of labour between the substantive personnel charged with coordinating the delivery of technical cooperation projects and the administrative and programme management staff that provides the necessary support for such implementation. This division of labour should be meaningful and equitable.
- (b) A clear definition of the role of the representatives of donor agencies having a presence at ECLAC and formal coordination mechanisms with them should also be established from the outset of the programme in order to maximize the advantage of this presence in administrative, management and substantive terms.
- (c) Such division of labour should be reflected in the checklist, which has the strength of a programme document and should be observed by all means. The checklist should reflect the requirement to use, to the extent possible, all the performance-enhancing and evidence-collection tools recommended earlier in this report: tools to gather information on users and electronic alerts for registered users about new thematic possibilities; pre-workshop electronic

discussion facilities and post-workshop virtual networking spaces; e-surveys to workshop participants both on-the-spot and post-delivery etc.

- (d) Training in the use of these tools should be provided to all concerned and brainstorming should be conducted whenever necessary on how to best organize team work in application of these tools. There should be more regular coordination meetings between DPPO and thematic divisions.
- (e) Building on the progress achieved in the area of programme performance monitoring through the ProTrack and IMDIS systems, management should take steps to use both instruments in monitoring how programmes/projects avail themselves of the above-mentioned electronic tools for evidence collection from the outset. Particular emphasis should be placed on reporting on results and indicators so that they can be used as practical tools to ensure that project management is kept on track.
- (f) In the early stages of programme implementation, all stakeholders involved (DPPO, thematic divisions and donor representatives) should agree on a common understanding of coordination processes and of the detailed content of deliverables expected. This could be done when establishing the workplan of a programme and its different components.
- (g) The evaluation culture of ECLAC should be further enhanced, for instance through broad dissemination of evaluation findings and the assessment in a collaborative manner of the implementation of recommendations at all levels.

Recommendation 12:

- (a) DPPO should ensure that the ProTrack platform captures on a continuous basis all the evidence collected from exit evaluation surveys and follow-up e-surveys completed by seminar and workshop participants as well as from e-surveys of the readership of publications. The results should be systematically processed and included in the progress and final reports presented to senior management and donors. The lessons learned from these surveys should be systematically fed back into future planning and into improving the modalities

of programme delivery. Such evidence should be continuously accumulated over the course of the programme life cycle and the progress in accumulating such evidence should be continuously monitored.

- (b) DPPO should establish a meaningful template for final reports on programme performance, including clear and decisive criteria with regard to the evidence of results, outcomes and impact that can be included in the report. The preparation of such a template could be carried out in coordination with donor representatives, or at least taking into account their requirements. The report should systematically include a summary description of the overall accomplishments of the programme as a whole, based on the indicators of achievement data collected during and near the end of project implementation, as well as an annex containing such evidence as number of downloads of publications, press communiqués and other visibility practices etc. DPPO senior staff should not sign off on any final report before they have properly certified that all requirements of the established template have been duly observed, so as to ensure the quality of the final report to donors.

Recommendation 13: The Management of ECLAC and DPPO should ensure that the use of all the above-mentioned tools in implementing technical cooperation programmes/projects should be regularly reviewed at senior management meetings and technical project coordination meetings. The minutes of such meetings should record the progress achieved in the use of modern ICT tools in different divisions/units, decisions taken, responsibilities assigned for implementation and relevant deadlines. This effort should be cascaded down the organizational hierarchy and buttressed by introducing an internal system of periodic reviews of compliance with the established reporting modalities and reflecting the outcomes in personal performance evaluations.

Recommendation 14:

- (a) The opportunity to provide policy advice in Colombia along the thematic areas of the ECLAC-SIDA programme is a crucial factor of the programme's sustainability. ECLAC should proactively explore this opportunity;
- (b) The idea of conducting, in partnership with UNDP, workshops on topics at the departmental and municipal level in Colombia should be given serious consideration, when relevant in the framework of the second phase of the ECLAC-SIDA programme to be implemented in 2010-2011;
- (c) ECLAC should engage more systematically as a neutral broker in organizing small, focused technical policy discussion groups that gather key stakeholders from government institutions, academia and other relevant counterparts to discuss policy issues in an open manner and from various perspectives;
- (d) Potential partnerships with other United Nations institutions (such as UNDP) should be explored more systematically at the national level to share knowledge and carry out technical cooperation activities in beneficiary countries;
- (e) The sustainability of the knowledge, achievements and results emerging from technical cooperation programmes should be systematically assessed and the opportunity to use them in future technical programmes should be systematically explored.

Recommendation 15: The suggestions from beneficiaries regarding technical cooperation follow-up should be compiled, analysed and factored into the fund-raising strategy of ECLAC and into ongoing and future activities and workplans of the thematic divisions financed with regular budget and extrabudgetary resources.

Recommendation 16: To ensure that the knowledge accumulated during the implementation of the ECLAC-SIDA programme does not fade away and to ensure its sustainability, ECLAC should create knowledge management networks (in the broad sense of the term) covering the programme's thematic areas to serve as a source for other cooperation programme initiatives.

ANNEX 2

ECLAC – SIDA COOPERATION PROGRAMME 2007-2008

”Enhancing Economic and Social Conditions
and Opportunities of Vulnerable Groups in
Latin America”



ECLAC – SIDA Cooperation Programme 2007-2008

CONTEXT

In the framework of its partnerships with governments and cooperation agencies, the United Nations Economic Commission for Latin and the Caribbean (ECLAC) has a long tradition of providing analysis and recommendations regarding economic and social policies promoting growth, equity and poverty reduction.

Since the 1990s, much of the work carried out by ECLAC has drawn significant attention to the need for designing economic and productive development policies which support growth stability, stronger equity and lead to poverty reduction among Latin American and Caribbean societies. ECLAC has progressively provided an integrated approach supporting the design of policies fostering economic and social development in open economies, including both domestic policy recommendations and assistance in tackling the effects of globalization. In recent years, ECLAC has also brought increasing research and support to governments of the region to address new issues such as the environment and sustainable management of natural resources.

In parallel, and in collaboration with other UN agencies in the region, ECLAC has recently started to lead the development of a series of initiatives to monitor the progress made in Latin America and the Caribbean towards attaining the Millennium Development Goals and assist countries in advancing towards such achievement.

Among its priorities, ECLAC currently places significant emphasis on social protection issues and policies, including poverty alleviation programmes such as conditional monetary transfers, and on supporting countries of the region in the reform processes of their social protection schemes. During the thirty-first Commission session, which is the decision-making intergovernmental conference of ECLAC with the participation of high-level government representatives from its member countries, which took place in Montevideo, Uruguay from 20 to 24 March 2006, this Regional Commission presented the document ***Shaping the future of Social Protection: access, financing and solidarity***, which proposed the creation of a new social covenant designed to build bridges between economic, social and cultural rights and the design of institutions and policies to make them more enforceable. The study analysed the region's situation in three areas related to social protection —health systems, pension systems and social programmes to combat poverty— and formulated proposals for reform.

Such endeavour benefited from the technical and financial support of the Swedish International Development Agency (SIDA) enabling to include very relevant lessons and best practices from the European Nordic social protection models, analyze and disseminate the possible applicability in the Latin America and Caribbean context.

PURPOSE OF THE PROGRAMME

The proposed programme between ECLAC and SIDA aims at strengthening the existing cooperation relationship by establishing a “strategic partnership” between both institutions. Such partnership will upgrade the nature of cooperation by shifting from the financing of individual projects to that of an integrated cooperation programme providing a multi-dimensional perspective to the analysis of these development issues in Latin America and generating greater impact both in terms of analysis and results.

The main purpose of the proposed programme, whose initial activities will be carried out during the period 2007-2008, is to devise policies and measures aimed at fostering poverty alleviation and strengthening social equity and welfare in Latin America and the Caribbean (LAC), in particular in poorer countries and among the most vulnerable groups of these societies.

This overall objective will be achieved through:

- Promoting Policy-reform regarding social equity and poverty alleviation,
- Fostering Capacity Building through dialogue and exchange of experiences among countries of the region and with European Nordic countries,
- Disseminating “good practices” with particular emphasis on relevant experiences from European Nordic countries which may be adapted to the Latin American reality.

PROPOSED AREAS OF FOCUS FOR 2007-2008

According to the above-mentioned information and considering SIDA's priority interests in Latin America, ECLAC proposes to structure the overall programme during 2007-2008 around four core areas and to include a fifth component as an "open fund", as follows:

- Fiscal responsibility and social protection including conditional transfers and Poverty Reduction Strategies (PRS)
- Labour market policies and vulnerable groups
- Social cohesion policies and vulnerable groups
- The role of the financial sector in favour of equity, poverty reduction and growth
- "Open fund" for innovative activities.

A detailed proposal of the content of each of these components is provided in the following pages. ECLAC will concentrate the present programme's activities in the Swedish cooperation's priority countries, the poorer in Latin America: Honduras, Guatemala, Nicaragua, Colombia and Bolivia. The more developed countries from Latin America will also be associated to the activities of the programme in particular through the incorporation of selected experience and good practices that may provide relevant lessons for poorer countries.

TOOLS FOR INTERVENTION

In order to achieve these goals, and building on ECLAC's traditional strengths and know-how, the following tools for intervention will be used:

- Generating knowledge, analysis and applied research in the core thematic areas of the programme;
- Organizing seminars and conferences serving as forums for discussion, consensus building and decision-making;
- Implementing technical workshops and training courses involving policy-makers and other relevant actors from the region as well as representatives from other regions and international institutions when appropriate;
- Creating and supporting networks among policymakers and civil society representatives to stimulate debate and share information and good practices;
- Providing technical assistance and advisory services to governments of selected countries of the region at national or sub-national level and to other relevant institutions from the public or private sectors;
- Promoting advocacy;
- Promoting South-South cooperation;
- Producing reliable statistics, indicators and developing methodologies for their production;
- Disseminating main findings and recommendations through publications, research papers, internet-based information, press releases etc.

IMPLEMENTATION AND COORDINATION

The implementation period of the ECLAC – SIDA Cooperation Programme will be of 30 months with a tentative starting date during the second semester of 2007. The components described in the present document will be implemented during the first year of execution of the Programme. Extensions of the implementation periods of one or several components may be requested if appropriate.

The implementation of each component of the Cooperation Programme will be coordinated by the substantive divisions of ECLAC most directly related to its thematic area. During implementation, the Programme will include the secondment in ECLAC premises of a senior SIDA officer with experience from development issues in Latin America, in particular in the social field, and knowledge of similar processes from the Nordic countries that may be relevant to the Latin American context. The seconded officer will coordinate the activities of the programme on behalf of SIDA. He will in particular ensure that synergies between the Programme's activities and other existing efforts of the Swedish Cooperation in Latin America are established, for instance by facilitating contacts between ECLAC and SIDA's national offices in Latin America. These offices may in turn facilitate contacts with national authorities, civil society representatives or other relevant actors including UN agencies as appropriate. These offices may also be a key factor to facilitate the sustainability of the present Programme by following up the results and impacts it developed within SIDA's future bilateral technical cooperation activities, once the Programme is completed.

The management of all stages of the programme's life cycle will be coordinated by ECLAC's Programme Planning and Operations Division (PPOD), which centralizes this process for all the institution's technical cooperation activities. As ECLAC implements a series of programmes and projects in partnership with bilateral and multilateral cooperation partners, PPOD will ensure that synergies between the present programme's activities and that of other endeavours are maximized and that overlapping is avoided. In particular, given SIDA's interest in focusing in five priority countries (Honduras, Guatemala, Nicaragua, Colombia and Bolivia), ECLAC will make efforts to include those countries in its other on-going projects or programmes whose thematic areas are similar in order to maximize synergies. The planning, monitoring and evaluation exercises carried out during the programme's implementation period will therefore place emphasis on systematically identifying synergies with other programmes or projects in execution. For instance, regular coordination meetings between SIDA's representative seconded in ECLAC, the relevant Programme component managers from ECLAC's substantive divisions and, if necessary, representatives from other relevant cooperation institutions will be set up.

The cooperation partnership currently in place between ECLAC and German Government through its Federal Ministry of Cooperation and Development (BMZ in its German acronym) may in particular provide synergies to the ECLAC – SIDA Cooperation Programme as both its implementation modalities and its thematic priority areas will enable those two Programmes to establish complementarities. The Cooperation Programme *Towards a Fair and Equitable Globalization* currently in execution between ECLAC and BMZ has initiated its activities at the end of 2006 and will continue until December 2008.

This ECLAC-SIDA Programme will also complement other ECLAC's interventions in the region with the financing of other donors, such as the following:

The project "Hunger, Malnutrition and Food Insecurity in Latin America and the Caribbean", currently implemented with financing from the World Food Programme (WFP), already enabled the publication of three reports providing in-depth analysis on the relation between malnutrition, hunger and poverty in the three following sub-regions: Central America, the Andean countries and Paraguay, and the Caribbean region. Under this project, ECLAC is now developing methodologies to provide governments or relevant public institutions the tools to estimate the "cost of hunger" at a national level. ECLAC plans to provide training and technical assistance to the countries of the three above-mentioned sub-regions in order to use these instruments for evaluation and decision-making related to public policies in the area of hunger and poverty reduction.

ECLAC also implements a project aimed at monitoring the progress of Latin American and Caribbean countries towards the Achievement of the First Millennium Development Goal —poverty reduction— with financing from the Spanish International Cooperation Agency (AEI by its Spanish acronym). The project will enable to establish a methodological framework to monitor progress at country level towards reaching this goal and disaggregate the results among different social, ethnical or gender groups. Moreover, through a UN funded project, ECLAC focuses on a broader monitoring of the progress towards achieving the MDGs by analyzing the impact of national social programmes with particular emphasis on conditional cash transfers.

More detailed information about complementarities is included in each of the programme components described below.

MAINSTREAMING OF GENDER ISSUES

ECLAC will ensure mainstreaming of gender issues throughout the different components of the present programme. In order to achieve this, the Women and Development Unit of ECLAC will be involved for instance through their participation in selected activities and by ensuring that gender issues are taken into consideration at every stage of programme implementation. As mentioned in the detailed description of the components, the activities to be developed under components 1 and 3 of this programme will also take into consideration previous work carried out by the Women and Development Unit which provides specific gender perspective and inputs in the areas of social protection and labour market development issues.

RISK ANALYSIS AND MANAGEMENT

ECLAC has identified various risks that may be faced by the present Programme in achieving its purpose and expected results. In general, economic and political stability in the region and in the beneficiary countries of the programme in particular, is considered a basic condition. More specifically, in order to achieve the planned expected accomplishments, ECLAC considers it of utmost importance that participating countries maintain a high level of interest and ensure cooperation from the targeted groups and institutions from both government and civil society. ECLAC will rely on its stable and long-lasting institutional relationship with governments of the region, at national and/or sub-national levels, to secure their commitment and focus on their specific priorities in the areas of work of the programme. In parallel, it will also build on its traditional bonds with civil society representatives and keep its position as a neutral broker in the region to include their participation. Such approach will strengthen the enabling environment for targeted groups to articulate new policy recommendations, to actively participate in the programme's activities and maintain their interest throughout the programme execution. Finally, in selected areas of work, ECLAC will require the availability of the most reliable information and data (for instance regarding employment and the informal sector). In this respect, the traditional partnership between ECLAC and National Statistics Offices, in the less advanced countries of the region in particular, will contribute to reduce risk. These risks and assumptions are mentioned in the Logical Framework Matrix of the Programme (please refer to pages 30 and 31).

FINANCIAL CONTRIBUTIONS

The Programme's implementation will be co-financed by ECLAC and SIDA. ECLAC's contribution will be in-kind through the staff time dedicated to the Programme implementation by its most relevant experts in the different thematic areas of the Programme at director, senior and junior levels, that of secretarial support, publication and conference services. SIDA's financial contribution will be used to carry out the agreed activities and cover expenses related to the implementation of the Programme as established in the financial agreement between SIDA and ECLAC. A detailed description of both contributions is provided for each of the proposed Programme components.

EVALUATION

The United Nations system attaches greater importance to the periodical monitoring and result-based evaluation of its programmes and projects with an emphasis on impact of the programme/project intervention at the beneficiary level and it is currently taking steps to strengthen this policy. In this context, ECLAC is placing strong emphasis on enhancing its monitoring and evaluation system and practices regarding both its regular programme of work and technical cooperation activities within the Secretariat as well as with development cooperation partners such as SIDA. For instance, ECLAC management took a decision to make evaluation activities as management priority and to carry out mid-term evaluation of selected programmes and projects more frequently. ECLAC is also developing new evaluation tools including the use of results- and impact oriented evaluation surveys to assess the achievements of technical cooperation activities at the beneficiary level. These survey results are analysed and reported to our stakeholders such as governments, civil

society or NGOs, etc which are direct and/or indirect beneficiaries of development cooperation activities of ECLAC so that its cooperation activities could better meet the needs and demands of the developing member countries in the Region. Their feedbacks are subsequently processed in the Secretariat as sources of verification for measuring the achievements of our cooperation activities.

The ECLAC-SIDA Programme will fully benefit from these evaluation exercises which are planned as follows:

- A mid-term evaluation will be carried out 18 months after the initiation of the Programme's activities (tentatively scheduled during the second semester of 2008). Such exercise will enable ECLAC, together with SIDA, to assess the progress made towards planned objectives and to modify the objectives and realign the activities if deemed appropriate. It will also provide relevant inputs for the planning of future activities. The costs of this joint evaluation will be incorporated in the SIDA contribution as integral part of the Programme.
- A terminal evaluation of the Programme will be carried out at the end of its completion to assess the overall implementation and achievements of the Programme. This evaluation will also be financed from the SIDA contribution.

COMPONENT 1:

Fiscal responsibility and social protection in poorer countries Including Conditional Transfers and Poverty Reduction Strategies

BACKGROUND

Economic performance in Latin America has not been able to create quality employment for all the labour forces and there exist important lags in human capital investment. The region's high level of poverty and inequality interacts with pluri-cultural, pluri-ethnic population endowments and with productive and labour market heterogeneities. There is evidence of limited access to educational and employment opportunities, as well as to financial assets thus creating important forces for the transmission of poverty and inequality from generation to generation. The region is characterized by a truncated citizenship where racial, gender, ethnic and cultural differences recreate hierarchies and economic opportunities. To overcome the obstacles that limit advances towards an effective citizenship, there is a need to reformulate and implement public policies to strengthen social protection for a sustained period.

In its recent publication *“Social Cohesion: Inclusion and feeling of belonging in Latin America and the Caribbean”*, which was financed with resources of the Spanish International Cooperation Agency (AECI by its Spanish acronym) and the recently created Iberoamerican General Secretariat (SEGIB by its Spanish acronym), ECLAC underlines the fact that social protection is a basic pillar of social cohesion as it should aim at extending to all citizens an adequate access to services that reduce vulnerability and improve life conditions. Social protection should therefore enable to institutionalize solidarity and care mechanisms.

Since social protection involves family, market and government efforts against health, aging and employment risks, we should enhance public awareness of the fact that the persistence of cultural, ethnic and economic heterogeneity creates a non-random distribution of social risks, and there is an increasing need to develop mechanisms that allow all citizens to confront those risks within their particular context. Social protection systems face the challenge to implement solidarity in their finance in order to achieve universality, given a rapid aging of their population, the persistence of segmentation in the labour markets and the predominance of exclusive contributory financing mechanisms. The gap between the number of dependants per formal worker and the number of actually covered dependants per formal worker is used by ECLAC as a proxy for the social protection deficit based on the welfare state deficit. All the political, economic and social actors need to complement government efforts to protect their vulnerable citizens against the risks of aging without pension and public health care, health, malnutrition, hunger, poverty, unemployment and underemployment. Cultural and institutional factors should be taken into account to combine family, market and governmental efforts for the improvement of coverage against social risks.

In its latest institutional publication, *“Shaping the future of social protection: access, finance and solidarity”*, ECLAC questions the traditional social contract under which rights and obligations to social protection are designed. It states that agreement based on labour contract is experiencing constraint because it assumes formal stable jobs, and

stable bi-parental families. Contracts signed by household heads would protect the individual worker and his/her family. Under these contracts, social protections coverage in Latin America has been traditionally low, and due to recent changes in the labour market and family structures it has been further reduced. ECLAC estimates that 4 out of 10 citizens are covered by social protection in Latin America. New schemes which have moved towards defined contribution models have not created the necessary incentives yet, and have, on the contrary, lost solidarity in the attempt.

Moreover, in its publication *“Pensions Systems in Latin America: a Gender Analysis”*, which is the result of the project Gender impact in pension reforms in Latin America financed with resources of the Government of the Netherlands, ECLAC highlights the fact that pension systems based on individual capitalization are not neutral in terms of gender. ECLAC therefore strongly supports the development of public debate and policy measures in order to foster greater gender equity in the reforms of the region’s social protection systems.

ECLAC proposes that the social contract under which social protection is designed should be revised and suggests advancing towards a rights-based approach by way of four stages:

- Defining explicit, eligible and guaranteed social protection rights;
- Strengthening the non-contributive sources of financing as a key element for social cohesion and poverty alleviation;
- Designing the appropriate institutional framework to finance and provide the services and regulate the system;
- Appraising the impact of poverty alleviation measures and, if present, of Poverty Reduction Strategies (PRS) in achieving these objectives.

It is important in this approach to link the imaginary universal access to social protection rights by addressing present constraints and in particular budget constraints of both the contributory and non-contributory subsystems and elaborate on possible flexible ways of gradual expansion of such universal schemes.

The Nordic model has various experiences with different designs that tend to cover contributory and non-contributory benefits and incorporate solidarity finance in the process. There are a large variety of designs in Latin America that are trying to solve this dilemma. But on the whole, they have failed to incorporate appropriate solidarity finance mechanisms, and thus have ended in “cream skimming” the access to social protection benefits. Reversing this trend is a major component of the agenda of the majority of governments in the region. To enforce the solidarity and equity lessons from the Nordic model, this component will review the design and impact of PRS and of conditional transfers in the selected countries.

ECLAC ACTIVITIES IN THIS AREA

The institutional document *“Shaping the Future of Social Protection: Access, Financing and Solidarity”* already mentioned was presented in the framework of ECLAC’s XXXI Period of Sessions in Montevideo (20-24 March 2006), the Commission’s most important decision-making inter-governmental conference counting on all its Member States. Such event enabled the Commission to lay down reliable basis in terms of policy proposals on which ECLAC has developed various initiatives, including projects, technical

assistance or focused seminars and workshops. The project “Inclusion of the European ‘Nordic Model’ in the debate concerning Reform of Social Protection Schemes in Latin America and the Caribbean”, currently implemented by ECLAC with the support of the Swedish cooperation, is part of this endeavour. In the first place, it enabled the Secretariat to generate relevant inputs for ECLAC’s institutional document, for instance by analyzing good practices from the Nordic model and their applicability in Latin America. Moreover, it also led to the development of concrete proposals concerning which reforms should be considered in specific regional or national contexts, raising significant interest among policy-makers of the region over the potential benefits of implementing a more universal social protection model. Various countries (Argentina, Brazil, Chile, Dominican Republic, and Uruguay) have already received assistance from ECLAC on this subject in the framework of the project, either in the form of national seminars, workshop or technical assistance on social protection system’s reforms. The methodology used in these cases and the lessons learned will provide useful inputs to address the priority countries of this component.

Finally, under the existing Cooperation Programme between ECLAC and German Cooperation, the Component “Fiscal policies towards greater equity” aims at supporting the creation of fiscal covenant in selected countries of the region (tentatively Bolivia, Costa Rica and Argentina). Such covenant implies reaching sustainable and equitable tax systems on the basis of an improvement of the personal income and property taxes. The activities to be developed should provide synergies with the present component.

OBJECTIVE

General objective

To strengthen the capacity of governments of the region to develop comprehensive social protection systems, given their particular cultural, ethnical and economic context. It specifically aims at supporting the governments of Bolivia, Colombia, Guatemala, Honduras and Nicaragua in defining and implementing social protection public policy instruments adapted to their country specificities and, for the poorer countries, within the framework of their PRS.

Specific objectives

1. Incorporation of good practices from other developed or developing countries in the policy-making processes for design and implementation of social protection reforms in the above-mentioned five countries.
2. Creation of a mechanism for exchange of views and experiences about good practices and lessons learned among country representatives in the field of social protection.

EXPECTED RESULTS

1. National authorities and relevant civil society stakeholders from the five selected countries have strengthened dialogue and technical capacity in the field of social protection reforms and request for further technical assistance for their development have been received by ECLAC.

2. Targeted beneficiaries have strengthened their capacity of formulation and/or implementation of social protection policies and instruments thanks to recommendations from ECLAC-SIDA technical assistance.
3. The basis for the development of a network of policy makers and civil society stakeholders for discussion and monitoring on advances of social protection reforms is set among the five selected countries.

ACTIVITIES

1. Research activities
2. Organization of five national seminars on social protection with government representatives and other relevant partners from civil society in each of the selected countries to discuss and debate country priorities in social protection.
3. Preparation and implementation of technical advisory services in each selected country on a selected social protection issue.
4. Organization of an international seminar to present results and findings thereon and establish collaboration agreement for follow-up with the five selected countries.

INDICATORS

1. In at least four countries, participants from governments and civil society in national seminars have received policy recommendation and expressed satisfaction on the quality of discussion on specific social protection issues and priorities.
2. In at least four countries, beneficiaries have expressed satisfaction with technical assistance received and taken recommendations into consideration in the formulation of their policies and development of policy tools.
3. National representatives of at least four countries participate in an international seminar and commit themselves to mutual collaboration agreement and networking.

SOURCES OF VERIFICATION

- Evaluation surveys with the beneficiaries of the component;
- Lists of participants to component's activities;
- Official documents from national authorities and governments (letters, etc.);
- Data on dissemination of the component's products (statistical data from website, and publications);
- Policies, legislations and institutions adopted or created
- Other data.

