



UNITED NATIONS



FINAL EVALUATION REPORT

March 2012

Final report of the second phase of the in-depth evaluation of the role of the Economic Commission for Latin America and the Caribbean (ECLAC) in the Caribbean

This report was prepared by Dame Billie Miller, Evaluation Consultant, and Alexa Khan, Evaluation Consultant and Expert, who led this evaluation. They worked under the general guidance of Raúl García-Buchaca, Chief of the Programme Planning and Operations Division (PPOD) of ECLAC, and Irene Barquero, Associate Programme Officer with the Programme Planning and Evaluation Unit of PPOD, who also provided technical coordination, methodological assistance and logistical support. This evaluation also benefited from support and inputs from Diane Quarless, Chief, and Hirohito Toda, Deputy Chief, of the ECLAC subregional headquarters for the Caribbean; and Maria Victoria Labra, Research Assistant with the Programme Planning and Evaluation Unit of PPOD, ECLAC.

The appendices of this report have been reproduced without formal editing.

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

Contents

I.	Introduction	1
II.	Background.....	3
III.	Findings.....	7
IV.	Conclusions	29
V.	Key policy and strategic issues for ECLAC action.....	31
	Appendices.....	39

Abbreviations and acronyms

ACS	Association of Caribbean States
CALC	Latin American and Caribbean Summit on Integration and Development
CARICOM	Caribbean Community
CDB	Caribbean Development Bank
CDCC	Caribbean Development and Cooperation Committee
CSME	CARICOM Single Market and Economy
ECLAC	Economic Commission for Latin America and the Caribbean
ICP	International Comparison Programme
IDB	Inter-American Development Bank
IDRC	International Development Research Centre
INEGI	National Institute of Statistics and Geography of Mexico
NICCs	Non-independent Caribbean Countries
OAS	Organization of American States
OECS	Organization of Eastern Caribbean States
OIOS	Office of Internal Oversight Services
PPOD	Programme Planning and Operations Division
SELA	Latin American Economic System
SIDS	Small island developing States
UNDP	United Nations Development Programme

I. INTRODUCTION

1. This evaluation has been prepared in accordance with the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation,¹ which were revised pursuant to General Assembly resolutions 54/236 of December 1999 and its decision 54/474 of April 2000. In that context the General Assembly established that all programmes shall be evaluated on a regular, periodic basis and that all areas of work under those programmes shall be covered. As part of the general strengthening of the evaluation function to support the decision-making cycle in the United Nations Secretariat and within the normative recommendations made by various oversight bodies,² the Executive Secretary of the Economic Commission for Latin America and the Caribbean (ECLAC) is implementing an evaluation strategy that includes periodic evaluations of different areas of the Commission's work. This is therefore a discretionary internal evaluation carried out by the Programme Planning and Operations Division (PPOD) of ECLAC.

2. In 2009, in response to a request by the Executive Secretary, ECLAC conducted an in-depth evaluation of its presence in the Caribbean in order to review and rethink its role, identify the major strengths and weaknesses of the Commission's activities in the subregion and provide a set of recommendations to reorient and reshape priorities. This evaluation was carried out in close consultation with Governments and stakeholders in the subregion and with the full support of the staff at the subregional headquarters in Port of Spain.³ The resulting recommendations are currently being implemented.

3. With a view to following up on and complementing the first phase of the evaluation, the second phase will assess the relevance, effectiveness and efficiency of the services provided by ECLAC headquarters in Santiago to the Caribbean and its contribution to the subregion's economic and social development.

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

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

³ The ECLAC subregional headquarters for the Caribbean, located in Port of Spain, comes under subprogramme 12 of the ECLAC programme of work, "Subregional activities in the Caribbean