BUDGET (in US\$)

Item	SIDA Contribution	ECLAC contribution (in-kind)
Senior technical advisor for supervision and coordination		32 000
Social affair officer		40 000
Consultants and research assistants (5 papers)	60 000	
Office and conference facilities		6 000
Secretarial support		12 000
Missions	27 000	
National workshops	40 000	
International Seminar	27 000	4 000
Publication costs	10 000	4 000
Sundry	2 140	2 000
Evaluation costs	2 000	
Sub-total	168 140	104 000
Administrative support cost (13%)	21 860	
Total	190 000	104 000

COMPONENT 2

Labour market policies and vulnerable groups

BACKGROUND

In Latin America and the Caribbean, household surveys show that income generated from labour represents more than 80% of total family income. This share is even higher in the case of the poorest segments of society, whose workers are mostly engaged in informal sector with low-productivity. Among the most vulnerable, women and young people are the main population groups that show persistently worse than average labour market indicators. In this context, ECLAC considers that three elements are essential for poverty reduction strategies related to labour market:

- An increase in labour productivity in the informal sector, which is closely related to its gradual formalization so as to extend social and labour rights to informal workers;
- Improved integration of young people into the labour market;
- A better compatibility between household work and labour force participation of its members in economically active ages. In addition, increases in household income per capita will be affected by changes in family structures as they shape the relationship between the economically dependent and the economically active.

ECLAC notes that various recent trends have shown the change of the direct determinants of household income:

- During the eighties, nineties and the first years of the present decade, the informal sector participation in urban employment increased, thus tending to augment this sector's absolute and relative income.
- In spite of increasing levels of education, young people do not seem to benefit greatly from current trends on the demand side (technological change, sector restructuring, increasingly flexible contractual arrangements) that supposedly strengthen their relative position on the labour market. High levels of unemployment and scarce job opportunities in the formal sector affect their possibilities for upward trajectories in the labour market, with negative consequences for themselves and their countries' socio-economic development.
- The labour-market participation of poor women has increased recently. However, female labour force participation, especially for low-skilled women is still limited by incompatibilities between the roles at household and in labour market, and once incorporated active in the labour market, frequently they have to face disadvantages caused by prejudice and discrimination against women.

The Nordic model offers important experiences and lessons of labour market policies that address these issues at the different stages of economic development, where a fundamental element is the successful integration of low-skilled workers, women and young people into the labour market. The Nordic experience also shows successful outcomes in transforming their economies without large social disruptions thanks to sound dialogue between government institutions, labour unions and entrepreneur organizations.

ECLAC ACTIVITIES IN THIS AREA

Under its subprogramme 3: Macroeconomic Policies and Growth, ECLAC has been supporting countries of the region in enhancing their capacity to adapt labour market policies to specific vulnerable groups, with a view to diffusing economic growth in different social groups and to strengthening social cohesion. Among other activities, ECLAC has developed and carried out, with the support of the German cooperation, the project 'Integration of Young people into the Labour Market' in 2003-2005. This project gathered policy-makers and members of the private sector in Chile, Ecuador, El Salvador, Paraguay and Peru to define gender-oriented policy proposals with a view to creating the conditions required for improved access to the labour market for young people. Its findings will provide useful inputs to this component, especially regarding the analysis of policies focused on the labour market integration of vulnerable groups.

In the framework of the project Gender-Oriented Labour Market Policy implemented by ECLAC with the financing of Federal Ministry of Cooperation and Development of Germany (BMZ), ECLAC supported the development of gender-oriented labour market policies in selected countries of the region. It also contributed to strengthen the capacity of gender institutions' to dialogue and negotiate in issues related to labour market policies. Finally, during 2007, ECLAC and the Spanish International Cooperation Agency (AECI by its Spanish acronym) foresee to initiate the activities of a Cooperation Programme in which one component will support selected governments of the region in the design and implementation of balanced labour market policies or reforms aimed at combining flexibility with protection of workers.

OBJECTIVE

Strengthen Latin American governments' ability to design and implement labour market instruments and policies aiming at improving the integration of highly vulnerable groups - urban poor from the informal sector, youth and women (mainly low-skilled) - into the labour markets. The component will focus on the following priority countries: Bolivia, Colombia, Guatemala, Honduras and Nicaragua. Good practices both from other Latin American countries and from Nordic countries' in reaching broad agreements between main social actors in the labour market and in integrating youth, women or other marginalized groups will be emphasized.

EXPECTED RESULTS

1. Government policy-makers and other relevant actors from civil society in the area of labour policies in selected countries have improved their knowledge and capacity to foster a gradual formalization of informal activities.
2. Authorities from selected countries of the region have strengthened their capacity to design and implement policies and tools fostering the productive integration of youth and women (mainly low-skilled) into the labour markets.

ACTIVITIES

- 1.1. Data processing and analysis of household survey data on working poor, and labour market integration in poor households in the following countries: Bolivia, Colombia, Guatemala, Honduras and Nicaragua. Such analysis will raise the knowledge of decision makers and civil society stake-holders about the individual and household characteristics of the working poor, as well as about the information related to the characteristics and dynamics of their labour market integration in these five countries.
- 1.2. Elaboration of a study focusing on mechanisms (especially incentives) to formalize informal firms in three selected countries (presumably Guatemala, Honduras and Nicaragua). The study will be carried out by an international consultant.
- 1.3. Technical assistance: Three national training workshops for public and private sector representatives about good practices regarding the gradual formalization of informal activities and its impact on the quality of employment in the informal sector (in the three selected countries).
- 2.1. Data processing and analysis of household survey data on the integration of youth and (mainly low-skilled) women into the labour markets in the following countries: Bolivia, Colombia, Guatemala, Honduras and Nicaragua. Such analysis will improve the knowledge among the decision-makers and other stake-holders about the characteristics and dynamics of the integration of these vulnerable groups into the labour market.
- 2.2. Studies regarding national policies for integration of youth and (especially low-skilled) women into the labour market in the following countries: Bolivia, Colombia, Guatemala, Honduras and Nicaragua. These studies will be carried out by national consultants.
- 2.3. Study about policies on integration of low-skilled (including women, migrants, and youth) into the labour market in the Nordic countries. This study will be carried out by an expert from a Nordic country to provide good practices from the Nordic experience available in Latin America and also taking into consideration good practices from the region.
- 3.1. Common activities: one national seminar in each of the selected countries on the integration of vulnerable groups into the labour market, directed to the public and private sector, academics, NGOs and general public.

INDICATORS OF ACHIEVEMENT

1. In at least two countries, public and private sector representatives have received information on formalization of informal activities and discussed the implementation of related policy instruments.
2. In at least four countries, policy-makers and other relevant actors have received and discussed policy options and tools developed by the component and expressed satisfaction on their usefulness for the improvement of the integration of vulnerable groups into the labour market.

SOURCES OF VERIFICATION

- Evaluation surveys with the beneficiaries of the component;
- Lists of participants / participating institutions to component's activities;
- Official documents from national authorities and governments (letters, etc.);
- Data on dissemination of the component's products (statistical data from website, and publications).

BUDGET (in US\$)

Item	SIDA Contribution	ECLAC Contribution (in-kind)
Experts for orientation and supervision		24 000
Economic Affairs Officer		48 000
Consultants for development of four research studies	75 000	
Research assistants for data processing and literature survey	22 500	
Secretarial Support		12 000
Missions	22 000	
Seminars/Workshops	36 000	
Equipment		6 000
Publications	10 000	8 000
Miscellaneous	640	2 000
Evaluation costs	2 000	
Sub-total	168 140	100 000
Administrative support costs (13%)	21 860	
Total	190 000	100 000

COMPONENT 3

Social Cohesion Policies

BACKGROUND

Although growth figures for the Latin American region have displayed a significant recovery over the past four years, mainly benefiting from the continuous growth experienced by the world economy and the rise in the price of natural resources, Latin America and the Caribbean remains the most unequal region in the world in terms of income distribution. Extreme poverty has been reduced overall, but the gap has widened between social groups who take part in the economic growth and those who are left in the margin of the process. The idea that economic growth should be more linked to public policies aiming at reducing social inequalities has been emphasized over the past decade, because it is not only morally supported, but also it is the only way to ensure democratic stability and sustainable economic development on the long run.

European countries, and in particular Nordic countries, are pioneers in giving social cohesion the priority it deserves. In 1997, on the occasion of a meeting of the European Council, the Heads of States of the participating countries defined social cohesion as a required complement to the protection of Human Rights. This position was strengthened in 2000, when in a special meeting in Lisbon the European Council adopted the joint reinforcement of employment, economic reform and social cohesion as a new strategic objective of the European Union. The rising importance given to this concept led to the initiation of a new frontier of cooperation between European countries and Latin American and Caribbean countries, focused on social cohesion. During the European Union – Latin American and the Caribbean Summits of Guadalajara in 2004 and Vienna in 2006, the idea of social cohesion was one of the main topics discussed by Heads of States of both regions, making it an essential pillar for upcoming joint activities.

In Latin America and the Caribbean, the issue of social cohesion ought to be addressed with urgency, as many countries of the region display high crime figures, along with repeated civil protests and public manifestation of dissent. This is especially the case for the countries considered by this component: Bolivia, Colombia, Guatemala, Honduras and Nicaragua. Each of them is characterized by an increasing division of society into independent and often adversary social groups, and by a weakening of democracy and public institutions.

To tackle this process, local policymakers will be able to benefit from the experience gathered by European public policies in the area, but addressing social cohesion in these countries requires an additional effort since, in comparison with Europe, its determinants are more exclusively rooted in poverty, income inequalities and social exclusion. In four of the five countries considered, poverty concerns more than 50% of the whole population (it accounts for 47% in Colombia). Moreover, in each country the percentage of indigent people is above 20% of the whole population. Although these determinants are partly based on economic dysfunctions that can be dealt with on a wider scale and with a somewhat universal approach, they also convey local characteristics. As a consequence, social cohesion policy recommendations will require taking into consideration the socio-economic specificities of each country.

ECLAC ACTIVITIES IN THIS AREA

In the course of the activities implemented under its subprogramme 4: Social development and equity, ECLAC has placed emphasis on social cohesion issues. In 2004, the high-level regional seminar “Regional Integration and Social Cohesion” was organized in Mexico with the support of the European Union. It gathered policy-makers and academics from Europe and Latin America to discuss the issue of social cohesion in the framework of regional integration processes.

Given the very limited basis and substantive analysis regarding the specific dimensions of social cohesion in Latin America and the Caribbean, ECLAC progressively sets social cohesion as a priority thematic area for analysis. ECLAC is a member of the Steering Committee of the European Union’s Regional Programme EUROsociAL, along with IADB, UNDP and the European Commission. Within this framework ECLAC initiated the project “Social Cohesion: Towards the construction of social cohesion indicators”, through which ECLAC contributes to the design of methodological tools for countries of the region to build sound, low-cost and regionally standardized indicators to assess the state of social cohesion and its evolution. It has also initiated the preparation of a database founded on those indicators, defining the relevant methodology and starting to compile historical time-series indicators of 18 countries of the region. The findings of this project will provide this component with a concrete instrument to compare and evaluate social policies.

In 2006, a regional seminar was organized in Panama, which enabled ECLAC to issue the publication “Social Cohesion in Latin America and the Caribbean: a necessary revision of its dimensions”. Deepening this analytical work, ECLAC carried out a thorough analysis of social cohesion issues in the region which culminated with release the high-profile publication “***Social Cohesion: Inclusion and feeling of belonging in Latin America and the Caribbean***” in early 2007, with financial support from the Spanish International Cooperation Agency (AECI) and the Ibero-American General Secretariat (SEGIB). Such publication will raise interest of policymakers and counterparts in the area of social policies, and will provide this component of the ECLAC-SIDA Programme with an elaborated theoretical basis to foster debate in the region and set up specific analytical framework at national level with a focus on the countries of the Programme.

In addition, a series of planned events in 2007 will give increased visibility to the activities of the present component, and allow for possible and useful synergies. In June 2007, an international seminar on Social Cohesion will take place in Madrid, with the participation of high-level representatives of Latin American countries, Spain and other European countries as well as International Organizations. At the beginning of the second semester of 2007, four sub-regional seminars are planned in Latin America to gather policymakers and experts to assess and discuss the state of social cohesion with a focus on different sub-regions. Representatives of Andean countries will meet for a seminar in Colombia in July, and in August three seminars will be carried out in Mexico, Brazil and Venezuela. These events will be highly beneficial for the implementation of this component. In particular the seminars in Colombia and Mexico will raise the interest of experts and policy-makers on the issue of social cohesion, and will provide reliable ground to implement the envisaged workshops in Bolivia, Colombia, Guatemala, Honduras and Nicaragua.

Finally, the annual Ibero-American Summit, which will take place in Chile on 8-10 November 2007, will focus on the theme of Social Cohesion. This event will provide exceptional visibility to the component, as the Summit is attended by the Heads of State or Heads of Government of 22 Spanish and Portuguese-speaking countries from Iberoamerica.

PROPOSED EMPHASIS

European Nordic societies have endorsed a model that is not only economically effective, but also has enabled different social groups integrated into a single and democratic social scheme. Building upon the recent activities undertaken by ECLAC, which allowed for the crystallisation of the concept of social cohesion in the Latin American and Caribbean context, this component will seek to define what best practices of the Nordic model in the area of social cohesion can be translated in the region. In particular, it will focus on the experiences of north-European societies to integrate economically vulnerable groups into society.

OBJECTIVE

The objective of this component is to enhance the importance given to social cohesion policies among policymakers of the region and provide them with relevant and possibly adaptable experiences from Nordic countries and other Latin American countries in this area. It specifically aims at supporting the governments of Bolivia, Colombia, Guatemala, Honduras and Nicaragua in defining and implementing public policy instruments adapted to their country specificities to improve the level of social cohesion.

EXPECTED RESULTS

1. National authorities and relevant civil society stakeholders from the five selected countries have strengthened their dialogue and knowledge in the field of social cohesion and demand further technical assistance for its development.
2. Selected beneficiaries have strengthened the formulation and/ or implementation of social cohesion policies and instruments thanks to recommendations from technical assistance provided by ECLAC-SIDA.

ACTIVITIES

1. Regional technical workshop on social cohesion with emphasis on the analysis of the Nordic social cohesion policies and their applicability in selected regional or national contexts, as well as on good practices from Latin America.
2. Five national workshops are conducted in the selected countries gathering national policymakers, regional experts and relevant civil society stakeholders, to present and discuss social cohesion issues, good practices in this area with specific emphasis on goods practices from the Latin America and Nordic countries, and set an agenda for specific policy reform in this area and to debate the institutional architecture for the design and implementation of public policies aiming at social cohesion, with a focus on poverty and/or income inequalities.

3. Five national technical assistance frameworks will be developed in each of the selected countries, including a specific case study evaluating the local state of social cohesion and providing recommendations of public policies fostering social cohesion.
4. The case studies, along with an analytical assessment of the component's tasks will be compiled into a publication on social cohesion, to be diffused among the main policymakers of the considered countries and of the region.

INDICATORS OF ACHIEVEMENT

The following indicators will be used to measure the extent to which the project objectives have been achieved:

1. In at least four countries of the region, recommendations concerning social cohesion policies have been received and discussed by policymakers and other relevant actors and they expressed satisfaction with quality of proposals.
2. In at least three countries of the region, national authorities are incorporating recommendations made by ECLAC-SIDA in their policy-making process and expressed satisfaction with technical assistance received.
3. At least two countries that are not considered by the present component express interest in the Programme and request SIDA-ECLAC to assist them on the subject of social cohesion.

SOURCES OF VERIFICATION

- Evaluation surveys with the beneficiaries of the component;
- Lists of participants/participating institutions to component's activities;
- Official documents from national authorities and governments (letters, etc.);
- Data on dissemination of the component's products (statistical data from website, and publications);
- Other data.

BUDGET (in US\$)

Item	SIDA Contribution	ECLAC Contribution (in-kind)
Experts for orientation and supervision		24 000
Social Affairs Officers		60 000
Consultants for development of research studies and technical assistance	70 000	
Secretarial Support		12 000
Missions	30 000	
Seminars/Workshops	52 000	
Equipment		12 000
Publications	13 000	4 000
Miscellaneous	1 140	2 000
Evaluation costs	2 000	
Sub-total	168 140	120 000
Administrative support costs (13%)	21 860	
Total	190 000	120 000

COMPONENT 4**The role of the financial sector to favour equity, poverty reduction and growth****BACKGROUND**

Economies of Latin America and the Caribbean need to simultaneously boost economic growth and move towards improvements in equity and social inclusion. This is reflected in the fact that together with growth dynamics, social issues are gaining importance in the policy agenda of countries of the region. In order to improve equity, from a medium and long term perspective, social protection schemes must be complemented with policies and instruments aiming to enhance productivity growth in the economies, especially in the informal sector of the economies and to provide opportunities for the poor. There is ample evidence that better access to financial markets has a strong impact on productivity improvement in small and medium firms which are responsible for a significant proportion of employment creation and hence might have important effects on social protection coverage.

Unfortunately, financial markets in the region are highly segmented and access to financial resources to finance working capital and investment is limited for a large part of population and productive sectors, particularly for micro and small firms which are usually located in low productivity sectors. Financial markets not only have problems in generating and allocating credits but are also characterized by an undersupply of financial services. Micro and small enterprises do not only face credit crunch but also higher interest rates which imply higher financial cost. The same situation is faced by poorest sectors when they try to access credit and other financial services for smoothing consumption and education.

The most recent empirical evidence, together with common wisdom, shows that access to financial services play a key role in poverty reduction. The access to either credit for consumption or for productive purposes has become an important vehicle of capital accumulation (both physical and human) for the poor. Some preliminary and innovative experiences in countries of the region underline that when poor people benefit from access to health insurance related to productive financing, the probabilities of being successful in productive activities increase significantly. Finally, credit for education purposes has a significant impact on the development of human capital in the most vulnerable social sectors.

Microfinance experiences in the region have proved to be a very successful way of extending access to credit and financial services to poorer groups of society. Traditionally microfinance has been concentrated in NGOs. Recently, an increasing number of countries have incorporated formal banking institutions in the provision of financial services to poor people and micro enterprises.

One of the key challenges in the region is how to move into a formalization of the microfinance institutions so they can relate with the financial markets to obtain resources and do not depend solely on donors resources. This has paved the way both for NGOs to initiate an upgrading process towards becoming financial institutions within the formal sector and for the banking sector to initiate a downgrading process to get closer to the

microfinance sector. The way micro finance institutions relate with commercial banks or developing banks is a crucial issue for the future of microfinance in the region. Some countries are beginning to look for ways of creating and strengthening the relationship between microfinance institutions and formal banks either public or private.

EXISTING ECLAC ACTIVITIES IN THIS AREA

Following the Monterrey Conference, ECLAC, has carried out different projects analyzing the relationship between financial systems, institutions and instruments and the availability of savings to finance capital formation. These projects include: a) Strengthening the Role of Regional and National Financial Institutions for Sustainable Social Development; b) Support for a Global Consultation on Development Financing (with UNDP); c) Domestic Management of Volatility and Financial Globalization (with the Ford Foundation); and d) Regional Aspects of Development Financing (with IABD).

In collaboration with German Cooperation, ECLAC undertook various projects focusing on these issues. The project “Strengthening the Role of Regional and National Financial Institutions for Sustainable Social Development”, implemented during the period 2004-2006, aimed at improving and stabilizing access to financial resources, especially for micro and small enterprises, by fostering greater coordination between development banks and multilateral financial institutions and proposing innovative financial instruments. Additionally, the project enabled to create networks of experts to strengthen financing capacity in countries of the region placing emphasis on national development banks and their capacity to generate innovative financial tools for development and at strengthening the capacity of regional reserve funds.

In 2007, under the project “The Role of Regional Financial Arrangements”, financed by the Ford foundation, ECLAC released the publication ***Regional Financial Cooperation***, edited by José Antonio Ocampo, formerly ECLAC Executive Secretary and currently United Nations Under-secretary General for Economic and Social Affairs, with the collaboration of a broad set of internationally renowned experts . This publication explored the ways in which regional cooperation, can promote the interests of developing regions, both within Latin America and among developing regions. The mechanisms presented and discussed include regional developments banks, exchange rate regimes, and bond markets as well as how international cooperation in these areas brings stability to the financial markets, which is essential for poverty reduction and social progress.

Finally, in the framework of the existing ECLAC – Germany Cooperation Programme “Towards a Fair and Equitable Globalization”, the activities currently implemented under the “Financing Component” focus on issues related to the development of financial instruments and institutions that facilitate the deepening and development of financial and capital markets for social inclusion and better allocation of financial resources. This development is a key prerequisite in order to move forward at the regional level for policies that will promote expanding the financial coverage of the most vulnerable social groups. The project was focused on the intermediary sector, i.e. finance ministries, Central Banks, regional financial institutions and development banks. It worked with experts engaged in business policy, strategy development, developing new financial instruments and dialogue with government agencies.

OBJECTIVE

The aim of this component is to strengthen the capacity of selected governments of the region to design and implement policies that can enhance the capacity of financial markets and institutions to allocate resources towards the low productivity and poor sectors. Policy proposals will specifically address financial instruments related to microfinance, remittances, and financial risk management that improve the capacity of commercial and development banks to increase their participation in financing of development. The focus countries of the component will be: Bolivia, Colombia, Guatemala, Honduras and Nicaragua.

EXPECTED RESULTS

1. National authorities and other relevant actors in selected countries have strengthened their capacity to design and implement public policies and financial regulations in order to expand financial inclusion of most vulnerable social groups, currently excluded from financial markets. The scope will be on access to credit and financial services.
2. The development of public policies and financial instruments to improve access to financial intermediation of micro and small enterprises has been strengthened, in particular in the areas of microfinance, risk management, development banks and the relation between microfinance and formal banks.

ACTIVITIES

1. Five national research papers containing policy recommendations on development of financial instruments for access of poorest sectors will be elaborated in each of the five selected countries. The papers containing the policy recommendation will be submitted directly to the relevant policy makers for consideration and discussion.
2. Five national studies containing policy recommendation on financial intermediation will be elaborated in each of the five selected countries. The papers containing the policy recommendation will be submitted to the relevant policy makers and private sector representatives for consideration and discussion.
3. Two national workshops (tentatively in Colombia and Bolivia)
4. One regional seminar (covering Honduras, Guatemala and Nicaragua)

INDICATORS OF ACHIEVEMENT

1. In at least three countries, representatives from Governments and other targeted beneficiaries have expressed satisfaction with the quality and usefulness of the component's recommendations for their policy discussion and formulation regarding access of vulnerable sectors to financing.
2. In at least three countries, representatives from Governments and the private sector have expressed satisfaction with the quality and usefulness of the component's recommendations and incorporated them in their financial intermediation policies.

SOURCES OF VERIFICATION

- Evaluation surveys with beneficiaries of the component;
- Lists of participants/participating institutions to component's activities;
- Official documents from national authorities and governments (letters, etc.);
- Data on dissemination of the component's products (statistical data from websites and publications).

BUDGET (in US\$)

Item	SIDA Contribution	ECLAC Contribution (in-kind)
Experts Orientation and Supervision		32 000
Economic Affairs Officer		48 000
Consultants for development of ten research studies	80 000	
Research assistants for data processing	12 000	
Secretarial Support		18 000
Missions	23 000	
Seminars/Workshops	40 000	
Facilities (Equipment, Offices, etc.)		6 000
Publications	10 000	6 000
Miscellaneous	1 140	2 000
Evaluation costs	2 000	
Sub-total	168 140	112 000
Administrative support costs (13%)	21 860	
Total	190 000	112 000

COMPONENT 5

Open Fund for additional activities

OBJECTIVE

At the beginning of the planning exercise, part of the total financial resources involved in the programme will be “set aside” with no specific related activities in a fifth component, as an “open fund”. The activities undertaken in the framework of this component will be identified jointly by ECLAC and SIDA during the implementation of the programme. The purpose of this component could be either to provide additional financial support to some of the four components in execution or to finance activities related to a new or innovative theme of interest that may emerge in the course of the programme implementation.

EXPECTED RESULTS AND ACTIVITIES

Activities may include:

- High-level events (seminars and workshops) and their publications
- Other activities that could be designed to achieve objectives of common interest

INDICATOR OF ACHIEVEMENT

- At least four activities have been conducted that have enabled ECLAC and the Swedish Cooperation to adopt a common position on an issue of mutual interest.

BUDGET (in US\$)

Item	SIDA Contribution	ECLAC Contribution (in-kind)
Orientation and Supervision		30 000
Experts / Consultants	30 000	
Secretarial Support		8 000
Missions	10 000	
Seminars/Workshops	35 000	8 000
Publications	10 000	10 000
Miscellaneous	1 500	2 000
Evaluation costs	2 000	
Sub-total	88 500	58 000
Administrative support costs (13%)	12 500	
Total	100 000	58 000

ECLAC – SIDA PROGRAMME 2007 – 2008**Consolidated Programme Budget for ECLAC Contribution in kind - Year 1****(In US\$)**

Cost Category	Component 1	Component 2	Component 3	Component 4	Component 5	Total
Orientation and supervision	32 000	24 000	24 000	32 000	30 000	142 000
Economic/Social Affairs Officers	40 000	48 000	50 000	48 000		186 000
Secretarial support	12 000	12 000	12 000	12 000	8 000	56 000
Facilities (Equipment, Offices, etc.)	6 000	6 000	6 000	6 000		24 000
Seminar / Conference Services	4 000				8 000	12 000
Publication costs	4 000	8 000	4 000	6 000	10 000	32 000
Sundry	2 000	2 000	2 000	2 000	2 000	10 000
Total	100 000	100 000	98 000	106 000	58 000	462 000

ECLAC – SIDA PROGRAMME 2007 – 2008**Consolidated Programme Budget for SIDA Contribution – Year 1****(In US\$)**

Cost Category	Component 1	Component 2	Component 3	Component 4	Component 5	Total
Experts / consultants	60 000	75 000	72 000	80 000	30 000	317 000
Research assistants		22 500		12 000		34 500
Travel / missions	27 000	22 000	30 000	23 000	10 000	107 000
Seminars / Workshops	67 000	36 000	50 000	40 000	35 000	233 000
Publication costs	10 000	10 000	13 000	10 000	10 000	54 000
Miscellaneous	2 140	640	1 140	1 140	1 500	5 560
Evaluation costs	2 000	2 000	2 000	2 000	2 000	10 000
Sub-total	168 140	168 140	168 140	168 140	88 500	761 060
Administrative support costs (13%)	21 860	21 860	21 860	21 860	11 500	98 940
Total Costs	190 000	190 000	190 000	190 000	100 000	860 000

LOGICAL FRAMEWORK MATRIX

Development objectives/ goal	Intervention Logic	Main measurable indicators	Sources of verifications	Important assumptions
<p>To enhance economic and social conditions and opportunities of vulnerable groups in Latin America</p> <p>Strengthening the capacity of governments and beneficiaries from civil society in selected countries of the region to devise policies and measures aimed at fostering poverty alleviation. The programme will work in the following policy areas: social protection systems, labour market, social cohesion, access to financial resources towards from the low productivity and poor sectors</p>	<p>Component 1 - Fiscal responsibility and social protection</p> <ol style="list-style-type: none"> National authorities and relevant civil society stakeholders from selected countries have strengthened dialogue and technical capacity in the field of social protection reforms and request further for technical assistance for their development have been received by ECLAC. Targeted beneficiaries have strengthened their capacity of formulation and/or implementation of social protection policies and instruments thanks to recommendations from technical assistance provided by ECLAC-SIDA. The basis for the development of a network of policymakers and civil society stakeholders for discussion and monitoring on advances of social protection reforms is set among countries. <p>Component 2 - Labour market policies</p> <ol style="list-style-type: none"> Government policy-makers and relevant actors from civil society in the area of labour policies in selected countries have improved their knowledge and capacity to foster a gradual formalization of informal activities. Authorities from selected countries of the region have strengthened their capacity to design and implement policy instruments fostering the productive integration of youth and women (mainly low-skilled) into the labour markets. <p>Component 3 - Social Cohesion Policies</p> <ol style="list-style-type: none"> National authorities and relevant civil society stakeholders from selected countries have strengthened their dialogue and knowledge in the field of social cohesion and demand technical assistance for its development. 	<p>Within the implementation period of the Programme, applied research and policy recommendations have been received and discussed with targeted beneficiaries (representatives from governments, civil society and other) for application in policy formulation and/or implementation. Beneficiaries from selected countries show interest in benefiting from further technical assistance and cooperation by SIDA - ECLAC.</p> <p>During the implementation period of the project:</p> <ol style="list-style-type: none"> In at least four countries, participants from governments and civil society in national seminars have expressed satisfaction on the quality discussion on specific social protection issues and priorities. In at least four countries, beneficiaries have expressed satisfaction with technical assistance scheme received and taken recommendations into consideration in the formulation of their policies and policy tools. National representatives of at least four countries participate in an international seminar and commit themselves to mutual collaboration agreement and networking. <p>During the implementation period of the project:</p> <ol style="list-style-type: none"> In at least two countries, public and private sector representatives have received information and discussed the implementation of instruments regarding formalization of informal activities. In at least four countries, policy-makers and other relevant actors have received and discussed policy options and tools developed by the component and expressed satisfaction on their usefulness for the improvement of the integration of vulnerable groups into the labour market. <p>During the implementation period of the project:</p> <ol style="list-style-type: none"> In at least four countries of the region, recommendations concerning social cohesion policies have been received and discussed by policymakers and relevant actors from civil society and they expressed satisfaction with quality of proposals. 	<p>Official documents or data from governments and other beneficiaries.</p> <p>Programme progress reports</p> <p>Results of ECLAC evaluation surveys</p> <p>Lists of participants to programme activities</p> <p>Statistics on dissemination of programme products</p> <p>Selected interviews</p>	<p>A globally stable economic and political framework is required.</p> <p>Stability and cooperation of counterparts of the programme in the target groups and institutions (in particular in governments)</p> <p>Target groups are willing to explore new policy recommendations and maintain their interest in the programme.</p>
<p>Expected results</p>				

	<p>2. Selected beneficiaries have strengthened the formulation and/ or implementation of social cohesion policies and instruments thanks to recommendations from technical assistance provided by ECLAC-SIDA.</p> <p>Component 4 - The role of the financial sector</p> <p>1. National authorities and other relevant actors in selected countries have strengthened their capacity to design and implement public policies and financial regulations in order to expand financial inclusion of most vulnerable social groups, currently excluded from financial markets. The scope will be on access to credit and financial services.</p> <p>2. The development of public policies and financial instruments to improve access to financial intermediation of micro and small enterprises has been strengthened, in particular in the areas of microfinance, risk management, developing banks and the relation between microfinance and formal banks.</p> <p>Component 1 - Fiscal responsibility and social protection</p> <p>1.1 Research activities 1.2 Five national seminars 1.3 Technical advisory services in each selected country 1.4 International seminar to present results</p> <p>Component 2 - Labour market policies</p> <p>2.1 Data processing and analysis 2.2 Studies on informal firms and national policies for integration of vulnerable sectors 2.3 Three national training workshops 2.4 National seminars</p> <p>Component 3 - Social Cohesion Policies</p> <p>3.1 Five national workshops and a regional seminar 3.2 Five technical assistance frameworks including case studies 3.3 A publication compiling the case studies and an analytical assessment</p> <p>Component 4 - The role of the financial sector</p> <p>4.1 National research papers and studies with policy recommendation 4.2 Two national workshops 4.3 One regional seminar</p> <p>Component 5</p> <p>5.1 Activities to be determined (possibly research, seminars, workshops etc.)</p>	<p>2. In at least three countries of the region, national authorities are incorporating recommendations made by ECLAC-SIDA in their policy-making process and express satisfaction with technical assistance received.</p> <p>3. At least two countries that are not considered by the present component express interest in the Programme and request SIDA-ECLAC to assist them on the subject of social cohesion.</p> <p>During the implementation period of the project:</p> <p>1. In at least three countries, representatives from Governments and other targeted beneficiaries from civil society have expressed satisfaction with the quality and usefulness of the component's recommendations for their policy discussion and formulation regarding access of vulnerable sectors to financing.</p> <p>2. In at least three countries, representatives from Governments and the private sector have expressed satisfaction with the quality and usefulness of the component's recommendations and incorporated them in their financial intermediation policies.</p>	<p>ECLAC official financial statements</p>	<p>Reliable data is available (e.g. on employment and informal sector)</p> <p>Target groups will cooperate, facilitate and/ or participate in activities</p> <p>Target groups will be willing to explore new research proposals and policy recommendations</p>																				
<p>Activities per component</p>	<p>Costs of activities</p> <p>SIDA Contribution:</p> <table border="0"> <tr> <td>Cost Category</td> <td>Cost in US\$</td> </tr> <tr> <td>Experts/Consultants</td> <td>317 000</td> </tr> <tr> <td>Research assistants</td> <td>34 500</td> </tr> <tr> <td>Travel/missions</td> <td>107 000</td> </tr> <tr> <td>Seminars/workshops</td> <td>233 000</td> </tr> <tr> <td>Publication costs</td> <td>55 000</td> </tr> <tr> <td>Miscellaneous</td> <td>14 560</td> </tr> <tr> <td>Sub-total</td> <td>761 060</td> </tr> <tr> <td>Administrative support costs (1.3%)</td> <td>98 940</td> </tr> <tr> <td>Total</td> <td>860 000</td> </tr> </table> <p>(see detailed budget and ECLAC contribution on pp. 28-29)</p>	Cost Category	Cost in US\$	Experts/Consultants	317 000	Research assistants	34 500	Travel/missions	107 000	Seminars/workshops	233 000	Publication costs	55 000	Miscellaneous	14 560	Sub-total	761 060	Administrative support costs (1.3%)	98 940	Total	860 000			
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Sida ref: 2006-002824
Component: 61000854
UN ref: SPECIFY

AGREEMENT BETWEEN THE GOVERNMENT OF SWEDEN AND THE UNITED NATIONS ECONOMIC COMMISSION FOR LATIN AMERICA AND THE CARIBBEAN, ECLAC ON SUPPORT TO THE ECLAC-SIDA COOPERATION PROGRAMME 2007-2008, "ENHANCING ECONOMIC AND SOCIAL CONDITIONS AND OPPORTUNITIES OF VULNERABLE GROUPS IN LATIN AMERICA"

ARTICLE 1 THE PARTIES

The parties to this Agreement are the Government of Sweden (hereinafter referred to as Sweden) and the United Nations Economic Commission for Latin America and the Caribbean (hereinafter referred to as ECLAC).

ARTICLE 2 DELEGATION OF POWERS

The Swedish International Development Cooperation Agency, Sida, shall be empowered to represent the Government of Sweden in matters concerning the implementation of this Agreement.

ARTICLE 3 PROGRAMME

ECLAC has decided to carry out a programme called *Enhancing Economic and Social Conditions and Opportunities of Vulnerable Groups in Latin America* (hereinafter referred to as the Programme)

The specific details on Programme design, component inputs and budgets are described in the project document named *Enhancing Economic and Social Conditions and Opportunities of Vulnerable Groups in Latin America* dated June 2007(enclosed).

ARTICLE 4 THE OBJECTIVES OF THE PROGRAMME

The main purpose of the Programme is to formulate policies and measures aimed at fostering poverty allevation and strengthening social equity and welfare in Latin America and the Caribbean, in particular in the poorer countries and among the most vulnerable groups of these societies.

ARTICLE 5 THE SWEDISH CONTRIBUTION

Sweden shall support the implementation and monitoring of the Programme as specified in this Agreement within an amount of 6 million SWEDISH KRONOR (SEK 6 million).

An amount of maximum SEK 3 million will be available upon both Parties signature of this agreement and SEK 3 million after 1 January 2008, after ECLAC has submitted to Sida a updated work plan covering the period 1st of January 2008 to 1st August 2008.

The contribution is made in Swedish kronor. The Swedish obligation under this Agreement is limited to the contribution mentioned above.

ARTICLE 6 CONDITIONS FOR THE UTILISATION OF THE SWEDISH CONTRIBUTION

The specific period during which the activities shall be undertaken is from 1st of August 2007 to 1st of August 2008. Only costs for activities carried out during this period may be financed from the Swedish contribution. After six months of that latter date the contribution according to this Agreement shall not be available for disbursement. The Parties may amend the Agreement by extending the activity- and validity-period, if necessary.

Funds made available by Sweden shall be exclusively used for the purposes of the Programme for which they are intended and in accordance with the Programme document.

13% of the Swedish contribution may be used for Programme administrative costs. These costs shall be stated separately in the budgets.

Any balance remaining unspent upon completion of the activities under this Agreement shall be refunded to Sweden, as at 31st January 2009, unless otherwise agreed.

Interest accrued on the Swedish contribution shall be accounted for separately and shall be refunded to Sweden, as at 31st January 2009, unless otherwise agreed.

ECLAC shall record the Swedish contribution in US dollars at the commercial exchange rate prevailing at the time the deposit of the Swedish contributions is made in the ECLAC Trust Fund Account at the JP Morgan Chase Bank in New York. All subsequent transactions will be recorded in the US dollars at the prevailing UN operational exchange rate at the time the transaction is made.

ECLAC shall inform Sweden of any significant deviation from agreed plans and budgets.

Sweden may at any time withhold disbursement if major deviations from agreed plans and budgets occur; if the main Programme objectives are endangered; if reports are not delivered as agreed or if the Programme develops unfavourably in terms of the objectives in any other important

respect. Before taking such a decision, Sweden shall initiate discussions with ECLAC.

Within the framework of the Programme Sida will make available to ECLAC the services of a Swedish senior expert. The conditions for the seconded expert are stated in a Memorandum of Understanding to be signed between ECLAC and Sida.

ARTICLE 7 PROCUREMENT

Procurement of goods shall be carried out in accordance with the internal established procurement regulations of ECLAC, including international competitive bidding when relevant.

Swedish suppliers of goods and services shall be given the same opportunities to participate in the bidding as other suppliers. Local and regional suppliers of goods and services shall be encouraged to submit tenders.

ARTICLE 8 DISBURSEMENTS

Disbursements will be made upon written request from ECLAC. The first disbursement, of SEK 3 Million, will be made upon both Parties' signature of this agreement. The second disbursement, of SEK 3 Million, will be made, at earliest, on January 1, 2008, after ECLAC has submitted to Sida an updated work plan covering the period 1st of January 2008 to 1st August 2008. The request shall be made in Swedish kronor and calculated according to the prevailing operational UN-rate and in accordance with the enclosed format. Disbursements will be made by Sweden to a bank account mentioned by ECLAC.

Disbursement of the contribution shall be made only against an original requisition from ECLAC. The requisition shall contain the following information:

- The word "requisition" in the title
- The Sida contribution number (see "Contribution" top of page 1)
- The name of the programme
- Name and addresses details of ECLAC
- Sum requested in Swedish kronor
- The recipient's bank, bank address, account number/IBAN No, account-holder, clearing number/sort code, Swift-code and currency of the account
- Financial report on the use of funds previously received (or reference to the current annual report)
- Contact, unit and department at Sida

Disbursements will be made in Swedish kronor.

ARTICLE 9 REPORTING AND INFORMATION

ECLAC shall keep proper financial records in accordance with its financial rules. ECLAC shall maintain separate records in respect of the Swedish contribution and disbursements made by ECLAC.

ECLAC shall provide Sweden with

1) Detailed work plan

Once the first disbursement of the Programme has been made, ECLAC shall present a detailed work plan covering the period 1st August 2008 to 31st December 2008, to be approved by Sida. The work plan shall identify expected results and measurable indicators. This work plan shall be submitted to Sida, at the latest 15 September 2008.

2) Substantive reports

- a project report, for the period 1st August 2007 until 1st August 2008, covering all important aspects of the utilisation of the Swedish contribution. The report shall be analytical in approach and include a presentation of difficulties and shortcomings and discuss possible remedies. The report shall focus on the external results of the programme. The report shall cover the whole project, also components that are not funded by Sweden. It shall also consider the fulfilment of the agreed objectives of the programme. This report shall be delivered within six (6) months after the termination of the period of activity as specified in Article 6.

3) Financial reports:

- a financial statement for the period 1st August 2007 to 31 December 2007, certified by the Finance Officer, or the holder of the post with the responsibility for the finances of the ECLAC, showing income, expenditures, assets and liabilities with respect to the funds provided by Sweden. This report shall be submitted to Sida at the latest 31 March 2008.
- a final financial statement, certified according to above, within six (6) months after the activity period, that is 31 January 2009.

Sweden and ECLAC have the possibility of meeting periodically, at both Parties' convenience, to plan and review the progress of ongoing activities in the Programme. Swedish Embassies or Embassy Sections for Development Co-operation in the concerned countries shall always be invited to participate in open activities arranged within the Programme. Programme staff, when visiting these countries, shall keep Embassies and Embassy Sections informed of the activities of the Programme.

ECLAC shall give all information on the use of the resources provided by Sweden that Sweden may reasonably request in addition to the information contained in the reports and, as far as it is within its power, enable representatives of Sweden to visit and study the various activities of relevance for Sweden's follow up of its contribution and the Programmes impact.

ECLAC shall notify Sweden of any evaluation missions related to the programme and Sweden shall be invited to participate.

Any reduction of the contribution due to parliamentary appropriation of funds shall be notified by Sweden to ECLAC three months in advance of its effectiveness.

ARTICLE 10 AUDITING

Funds made available by Sweden shall be subject to the internal and external auditing procedures as provided for in the financial regulations, rules and directives of ECLAC.

ARTICLE 11 ENTRY INTO FORCE AND TERMINATION

This Agreement shall enter into force upon its signature by both Parties and remain valid until 31 January, 2009, unless terminated earlier by either of the Parties by three months' notice.

In the case of termination by Sweden, ECLAC shall not be obliged to repay any funds irrevocably committed in good faith by ECLAC to third parties before the date of notice of termination.

Two originals of the text of this Agreement, written in the English language, have been signed.

Stockholm, 2007-07-27

Place and date

For the Government of Sweden



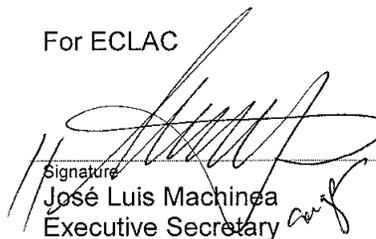
Signature
Hans Magnusson, Director
Sida, Department for Latin
America

Name and title in block letters

Santiago de Chile, 31 July 2007

Place and date

For ECLAC



Signature
José Luis Machinea
Executive Secretary

Name and title in block letters

ANNEX 3

FINAL REPORT

12/31/2009

“Enhancing Economic and Social Conditions and Opportunities of Vulnerable groups in Latin America”

2007-2008 COOPERATION PROGRAMME

Component 1: Fiscal responsibility and social protection

Component 2: Labor market policies and vulnerable groups

Component 3: Social Cohesion Policies

Component 4: Role of financial sector to favour equity

Component 5: Open Fund

FINAL REPORT

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Component 1

PORTION OF THE FINAL REPORT

Fiscal responsibility and social protection

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The following activities were implemented in relation with the expected results:

GUATEMALA, HONDURAS AND NICARAGUA

A joint ECLAC-SIDA mission visited the three countries between April 14 and 23, 2008, meeting with government officials, staff from international organizations and the Swedish embassy, as well as independent experts, to identify the emphasis of the studies on social protection.

During the March 2-6, 2009 week, national seminars were held in collaboration with the social protection component of the ECLAC-SIDA programme in Guatemala, Honduras and Nicaragua to share the main findings of the study and to receive inputs and comments for the final version. The title of the seminar series was “*Taller sobre equidad, reducción de la pobreza y sustentabilidad financiera de la protección social*”.¹ The Workshops were organized jointly with the Central American Institute for Fiscal Studies (ICEFI). Attendance at national seminars in Central America was satisfactory, with 55 registered attendees in Guatemala, 59 in Honduras and 40 in Nicaragua. Several of the attendees in Guatemala and

¹ The agenda and the presentations made at the seminars are available online at <http://www.eclac.cl/dds/agenda/default.asp?agno=2009&mes=03>.

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Honduras were Government officials, including the coordinators of the respective conditional cash transfer programmes. In Nicaragua only two Government officials attended the seminar. Evaluation questionnaires were distributed at the seminars, with a response by about 20 persons in each of them. In a scale from 1 (very bad) to 5 (excellent), the seminar got a rating of 4.2 in Guatemala, 4.6 in Honduras and 4.4 in Nicaragua, showing that policymakers and other relevant actors were satisfied with the quality of the proposals (expected results 1 and 2).

In May 2009, the three studies on the financing of health and pensions social protection in Guatemala, Honduras and Nicaragua and a comparative overview of the 3 cases were published in the *Serie Seminarios y Conferencias*, under the title “El financiamiento de la protección social en países pobres y desiguales. Hacia la universalidad con solidaridad y eficiencia.”

<http://www.eclac.org/cgibin/getProd.asp?xml=/publicaciones/xml/4/36014/P36014.xml&xsl=/dds/tpl/p9f.xsl&base=/dds/tpl/top-bottom.xsl>.

In December 2009, the findings of these studies on pensions were discussed in the seminar ‘Seguridad social y protección integral para adultos mayores: desafíos y estrategias en América Latina y el Caribe y experiencias internacionales’, organized together by ECLAC, ILO, IDB, GTZ, with the funding of GTZ in Lima, Peru. The comparative overview of the 3 cases will be published in a book during 2010 that will compile the papers of the seminar, with funding from GTZ, edited by Antonio Prado and Ana Sojo.

GUATEMALA

The international seminar “Rethinking social issues in times of crisis”, organized by ECLAC with the sponsorship of the project (jointly with the social cohesion component of the project) with ICEFI and with

Page 5

The international seminar “Rethinking social issues in times of crisis”, organized by ECLAC with the sponsorship of the project (jointly with the social cohesion component of the project) with ICEFI and with the collaboration of the training Centre of the Spanish International Cooperation Agency for Development (AECID) was held on May 28-29, in Antigua, Guatemala.

The first day of the seminar, coined as module I, focused on “Social protection in times of crisis: a perspective for countries with high levels of inequality”, and strong efforts were made to have the participation of high-level experts.

Experts from the World Bank, ILO, Consejo Superior de Investigaciones Científicas de España, ECLAC Sub regional Headquarters in Mexico and from ECLAC Bogota Office were under the speakers, as well as high-level private consultants. As for government authorities, the Minister of the General Secretariat of the National Council for Economic Planning of Guatemala (SEGEPLAN) was in the opening session while the Ministry of Finance of Guatemala acted as commentator in the panel about financing social protection in times of crisis, and the former Assistant Secretary for Social Security of Chile was speaker in the panel in the perspectives of pension systems. In his intervention, the Ministry of Finance of Guatemala recognized and thanked the efforts from ECLAC in the realm of the financing of social protection.

Government officers from Bolivia, Chile, Guatemala, Honduras, Mexico and Nicaragua attended the seminar, as well as participants from international agencies, non-governmental organizations and academia. 25 persons responded evaluation questionnaires for the two modules of the seminar. On a scale from 1 (very bad) to 5 (excellent), the seminar as a whole got a rating of 4.5, showing that policymakers and other relevant actors were satisfied with the quality of the discussion. Very positive comments on the activity were received from Mercedes Florez, Director of the Training Centre of the Spanish International Cooperation Agency for Development in Antigua.

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The seminar was recorded and filmed with video, and the material is shown in the webpage of the Social Development Division, in the following link

<http://www.eclac.cl/cgi-bin/getProd.asp?xml=/dds/noticias/paginas/2/36122/P36122.xml&xsl=/dds/tpl/p18f.xsl&base=/dds/tpl/top-bottom.xsl>.

COLOMBIA

On April 22-23, 2009 a national seminar was held in Bogota in collaboration with the social protection, labour market and micro finance components of the ECLAC-SIDA programme with the title “Políticas para Mejorar Condiciones y Oportunidades Económicas de Grupos Vulnerables en Colombia”.²

A preliminary version of the study on the match between social policies and their execution at the subnational levels was presented and discussed at the seminar. The comments received were incorporated in the final version of the study. The Vice Minister of Social Protection introduced the seminar, which was attended by 95 participants from different governmental and non-governmental institutions (expected result 1). The study, which focuses on the match between social policies and their execution at the subnational levels was published in October 2009 in the *Serie Políticas Sociales*.

² Presentations made at the seminar are available online at <http://www.eclac.cl/cgi-bin/getProd.asp?xml=/colombia/noticias/documentosdetrabajo/7/35867/P35867.xml&xsl=/colombia/tpl/p38f.xsl&base=/colombia/tpl/top-bottom.xsl> **(Wrong address - the link does not work – VG) The correct link is <http://www.eclac.cl/cgi-bin/getProd.asp?xml=/colombia/noticias/documentosdetrabajo/7/35867/P35867.xml&xsl=/colombia/tpl/p38f.xsl&base=/c>**

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<http://www.eclac.org/cgi-bin/getProd.asp?xml=/publicaciones/xml/1/37581/P37581.xml&xml=/dds/tpl/p9f.xml&base=/dds/tpl/top-bottom.xslt>

BOLIVIA

In October 2008, the new Minister of Planning for Development asked the ECLAC Executive Secretary for support to the Bolivian government in the preparation of an extreme poverty eradication plan. Ana Sojo and Simone Cecchini carried out this mission between November 5 and November 8, 2008.

Both members worked around the clock with the team in charge of drafting the Plan, and had meetings with both the Vice Minister and the Minister in charge of the plan. It is interesting to underline that the draft of the plan which was discussed with ECLAC was not shared before with any national or international institution, showing a very positive attitude of the government regarding ECLAC's advice. As requested by the Vice Minister, the staff members summarized their reactions and proposals to the first draft of the plan. Therefore, a brief document called "A proposal on some strategic lines for the preparation of the Plan based on the discussions with the team in charge of its drafting" was presented to the Vice Minister and the team on the last day. During that meeting, participants voiced positive comments about the ECLAC mission.

It would be quite overstated to recognize some influence of the proposals of the mission (summarized in the brief document quoted) in the public draft of the plan, but perhaps an influence can be seen in three aspects:

- a less "voluntarist" "driven by will" approach, that recognizes that Bolivia is far from fulfilling what sometimes are seen as "narrow" objectives (as the MDGs);
- in the recognition of geographical targeting as a useful tool for the country, instead of using expensive and difficult individual targeting;
- in the role of the Ministry of Planning for Development mainly as a coordinator of the program. But the draft was still extremely vague, because resources and responsibilities were still not assigned and a schedule was not set.

The staff members were also in a meeting of the government with the international and bilateral institutions actually working in the country, regarding a seminar to present a public draft of the extreme poverty eradication plan. The government asked ECLAC to hold a presentation during the seminar. From 16-19 November, Ana Sojo travelled to La Paz to hold a presentation on the "Institutional dimensions of the fight against poverty" in the international workshop on "Experiences and proposals on poverty eradication programs", in which a revised version of the draft of the plan was made public. Her emphasis was on the need to strengthen the Bolivian State and its public policies in order to fight poverty, since isolated programs are not able to do it, as well as on showing the historical experience of Bolivia in this realm within the frame of other experiences in the region. As requested by the government, printed ECLAC publications were made available to participants of the

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seminar. After the event, digital versions of the publications were sent to create an electronic (CD Rom) version of the documentation of the seminar.

OTHER CROSS-COUNTRY ANALYSIS

1) The basic data processing of the household expenditure surveys on out-of-pocket health expenditure was financed by SIDA and finished, for a study on the subject that is being done by Marcela Peticara and Ana Sojo.

2) The project provided funds for the publishing of the analysis of Carmelo Mesa-Lago “Efectos de la crisis global sobre la seguridad social de salud y pensiones en América Latina y el Caribe y recomendaciones de políticas” in Serie de Políticas Sociales No. 150, in September 2009, a publication which proved to be very important to update the effects of the crisis in the social protection Systems of the region, <http://www.eclac.org/cgibin/getProd.asp?xml=/publicaciones/xml/2/37582/P37582.xml&xsl=/dds/tpl/p9f.xsl&base=/dds/tpl/top-bottom.xslt>.

3) Merging the non executed funds from this component with the non executed funds of Component 3 (social cohesion), ECLAC organized an International Seminar on 23 and 24 November 2009, titled “A Sense of Belonging in the Twenty-First Century: Lessons with a Global Perspective for and from Latin America and the Caribbean”. Travel funds from the ECLAC regular budget complemented SIDA resources in order to bring together experts and national authorities of the region (from Honduras, Ecuador, Guatemala, Costa Rica, Argentina, Bolivia, Mexico, Peru, Brasil, Colombia, Paraguay) and from outside the region (United States of America, Italy, Korea, Germany, Belgium, Switzerland).

Two papers presented at the seminar, one on “Renewed confidence in politics as an opportunity for citizen participation” and the other on “The new latinamerican constitutionalism: promises and questions, were funded with SIDA resources. The last was published in the Serie de políticas sociales Nr. 153, in November 2009

<http://www.eclac.org/cgibin/getProd.asp?xml=/publicaciones/xml/2/37882/P37882.xml&xsl=/dds/tpl/p9f.xsl&base=/dds/tpl/top-bottom.xslt>.

In the frame of the seminar, two other papers, funded with other sources, were published using the project resources and discussed in the seminar

a) “Tras Babel: identidad, pertenencia y cosmopolitismo de la diferencia” by Giacomo Marramao
<http://www.eclac.org/cgibin/getProd.asp?xml=/publicaciones/xml/0/37860/P37860.xml&xsl=/dds/tpl/p9f.xsl&base=/dds/tpl/top-bottom.xslt>.

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b) “Identidades y sentido de pertenencia y sus tensiones contemporáneas para la cohesión social: ¿del derrotero a las raíces, y/o de las raíces al derrotero?” by Ana Sojo
<http://www.eclac.org/cgibin/getProd.asp?xml=/publicaciones/xml/1/37861/P37861.xml&xsl=/dds/tpl/p9f.xsl&base=/dds/tpl/top-bottom.xslt>.

The seminar was recorded and filmed with video, and the material is shown in the webpage of the Social Development Division, in the following link

<http://www.eclac.org/cgibin/getProd.asp?xml=/dds/agenda/2/37522/P37522.xml&xsl=/dds/tpl/p3f.xsl&base=/dds/tpl/top-bottom.xslt>.

A quantitative summary of the very positive evaluation is provided (27 answers) in the annex. Unfortunately not all the assistants answered it. The excellent comments of the assistants to the seminar can be provided in demand.

Martín Hopenhayn and Ana Sojo will publish a book on Sense of belonging during 2010 with the papers prepared for the seminar and after it, possibility nurtured by the enthusiasm of the experts with the meeting.

II. DIFFICULTIES ENCOUNTERED AND SHORTCOMINGS

GUATEMALA, HONDURAS AND NICARAGUA

The political situation in these three countries was very volatile during the implementation of the project, making it more challenging to carry out activities such as the three national seminars and the regional seminar in Guatemala

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Regarding the seminar in Antigua, strong difficulties such as the outbreak of the A (H1N1) influenza and the political crisis in Guatemala few days before the seminar were successfully faced, in order to avoid canceling the activity.

Nonetheless, activities in the three countries were undertaken smoothly, in close collaboration with the local Swedish Embassies, using their staff knowledge of the expediency of carrying out activities in a determined period. The counterpart ICEFI was efficient in the organisation of the 3 workshops in Central America and of the seminar in Antigua.

The supervision of the studies on social protection in Central America demanded an extreme and detailed dedication, because of shortcomings of the knowledge and research capabilities involved. However, this support of ECLAC provided an institutional strengthening of ICEFI, that finally can be positive valued regarding the development of research capabilities in that countries and about that countries.

BOLIVIA

The political situation was extremely complex during the whole period of implementation of the project, and was not conducive to medium or long-term development planning. In our discussions with the Ministry of Planning for Development, concrete areas where ECLAC could provide further support to strengthen the country's Extreme Poverty Eradication Plan were identified. In particular, support could be provided in disseminating knowledge and technical assistance on monitoring and evaluation systems for social programs, as well as to strengthen the conceptual aspects of the Plan. However, it is difficult to forecast whether there will be further demand for collaboration.

III. IMPACT AND ACHIEVEMENTS

In relation to the component's indicators of achievement, the following results can be displayed:

1. In at least four countries, participants from governments and civil society in national seminars have received policy recommendation and expressed satisfaction on the quality of discussion on specific social protection issues and priorities.

In the national workshops in Nicaragua, Honduras, Guatemala and Colombia, titled "*Taller sobre equidad, reducción de la pobreza y sustentabilidad financiera de la protección social*", participants from governments and civil society where policy recommendation were discussed expressed satisfaction on the quality of discussion on specific social protection issues and priorities. In each seminar, evaluation questionnaires were distributed among participants. The results displayed an overall very high level of satisfaction: in a scale from 1 (very bad) to 5 (excellent), the seminar got a rating of 4.2 in Guatemala, 4.6 in Honduras and 4.4 in Nicaragua, showing that policymakers and other relevant

actors were satisfied with the quality of the proposals. The international seminar “Rethinking social issues in times of crisis” organized in Guatemala, displayed a 4.5 rating.

2. In at least four countries, beneficiaries have expressed satisfaction with technical assistance received and taken recommendations into consideration in the formulation of their policies and development of policy tools.

On request, technical assistance was provided to Bolivia, and recommendations about the plan against poverty that was pursued by the Bolivian Government were formulated. It would be an overstatement to recognize some influence of the proposals of the mission in the public draft of the plan, which was still provisional, because resources and responsibilities were still not assigned and a schedule was not set. But perhaps an influence can be identified in three aspects displayed by the Plan:

- a less “voluntarist” and “driven by will” approach, which recognizes that Bolivia is far from fulfilling what sometimes are seen as “narrow” objectives (as the MDGs);
- recognition of geographical targeting as a useful tool for the country, instead of using expensive and difficult individual targeting;
- Role of the Ministry of Planning for Development mainly as a coordinator of the program.

At the international seminar “Rethinking social issues in times of crisis”, organized by ECLAC with the sponsorship of the project (jointly with the social cohesion component of the project) with ICEFI and with the collaboration of the training Centre of the Spanish International Cooperation Agency for Development (AECID) was held on May 28-29, in Antigua, Guatemala, several government representatives expressed how important they thought were the issues tackled during the event for upcoming policies. In particular, the Minister of Finance of Guatemala, Juan Alberto Fuentes recognized the value of the discussion and recommendations of ECLAC in this realm, as it can be seen in the following link:

<http://media.eclac.cl/presentaciones/dds/repensar/JuanAFuentes/JuanAFuentes.html>

3. National representatives of at least four countries participate in an international seminar and commit themselves to mutual collaboration agreement and networking.

The following link displays the comments of the President of the Social Insurance and Pension Systems of Entre Ríos, Argentina, on the seminar on Pensions and integral attention of old population held in Lima, Perú.

http://www.lavoz901.com.ar/despachos.asp?cod_des=92488&ID_Seccion=14

To quote the article, “Elias expresó “una vez más siento que Entre Ríos está participando en el debate nacional e internacional de la Seguridad Social, gracias a una inserción institucional y personal que nos permite acceder a un nivel de excelencia en lo académico y coloquial.... En tanto, el funcionario afirmó “que el encuentro contó con importantísimos disertantes, y una vez más ratifica el gran desarrollo que presenta nuestro país desde el año 2003 hasta hoy en las reformas promovidas que permiten afirmar que Argentina se constituyó en uno de los países de mayor extensión de la protección social para adultos mayores en todo el continente. También, muestra este Seminario la importancia de profundizar el debate e insistir en medidas de asistencia directa que estén condicionadas a la atención de la salud y educación, tal es el caso de la asistencia universal por hijo”.

(English: “Elias said” once again feel that Entre Rios is participating in the national and international debate Social Security, through an institutional placement and personnel allows us to reach a level of excellence in academic and conversational Meanwhile, the official said “the meeting was very important speakers, and once again confirms the great development that has our country since 2003 until today in the reforms promoted affirm that Argentina became one of the countries further extension of social protection for older adults across the continent. Also, this seminar shows the importance of deepening the debate and insisting on steps direct assistance to be subjected to the health care and education, this is the case for universal child care. “)

Lucina de Barros Jaccoud, participant from IPEA, sent an email on 12/17/2009 09:17 AM, saying (an academic, researcher and author of 3 books from Instituto de Pesquisa Econômica Aplicada – Brazil - VG)

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“aproveito para mais uma vez agradecer o convite e expressar minha satisfação em ter participado do evento de Lima. O seminário foi muito interessante e enriquecedor para mim, e para os colegas da Diretoria de estudos sociais com quem partilhou as exposições ali apresentadas”

(English from Portuguese: “Take this opportunity to once again thank the invitation and express my satisfaction at having participated in the event of Lima. The seminar was very interesting and enriching for me, and colleagues from the Department of Social Studies with whom he shared the exhibitions presented there”

Regarding the seminar on Sense of Belonging, Professor Giacomo Marramao, an international authority in the subject, who made the opening conference sent an email on 28 November 2009 saying “*El tiempo pasado con vosotros en Santiago fue para mi una experiencia intelectual y humana simplemente fantástica. Yo espero quepodemos renovarla en el proximo futuro.*”

Additionally, the global impact of the component can be assessed in the following way:

The research provided policy makers and members of the civil society of the region with analytical tools, regarding both an actual diagnosis of selected aspects of the social protection and the policy proposals taking into account the political and financial restrictions of the different countries in order to reform the social protection systems. The edge provided by country-tailored analyses has proven to be highly valued by the beneficiaries of the project, as is demonstrated by the level of satisfaction of participants to the events, and the verbal commitment made by several of them to include policy recommendations made by the project within future reforms or measures implemented.

Component 2

PORTION OF THE FINAL REPORT

Labor market policies and vulnerable groups

Page 14

I. OBJECTIVE

The general objective of this component was to strengthen Latin American governments' ability to design and implement labour market instruments and policies aiming at improving the integration of highly vulnerable groups - urban poor from the informal sector, youth and women (mainly low-skilled) - into the labour markets. The component aimed to focus on the following priority countries: Bolivia, Colombia, Guatemala, Honduras and Nicaragua. Good practices both from other Latin American countries and from Nordic countries' in reaching broad agreements between main social actors in the labour market and in integrating youth, women or other marginalized groups were emphasized.

II. EXPECTED RESULTS

1. Government policy-makers and other relevant actors from civil society in the area of labour policies in selected countries have improved their knowledge and capacity to foster a gradual formalization of informal activities.
2. Authorities from selected countries of the region have strengthened their capacity to design and implement policies and tools fostering the productive integration of youth and women (mainly low-skilled) into the labour markets.

IV. ACTIVITIES IMPLEMENTED

Accordingly to the work plan (adjusted version, January 2008), the following activities were implemented:

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- Missions to the five program countries were carried out to present and discuss the component proposal with national authorities and identify local consultants (ER 1 +2).
- Household surveys of the project countries were processed; summary tables of the results of the processing were constructed and analysed, and used for country presentations and a comparative publication (ER 2).
- A regional consultant was hired to cover the issue of the productive development and formalization of microenterprises; he prepared a paper on the Latin American experience in this field and carried out a mission to the three selected countries (Guatemala, Honduras, Nicaragua), to study the local policy instruments (ER 1).
- Regional experiences with programs to foster the integration of youth and women into the labour market were reviewed (ER 2).
- National consultants were hired in the five project countries to analyze the experience with politics, programs and projects to foster the integration of low-skilled youth and women into the labor market (ER 2).
- A Swedish consultant was hired to carry through an analysis of the experience of Nordic countries with the integration of vulnerable groups into the labour market. The paper was published in the Economic Division's working paper series (ER 2).

- Three workshops were carried through in the before mentioned selected countries, on the policies for the productive development and formalization of informal firms. The preliminary results of the work of the regional consultant were presented and discussed (ER 1).
- The final version of the regional consultant's paper was published in the Economic Division's working paper series (ER 1).
- The ECLAC official in charge of the component prepared a comparative paper, which has also been published in the "Documento de proyectos" series (ER 2).
- The country studies (on the Plurinational State of Bolivia, Chile, Colombia, Guatemala, Honduras, and Nicaragua) were published in ECLAC's "Documento de proyectos" series (ER 2).
- Four seminars were carried through, on politics, programs and projects to foster the integration of low-skilled youth and women into the labor market (one of them, in Columbia, integrated in a seminar about all the program's components, the other three in a separate way) (ER 2).
- A seminar was held in October, 2009, in which the national experiences were discussed in a comparative way. The country papers were discussed by policy makers from the same

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countries. Invited experts presented regional experiences with policies to foster la labor market integration of women and youth. In addition, a consultant presented a paper on the Chilean experience in this policy area that had been commissioned by the component (ER 2).

The component's activities and outputs are documented on its webpage:

<http://www.cepal.org/cgibin/getprod.asp?xml=/de/noticias/paginas/7/33517/P33517.xml&xsl=/de/tpl/p18f.xsl&base=/de/tpl/top-bottom.xsl> (ER 1 +2). **wrong address, correct one is:** <http://www.cepal.org/cgi-bin/getprod.asp?xml=/de/noticias/paginas/7/33517/P33517.xml&xsl=/de/tpl/p18f.xsl>.

[Next follows the tangible bits from the content of this web page:

Proyecto CEPAL/ASDI: Mejorando las condiciones económicas y sociales y las oportunidades de grupos vulnerables en América Latina, componente "políticas del mercado de trabajo y grupos vulnerables"

El proyecto CEPAL-ASDI "Mejorando las condiciones económicas y sociales y las oportunidades de grupos vulnerables en América Latina" se lleva a cabo entre noviembre de 2007 y marzo de 2009 y consiste de cinco componentes, siendo "Políticas del mercado de trabajo y grupos vulnerables" uno de ellos. Este componente trabaja en cinco países que son prioritarios para la cooperación sueca en América Latina: Bolivia, Colombia, Guatemala, Honduras y Nicaragua.

En el componente se desarrollan dos líneas de trabajo:

- El fomento de la inserción laboral de jóvenes (de ambos sexo) y mujeres (de cualquier edad en el rango de la edad de trabajar) de bajos niveles de educación. Esta línea de trabajo se desarrollará en los cinco países.
- La mejoría de la calidad de empleo de los trabajadores informales (de cualquier edad y sexo), basado en el fomento de la microempresa (por medio de instrumentos de desarrollo productivo y el incentivo a la formalización). Esta línea de trabajo se desarrollará en tres de los cinco países.

Específicamente, se llevan a cabo las siguientes actividades:

- análisis de estructura y dinámica ocupacional en los cinco países;
- análisis y desarrollo de propuestas para políticas y programas sobre inserción de hombres y mujeres en cinco países;
- análisis de experiencias con el fomento de la microempresa a nivel regional;
- análisis de experiencias con el fomento de la microempresa y desarrollo de propuestas de políticas para políticas y programas en tres países;
- análisis de experiencias de países nórdicos con la inserción laboral de grupos vulnerables;
- talleres en tres países sobre las políticas de fomento de la microempresa;
- seminarios en los cinco países.

En enero de 2009 se llevaron a cabo los talleres “La microempresa: los desafíos para su desarrollo productivo y su formalización” y los seminarios “Políticas para fomentar la inserción productiva de grupos vulnerables” en Guatemala, Honduras y Nicaragua. En estos eventos se presentaron los avances de las investigaciones realizados en el marco del proyecto y se discutieron las propuestas para perfeccionar los instrumentos de las políticas públicas correspondientes.

En abril de 2009, el proyecto realizó un seminario en Bogotá, Colombia, en el cual todos sus componentes presentaron los resultados de los estudios sobre el caso colombiano (ver la presentación de la consultoría de este componente).

En octubre de 2009 se realizó el seminario “Políticas para el fomento de la inserción laboral de mujeres y jóvenes vulnerables”, en el cual se presentaron los resultados del proyecto. Representantes de las instituciones públicas a cargo de políticas para fomentar la inserción laboral de jóvenes y mujeres en los países cubiertos en el proyecto comentaron los trabajos presentados.

En el marco del componente, se publicaron los siguientes estudios:

- Nekby, L. “Active labor market programs for the integration of youths and immigrants into the labor market. The Nordic experience”

Lena Nekby Serie Macroeconomía del desarrollo , No 73 November 2008, 60 pages; disclaimer “The views expressed in this document, which has been reproduced without formal editing, are those of the author and do not necessarily reflect the views of the Organization.” There is nothing in the paper about the relevance of these programs to the LAC or on a possibility of adapting them to the LAC realities.

United Nations

- Chacaltana, J. “Experiencias de formalización empresarial y laboral en Centro América: un análisis comparativo en Guatemala, Honduras y Nicaragua”

Juan Chacaltana, Serie Macroeconomía del desarrollo, No 88 July 2009, 73 pages; disclaimer : “Las opiniones expresadas en este documento, que no ha sido sometido a revisión editorial, son de exclusiva responsabilidad del autor y pueden no coincidir con las de la Organización.”

- Gamboa, M. “Políticas para la inserción laboral de mujeres y jóvenes en Nicaragua”

Marbel N. Gamboa Documentos de proyectos, N° 254, Julio 2009, 104 pp; disclaimer “Las opiniones expresadas en este documento, que no ha sido sometido a revisión editorial, son de exclusiva responsabilidad de la autora y pueden no coincidir con las de la Organización” Contains 10 pages of recommendations but these are author’s recommendations, not ECLAC’s ones because of the disclaimer.

- Farah, I., C. Sánchez y F. Wanderley “Políticas para la inserción laboral de mujeres y jóvenes en el Estado Plurinacional de Bolivia”

Documentos de proyectos, N° 250, Julio 2009, 144 pp; disclaimer “Las opiniones expresadas en este documento, que no ha sido sometido a revisión editorial, son de exclusiva responsabilidad de los autores y pueden no coincidir con las de la Organización.” Mostly descriptive, no obvious recommendations.

- Baroni, B. “Políticas para la inserción laboral de mujeres y jóvenes en Guatemala”
- Ochoa, J. D. “Políticas para la inserción laboral de mujeres y jóvenes en Honduras”
- Farné, S. “Políticas para la inserción laboral de mujeres y jóvenes en Colombia”
- Sepúlveda, L. “Políticas para la inserción laboral de mujeres y jóvenes en Chile”
- Weller, J. “El fomento de la inserción laboral de grupos vulnerables: consideraciones a partir de cinco estudios de caso nacionales”

V. IMPACT AND ACHIEVEMENTS

In relation to the component’s indicators of achievement, the following results can be displayed:

1. In at least two countries, public and private sector representatives have received information on formalization of informal activities and discussed the implementation of related policy instruments.

In three countries (Guatemala, Honduras y Nicaragua) workshops with policy makers and other stakeholders were carried through, where the preliminary results of the consultancy were presented and discussed. With the exception of Guatemala, where —probably because of other activities organized in Guatemala by international institutions the same day— the assistance was limited, the participation in the workshops was as planned, and in the three countries the feedback of the participants was positive (between 93% and 100% of workshop participants in the three countries that took part in the evaluation considered the substantive content of the workshop as “good” or “excellent”).

2. In at least four countries, policy-makers and other relevant actors have received and discussed policy options and tools developed by the component and expressed satisfaction on their usefulness for the improvement of the integration of vulnerable groups into the labour market.

In four of the five countries seminars were held to present and discuss the findings of the research at the national and regional levels, with the exception the Plurinational State of Bolivia (see III. Difficulties Encountered and Shortcomings). In addition, a regional seminar was held to facilitate a comparative perspective, with policy makers from four countries. The participants’ evaluation of the seminars was positive (between 95% and 100% of seminar participants in the three Central American countries that took part in the evaluation considered the substantive content of the workshop as “good” or “excellent”). The distribution of the final publications (in print version and on the website) contributes to a further dissemination of the findings.

Additionally, the global impact of the component can be assessed in the following way:

In the regional seminar the representatives of some of the attending public institutions expressed a “new openness” to critique or the discussion of weaknesses of existing programmes. This attitude might stimulate the

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review of these programmes, possibly taking into account some proposals developed in the context of the project. Specifically, the Vice-Minister of Guatemala announced that he will present suggestions contained in the case study on his country to the directing board of the Technical Institute for Training and Productivity (INTECAP).

After the conclusion of the project, project participants (the project coordinator, a regional consultant) received numerous invitations to make presentations related to the findings of the project, for example by the International Youth Foundation and the Advisory Council of the Ministers of Labour of the Andean Community, as well as from Central American countries (unfortunately, because of lack of funds these invitations could not always be attended). The diffusion of this information, including to countries not related to the program component, represents an additional impact of the work realized in this context.

Component 3

PORTION OF THE FINAL REPORT

Social Cohesion Policies

Page 19

I. EXPECTED RESULTS

1. National authorities and relevant civil society stakeholders from the five selected countries have strengthened their dialogue and knowledge in the field of social cohesion and demand further technical assistance for its development.

2. Selected beneficiaries have strengthened the formulation and/ or implementation of social cohesion policies and instruments thanks to recommendations from technical assistance provided by ECLAC-SIDA.

The following activities were implemented in relation with the expected results:

GUATEMALA, HONDURAS AND NICARAGUA

A joint ECLAC-SIDA mission visited the three countries between April 14 and 23, 2008, meeting with Government officials, staff from international organizations and the Swedish embassy, as well as independent experts. The mission identified the need for the social cohesion component of the project to prepare a study on conditional cash transfer (CCT) programs.

To follow up on the recommendations of the first exploratory mission, a consultant was hired to carry out a study on the institutional strengths and weaknesses of CCT programs in the three countries. In order to collect information and meet with government officials and other social policy experts, the consultant visited Guatemala, Honduras and Nicaragua between September 21 and October 11, 2008.

During the March 2-6, 2009 week, national seminars were held in collaboration with the social protection component of the ECLAC-SIDA programme in Guatemala, Honduras and Nicaragua to share the main findings of the study and to receive inputs and comments for the final version. The title of the seminar series was "*Taller sobre equidad, reducción de la pobreza y sustentabilidad financiera de la protección social*".³

³ The agenda and the presentations made at the seminars are available online at <http://www.eclac.cl/dda/agenda/default.asp?agno=2009&mes=03>.

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Attendance at national seminars in Central America was satisfactory, with 55 registered attendees in Guatemala, 59 in Honduras and 40 in Nicaragua. Several of the attendees in Guatemala and Honduras were Government officers, including the coordinators of the respective conditional cash transfer programmes. In Nicaragua only two Government officers attended the seminar. Evaluation questionnaires were distributed at the seminars, with a response by about 20 persons in each of them. In a scale from 1 (very bad) to 5

(excellent), the seminar got a rating of 4.2 in Guatemala, 4.6 in Honduras and 4.4 in Nicaragua, showing that policymakers and other relevant actors were satisfied with the quality of the proposals (expected results 1 and 2).

As a result, the study on conditional cash transfer programs in the three countries was completed at the beginning of May 2009 and has now been published with the title “*Desafíos de los programas de transferencias con corresponsabilidad: Los casos de Guatemala, Honduras y Nicaragua*” (LC/W.248) by S. Cecchini, A. Leiva, A. Madariaga and D. Trucco.⁴ The study was highlighted in a July 2009 UNDP’s IPC-IG One Pager titled “Do CCT Programmes Work in Low-Income Countries?”, by S. Cecchini, giving further visibility to the study.⁵

⁴ Available online at http://www.eclac.cl/publicaciones/xml/3/35903/DPW248_Programas_Transferencias.pdf.

⁵ See <http://www.ipc-undp.org/pub/IPCOnePager90.pdf>.

COLOMBIA

A joint ECLAC-SIDA mission visited Colombia between May 26 and 29, 2008, meeting with Government officials, staff from international organizations and the Swedish embassy, as well as NGOs and workers’ unions. The mission identified the need to focus the social cohesion component of the project on social policies to foster a better social inclusion of internally displaced people (IDP). A first study on the living conditions of IDP, by a distinguished Colombian economist, Ana María Ibáñez and Andrea Velasquez was thus published in ECLAC’s *Serie de Políticas Sociales* with the title “*El impacto del desplazamiento forzoso en Colombia: condiciones socioeconómicas de la población desplazada, vinculación a los mercados laborales y políticas públicas*”.⁶

⁶ See <http://www.eclac.cl/publicaciones/xml/2/35022/sps145-Desplazamiento-Colombia.pdf>.

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A second mission to Bogotá was carried out between October 21 and October 26, 2008, with the goal of setting the details of a second study on IDP. As a result of the mission, a consultant (Ernesto Zarama) was hired to carry out a study on grassroots experiences in income generation and employment creation for IDP. The mission also visited poor areas around Bogotá, carried out meetings with IDP, and participated in a workshop with Government officials on the “Consolidation of a System of Social Promotion”, during which ECLAC was requested to make the closing remarks of the event.

On April 22-23, 2009 a national seminar was held in Bogotá in collaboration with the social protection, labour market and micro finance components of the ECLAC-SIDA programme with the title “*Políticas para Mejorar Condiciones y Oportunidades Económicas de Grupos Vulnerables en Colombia*”.⁷ A preliminary version of the study on experiences in income generation by IDP was presented and discussed at the seminar. The comments received were incorporated in the final version of the study by E. Zarama, titled “*Generación de ingresos para la población desplazada en Colombia: perspectivas desde abajo*”.⁸ The Vice Minister of Social Protection introduced the seminar, which was attended by 95 participants from different governmental and non-governmental institutions (expected result 1).

⁷ Presentations made at the seminar are available online at <http://www.eclac.cl/cgibin/getProd.asp?xml=/colombia/noticias/documentosdetrabajo/7/35867/P35867.xml&xsl=/colombia/tpl/p38f.xsl&base=/colombia/tpl/top-bottom.xsl> (**wrong link, the correct one is:** <http://www.eclac.cl/cgi-bin/getProd.asp?xml=/colombia/noticias/documentosdetrabajo/7/35867/P35867.xml&xsl=/colombia/tpl/p38f.xsl&base=/c>).

⁸ See <http://www.cepal.org/publicaciones/xml/7/38117/sps152-desplazados.pdf>.

BOLIVIA

A joint ECLAC-SIDA mission visited Bolivia between June 22 and 25, 2008, meeting with Government officials, staff from international organizations, the Swedish and Danish embassies, as well as NGOs. The mission identified the possibility for the social cohesion component of the project to support the Ministry of Planning for Development in strengthening the country's social protection and community development network. During the mission, ECLAC staff played a key role in the June 24 workshop on "Strengthening the Social Protection Programs and Integral Community Development Network", during which a presentation of the program was made. ECLAC staff made a presentation on social protection and made comments on the proposed programme.

In response to a request by the Ministry of Planning for Development (expected result 1), a second mission to La Paz was carried out between November 5 and November 8, 2008 in order to assist the Government in its preparation of a new Extreme Poverty Eradication Plan. The mission worked around the clock with the team in charge of drafting the Plan and prepared a brief document on some strategic lines for the preparation of the Plan. Following the mission, support has been provided to UDAPE (the Socio-Economic Policies Analysis Unit)

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with regard to the provision of documents and references on monitoring and evaluation systems (expected result 2).

INTERNATIONAL SEMINARS

The international seminar "Rethinking social issues in times of crisis" was held on May 28-29, 2009 in Antigua, Guatemala. The seminar was jointly organized with Component 1 of this programme, the Central American Institute for Fiscal Studies (ICEFI) and with the collaboration of Spain's international cooperation agency for development (AECID). The seminar was attended by Government officers from Bolivia (UDAPE, Ministry of Planning for Development), Chile (Ministry of Planning), Guatemala (Ministry of Finance and Ministry of Planning), Honduras (Ministry of Social Development), Mexico (Ministry of Social Development) and Nicaragua (Ministry of Industry). Among them, the Minister of Finance, the Minister of Planning and the coordinator of the conditional cash transfer programme (*Mi Familia Progres*) of Guatemala. Highly respected researchers from UNDP's International Policy Centre for Inclusive Growth (IPC-IG), Carnegie Endowment for International Peace, HelpAge International, IFPRI, FLACSO, Uruguay's Universidad de la Republica, as well as the United Nations Independent Expert on Human Rights and Extreme Poverty attended the seminar and contributed to its success with their presentations and lively discussion.

The second day of the seminar was titled "Poverty reduction programmes in the context of the crisis: a Latin American perspective" and dealt with issues of employment and poverty reduction, conditional cash transfers and human rights. One of the main messages that came out of the

seminar was that to mitigate rising poverty and indigence in the face of crisis, it is important to promote labour insertion as well as to protect children, the elderly and other vulnerable groups through income transfers.

Evaluation questionnaires were distributed at the seminar, and were responded by 25 persons. In a scale from 1 (very bad) to 5 (excellent), the seminar got a rating of 4.5, showing that policymakers and other relevant actors were satisfied with the quality of the discussion (expected result 1).

Finally, merging funds from this component with funds of component 1 of the cooperation programme (Social Protection), ECLAC organized an International Seminar on 23 and 24 November 2009 at the Santiago, Chile, headquarters, titled “A Sense of Belonging in the Twenty-First Century: Lessons with a Global Perspective for and from Latin America and the Caribbean”.⁹ At the seminar, three papers funded with SIDA resources were presented: “*Tras Babel: identidad, pertenencia y cosmopolitismo de la diferencia*” by G. Marramao¹⁰, “*Identidades y sentido de pertenencia y sus tensiones contemporáneas para la cohesión social: ¿del derrotero a las*

⁹ See <http://www.cepal.org/id.asp?id=37518>.

¹⁰ See <http://www.cepal.org/publicaciones/xml/0/37860/sps154-dds-pertenencia.pdf>.

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raíces, y/o de las raíces al derrotero?” by A. Sojo¹¹ and “*El nuevo constitucionalismo latinoamericano: promesas e interrogantes*” by C. Curtis and R. Gargarella (published in November 2009).¹²

¹¹ See <http://www.cepal.org/publicaciones/xml/1/37861/sps155-dds-pertenencia.pdf>

¹² See <http://www.eclac.cl/dds/noticias/paginas/8/37518/sps153-dds-constitucionalismo.pdf>

OTHER STUDIES RELATED TO SOCIAL COHESION

A study by C. Robles on indigenous people and conditional cash transfer programs in the region has been finalized, and is being published as ECLAC Social Policies Series no. 156, with the title “*Pueblos indígenas y programas de transferencias con corresponsabilidad. Avances y desafíos desde un enfoque étnico*”. This study responds to the need of researching what measures can be taken to adapt CCT programs to the reality of indigenous peoples in the region. Special studies to follow-up social policies at times of crisis were carried out in Bolivia, Guatemala, Honduras and Nicaragua, and constituted an important input to the Social Panorama of Latin America 2009, specifically to chapter 3 on the social consequences of the crisis in the region. The collaboration of Sida was recognized in the acknowledgments of the Social Panorama published online in November 2009. Each study followed a standard format, and focused on three main areas: i) presentation of the basic characteristics of social policies in each country, ii) identification of relevant changes in social policy to face the crisis, iii) evaluation and prospects of social policy. The studies also carried a statistical annex with the latest official data on social expenditure. The main social policies analyzed covered employment, pensions, cash transfers, health, education and housing.

II. DIFFICULTIES ENCOUNTERED AND SHORTCOMINGS

GUATEMALA, HONDURAS AND NICARAGUA

The political situation in these three countries was very volatile during the implementation of the project, making it more challenging to carry out activities such as the three national seminars and the regional seminar in Guatemala. In Nicaragua, the results of the November 2008 Municipal elections were contested by the opposition, and this led to a tense political climate, with episodes of violence. In Guatemala, President Colom was accused of being responsible of the killing of a lawyer, which led to massive street protests. In Honduras, political confrontation led to the coup against President Zelaya at the end of 2009.

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Nonetheless, activities in the three countries were undertaken smoothly, in close collaboration with the local Swedish Embassies, using their staff knowledge of the expediency of carrying out activities in a determined period. Considerable efforts were made to organize this seminar in the face of difficulties such as the outbreak of the A (H1N1) influenza and the political crisis in Guatemala following the grave accusations against the President of the Republic.

COLOMBIA

Because two of the candidates identified to lead the consultancy on internally displaced people could not accept the offer because of previous engagements, the study began to be carried out in November 2008. With support from the ECLAC Office in Bogotá, a draft study was presented at the national seminar in April 2009. The final version of the document was published in December 2009.

BOLIVIA

The political situation was extremely complex during the whole period of implementation of the project, and was not conducive to medium or long-term development planning. Although the result of the August 2008 referendum and agreements on the new Constitution eventually led to more stability, the political struggle demanded much of the Government's attention, making it difficult to focus on solutions to the country's development problems. In our discussions with the Ministry of Planning for Development, concrete areas where ECLAC could provide further support to strengthen the country's Extreme Poverty Eradication Plan were identified. In particular, support could be provided in disseminating knowledge and technical assistance on monitoring and evaluation systems for social programs, as well as to strengthen the conceptual aspects of the Plan. However, it is difficult to forecast whether there will be further demand for collaboration.

III. IMPACT AND ACHIEVEMENTS

In relation to the component's indicators of achievement, the following results can be displayed:

1. In at least four countries of the region, recommendations concerning social cohesion policies have been received and discussed by policymakers and other relevant actors and they expressed satisfaction with quality of proposals.

Attendance at national seminars in three Central American countries was satisfactory, with 55 registered attendees in Guatemala, 59 in Honduras and 40 in Nicaragua. Several of the attendees in Guatemala and Honduras were Government officers, including the coordinators of the respective conditional cash transfer

programmes. In Nicaragua only two Government officers attended the seminar. Evaluation questionnaires were distributed at the seminars, with a response by about 20 persons in each of them. In a scale from 1 (very bad) to 5 (excellent), the seminar got a rating of 4.2 in Guatemala, 4.6 in Honduras and 4.4 in Nicaragua, showing that policymakers and other relevant actors were satisfied with the quality of the proposals (expected results 1 and 2).

In Colombia, the April 2009 seminar was introduced by the Vice Minister of Social Protection and was attended by 95 participants from different governmental and non-governmental institutions; 96,6% of the 30 respondents to the evaluation questionnaire qualified the substantive content of the seminar as either excellent or good.

Furthermore, evaluation questionnaires distributed at the “Rethinking social issues in times of crisis” international seminar in Guatemala were responded to by 25 persons. In a scale from 1 (very bad) to 5 (excellent), the seminar received a rating of 4.5, displaying that policymakers and other relevant actors were satisfied with the quality of the proposals. The seminar was attended by two Ministers (Finance and Planning) of the Government of Guatemala.

- a. In at least three countries of the region, national authorities are incorporating recommendations made by ECLAC-SIDA in their policy-making process and expressed satisfaction with technical assistance received.

During a November 2008 mission, support was provided to the Bolivian Government in the preparation of an “Extreme Poverty Eradication Plan”, whose draft was not shared before with other international organizations, showing the Government’s trust in ECLAC’s advice. As requested by the Vice Minister of Planning for Development, two ECLAC staff members summarized their reactions and proposals to the draft of the Plan in a brief document titled “A proposal on some strategic lines for the preparation of the Plan based on the discussions with the team in charge of its drafting”. The Vice Minister and his team voiced positive comments about the ECLAC mission.

Furthermore, the Governments of Brazil and Panama requested ECLAC’s assistance on conditional cash transfer programmes (see below).

3. At least two countries that are not considered by the present component express interest in the Programme and request SIDA-ECLAC to assist them on the subject of social cohesion.

Two countries (Brazil and Panama) expressed interest in research on conditional cash transfer (CCT) programmes carried out in the framework of the SIDA-ECLAC Cooperation Programme. As a result, ECLAC expert Simone Cecchini was invited by the Ministry of Social Development of Panama to present on the challenges of CCT programmes at a June 2009 seminar with the outgoing Government of President Martin Torrijos (who opened the event) and the transitional team of President Ricardo Martinelli.¹³ The current Vice

¹³ See the presentation at

<http://www.eclac.cl/dds/noticias/paginas/6/28106/DesafiosPTC.pdf>.

Minister of Social Development, Susana González Ruiz de Varela, attended the seminar. Simone Cecchini was also invited by the Brazilian Ministry of Social Development (MDS) to the December 2009 International Seminar on Social Protection Systems: Challenges in the Latin American Context,¹⁴ and presented the Programme's findings at a panel on The Contribution of Income Transfers Programs to Strengthen Social Protection Systems.¹⁵ The event was opened by the Minister of Social Development, Patrus Ananias, and Lúcia Modesto, National Secretary of Citizens Income of the MDS moderated the panel where the SIDA-ECLAC findings were presented.

Additionally, the global impact of the component can be assessed in the following way: The social cohesion component of the SIDA-ECLAC Cooperation Programme succeeded in advancing the discussion on policies tailored to better integrate vulnerable groups into society. At the national level, this was achieved by publishing reports and holding seminars on income generation by internally displaced people (Colombia), conditional cash transfer programmes for poor families (Guatemala, Honduras, Nicaragua), and by assisting the Bolivian Government on its plan to eradicate extreme poverty. Countries which were not considered by the component (Brazil and Panama) also benefited directly from work done on CCT programmes. At the regional level, component 3 (in collaboration with component 1) contributed to policy discussions with two high-level international seminars ("Rethinking social issues in times of crisis" and "A Sense of Belonging in the Twenty-First Century: Lessons with a Global Perspective for and from Latin America and the Caribbean"). It also provided fundamental inputs into the 2009 Social Panorama of Latin America, ECLAC's flagship publication on social issues, and into the forthcoming institutional report on equality, which will be presented to all Latin American and Caribbean Governments at the Thirty-third Session of the ECLAC in Brasilia (May 30-June 1, 2010). The component has thus expanded its impact beyond the five countries that constituted the focus of the Cooperation Programme, and achieved important spill-over effects at the regional and international level, as demonstrated by UNDP's IPC-IG request to report on this component's findings on CCT programmes in one of their publications.

¹⁴ See <http://www.mds.gov.br/sites/banner-internas/seminariointernacional-prominp/sites/seminariointernacional>.

¹⁵ See the presentation at <http://www.eclac.cl/dds/noticias/paginas/6/28106/PTC-Brasilia-2009.pdf>.

Component 4

PORTION OF THE FINAL REPORT

Role of financial sector to favour equity

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I. EXPECTED RESULTS

1. National authorities and other relevant actors in selected countries have strengthened their capacity to design and implement public policies and financial regulations in order to expand financial inclusion of most vulnerable social groups, currently excluded from financial markets. The scope will be on access to credit and financial services.

2. The development of public policies and financial instruments to improve access to financial intermediation of micro and small enterprises has been strengthened, in particular in the areas of microfinance, risk management, development banks and the relation between microfinance and formal banks.

The following case studies were carried out over the course of the project:

NICARAGUA

- Las Microfinanzas en Nicaragua, prepared by Rosa Pasos (no hyperlink; had to search Cepal portal- VG)
- La Industria Microfinanciera en Nicaragua: el Rol de las Instituciones de Microfinanzas, prepared by Manuel Salgado. (no hyperlink; had to search Cepal portal- VG)

COLOMBIA

- Microfinanzas e instituciones microfinancieras en Colombia, prepared by Javier Serrano. (no hyperlink; had to search Cepal portal- VG)
- Microfinanzas dentro del contexto del Sistema Financiero Colombiano, prepared by María Lorena Gutiérrez Botero. (no hyperlink; had to search Cepal portal- VG)

BOLIVIA

- Ampliación de cobertura de Microfinanzas en el área rural de Bolivia: Un Diagnóstico Cualitativo de los Esfuerzos Actuales y Desafíos, prepared by Miguel Zalles and Anne Marie van Swinderen. (no hyperlink; had to search Cepal portal- VG)

HONDURAS

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- Microfinanzas en Honduras: Realidad y retos para la definición de políticas, prepared by Mayra Falck y Beatriz Ordoñez. (no hyperlink; had to search Cepal portal- VG)

GUATEMALA

La Industria de Microfinanzas en Guatemala: Estudio de Casos, prepared by Paulo de León. (no hyperlink; had to search Cepal portal- VG)

With the view to diffuse the findings of the above-listed studies with relevant stakeholders, a regional Workshop-Seminar was organized in Tegucigalpa, Honduras, on 22-23 January 2009. The event, which cohosted by the Banco Centroamericano de Integración Económica, benefited from the wide presence of representatives of microfinance institutions from Central America. No name is given for the Workshop, so it took quite some time to look in up on the Internet. - VG

Similarly, the findings of the studies were also presented to stakeholders on the occasion of the Workshop- Seminar 'Mejorando las Condiciones y Oportunidades Económicas y Sociales de Grupos Vulnerables en Colombia', held in Bogotá on 22- 23 April 2009. (Find where exactly the studies were presented – VG). The link is taken from Component 1: <http://www.eclac.cl/cgi-bin/getProd.asp?xml=/colombia/noticias/documentosdetrabajo/7/35867/P35867.xml&xsl=/colombia/tpl/p38f.xsl&base=/c>.

In both events, participants emphasized the importance the studies and the understanding they provide on the actual state of micro-finances in the region. (Could we find quotes or statements where it is said so? – VG)

ECLAC's Development Studies Unit also participated in the international Seminar organized by the Banco Estado de Chile, "22nd WSBI World Congress Financial inclusion in a globalised World Our Challenge", which was carried out in Santiago on 30 April and 1 May 2009. **Was not able to find a link. Please provide the link and also the DSU presentation and explain how this participation relates to the Component 4 of the ECLAC-SIDA Programme? -VG**

The project team also took part in the following events: New York, USA., (8-10/4/2008): meeting on the challenges after the 'Monterrey Financing for Development' event, on the topic of financial inclusion in the region, in the presence of members of the Rio Group.

Sto. Domingo, Dominican Republic, (10-13/06/2008): Regional Surrey on development financing, roundtable on fund raising and on topics such as bankarization, microfinance, development banking. Tegucigalpa, Honduras (27-31/10/2008): Workshop on the implications of the International economic crisis for Central America, meetings with the board members of BCIE.

II. DIFFICULTIES ENCOUNTERED AND SHORTCOMINGS

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- At an initial stage, it was difficult to find and hire qualified consultants in some of the selected Latin American countries, given previous engagements in many of the possible consultants. However, we were able to locate and hire highly qualified experts.
- Due to political tensions, the studies of some of the countries in the region presented small delays in the delivery of their final drafts.

- Additionally, the political context did not allow the representation of high level officials (Ministry or Vice-Ministry) for a small group of economies in the sub-regional meetings promoted within the context of the project.

III. IMPACT AND ACHIEVEMENTS

In relation to the component's indicators of achievement, the following results can be displayed:

1. In at least three countries, representatives from Governments and other targeted beneficiaries have expressed satisfaction with the quality and usefulness of the component's recommendations for their policy discussion and formulation regarding access of vulnerable sectors to financing. During the regional meeting carried out in Tegucigalpa, several policy makers from Central America (Costa Rica, Honduras, Guatemala, El Salvador, Panama, and Nicaragua) expressed that many of the discussions

and conclusions reached at the summit will guide the formulation of policy and in particular, the design of Laws and regulatory schemes to: a) increase access to financial services in the region for women, young, and micro-entrepreneurs, b) promote social and economic development and c) improve the efficiency in the intermediation process that induces a reduction of the cost of financing in the region. In addition during the

Bogota meeting, the participants (government authorities and representatives from civil society) expressed that microfinance can play a key role in a comprehensive policy respond to help the "displaced" in Colombia to settled recover social and economic means.

2. In at least three countries, representatives from Governments and the private sector have expressed satisfaction with the quality and usefulness of the component's recommendations and incorporated them in their financial intermediation policies

In the Tegucigalpa meeting, the conclusions of the participant at the seminar underscored the importance of policy makers avoiding the policy dilemmas or traps that the microfinance industry will face in the near future, and vowed to incorporate them in their upcoming policies. 1) The policy trap: microfinance is considered both

a business and therefore, an economic activity that has to be profitable, but also a key component of the social policies undertake by the governments of the region, which can lead to somehow different undertakings. 2) The regulation trap: microfinance institutions as part of the financial industry have to be regulated, but

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regulation can not undermine the capacity of the industry to operate and to increase access. 3) The inclusion trap: microfinance institutions face the challenge of increase access to sectors that traditionally do not have access to finance, but this has to be done without increasing cost in the process. Many of these issues were also discussed during the Bogota Workshop and Santo Domingo Seminar, and in these occasions policy makers stressed the importance of the fact that microfinance institutions must improve their productivity and efficiency to reduce cost, especially administrative cost, so that clients of the institutions can also experience a reduction of costs.

Additionally, the global impact of the component can be assessed in the following way:

1) The papers, seminars and workshop helped to increase the understanding of the principal limitations faced by microfinance in the region. 2) The discussion allowed policy makers, microfinance institutions, academic and lawmakers to share a common knowledge of the status of the industry, in times that financial stress and shortage in credit associated to the international

financial crisis were expected. 3) A key by product of the project was that ECLAC and SIDA promoted an open forum to discuss issues that by their nature are difficult to address in a less “academic” environment. 4) The conclusions of the papers and the results of the seminars were also presented in other more global scenarios such as the WSBI World Congress Financial inclusion in a globalised World Our Challenge meeting held in Santiago de Chile, in May 2009, where policy makers and world representatives discussed the present and future of the Microfinance Industry in the World. But in addition, and in the context of the discussion on financing for development, the presentation at the NY meeting allowed the Section to underscore the advances and important role that microfinance and development banks, together with other sources of internal financing, to promote development in the region, in accordance with the agreements reached at the Monterrey conference in financing for development.

Component 5

PORTION OF THE FINAL REPORT

Open fund for emerging activities

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I. EXPECTED RESULTS

1. "A document to analyze the incidence of the increase in basic food commodities on the basic food baskets of countries in the region and the effect on the indicators of poverty and indigence."
2. "An econometric estimation of the impact that different factors had in increasing food prices."
3. "A document on price transmission."
4. "A summary document with emphasis on policy recommendation and lessons learnt."
5. "A presentation of the preliminary results at the meeting of Government Experts to be held in response to Resolution 633 (XXXII)."

PRICE TRANSMISSION

The price transmission project was discussed and designed in the context of the so called "Food Crisis", during the Second Quarter of 2008, when agricultural and food prices were reaching historical heights and food inflation was threatening to lead to a significant increase in poverty.

Two workshops were held to discuss the data and modeling capacities required to achieve this result. The first (July 3 2008) involved all members of the Agricultural Development Unit and staff members from several divisions with expertise in econometrics and economic modeling. The meeting allowed for exchanging views on the relevance of the results and data and econometric difficulties involved. Feedback was also received via email from the ECLAC Regional Office in Mexico. After internal discussion on the determinants of the supply and demand of commodities and information available on them, it was decided to start with a review of the relevant technical literature. The results of the review were presented in the second workshop (October 27 2008), which was attended by staff from several ECLAC divisions and FAO's Regional Office for Latin America and the Caribbean (FAO/RLC). The main conclusion from the process described was that achieving this result as originally expected was not feasible. Therefore, the document proposed will be replaced by the literature review "The Evolution of International Commodity Prices, Research Proposal" (L. Dutoit). Regarding the document on price transmission, a final version of the document was completed in June 2009 "Transmisión de Precios en los Mercados de maíz y arroz en América Latina", (L. Dutoit, K. Hernández & C. Urrutia). The document is being published in the *Serie Desarrollo Productivo*. A summary of the main results was prepared as an ECLAC contribution in a Special Section on Price Volatility ("Transmisión de precios en los mercados de maíz y arroz en ocho países de América Latina") within the joint ECLAC-IICA-FAO document on

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the State of Agriculture and Rural Development, and was presented at the Agricultural Ministerial Meeting of the Americas, in Jamaica, in October 2009.

The findings of the project on price transmission displayed strong evidence that policies sought by governments should tend towards improved competition and increased transparency in market information, in order to ensure efficient price transmission from the international to the national level. In particular, the results indicate that in most cases the absence of price transmission could be attributed to two factors: a) a high market power on the side of wholesalers; or b) policies to protect producers. The results also indicate that price transmission seems to be more complete in the rice market and that in most cases with evidence of transmission, such evidence was not particularly strong, except in rice in Brazil (with Argentina) and maize in Chile and Panama (with USA). Another relevant result is that no significant evidence was found about asymmetric price transmission, which means that statistically the transmission when international prices are

increasing does not differ vis-à-vis when they are decreasing. The only exception were in wholesale rice prices in Nicaragua (with Thailand) and Brazil (with Argentina), where the return to equilibrium is faster

when prices are decreasing. The trade-offs of prices between producers and consumer when prices are increasing or decreasing are also discussed, as good transmission when prices food commodities are in an upward trend can be good for producer but not for consumers, and viceversa.

INCLUSIVE DEVELOPMENT IN EL SALVADOR

As informed in the progress report dated September 2009, in agreement between the Director of ECLAC's Programme Monitoring Unit and the coordinator of the Swedish cooperation in Santiago, US\$ 53,379 from the component SWE/07/004 were transferred to the Open Fund in order to finance a case study on inclusive development in El Salvador, the details of which are discussed below.

Background:

Until 2008, Latin America and the Caribbean had had reasonable economic growth rates, which were reflected in a reduction of absolute poverty. While the current market-based system works well for parts of the population, it cannot, on its own, address the large and persistent social inequalities that continue to characterise the countries in the region.

Chances are this situation will persist in the future, unless a reflection is made upon the shortcomings of the current model of economic growth and relevant measures are taken. According to some development theories, relative poverty and inequality would be alleviated with higher growth rates and improving social policies.

However, the correction that is needed requires not only higher growth rates, but a new strategy for long term development, characterised by increasing equity.

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The problem resides, not only on the rate of growth of GDP, but also on its composition by technological, institutional and organisational strata. That is, in the profound differences of productivity between different industries. The modern, competitive, high productivity sectors —such as the export oriented sector—, as well as the social groups and geographical areas linked to them, are able to grow above the average, albeit with scarce job creation, and limited backward linkages and spillovers. In contrast, the mid to low productivity sector, which employ the vast majority of the economically active population —including all forms of informal and precarious employment—, are generally involved in low growth activities, with few linkages to leading sectors.

These laggard sectors play a tangential role in aggregate growth, which means that the social groups and geographic areas linked to lower productivity sectors do not benefit from episodes of high aggregate growth, thus widening the gap with respect to the leading sectors.

Furthermore, the strata of the population that are fully inserted in the globalisation process, are able to fulfill the cultural and consumption expectations it generates. In stark contrast, the constant bombardment of media, further alienate the large segments of the population which are marginalised from the benefits of globalisation. In the case of El Salvador, where up to a third of the population currently resides, or resided in the recent past, in the United States, this effect is particularly acute, and it feeds the level of social discontent. In short, the disruptive and divergent dynamics that characterise the current macroeconomic paradigm cannot be solved with higher growth rates and improved social policies alone. What is called for is in effect a change of paradigm, one where the focus of public policies is to overcome the structural heterogeneity that prevails in the different sectors and geographic areas that make up the productive and social matrix of the countries in the region, since this is the main constraint that impedes achieving equitable and inclusive growth.

To this end, it is necessary to advance on a development strategy whose main objective would be to foster a productive and socially satisfactory insertion of individuals into productive activities, as well as into the socioeconomic system, in order to guarantee a more egalitarian distribution of primary income. In particular, the strategy should build upon the dynamism of the export sector, in order to reduce the

productive heterogeneity by reducing the productivity differences that exist according to the size, branch of activity and location of firms. Such a strategy should be endowed with dialogue mechanisms between the private sector, government and citizenship at large.

Objective

The general objective of the case study is to foster debate and strengthen the analytical framework of inclusive development strategies in El Salvador; as well as to support the formulation of policies that promote productive convergence, economic growth and social equity.

Expected Results

1. Promote the debate of inclusive development policies in El Salvador.

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2. Strengthen the capacity of the government of El Salvador to formulate and implement development policies that promote productive convergence, economic growth and social equity.

Project Activities

1. Study about inclusive development strategies in El Salvador. The study will contain a summary chapter, which aside from motivating the study based on the concept of social cohesion; will offer a synthesis of the strategy and policy proposals for inclusive development. In addition, the study will include four chapters. Each study will discuss the current situation and detail policy proposals with respect to the four pillars upon which the proposal is based:

- a. Sustainable productive convergence.
- b. Redesign of the economic and social dialogue institutions.
- c. Guaranteed social protection.
- d. Equitable economic growth

2. A national workshop where the results and proposals will be presented and discussed with delegates from the relevant Salvadorian stakeholders (government, academia, private sector and non governmental organisations).

3. A publication that summarises the study case.

Progress achieved

The terms of the reference for the project were finalised by the end of October 2009. As a result the terms of reference for the individual studies and the selection of consultants were not done until November. Despite these delays, the preparation of the individual studies was well underway by the end of 2009. It is expected that preliminary versions of the individual studies will be available by the end of February 2010, and a preliminary version of the complete study will be finalised by the end of March 2010.

II. DIFFICULTIES ENCOUNTERED AND SHORTCOMINGS

Regarding the activities on the issue of price transmission, various factors motivated a re-orientation in the activities originally planned:

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i. The Executive Secretary requested the Swedish Cooperation to use part of the funds initially committed to the project to finance the participation of some of the Experts¹⁶ that participated in the Meeting of Government Experts «Crisis alimentaria y energética: oportunidades y desafíos».

ii. The preparation of Experts Meeting were more demanding than originally foreseen, especially in substantive matters, such as the preparation of documents.

- iii. Un-anticipated demands from other institutions to dictate conferences and participate in Workshops on issues related to the increase in food prices, which required the preparation of presentations, documents and papers.
- iv. Other international organizations (e.g. IICA, FAO) were planning similar and complementary activities, which demanded the need to create instances for coordination and exchange. As a result of this exchange the joint document FAO-CEPAL-ECLAD that is being prepared for the Ministerial Meeting on Agriculture and Rural Life in the Americas (Jamaica, October 2009) will have a special section on price volatility, which will include a contribution from ECLAC on price transmission (out of the study conducted within the project), a contribution from FAO on policies to cope with price volatility, and a contribution by IICA on case studies of the impacts on small farmers in specific rural territories.
- v. The French Cooperation decided to support the study on price transmission.

III. IMPACT AND ACHIEVEMENTS

In relation to the component's indicator of achievement, the following results can be displayed:

At least four activities have been conducted that have enabled ECLAC and the Swedish Cooperation to adopt a common position on an issue of mutual interest.

Two workshops on Price Transmission have been carried out in the framework of this component, in July and October 2008, leading to the elaboration of the document "Transmisión de Precios en los Mercados de maíz y arroz en América Latina", (L. Dutoit, K. Hernández & C. Urrutia), published in the Series *Desarrollo Productivo*, which findings and methodology stem from the discussions held during the events.

A case study on inclusive development in El Salvador was carried out, at the request of the government of this country.

The participation of the following experts was funded with resources from the Open Fund: Pedro Medrano (Panama), Victor Villalobos (Mexico), Eugenio Cap (Argentina), Dyndral Permaul (Guyana), Laudemir Muller (Brazil) and Máximo Torero (IFPRI-Washington),

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Additionally, the global impact of the component can be assessed in the following way:

The project on price transmission provided empirical evidence relevant to support policies aimed at improving competition and bring transparency along the commercialization chain, as well as at reducing market distortions that preclude a good price transmission from international to national and regional markets.

The case study on inclusive development in El Salvador is expected to provide the government of this country with tailored policy recommendations to design a specific long-term strategy for economic development, based on the specific strengths and weaknesses of its economic structure, and its social characteristics.

ANNEX 4

Terms of Reference – Final version 18-5-2010 Evaluation of the ECLAC-SIDA Cooperation Programme 2008-2009

“Enhancing Economic and Social Conditions and Opportunities of Vulnerable Groups in Latin America”



Evaluation of the ECLAC-SIDA Cooperation Programme 2008-2009

I. Introduction

This evaluation is in accordance with the General Assembly resolutions 54/236 of December 1999 and 54/474 of April 2000 which endorsed the Regulations and Rules Governing Programme Planning, Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (PPBME).¹ In this context the General 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 ECLAC in particular and within the normative recommendations made by different oversight bodies² endorsed by the General Assembly³, ECLAC's Executive Secretary is implementing an evaluation strategy that includes periodic evaluations of different areas of ECLAC's work. This is therefore a discretionary internal evaluation managed by the Programme Planning and Evaluation Unit (PPEU) of the Programme Planning and Operations division (PPOD).

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

² OIOS report entitled “Assessment of Evaluation Capacities and Needs in the United Nations Secretariat” (IED-2006-006, 24 August 2007); The Joint Inspection Unit report entitled “Oversight Lacunae in the United Nations System” (JIU/REP/2006/2)

³ Including GA resolutions 54/236 and 54/474 endorsing the PPBME rules and regulations (ST/SGB/2000/8)

II. Evaluation Topic

The evaluation is an end-of-cycle evaluation of the cooperation programme “Enhancing Economic and Social Conditions and opportunities of Vulnerable Groups in Latin America” implemented between 2007 and 2009 by ECLAC and the Swedish International Cooperation Agency (SIDA) in Latin America and the Caribbean and comprising five separate components or projects.

III. Objective of the Evaluation

The objective of this evaluation is to assess the effectiveness, relevance, and sustainability of the cooperation programme in relation to its overall objectives and expected results framed in the programme document.

The cooperation programme’s main objective was “to devise policies and measures aimed at fostering poverty alleviation and strengthening social equity and welfare in Latin America and the Caribbean (LAC)” and the expected results of its five components were as follows:

Component 1 - Fiscal responsibility and social protection

1. National authorities and relevant civil society stakeholders from selected countries have strengthened dialogue and technical capacity in the field of social protection reforms and request further for technical assistance for their development have been received by ECLAC.
2. Targeted beneficiaries have strengthened their capacity of formulation and/ or implementation of social protection policies and instruments thanks to recommendations from technical assistance provided by ECLAC-SIDA.
3. The basis for the development of a network of policymakers and civil society stakeholders for discussion and monitoring on advances of social protection reforms is set among countries.

Component 2 - Labour market policies

1. Government policy-makers and relevant actors from civil society in the area of labour policies in selected countries have improved their knowledge and capacity to foster a gradual formalization of informal activities.
2. Authorities from selected countries of the region have strengthened their capacity to design and implement policy instruments fostering the productive integration of youth and women (mainly low-skilled) into the labour markets.

Component 3 - Social Cohesion Policies

1. National authorities and relevant civil society stakeholders from selected countries have strengthened their dialogue and knowledge in the field of social cohesion and demand technical assistance for its development.
2. Selected beneficiaries have strengthened the formulation and/ or implementation of social cohesion policies and instruments thanks to recommendations from technical assistance provided by ECLAC-SIDA.

Component 4 - The role of the financial sector

1. National authorities and other relevant actors in selected countries have strengthened their capacity to design and implement public policies and financial regulations in order to expand financial inclusion of most vulnerable social groups, currently excluded from financial markets. The scope will be on access to credit and financial services.
2. The development of public policies and financial instruments to improve access to financial intermediation of micro and small enterprises has been strengthened, in particular in the areas of microfinance, risk management, developing banks and the relation between microfinance and formal banks.

The findings of the evaluation exercises should enable to identify major achievements, lessons learned and good practices of the integrated cooperation programme, its sustainability and potential replicability in other countries and through other technical cooperation projects and activities. They should provide recommendations and tools to improve current and future planning and the implementation of other technical cooperation programmes and projects carried out by ECLAC in Latin America and the Caribbean with the support of its cooperation partners.

IV. Background

The cooperation programme between ECLAC and SIDA aimed at strengthening the cooperation relationship by establishing a strategic partnership between both institutions and shifting from the financing of individual projects to that of an **integrated cooperation programme** providing a multi-dimensional perspective to the analysis of these development issues in Latin America and generating greater impact both in terms of analysis and results.

The main purpose of the cooperation programme was to devise policies and measures aimed at fostering poverty alleviation and strengthening social equity and welfare in Latin America and the Caribbean (LAC), in particular in poorer countries and among the most vulnerable groups of these societies. This overall objective was to be achieved through: i) Promoting policy-reform regarding social equity and poverty alleviation; ii) Fostering Capacity Building through dialogue and exchange of experiences among countries of the region and with European Nordic countries; and iii) Disseminating “good practices” with particular emphasis on relevant experiences from European Nordic countries which may be adapted to the Latin American reality.

The programme comprised the following five components or individual projects:

- **Component 1** - Project SWE/007/001: “Fiscal responsibility and social protection in poorer countries including Conditional Transfers and Poverty Reduction Strategies” implemented by the Social Development Division of ECLAC;
- **Component 2** - Project SWE/007/002: “Labour market policies and vulnerable groups” implemented by the Economic Development Division of ECLAC;
- **Component 3** - Project SWE/007/003: “social cohesion policies” implemented by the Social Development Division of ECLAC;
- **Component 4** - Project SWE/007/004: “The role of the financial sector to favour equity, poverty reduction and growth” implemented by the Development Studies Unit of ECLAC;
- **Component 5** - Project SWE/007/005: “Open fund for emerging activities”, coordinated by the Executive Secretary and the Programme Planning and Operations Division of ECLAC.

Each project used the following tools for intervention:

- Generating knowledge, analysis and applied research in the core thematic areas of the programme;
- Organizing seminars and conferences serving as forums for discussion, consensus building and decision-making;
- Implementing technical workshops and training courses involving policy-makers and other relevant actors from the region as well as representatives from other regions and international institutions when appropriate;
- Creating and supporting networks among policymakers and civil society representatives to stimulate debate and share information and good practices;
- Providing technical assistance and advisory services to governments of selected countries of the region at national or sub-national level and to other relevant institutions from the public or private sectors;
- Promoting advocacy;
- Promoting South-South cooperation;
- Producing reliable statistics, indicators and developing methodologies for their production;
- Disseminating main findings and recommendations through publications, research papers, internet-based information, press releases etc.

The priority countries of the programme were those with higher poverty rates in the region as requested by SIDA. The more developed Latin American countries were to be associated to the activities of the programme in particular through the incorporation of selected experiences and good practices that may provide relevant lessons for poorer countries. The beneficiary countries of the programme were eventually the following: Bolivia, Colombia, El Salvador, Guatemala, Honduras and Nicaragua.

The total programme gross budget amounted to US\$ 860,000 with the following distribution among its components:

- **Component 1** - Project SWE/007/001: US\$ 190,000
- **Component 2** - Project SWE/007/002: US\$ 190,000
- **Component 3** - Project SWE/007/003: US\$ 190,000
- **Component 4** - Project SWE/007/004: US\$ 190,000
- **Component 5** - Project SWE/007/005: US\$ 100,000

Its implementation covered the following period: June 2007 - 31 December 2009 and included one extension to the implementation period initially agreed. Progress reports were prepared on a yearly basis and a final report was prepared during the first quarter of 2010.

In January 2009, the Programme Planning and Operations Division (DPPO) of ECLAC organised a mid-term self assessment through a series of structured meetings with the programme managers of the five components and the representative of SIDA in ECLAC. The main objectives of the self-assessment were to: a) assess the progress achieved by each component in the implementation of its activities ahead of the annual progress reports in June 2008; b) identify good practices, challenges and possible areas of improvement; and c) establish guidelines for the present programme evaluation. Findings are available in Annex II.

V. Scope of the evaluation

As stated, the objective of this evaluation is to determine the relevance, effectiveness and sustainability of the cooperation programme as a whole in relation to the proposed overall objective and of its different components in relation to the expected results and to review the efficiency with which the delivery of programme activities and outputs were implemented.

More specifically the evaluation will:

- ✓ Assess the processes of programme design, planning, implementation, delivery and strategy of the programme as a whole and of its five components;
- ✓ Review the benefits, results and impacts achieved to various stakeholders and beneficiaries of the programmes in countries of Latin America and the Caribbean and the sustainability of the programme's achievements;
- ✓ Assess the level of coherence and synergies among the components of the programme and with other priorities, deliverables and objectives of ECLAC's Programme of Work during the biennium 2008-2009 and how are they sustained in time.

The evaluation will examine the strengths and weaknesses of programme implementation on the basis of the available elements of the logical framework of the programme as a whole and of its individual components / projects - objectives, expected results, indicators of achievement - contained in the programme document approved by ECLAC and SIDA (see details in Annex I). The evaluation will also review feedback from direct beneficiaries and the extent to which their needs and concerns were considered in the development of case studies and technical cooperation activities (including workshops, training courses, technical assistance and advisory missions). The evaluation will assess whether the programme was designed and implemented to facilitate the attainment of the goals. Furthermore, it will

assess through proxy indicators whether or not the expected results and goals of the components were achieved. The evaluation will assess and review all the activities and outputs implemented by the different components and the interaction and coordination modalities used in their implementation.

Elements to be covered in the evaluation should include:

- Actual progress made towards programme objectives and the five components' expected results - Effectiveness
- The degree to which the desired outcomes have occurred - short term effects
- The extent to which the five components has contributed to outcomes in the identified countries whether intended and unintended.
- The efficiency with which outputs were delivered with emphasis on the coordination and synergies between the different components of the programme.
- The validity of strategy and partnership arrangements.
- Relevance of ECLAC's activities and outputs towards the needs of Member States.

VI. Stakeholder Analysis

The main beneficiaries of the programme's findings and activities were government and public institutions officials at policy-making and technical levels in the six above-mentioned countries including: Ministries for social development, Ministries for planning, Ministries for economics and finance and National Statistics Offices. Other beneficiaries and stakeholders included: regional organizations such and Development Banks, the academic sector, civil society representatives and selected private sector entities.

The evaluation will require selecting beneficiaries, stakeholders and partners at regional and national levels from selected components of the programme. They include: participants from governments, civil society and the private sector to regional workshops, conferences, training courses, networks held in the framework of the programme's different components, and direct beneficiaries of technical assistance and advisory missions.

VII. Methodology

The evaluation will use the following data collection methods to assess the impact of the work of the project:

a) **Desk review and secondary data collection analysis**, of the programme document, annual progress reports and final report; work plans and budgets, publications and working papers; seminar and workshops agendas, list of participants, content documents, evaluation surveys; other programme documentation such as methodology, terms of references of working papers, country reports, consolidated reports, webpages and other dissemination material, etc.

b) **Self-administered surveys**: The following types of surveys may be used: a) Surveys to beneficiaries in member States, mainly from governments, civil society, the academia and the private sector; b) Surveys to ECLAC staff within the ECLAC Divisions involved in the project implementation and management in Headquarters and within the sub-regional and national offices having collaborated with the programme; and c) Survey to partner institutions and other stakeholders from regional organizations and the United Nations programmes and agencies in the region that were involved in programme activities. The use of electronic survey tools will be supported and facilitated by ECLAC.

c) **Semi-structured interviews and focus groups** to validate and triangulate information and findings from the surveys and the document reviews, semi-structured interviews and focus groups will be organized with: staff of the different ECLAC Divisions in charge of programme implementation, other ECLAC staff involved with the programme (such as the Programme planning and operations division, the ECLAC sub-regional

headquarters in Mexico and Trinidad and national office in Colombia), other regional and interregional organizations as well as United Nations entities; high-level policy and political staff, staff at the technical and decision-making level in selected LAC beneficiary countries; other participants in the programme's activities; key bilateral and multilateral development partners; etc.

d) **Interviews through field visits to countries:** In addition to undertaking data collection efforts, the evaluation team will visit selected beneficiary countries (with priority given to those countries having participated in the activities of various components of the programme) in order to carry out an in-depth assessment the outcomes and impacts of the programme. The opinion of high-level officials and authorities with regards to the impact, relevance and efficiency of the programme will be analysed.

e) **Other methodologies** to be identified and proposed by the consultant on the inception report

VIII. Evaluation Issues/ Questions

Effectiveness

- To what extent were the expected results achieved in beneficiary countries? How satisfied are the programmes's main beneficiaries and stakeholders with the outputs and services they received?
- What are the main results identified by the different types of beneficiaries? Has the programme made any difference in the behaviour/attitude/skills/ performance of the beneficiaries?
- How effective were the project activities in enabling capacities and influencing policy making in the different programme's components? What were the major factors influencing the achievement or non-achievement of the objectives?

Relevance

- How in line were the activities and outputs delivered with the priorities of the targeted countries?
- How was the project integrated with the priorities and outputs of the regular programme of work of each regional commission?
- How aligned was the cooperation programme (and the different components) with the ECLAC programme of work at the programmatic (ECLAC as a whole) and subprogrammatic (thematic divisions) levels?
- Were there any complementarities and synergies with the other work being developed in the thematic divisions? What are the complementarities among the different components of the cooperation programme?

Efficiency

- What are the added-values in designing and implementing a technical cooperation programme instead of individual projects?
- How efficient are the collaboration and coordination mechanisms between the different components of the programme? What is the level of coherence of response, the extent to which synergies and impact in beneficiary countries were maximized within and among the programme's components? What improvements could be identified?
- How timely and reliable were the provision of services and support according to the priorities established by ECLAC?
- Has the presence of protocols and practices to ascertain that good practices and lessons learned are recognized and integrated into work practices been ensured?
- Has the programme used / promoted partnerships and South-South cooperation?

Sustainability

With beneficiaries:

- How did the project utilize the technical, human and other resources available in developing countries?
- How have the programme's main results and recommendation been used or incorporated in the work and practices of beneficiary institutions after completion of the programme's activities? What were there multiplier effects generated by the programme?
- Have beneficiaries requested or considered additional collaboration from ECLAC or technical cooperation services after completion of the programme's activities? In what areas? How did the project take advantage of information and communication technology, knowledge management and networking of local expertise?
- What mechanisms were set up to ensure the follow-up of networks created under the project?
- What are the benefits from partnerships with UN or non-UN stakeholders with presence at national level?

Within ECLAC:

- How has the programme contributed to shaping/enhancing ECLAC's programme of work / the priorities and activities of thematic divisions? The work modalities and the type of activities carried out? How has ECLAC built on the findings of the programme?
- What are the technical and strategic implications of the retrieval of SIDA's support to ECLAC's technical cooperation activities? How could this be compensated?

IX. Duration and immediate management of Consultancy

The duration of the consultancy will be initially for 16 weeks working days beginning in May and ending in early September of 2010. The consultancy will be conducted by ECLAC with the support of a team of two consultants reporting to and managed by the Programme Planning and Evaluation Unit (PPEU) of the Programme Planning and Operations Division (PPOD) of ECLAC. Coordination and support to the evaluation activities will be provided by the implementing Divisions within ECLAC. The consultants will provide expert advice and will be in charge of developing and applying data collection strategies, methodologies and instruments to be used regarding all components of the programmes. The consultants will be responsible for desktop research, data collection and analysis, formulation of findings and recommendations and report drafting. While the consultant(s) will work as part of an internal evaluation team and will report to the Programme Planning and Evaluation of PPOD, he/she will have full autonomy in carrying out data collection and analysis and reporting findings of the evaluation. Any clarifications and comments to draft reports received from project managers and stakeholders will be incorporated into the final report at the discretion of the evaluators with duly acknowledgment.

Specifically, the scope of consultancy would include:

- Review the cooperation programme documents, agreements, progress and final reports;
- Preparation of a detailed evaluation matrix;
- Preparation of detailed methodology, data collection tools;
- Review of effectiveness, efficiency and relevance of each of the programme components and their activities (including revision of the background and reference documents of each component's activities and findings);
- Identification of the areas where the programme has made progress in terms of intended and unintended effects or positive changes, has realized tangible results and possible multiplier effects in the targeted countries.

The Programme Planning and Operations Division (PPOD) of ECLAC will be in charge of the supervision of the evaluation exercise and of the dissemination of research findings. The consultant will report directly to the Programme Planning and Evaluation Unit of PPOD.

X. Other issues

1. Limitations: PPOD notes that the evaluation will be limited by the strict time deadline that is tentatively 10 September 2010.
2. Gender perspectives: The evaluation will integrate a review of degree to which the project considered gender mainstreaming issues when providing its services guidance and strategic direction in accordance with General Assembly Resolution A/RES/53/120⁴. Additionally, when analysing data, the evaluation consultant will, where possible, disaggregate by gender.
3. Evaluation challenges: Coordination with earlier reviews and any current work being performed by other evaluations. In this context, prior consultation, brainstorming and access with other teams and data will be critically important for the evaluation.

XI. Profile of the Evaluator

The evaluator will have the following characteristics:

- At least 5 years of experience in project evaluation.
- University degree in economics or related fields with at least two years of experience in the elaboration of econometric simulation models is required.
- Experience of at least three evaluations in international (development) organisations required. Experience in Regional Commissions and United Nations projects, especially Development Account projects is highly desirable
- Proven competency in quantitative and qualitative research methods, particularly self-administered surveys, document analysis, and informal and semi-structured interviews
- Written and oral fluency in English and Spanish.
- Excellent writing and communication skills

XII. Evaluation use and dissemination

This evaluation seeks to identify best practices and lessons learned in the implementation of development account projects and specifically the measurement of macroeconomic policy external shocks, and social protection policies on the one hand, and the impact on inequality, poverty and vulnerability to poverty on the other, using the methodology created for this specific project. The evaluation findings will be presented and discussed in ECLAC sub-regional headquarters in Mexico. An Action Plan will be developed to implement recommendations when appropriate in future development account projects. The evaluation report will also be circulated through regional commissions' intranet (and other knowledge management tools) so as to constitute a learning tool in the organization.

⁴ In this respect, IED's frame of reference will be the Guidance of the United Nations Evaluation Group (UNEG) "Integrating Human Rights and Gender Equality Perspectives in Evaluations in the United Nations System" of February 2009.

ANNEX 5

“LIST OF PERSONS INTERVIEWED”

“LIST OF PERSONS INTERVIEWED”

- ✿ Acosta, Olga Lucía, Regional Advisor, ECLAC Office in Bogotá, Colombia; in person on 2 August 2010
- ✿ Aguerri, José Adan, President, COSEP (Consejo Superior de la Empresa Privada), Nicaragua; in person on 25 June 2010
- ✿ Angulo, Roberto Carlos, Subdirector de Promoción Social y Calidad de Vida, DNP, Colombia; in person on 3 August 2010
- ✿ Ariza, Natalia, Subdirectora de Empleo y Seguridad; DNP, Colombia; in person on 3 August 2010 de Beer, Gideon, Chief of Information and Technology Section, ECLAC; in person on 19 August 2010
- ✿ Bustamante, Alejandro, Associate Programme Officer, Unit for Project Management, DPPO, ECLAC; in person on 16 August 2010
- ✿ Cecchini, Simone, Social Affairs Officer, Division for Social Development, ECLAC, Coordinator of Component 3 of the ECLAC-SIDA Programme; by questionnaire on 10 June 2010 and in person on 17 August 2010
- ✿ Correa, Sandra Patricia, Chief of the Information Analysis Unit, SENA, Colombia; in person on 3 August 2010
- ✿ Chiang, Chia-Yin, Coordinator of Evaluations of Extrabudgetary Projects, Unit for Project Management, DPPO, ECLAC; in person on 16 August 2010
- ✿ Dubois, Olivier, Associate Programme Officer, Unit for Project Management, DPPO, ECLAC; in person on 16 August 2010
- ✿ Farné, Stefano, consultant, the author of *"Políticas para la inserción laboral de mujeres y jóvenes en Colombia"* (Documentos de proyectos, LC/W.251, October 2009); in person on 2 August 2010
- ✿ Gómez, Ruth, Directora de Cooperación Técnica, Fundación Social, Colombia, in person on 4 August 2010
- ✿ Herrera Araujo, Fernando, Coordinator Area Pobreza y Desarrollo Sostenible, UNDP Office in Colombia; in person on 2 August 2010
- ✿ Herrera, Carol, Coordinator of Mi Familia, Nicaragua; in person on 23 June 2010

- ✿ Hopenhayn, Martín, Director, Division for Social Development, ECLAC; in person on 17 August 2010
- ✿ Hoyos Jaramillo, Maria Clara, Coordinadora, Banca de las Oportunidades, Colombia, in person on 3 August 2010
- ✿ Ibáñez, Ana María, Profesora, Universidad de Los Andes, Colombia, the author of “*El impacto del desplazamiento forzoso en Colombia: condiciones socioeconómicas de la población desplazada, vinculación a los mercados laborales y políticas públicas*” (Serie de Políticas Sociales no 145, Nov/08); in person on 4 August 2010
- ✿ Juarez, Connie, Director, INATEC (Instituto Nacional de Tecnología), Nicaragua; in person on 24 June 2010
- ✿ Kramer, Frank, Project Adviser, Coordinator of the Programme ECLAC-GTZ; in person on 18 August 2010
- ✿ Kushiro, Kunio, Officer-in-Charge, Unit for Project Management, DPPO, ECLAC; in person on 17 August 2010
- ✿ Largaespada, Carmen, the former Coordinator of Social Safety Net and also Deputy Minister and Minister of Education), currently the official of the Organization of Iberoamerican States, Nicaragua; in person on 24 June 2010
- ✿ Lasso, Maria Amparo, Chief of Public Information Unit, ECLAC; in person on 18 August 2010
- ✿ Lizana Bobadilla, Marcela, Programme Specialist, Regional Team for Latin America and the Caribbean, SIDA, over the phone on 10 August 2010
- ✿ López Castelló, Ana, Coordinator of the Programme ECLAC-AECID (Cooperación Española); in person on 18 August 2010
- ✿ Montoya, Berta, coordinator of the Programme of protecting youth from violence, INJUVE (Instituto Nacional de Juventud) , Nicaragua, in person on 23 June 2010
- ✿ Moro, Bruno, Resident Representative, UNDP Office in Colombia; in person on 2 August 2010
- ✿ Ortega, Marco, IT Specialist, Division for Social Development, ECLAC; in person on 19 August 2010
- ✿ Pérez-Calle, Francisco, consultant, CORPOVISIONARIOS, Colombia; in person on 5 August 2010
- ✿ Pineda, Ramón, Economic Affairs Officer, Development Studies Section, ECLAC, Coordinator of Component 4 of the ECLAC-SIDA Programme; by questionnaire on 11 June 2010 and in person on 19 August 2010
- ✿ Ramírez, Ximena, Presidenta, Consejo Permanente de Mujeres Empresarias, Nicaragua; in person on 24 June 2010

- ✿ Ramírez, Marcia, Minister of Family, Youth and Childhood (MiFamilia programa Mi Amor), Nicaragua; in person on 24 June 2010
- ✿ Ramírez Jaramillo, Juan Carlos, Director, ECLAC Office in Bogotá, Colombia; in person on 2 August 2010
- ✿ Rohlin, Karin, Regional Team Director for Latin America and the Caribbean, SIDA; over the phone on 22 July 2010
- ✿ Rodríguez, Carlos Jorge, Viceministro Técnico, Ministerio de Protección Social, Colombia; in person on 2 August 2010
- ✿ Rodríguez, Luz Stella, Coordinadora del Grupo de proyectos especiales en el Departamento Nacional de Planeación, Colombia, by questionnaire on 24 August 2010
- ✿ Rodríguez-Vargas, Adrián G., Officer-in-Charge, Agricultural Development Unit, DDPE, ECLAC; in person on 19 August 2010
- ✿ Sanchez, Juliana, Research Officer, DNP Colombia; in person on 3 August 2010
- ✿ Serrano Rodriguez, Javier, Profesor Titular, Universidad de Los Andes, Colombia; the author of *“Microfinanzas e instituciones microfinancieras en Colombia (Serie financiamiento del desarrollo No. 212; May 2009);* in person on 4 August 2010
- ✿ Sojo, Ana, Social Affairs Officer, Division for Social Development, ECLAC, Coordinator of Component 1 of the ECLAC-SIDA Programme; by questionnaire on 10 June 2010 and in person on 17 August 2010
- ✿ Titelman, Daniel, Chief of the Development Studies Section, ECLAC, Coordinator of Component 4 of the ECLAC-SIDA Programme; by questionnaire on 11 June 2010 and in person on 19 August 2010
- ✿ Vargas, Gustavo, Chief of the Data Collection Unit, SENA, Colombia; in person on 3 August 2010
- ✿ Vega, Mario, Director, Department for MSME (Micro, Small and Medium-size enterprises), MIFIC (Ministerio de Fomento, Industria y Comercio), Nicaragua, in person on 23 June 2010
- ✿ Weller, Jürgen, Economic Affairs Officer, Division of Economic Development, ECLAC, Coordinator of Component 2 of the ECLAC-SIDA Programme; by questionnaire on 12 June 2010 and in person on 16 August 2010
- ✿ Wetterblad, Torsten, former SIDA representative to ECLAC and coordinator of the ECLAC-SIDA Programme; over the phone on 30 June 2010

ANNEX 6

Outputs of the ECLAC-SIDA Programme

Outputs of the ECLAC-SIDA Programme: Table A. Publications¹

1	"Análisis de los mercados de materias primas agrícolas y de los precios de los alimentos" (Documento de Trabajo, ECLAC, August 2008) C5 http://www.cepal.org/publicaciones/xml/9/33289/Doc_mercatprimas2.pdf	N/A
2	"Volatilidad de los precios de productos energéticos y alimentarios: impacto macroeconómico y medidas de política en América Latina y el Caribe", working paper, September 2008 C5 http://www.cepal.org/noticias/paginas/7/33937/documento6_energia.pdf	N/A
3	Input into the document "La volatilidad de los precios internacionales y los retos de política económica en América Latina y el Caribe", ECLAC LC/L.2958 • 19 September 2008 C5 http://www.eclac.cl/noticias/paginas/7/33937/2008-621_volatilidad.pdf	N/A
4	"Active labor market programs for the integration of youths and immigrants into the labor market. The Nordic experience" (Serie Macroeconomía del desarrollo, no 73, November 2008) http://www.eclac.cl/publicaciones/xml/8/35178/LCL2984i.pdf C2	2 061
5	"El impacto del desplazamiento forzoso en Colombia: condiciones socioeconómicas de la población desplazada, vinculación a los mercados laborales y políticas públicas" (Serie de Políticas Sociales no 145, November 2008) C3 http://www.eclac.cl/publicaciones/xml/2/35022/sps145-Desplazamiento-Colombia.pdf	2 287
6	"El financiamiento de la protección social en países pobres y desiguales. Hacia la universalidad con solidaridad y eficiencia." (Serie Seminarios y Conferencias no 55, May 2009) http://www.eclac.org/publicaciones/xml/4/36014/SSC_55_ProteccionSocial.pdf C1	3 232
7	"Desafíos de los programas de transferencias con corresponsabilidad: Los casos de Guatemala, Honduras y Nicaragua" (Serie de Documento de proyecto LC/W.248, May 2009) http://www.eclac.cl/publicaciones/xml/3/35903/DPW248_Programas_Transferencias.pdf C3	3 647
8	"Microfinanzas e instituciones microfinancieras en Colombia" (Serie financiamiento del desarrollo No. 212; May 2009) C4 http://www.eclac.cl/publicaciones/xml/2/36802/lcl3055p.pdf	3 043
9	"La Industria de Microfinanzas en Guatemala: Estudio de Casos" (Serie financiamiento del desarrollo No. 211; May 2009) C4 http://www.eclac.cl/publicaciones/xml/1/36801/lcl3044-P.pdf	1 495
10	"Experiencias de formalización empresarial y laboral en Centro América: un análisis comparativo en Guatemala, Honduras y Nicaragua" (Serie Macroeconomía del desarrollo, no. 88, July 2009) http://www.eclac.cl/publicaciones/xml/8/36888/Serie_MD_88.pdf C2	857
11	"Políticas para la inserción laboral de mujeres y jóvenes en el Estado Plurinacional de Bolivia" (Documentos de proyectos, N° 250, Julio 2009, 144 pp) http://www.eclac.cl/publicaciones/xml/4/37234/2009-225_W250_BOLIVIA_web.pdf C2	6 549
12	"Políticas para la inserción laboral de mujeres y jóvenes en Guatemala" (Documentos de proyectos, LC/W.252, July 2009) C2 http://www.eclac.cl/publicaciones/xml/1/37241/2009-227_W252_GUATEMALA_web.pdf	2 428
13	"Políticas para la inserción laboral de mujeres y jóvenes en Honduras" (Documentos de proyectos, LC/W.253, July 2009) C2 http://www.eclac.cl/publicaciones/xml/8/37188/2009-228_W253_HONDURAS_web.pdf	7 324
14	"Políticas para la inserción laboral de mujeres y jóvenes en Nicaragua" (Documentos de proyectos, N° 254, July 2009) C2	6 788

¹ The left column is the sequential number. The middle column contains the title and hyperlink and identifies the Component that produced it (C1, C2, etc.); the publications are listed in the chronological order. The right column shows the statistics of downloads from the ECLAC website as of 1 July 2010.

	http://www.eclac.cl/publicaciones/xml/2/37092/2009-229_W254_NICARAGUA_web.pdf	
15	"Microfinanzas en Honduras: Realidad y retos para la definición de políticas" (Serie financiamiento del desarrollo No. 215; July 2009) C4 http://www.eclac.cl/publicaciones/xml/8/37258/lc3088e.pdf	489
16	"Microfinanzas dentro del contexto del Sistema Financiero Colombiano"(Serie financiamiento del desarrollo No. 214; August 2009) C4 http://www.eclac.cl/publicaciones/xml/6/37256/lc3080e.pdf	552
17	Input into "Section III (special): Volatility of agricultural prices" of "The Outlook for Agriculture and Rural Development in the Americas: a Perspective on Latin America and the Caribbean 2009", publication of ECLAC, FAO and IICA C5 http://www.eclac.cl/publicaciones/xml/1/37601/ISPAenglish_web.pdf	N/A
18	"Ampliación de cobertura de Microfinanzas en el área rural de Bolivia: Un Diagnóstico Cualitativo de los Esfuerzos Actuales y Desafíos"(Serie financiamiento del desarrollo No. 216; August 2009) http://www.eclac.cl/publicaciones/xml/0/37260/lc3089e.pdf C4	409
19	"Coordinación y gestión territorial de la política social en Colombia" (Serie de Políticas Sociales no.148, September 2009) C1 http://www.eclac.org/publicaciones/xml/1/37581/sps148-politica-social-Colombia.pdf	1 322
20	"Efectos de la crisis global sobre la seguridad social de salud y pensiones en América Latina y el Caribe y recomendaciones de políticas"(Serie de Políticas Sociales no. 150, September 2009) C1 http://www.eclac.org/publicaciones/xml/2/37582/sps150-seguridad-social-pensiones-ALC.pdf	1 309
21	"Políticas para la inserción laboral de mujeres y jóvenes en Colombia" (Documentos de proyectos, LC/W.251, October 2009) C2 http://www.eclac.cl/publicaciones/xml/7/37537/2009-226_W251_Colombia.pdf	2 695
22	"Generación de ingresos para la población desplazada en Colombia: perspectivas desde abajo" (Serie de Políticas Sociales no. 152, November 2009) http://www.cepal.org/publicaciones/xml/7/38117/sps152-desplazados.pdf C3	1 618
23	"Las Microfinanzas en Nicaragua" (Serie financiamiento del desarrollo no. 218; November 2009) http://www.eclac.cl/publicaciones/xml/7/37987/lc3135pe.pdf C4	275
24	"El nuevo constitucionalismo latinoamericano: promesas e interrogantes" (Serie de Políticas Sociales no. 153, November 2009) C1&C3 http://www.eclac.cl/dds/noticias/paginas/8/37518/sps153-dds-constitucionalismo.pdf	581
25	"Tras Babel: identidad, pertenencia y cosmopolitismo de la diferencia" (Serie de Políticas Sociales no. 154, November 2009) C1&C3 http://www.cepal.org/publicaciones/xml/0/37860/sps154-dds-pertenencia.pdf	610
26	"Pueblos indígenas y programas de transferencias con corresponsabilidad. Avances y desafíos desde un enfoque étnico" (Serie de Políticas Sociales no. 156, December 2009) http://www.eclac.org/publicaciones/xml/6/38536/sps156-dds-programas-transferencia.pdf C3	479
27	"La Industria Microfinanciera en Nicaragua: el Rol de las Instituciones de Microfinanzas" (Serie financiamiento del desarrollo No. 222; December 2009) http://www.eclac.cl/publicaciones/xml/6/38266/lc3146pe.pdf C4	584
28	"Políticas para la inserción laboral de mujeres y jóvenes en Chile" (Documentos de proyectos, LC/W.303, December 2009) C2 http://www.eclac.cl/publicaciones/xml/6/38186/Documento_Proyecto_LSepulveda.pdf	4 946
29	"El fomento de la inserción laboral de grupos vulnerables: consideraciones a partir de cinco estudios de caso nacionales" (Documentos de proyectos, LC/W.306, December 2009) http://www.eclac.cl/publicaciones/xml/8/38558/Doc_W_Insercion_laboral_JWeller_02-02-10_.pdf	769
30	"Microfinanzas en Honduras" (Serie financiamiento del desarrollo No. 223; April 2010) C4 http://www.eclac.org/publicaciones/xml/8/39108/lc3193p.pdf	992
31	Input into chapter 2 "Dinámica del gasto social, las transferencias monetarias y los programas de transferencias condicionadas" of "Panorama social de América Latina 2009"	N/A
32	Input into chapter 3 "El régimen de bienestar ante la crisis y la respuesta del estado" of "Panorama social de América Latina 2009"	N/A
33	Input into chapter 6 "Las brechas sociales por cerrar" of the flagship report "La hora de la igualdad"	N/A
34.	"Transmisión de precios en los mercados del maíz y arroz en América Latina" (Serie Desarrollo Productivo N° 189 July 2010) C5	N/A

Outputs of the ECLAC-SIDA Programme: Table B. Workshops, seminars and technical assistance

35	Seminario "Crisis alimentaria y energética: oportunidades y desafíos para América Latina y el Caribe" Santiago, 4-5 September 2008 C5 http://www.eclac.cl/prensa/noticias/comunicados/1/33921/2008-508-AgendaSeminarioCrisisalimentaria-espanol.pdf	
36	Technical advisory mission to Bolivia concerning new Extreme Poverty Eradication Plan, 5-8 November 2008 C1&C3	
37	Technical assistance to UDAPE, Bolivia in developing its monitoring and evaluation systems related to social policies, Nov-Dec 2008 C1&C3	
38	Presentation on the "Institutional dimensions of the fight against poverty" at the international workshop on "Experiences and proposals on poverty eradication programs", La Paz, Bolivia, 16-19 November 2008 C1	
39	Taller "La microempresa en Guatemala: los desafíos para su desarrollo productivo y su formalización" (21/1/09) C2 http://www.eclac.cl/id.asp?id=35401	319
40	Seminario "Políticas para fomentar la inserción productiva de grupos vulnerables en Guatemala" (22/1/09) C2 http://www.cepal.org/de/agenda/5/35465/Agenda_seminario_GUA.pdf	886
41	Taller "La microempresa en Honduras: los desafíos para su desarrollo productivo y su formalización" (26/1/09) C2	179
42	Seminario "Políticas para fomentar la inserción productiva de grupos vulnerables en Honduras" (27/1/09) C2	628
43	Taller "La microempresa en Nicaragua: los desafíos para su desarrollo productivo y su formalización" (28/1/09) C2 http://www.cepal.org/de/agenda/1/35471/Agenda_taller_NIC.pdf	374
44	Seminario "Políticas para fomentar la inserción productiva de grupos vulnerables en Nicaragua" (28/1/09) C2 http://www.cepal.org/de/agenda/1/35471/Agenda_seminario_NIC.pdf	359
45	Seminario-Taller: "Microfinanzas en América Latina: ¿Qué nos dice la experiencia de Centroamérica?" (Honduras, January 2009) http://www.microfinanzas.org/centro-de-informacion/documentos/ponencias-seminario-taller-microfinanzas-en-america-latina-que-nos-dice-la-experiencia-de-centroamerica/ C4&BCIE	N/A
46	"Taller sobre equidad, reducción de la pobreza y sustentabilidad financiera de la protección social en Honduras" (4/3/2009) http://www.eclac.cl/id.asp?id=35407 C1&C3	628
47	"Taller sobre equidad, reducción de la pobreza y sustentabilidad financiera de la protección social en Nicaragua" (6/3/2009) http://www.eclac.cl/id.asp?id=35410 C1&C3	359
48	"Taller sobre equidad, reducción de la pobreza y sustentabilidad financiera de la protección social en Guatemala" (2/3/2009) http://www.eclac.cl/id.asp?id=35401 C1&C3	886
49	Seminario "Políticas para Mejorar Condiciones y Oportunidades Económicas de Grupos Vulnerables en Colombia" (Bogotá, Colombia, 22-23 April, 2009) http://www.eclac.cl/cgi-bin/getProd.asp?xml=/colombia/noticias/documentosdetrabajo/7/35867/P35867.xml&xml=/colombia/tpl/p38ft.xml&base=/c C1-C4	6 066
50	"Taller de discusión de resultados sobre el estudio de transmisión de precios e integración de mercados de productos agrícolas y alimentos" (7-8 April 2009, Santiago, Chile) C5 http://www.cepal.org/cgi-bin/getProd.asp?xml=/ddpe/noticias/noticias/3/35663/P35663.xml&xml=/ddpe/tpl/p1f.xml&base=/ddpe/tpl/top-bottomuda.xsl	
51	International seminar "Rethinking social issues in times of crisis" (28-29 May 2009, Antigua, Guatemala) http://www.eclac.cl/id.asp?id=36122 C1&C3& ICEFI& AECID	9 590
52	Seminario "Políticas para el fomento de la inserción laboral de mujeres y jóvenes vulnerables" (22-23 October 2009, Santiago, Chile) http://www.eclac.cl/de/agenda/9/37679/Seminario_regional_proyecto_CEPAL-_ASDI-_agenda_ver2.pdf C2	827
53	International Seminar "A Sense of Belonging in the Twenty-First Century: Lessons with a Global Perspective for and from Latin America and the Caribbean" (23-24 November 2009, Santiago, Chile) http://www.cepal.org/id.asp?id=37518 C1&C3	1 509
54	Seminario "Seguridad social y protección integral para adultos mayores: desafíos y estrategias en América Latina y el Caribe y experiencias internacionales", organized jointly by ECLAC, ILO, IDB, GTZ and SIDA 1/12/09 in Lima, Peru http://www.eclac.cl/id.asp?id=38224	2 238

ANNEX 7

NOTABLE QUALITATIVE COMMENTS OF FOUR WORKSHOPS

Taller Sobre Equidad, Reducción De La Pobreza Y Sustentabilidad Financiera De La Protección Social

Workshop on Equity, Poverty Reduction and Financial Sustainability of Social Protection

<p>5. ¿Tiene otros comentarios/sugerencias sobre el taller? Any other comments / suggestions about the workshop?</p>	<p>7.- En su opinión ¿qué otras actividades de cooperación técnica en temas de protección y cohesión social sugiere que la CEPAL aborde a futuro? In your opinion, what other technical cooperation activities in the areas of protection and social cohesion ECLAC should undertake in the future?</p>
NICARAGUA (6 March 2009)	
<p>Enviar documentos previos para un mejor análisis. Send documents in advance for a better analysis.</p>	<p>Formación de Recursos Humanos. Debates sostenidos en temas de protección social y cohesión social. Human Resources Training. Discussions on issues of social protection and social cohesion.</p>
<p>Distribuir documento completo antes del taller. Distribute all documents before the workshop.</p>	
<p>Me gustaría tener los Documentos I would like to keep the documents</p>	
<p>Utilizar otros documentos que se han producido por otras instituciones. Using other documents that were produced for other institutions</p>	<p>Para Nic-Apostar en el desarrollo del Sistema Nacional de Bienestar. (?) To Nic-Bet in the development of national welfare systems.</p>
<p>Lastima que hubo escasez de representación gubernamental aportando sin políticas Actuales (i) Too bad there was lack of government representation without policies providing current</p>	<p>Asistencia técnica sistemática. Generación de información para incidir en políticas públicas. (i) Systematic technical assistance. Generation of information to influence public policy.</p>
<p>Se debe actualizar. Be updated.</p>	<p>Estudio como aumentar la cobertura de la seguridad social del empleo formal. Study and increase social security coverage of formal employment.</p>
<p>Entregar documentos fácil lectura. Muy Resumidos. Escritos más básicos. Deliver documents readable. Closely Summarized. Basic Writings.</p>	<p>Profundizar en estudios de pobreza. Deepening poverty studies.</p>
	<p>Estudio sobre enfoque integral. Derecho de Salud. Relacionado a la Mujer, niños y niños adolescentes. Estudio sobre enfoque integral. Derecho de Salud. Relacionado a la Mujer, niños y niños adolescentes.</p>
HONDURAS (4 March 2009)	
<p>Proyecciones económicas que sustenten inversiones en el sector industrial a mediano y largo plazo. Economic projections hold and maintain investments in the industrial sector in the medium and long term.</p>	<p>Nutrición. Temas sobre propiedad intelectual y precios de medicamentos. Nutrition. Issues on intellectual property and drug prices.</p>
<p>Me parecen muy útiles los trabajos de consultaría, muy ubicados en el contexto nacional, pero la parte de propuestas puede ser enriquecida con temas como las "Fortalezas y amenazas del sistema único de seguridad social".</p>	<p>Es oportuno el aporte para un modelo de previsión y de fortalecimiento institucional de las entidades del sistema previsional de Honduras. Armonización de las políticas de Seguridad Social.</p>

I find them very useful consulting work, most located in the national context, but the proposals can be enriched with themes as the "strengths and weaknesses of the single social security system."	Input is appropriate for a model of foresight and institutional strengthening of the institutions of the welfare system of Honduras. Harmonization of Social Security policies.
Que se haga con mayor frecuencia Let it be done more frequently	El de previsión social The social welfare
El tiempo fue muy corto para las exposiciones, sería conveniente que nos remitieran el estudio vía correo para tener más conocimientos sobre el tema. The time was too short for the presentations, would be appropriate for the study sent us via email for more knowledge on the subject.	Sobre subsidios vivienda. On housing subsidies.
Dentro del programa de protección social en salud y pensiones debería incluirse los grupos vulnerables, personas con VI, ya que es un grupo desprotegido, un nivel de pobreza muy alto, ingresos por gastos médicos. Número de orfandad es un problema que esta afectando la población económicamente activa. Within the program of social protection in health and pensions should include vulnerable groups, people with VI, since it is a vulnerable group, a high poverty level, income for medical expenses. Number of orphans is a problem that is affecting the economically active population.	Atención integral familia. Educación. Salud (desnutrición y VIH). Proyectos generación de ingresos. El sistema educativo en Honduras. Género.
Hay que tender a perfilar compromisos. We must aim to outline commitments	Protección social para jóvenes estudiantes, para que aseguren sus estudios.
Todas las presentaciones y la lista de participantes deben ser socializadas. Además, de cada taller deben haber conclusiones y acuerdos/compromisos. All presentations and list of participants must be socialized. In addition, each workshop must have conclusions and agreements / commitments.	
Muy ávido el sistema que se implemento en el taller. Parte de las exposiciones son sobre estudios hechos en 2005, con lo que no hacemos un enfoque en la actualidad e impacto y trabajo del gobierno actual. Gran Error. Very eager to implement the system in the workshop. Some of the exhibits are on studies done in 2005, so we do not currently focus and impact and work of the current government. Big Mistake.	Actualización de estos temas. Update these issues.
Que se profundice un poco más sobre la Red Solidaria. a bit more deeper about the Red Solidaria.	Red Solidaria/PRAF/Secretaría de Protección Social. Solidarity Network / PRAF / Ministry of Social Protection.
Siempre es muy bueno obtener nuevos conocimientos y sobretodo, tener la facilidad de obtenerlo en el proceso de crecimiento personal. It is always good to get new knowledge and above all, have the facility to get in the process of personal growth.	La verdad es la primera vez que tengo el honor y el gusto de conocer sobre CEPAL. The truth is the first time I have the honor and the pleasure of meeting on ECLAC.
Incorporar elementos de análisis sobre la situación de las etnias y pueblos autóctonos. Incorporating elements of analysis on the situation of ethnic and indigenous peoples.	En torno al tema de la cohesión social, sería oportuno liderar un análisis/dialogo sobre los Estatutos (en educación y salud). Under the theme of social cohesion, it would be appropriate to lead a review / dialogue on the Statute (in education and health).
Me parece muy útil y me gustaría que siempre se consideraran temas relacionados con la seguridad social y financieros. I find it very useful and I would always be considered issues related to social and financial security.	Sobre los procedimientos para llevar a cabo una cobranza efectiva y lograr bajar los índices de morosidad. On procedures for conducting an effective collection and achieve lower rates of delinquency.
Hacer más extensivas las temáticas; es decir, orientada a cubrir otros temas relacionados. Make more extensive the themes; that is oriented to cover other related topics.	Hacia una integración de los sistemas de previsión social. Towards an integration of social welfare systems.
Únicamente que se necesita de mayor tiempo. The only thing that is needed is more time	Capacitación técnica en Seguridad Social. Technical training in Social Security.
Entregar a más participantes a talleres futuros y presentar trabajos sobre pensiones, salud y Adulto Mayor. Deliver more participants to future workshops and present papers on pensions, health and older adults.	Formación de Recursos Training Resources

GUATEMALA (2 March 2009)	
Se debe continuar el proceso de discusión.	Cursos de alto nivel para investigadores y tomadores de decisiones. High-level courses for researchers and decision makers.
<p>Quando se tome como parámetro instituciones como la nuestra deberían validar su información para no caer en ambigüedades o faltas de conceptos.</p> <p>When taken as a parameter institutions like ours should validate your information not to fall into ambiguity or lack of concepts.</p>	
<p>Falta profundidad en la temática por sobretodo en el qué, cómo y cuánto cuesta por quién lo va a financiar. Las conclusiones y recomendaciones pareció que se escribieron con antelación al taller. Se mencionaron algunos aspectos que no se tocaron. Posiblemente se adornaron más de lo acontecido.</p> <p>Lacks depth in the subject above all, in what, how and how much by whom it is funding. The conclusions and recommendations seem to be written in advance of the workshop. It mentioned some issues not touched. You may be embellished over what happened.</p>	<p>Organización de talleres individuales, para cada tema, recogiendo sugerencias para realizar estudios de profundización.</p> <p>Individual workshops for each topic, suggestions for conducting in-depth studies.</p>
<p>Temas muy complejos y extensos.</p> <p>Very complex and extensive issues.</p>	<p>Extensión de Cobertura y Estrategias de Implementación.</p> <p>Extension of Coverage and Implementation Strategies.</p>
<p>Debería discutirse con mesas de dialogo a más sectores de la sociedad.</p> <p>Should be discussed with tables for dialogue to more sectors of society.</p>	<p>Vivienda</p> <p>Dwelling</p>
<p>Es necesario de que haya un ente rector de la protección social y que tome el papel rector encargado de coordinar esfuerzos que marque el horizonte a efecto de definir las acciones y medir los impactos; que sirva de base para la orientación de los recursos escasos.</p> <p>It is necessary to have a governing body of social protection and to take the leadership role to coordinate efforts to mark the horizon effect of defining actions and measure impacts, as a basis for directing scarce resources.</p>	<p>No más estudios, dar seguimiento para que las recomendaciones existentes se empiecen a materializar en el ámbito de protección social.</p> <p>No more studies, monitor existing recommendations to begin to be realized in the field of social protection.</p>
<p>El control del tiempo débil. Si todos se tardan más, pasa que no se asigna tiempo.</p> <p>Timing weak. If all it takes more, it happens that time is not allocated.</p>	<p>Mesa de trabajo con el seguro social.</p> <p>Work table on social security.</p>
<p>Sugiero confirmas asistencia de expositores, ya que falta de Representante de MSPAS limita la discusión.</p> <p>I suggest exhibitors confirm attendance as lack of MOH Representative limits the discussion.</p>	<p>Cohesión social vista desde las perspectivas de derechos. Que los estudios incluyan sesiones con grupos, propiciando una participación directa y efectiva de la sociedad como titulares de derecho.</p> <p>Social cohesion seen from the perspective of rights. Studies that include group sessions, enabling a direct and effective participation of society as owners.</p>

Seminario Taller “Políticas Para Mejorar Condiciones y Oportunidades Económicas y Sociales de Grupos Vulnerables en Colombia”
(Bogota, 21 April 2009)

5 ¿Tiene otros comentarios/sugerencias sobre el taller?	7.- En su opinión ¿qué otras actividades de cooperación técnica en temas de protección y cohesión social sugiere que la CEPAL aborde a futuro?
El tema de generación de ingresos para población desplazada le faltó profundidad y rigor técnico. El estudio de Casos de Bolivar tiene un sustento teórico débil en cuanto a plantear que es un obstáculo “juntar grupos étnicos para trabajar” y otros aspectos. The issue of income generation for displaced people lacked depth and technical precision. Case Study of Bolivar has a weak theoretical foundation as to argue that is an obstacle "to work together ethnic groups and other aspects.	Nuevas estrategias para la generación de oportunidades de ingresos
	Más que evaluación de ejecución de programas, se necesitan análisis de real impacto de los mismos (i)
Se requiere consultar más la aplicación de la política y su estado de desarrollo, en el contexto colombiano, real de su aplicación. It requires to consider more the implementation of the policy and its stage of development, in the Colombian context, actual application.	Valdría la pena trabajarlo por Subregiones (Pacífico, Atlántico, Amazonía, Orinogüia. Centro) con los dos esquemas, cerrado y abierto. It would be worth working for Sub-regions (Pacific, Atlantic, Amazon, Orinogüia. Centro) with both schemes, closed and open.
	Evaluación Objetiva de los procesos
Excelente taller. Me llevo gran cantidad de ideas y recomendaciones para trabajar por los grupos vulnerables de mi municipio y de los municipios de la zona.	El trabajo con el agua potable y saneamiento básico como alternativa de empleo de calidad en la población vulnerable. Sistemas de información avanzados para identificar oportunidades de empleo para grupos vulnerables.
Sugiero que se envíen las ponencias antes para que haya un verdadero intercambio con los asistentes y los conferencistas y comentaristas. Muy teórico, por tanto sugiero que los que han trabajado con la población en la práctica puedan mostrar sus experiencias, en todos los aspectos (i) I suggest you send the papers before so there is a genuine exchange with attendees and speakers and commentators. Very theoretical, so I suggest that those who have worked with people in practice to show their experiences in all aspects. (i)	El tema de Jóvenes pobres vulnerables no está siendo atendido. (¿) (i)
Me parece insumo valiosísimo para modificar la política pública en Colombia. Sugerencia: ¿Qué sigue? ¿Cómo instamos éstas valiosas experiencias en la política pública? (i) It seems to me valuable input to change public policy in Colombia. Tip: What's next? How do we call them valuable experience in public policy? (i)	Aunque se abordó el área del sistema educativo, sería viable estudiarlo más a fondo en el tema de los “modelos educativos”. Por otra parte, el tema de “las condiciones alimentarias” como derecho DESC Although the area was addressed in the education system could make possible further study on the issue of "educational models." Moreover, the theme of "food conditions" as a right DESC
Me parece que el cuento hubiera iniciado con un par de sesiones de clasificación o ilustración conceptual que nos permitiera hablar el mismo idioma; también sería útil una lectura contextual de cada trema con el fin de precisar el alcance e impacto de las experiencias: caso desplazamiento. I think the story had begun with a pair of qualifying sessions or conceptual illustration let us speak the same language, is also useful to a contextual reading of each end in order to clarify the scope and impact of experiences: displaced case.	Pobreza y vulnerabilidad: dos caras de la misma moneda o no? Enfoque de derechos humanos y los grupos vulnerables. Las mediciones y su utilidad. Poverty and vulnerability: two sides of a coin or not? Focus on human rights and vulnerable groups. The measurements and their usefulness.
El taller/seminario avanzo con el tema, pero lo deja iniciando la pregunta, es como seguir un proceso a partir de aquí. The workshop / seminar advance with the subject, but leaves it by starting the question is how to follow a process from here	Trabajo directo con entes territoriales, talleres departamentales. Direct work with local authorities, departmental workshops.
Realizar más trabajo grupal o interactivo, las personas que vienen también tienen aportes más que preguntas. (i) Perform more or interactive group work, people have also come to contribute more questions. (i)	Temas que tengan que ver con criterios y/o sistemas de identificación y caracterización de las poblaciones vulnerables. Desarrollo de instrumentos e indicadores de cumplimiento para medir (avances-no logros) las políticas públicas en tema de mejoramiento de condiciones y oportunidades. . (i) Issues having to do with the criteria and / or systems for identification and characterization of vulnerable populations. Development of tools and performance indicators to measure (progress, no achievement) public policy issue of improving conditions and opportunities. (i)

<p>Por contener temas tan útiles para el desarrollo de alternativas para problemas tan importantes, debería ser un seminario abierto para contar con las opiniones y presencia de otros sectores necesarios para fortalecer los aportes</p> <p>It contains such useful items for the development of alternatives to such important issues should be a seminar open to having their views and presence of other sectors needed to strengthen the contributions</p>	<p>Estudio sobre la identificación de alternativas para captar más recursos de cooperación internacional para la atención de éstos fenómenos.</p> <p>Sobre identificación de oportunidades productivas por sectores motoras de la economía (En qué se puede generar empresa).</p> <p>Study on the identification of alternatives to attract more resources for international cooperation to the attention of these phenomena.</p> <p>On identifying opportunities for productive sectors of the economy motor (That can generate business).</p>
<p>Sugerencias para el primer panel: esforzarse por tener el mismo nivel en los expositores y facilitar mayor nivel para la exposición central (tiempo) frente a los comentarios. El alcance fue inferior y el aporte podría ser mejor. Excelente taller. (i)!(l)</p> <p>Tips for the first panel: strive to have the same level for the exhibitors and provide the highest level to the central exhibition (time) against the comments. The range was lower and the contribution could be better. Excellent workshop.</p>	<p>Articulación publico privado para promover proceso de desarrollo social</p>
<p>Buen aporte de los exponentes.</p> <p>Desafortunadamente poco tiempo para participación de la audiencia.</p> <p>La parte Taller no tuvo mucho tiempo y ya no contó con la participación de consultores y comentaristas</p> <p>Good supply of exponents.</p> <p>Unfortunately little time for audience participation.</p> <p>Part Workshop did not have much time and no longer had the services of consultants and commentators</p>	<p>Políticas de promoción o estímulo al empresariado para involucrar a los grupos vulnerables en sus programas de RSE</p> <p>Policies to promote and encourage entrepreneurship to involve vulnerable groups in their CSR programs.</p>

ANNEX 8

SURVEYS: SUMMARY OF QUALITATIVE REPLIES REGARDING WORKSHOPS

Component N° 4
22- 23 January 2009, Ciudad de Tegucigalpa, Honduras

<p>6. Si como resultado del seminario aumentó su conocimiento y/o le dio herramientas en la materia, ¿cuál fue la información y/o las herramientas más valiosas que obtuvo? Sirvase ofrecer una descripción lo más detallada posible acerca de cómo empleó ese conocimiento y/o herramientas.</p>	<p>9. ¿Que podría sugerir para mejorar los mecanismos de difusión que utilizó la CEPAL?</p>	<p>12. Por favor mencionar alguna otra que usted pueda identificar.</p>	<p>13. Por favor comparta con nosotros sus ideas acerca de otras publicaciones de la CEPAL que haya leído, que haya consultado o que le hayan gustado en el pasado reciente? ¿Qué publicación consultó recientemente? ¿Qué fue lo que encontró útil en ellas? ¿Qué cambiaría?</p>	<p>14. ¿Ha asistido a otros seminarios o se ha beneficiado de otras actividades de cooperación técnica sobre estos temas realizados por las Naciones Unidas u otras organizaciones? ¿De qué manera complementaron o se superpusieron a este seminario? ¿Y como lo ayudaron en su trabajo específico?</p>	<p>15. ¿Qué otra contribución de la CEPAL recomendaría futuro para apoyar su trabajo?</p>	<p>16. Por favor envíenos cualquier comentario del taller de referencia o de las publicaciones y servicios de la CEPAL donde usted encuentra que podríamos mejorar.</p>
<p>En el área de las microfinanzas, constantemente estamos aprendiendo y cualquier encuentro ayuda a actualizar los conocimientos generales como prácticos de la industria.</p> <p>Experiencias legislativas, operativas y de institucionalidad en otros países.</p> <p>Tomar en cuenta aspecto para la reglamentación de la Ley 8634 del Sistema de Banca para el Desarrollo y su implementación casualmente en los días en que se llevo a cabo el taller y muy importante los contactos.</p>	<p>Si bien el seminario estaba circunscrito a la región de Centroamérica, quizás se podría realizar alguna actividad aprovechando el contenido de los trabajos, fuera de la región.</p> <p>Mayor interacción con los panelistas</p> <p>Entregar el material con mayor antelación para estar más preparado.</p> <p>Visibilizarlos mejor, en mi caso me costo encontrarlos dentro de la pagina</p>	<p>Me gusto el trabajo conjunto entre Cepal el BCIE y ASDI.</p> <p>Los conocimientos técnicos de los consultores</p> <p>El acceso a las experiencias de los países de la región; es decir, contar con una visión internacional</p>	<p>Lo siento, pero no puedo en este momento recordar ninguna</p> <p>Las referentes a la banca de desarrollo en Centroamérica me han sido útiles</p> <p>El estudio sobre las causa y efector de la crisis financiera del 2008 – 2009</p> <p>1) Contribuciones al análisis de pobreza: desafíos metodológicos y conceptuales para entender la pobreza desde una perspectiva de género. 2003. Encontré útil la perspectiva que ofrece sobre la influencia que han tenido las investigaciones de género en la medición de la pobreza en los países. Creo el reto sigue siendo la expansión y consolidación de la presupuestación sensible al género.</p> <p>2) Gobernabilidad Democrática y Género, una articulación posible. Guzmán, 2003 Más que cambiar algo en esta publicación, creo que luego de 7 años, valdría la pena analizar la situación y las perspectiva actuales y las causas relacionadas con tendencias recientes</p>	<p>Naciones Unidas (Cepal) no es muy activo en el campo de las microfinanzas. Pero en este caso jugo un rol muy importante, dada la crisis que se vivía y que se vive en la industria en Centroamérica.</p> <p>Si en Costa Rica, en un seminario sobre Banca para el desarrollo donde participó personal de CEPAL, CORFO y México</p>	<p>Me gustaría poder realizar un trabajo en la misma línea del que participamos con Anne Marie van Swinderen, pero lamentablemente me informan que uds. no disponen ya de un programa que permita financiar ese estudio.</p> <p>Financiamiento al Sector Agrícola</p> <p>Financiamiento para Estudios (Crédito Educativo)</p> <p>Continuar con el proceso de estudio y divulgación sobre las mejores prácticas en el apoyo a la PYME desde diferentes aristas</p>	<p>Reitero que Uds. podrían ser un foro interesante para personas que quieran investigar en el tema. El caso particular que menciono es un trabajo sobre microfinanzas en Bolivia que no encuentra un financiador.</p> <p>1. Mayor divulgación de publicaciones y servicios. 2. impulso de contactos y espacios virtuales de discusión y consultas</p>

Components N° 1 and 3
2 March 2009, Ciudad de Guatemala; Marzo 4, 2009, Tegucigalpa, Honduras; Guatemala, 28-29 May 2009, Antigua, Guatemala;
Marzo 6 de 2009, Managua, Nicaragua

<p>6. Si como resultado del seminario aumentó su conocimiento y/o le dio herramientas en la materia, ¿cuál fue la información y/o las herramientas más valiosas que obtuvo? Sirvase ofrecer una descripción lo más detallada posible acerca de cómo empleó ese conocimiento y/o herramientas.</p>	<p>9. ¿Que podría sugerir para mejorar los mecanismos de difusión que utilizó la CEPAL?</p>	<p>12. Por favor mencionar alguna otra que usted pueda identificar.</p>	<p>13. Por favor comparta con nosotros sus ideas acerca de otras publicaciones de la CEPAL que o que le hayan gustado en el pasado reciente? ¿Qué publicación consultó recientemente? ¿Qué fue lo que encontró útil en ellas? ¿Qué cambiaría?</p>	<p>14. ¿Ha asistido a otros seminarios o se ha beneficiado de otras actividades de cooperación técnica sobre estos temas realizados por las Naciones Unidas u otras organizaciones? ¿De qué manera complementaron o se superpusieron a este seminario? ¿Y como lo ayudaron en su trabajo específico?</p>	<p>15. ¿Qué otra contribución de la CEPAL recomendaría que se hiciera en el futuro para apoyar su trabajo?</p>	<p>16. Por favor comentar cualquier referencia o de las publicaciones y servicios de la CEPAL donde usted encuentra que podríamos mejorar.</p>
<p>No recuerdo bien los contenidos del seminario, no recuerdo haber aplicado nada de ese seminario, ya que el tema es muy familiar para mí. En mi caso el principal aporte del seminario fue para actualizar mis contactos en Guatemala. No recibí material excepto una carpeta con la agenda del seminario.</p>	<p>Enviar con antelación la información, a los funcionarios clave. Utilizar más medios electrónicos y no dejar pasar mucho tiempo después de la actividad para no perder el impulso y la energía del evento. Sugiero que se le envíe al correo electrónico de los participantes un link que permita tener acceso a todos los materiales del seminario. Mejorar la página web, es poco amigable</p>	<p>No puedo recordar ningún impacto político ni en políticas sociales que puedan atribuirse a dicho seminario sobre todo tienen contexto de la enorme crisis fiscal, social, de violencia y de desarrollo que vive Guatemala.</p>	<p>Las publicaciones que me son de mayor utilidad corresponden a las que presentan información cuantitativa que permite hacer comparaciones entre distintos países En general las publicaciones de CEPAL son muy buenas, dan luces desde ángulos que ninguna otra institución aporta</p>	<p>Si pero casi nunca he podido identificar un aporte de CEPAL al desarrollo de Guatemala No he asistido a otros seminarios o actividades de las Naciones Unidas (excepto los informes nacionales de desarrollo del PNUD). En ocasiones recibo algunas publicaciones de la CEPAL en México</p>	<p>Que se enmarcara en casos concretos en Guatemala y no ejemplos teóricos o de otros países y darle seguimiento, a efecto de evaluar su impacto Me sería de utilidad tener acceso a las bases de datos de las encuestas de hogares que utiliza la CEPAL Mayor oportunidad de la difusión</p>	<p>En principio, esta evaluación debería hacerse inmediatamente después de llevado a cabo el seminario, no un año y medio después En la medida de lo posible sugiero que hagan llegar al correo electrónico un link con acceso a las presentaciones y que se anuncie que otros materiales estarán disponibles durante el evento Me hubiera encantado recibir las publicaciones posteriores al seminario, pero no supe de su publicación Sería bueno la conveniencia de ofrecer un programa de intercambio de técnicos pasantías y asesoría Tendría que entrar a</p>
<p>Los diagnósticos fueron muy interesantes y la polémica en torno a ellos también. Debemos de comunicarnos con entes como ustedes para que tengan una realidad vez de la situación que se vive y de la forma en que se trabaja en nuestra área.</p>	<p>Validar la información con las fuentes que realizan el día a día de las actividades y no en información antigua o bien en enmarcados de otras entidades radicales La verdad sé que la Cepal emite muy buena información, pero en este momento no he tenido la oportunidad de ver la página web de este sitio.</p>	<p>La neutralidad respecto de los gobiernos es la más relevante. El énfasis que demuestran sus participantes (panelistas) se percibe como rutinaria y pocos de ellos toma en serio el papel que se espera de ellos. La neutralidad y la capacidad técnica Como aun no se sabe cuáles son las otras consultorías que hacen</p>	<p>Siempre consulto, muy buenas, nuevas luces Panorama social de América latina y el Caribe y América Latina frente al espejo Consulta sus boletines deberían de permitir las copias para usarlos más pues no se pueden copiar (por lo de derechos de autor) pero su información es muy valiosa y prestigiada que valdría la pena que evaluaras la posibilidad de permitir más libremente su uso todos creo haríamos la referencia que es de la CEPAL por su prestigio</p>	<p>Participé de los seminarios de discusión de los documentos "Desafíos de los programas de transferencias con Guatemala, Honduras y Nicaragua" por S. Cecchini, A. Leiva, A. Madariaga y D. Trucco. y "Pueblos indígenas y programas de transferencias con responsabilidad. Avances y desafíos desde un enfoque étnico" por Claudia Robles. Los dos seminarios profundizaron temas que habían sido tratados en taller de Antigua Guatemala</p>	<p>Facilitar contactos con personal ejecutor de programas exitosos que hayan sido evaluado y medidos como Chile solidario Divulgación es la más importante Talleres que sean para seguir mejorando lo que es la Seguridad Social en todos los aspectos Mayor distribución por la Internet de manera individual</p>	<p>Me hubiera encantado recibir las publicaciones posteriores al seminario, pero no supe de su publicación Sería bueno la conveniencia de ofrecer un programa de intercambio de técnicos pasantías y asesoría Tendría que entrar a</p>
<p>Para mí el más importante fue actualizarme de las políticas que están siendo implementadas en los diferentes países de América latina en las áreas de protección (seguridad) social y salud. Toda la información acerca de la estrategia de Cohesión social aunque se necesita mayor masa crítica para lograr cambios que espero involucren a más personas hasta lograrlo. Mas que todo sobre que se debe</p>	<p>El informe de pobreza sobre Latinoamérica, que refleja la cruda realidad de mi país</p>	<p>Aun no he vuelto a revisar la pagina web del sitio El informe de pobreza sobre Latinoamérica, que refleja la cruda realidad de mi país</p>	<p>Si, en general, muy buenos. Si me ayudo mucho en el intercambio de experiencias de transferencias condicionadas en una serie de cambios metodológicos en la coordinación del proyecto que yo manejaba</p>	<p>Si, en general, muy buenos. Si me ayudo mucho en el intercambio de experiencias de transferencias condicionadas en una serie de cambios metodológicos en la coordinación del proyecto que yo manejaba</p>	<p>Talleres que sean para seguir mejorando lo que es la Seguridad Social en todos los aspectos Mayor distribución por la Internet de manera individual</p>	<p>Me hubiera encantado recibir las publicaciones posteriores al seminario, pero no supe de su publicación Sería bueno la conveniencia de ofrecer un programa de intercambio de técnicos pasantías y asesoría Tendría que entrar a</p>

<p>de considerar y tratar a los grupos mas vulnerables de nuestro país y de que forma contribuir a mejorar.</p> <p>Las estadísticas de salud, que reflejan la poca eficiencia del sistema y los escenarios a mejorar. Las utilicé en mi función como Directora de Servicios Estudiantiles y, específicamente, en mi labor como enlace de la Red Solidaría y con el PRAF.</p> <p>Como resultado más importante se llevo a la conclusión que es necesario impartir en Honduras una cultura de evaluación e impacto de la inversión de los programas sociales así como la sustentabilidad y medición de resultados con respecto a indicadores de pobreza. Honduras no cuenta con esta esperiñz por se muy costosa y por ende no manejan las instituciones información estadística que permita comprobar cualquier estudio o análisis que realice un consultor. El análisis sobre los programas de transferencias de ingresos en sus fortalezas y debilidades es de suma utilidad. Los aspectos discutidos sobre las particularidades de Hambre y Usura Ceros en Nicaragua y sus distinciones de aquellos programas de transferencias de ingreso condicionadas, son valiosos. Considerando que el tiempo de ejecución ha avanzado, sería muy importante volver a los puntos de reflexión surgidos y las recomendaciones, con participación del gobierno. Debo decir que no trabajo con el gobierno. Veo la misma necesidad en el tema del seguro social.</p> <p>En investigaciones del Instituto sobre exoneraciones fiscales y sobre políticas de protección social.</p>	<p>Considero que el impacto podría ser mejor si se involucrase en estos eventos a las personas que directamente tienen que ver con la operativización de las iniciativas.</p> <p>Mayor distribución por la red en forma individual e invitaciones a foros vía Internet</p> <p>Mayor comunicación con las personas que participaron. Mayor seguimiento después del Seminario.</p> <p>Me gustaría que cada conclusión de sus análisis recepcionadas a un consultor sea acompañado con un experto en el país objeto de estudio para evitar informaciones confusas e inconsistentes, por lo demás fueron excelentes</p> <p>Envío de correo a todos los participantes del seminario, notificando que documentos están disponibles en web.</p> <p>Fortalecer la red de comunicación e información.</p> <p>Buscar mayor involucramiento de los entes decisorios.</p> <p>No estoy enterado de ellos y me gustaría que me indiquen como acceder, porque la información de CEPAL siempre es muy valiosa</p>	<p>Mayor acercamiento a los funcionarios políticos publicas en el tema, que ahora son importantes por el momento histórico del país</p> <p>Excelente coordinación y amabilidad expresada</p>	<p>Anuarios estadísticos son de mucha utilidad</p> <p>No tengo a mano pero he sido invitada a exponer en Chile y siempre he traído material muy importante y de mucho análisis que sirvieron a la institución donde laboraba</p>	<p>He asistido a otros cursos relacionados con la Seguridad Social</p>	<p>Ahora no estoy vinculada, por la naturaleza de mi nuevo trabajo</p> <p>Facilitar contactos con personal ejecutor de programas exitosos que hayan sido evaluado y medidos como Chile solidario</p>	<p>la página web</p>
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Componente N°2: "Políticas de mercado laboral"

Enero 21-22, 2009, Ciudad de Guatemala, Guatemala, Enero 26-27, 2009, Tegucigalpa, Honduras Enero 28 y 29, 2009, Managua, Nicaragua; Octubre 22-23, 2009, Santiago, Chile

<p>6. Si como resultado del seminario aumentó su conocimiento y/o le dio herramientas en la materia, ¿cuál fue la información y/o las herramientas más valiosas que obtuvo? Sirvase ofrecer una descripción lo más detallada posible acerca de cómo empleó ese conocimiento y/o herramientas.</p>	<p>9. ¿Que podría sugerir para mejorar los mecanismos de difusión que utilizó la CEPAL?</p>	<p>12. Por favor mencionar alguna otra que usted pueda identificar.</p>	<p>13. Por favor comparta con nosotros sus ideas acerca de otras publicaciones de la CEPAL que haya leído, que haya consultado o que le hayan gustado en el pasado reciente? ¿Qué publicación consultó recientemente? ¿Qué fue lo que encontró útil en ellas? ¿Qué cambiaría?</p>	<p>14. ¿Ha asistido a otros seminarios o se ha beneficiado de otras actividades de cooperación técnica sobre estos temas realizados por las Naciones Unidas u otras organizaciones? ¿De qué manera complementaron o se superpusieron a este seminario? ¿Y como lo ayudaron en su trabajo específico?</p>	<p>15. ¿Qué otra contribución de la CEPAL recomendaría que se hiciera en el futuro para apoyar su trabajo?</p>	<p>16. Por favor envíenos cualquier comentario del taller de referencia o de las publicaciones y servicios de la CEPAL donde usted encuentra que podríamos mejorar.</p>
<p>Permitió ver la realidad de los vulnerables y el poco apoyo institucional no obstante la disponibilidad de recursos.</p> <p>La información recibida fue muy valiosa e indudablemente muy útil para ponerla en práctica.</p> <p>Desconocimos información de grupos vulnerables de otros países y a mi parecer eso fue muy útil</p> <p>El planteamiento de la problemática que tanto los jóvenes como las mujeres hondureñas enfrentan respecto al desempleo y subempleo. Además tuvimos acceso al conocimiento de las diferentes experiencias que se desarrollan en Honduras en apoyo a la inserción laboral.</p> <p>Como consultora en Género y Economía manejo las características de la inserción laboral de las mujeres. La información que me aportó el seminario fue la recopilación y análisis de las políticas orientadas a fomentar dicha inserción.</p> <p>El conocimiento adquirido en el seminario fue utilizado para apoyar al Gobierno en la formulación de política pública en temas de inserción laboral de población vulnerable.</p> <p>El conocimiento de las políticas implementadas en otros países.</p>	<p>Tal vez apoyar la reflexión del tema a través de artículos de prensa (que promuevan la actividad) y a través de un blog donde los participantes pueden ser actores activos.</p> <p>Un evento de presentación de los informes finales ya publicados.</p> <p>Además de la página web de CEPAL y de los mensajes que se circularon entre los/as asistentes a las actividades, en el futuro se puede difundir la información a través de redes ya existentes en Nicaragua. Tal es el caso de la red de contactos del Programa Agenda Económica de las Mujeres, que ejecuta UNIFEM-PNUD. También es recomendable enviar la información a algunos/as periodistas o medios de comunicación interesados en estos temas.</p>	<p>Considero que lo planteado esta bien resumido</p>			<p>Seminario sobre gestión de Crisis post terremoto, dirigido a los funcionarios Municipales</p> <p>Darle continuidad al tema de los grupos vulnerables pero aterrizando en uno (jóvenes, mujeres, etc) por seminario.</p> <p>Continuar profundizando en el estudio de problemáticas que enfrentan grupos vulnerables como por ejemplo pueblos indígenas, mujeres jefas de hogar, jóvenes emprendedores</p>	<p>El servicios fue muy bueno y la atención muy fina. Fue una buena experiencia</p> <p>El documento sobre las políticas de fomento de la inserción productiva de mujeres y jóvenes en Nicaragua me pareció muy extenso y descriptivo. La experiencia me indica la necesidad de contar con al menos dos tipos de publicaciones. Uno dígamos más académico que incluya todos los detalles del análisis y por tanto voluminoso. Y otro más orientado a los/as tomadores de decisión y organizaciones de la sociedad civil, en lenguaje amigable, con lo esencial del análisis y de pocas páginas.</p>

<p>Las experiencias de los otros países participantes. Esto me ha permitido la recomendación de herramientas en la co-elaboración de un proyecto para el apoyo a inserción laboral de las mujeres y de jóvenes vulnerables. Fue un proyecto sometido por UNIFEM/PNUD a la UE, aunque no se logró superar todos los obstáculos para su aprobación, quedó algo importante y es el hecho de que UNIFEM logró conciliar algunos conceptos y reflexiones con el Ministerio del Trabajo respecto a la inserción laboral de las mujeres y de los jóvenes, lo cual ayuda a poner en la agenda pública estos temas.</p>						
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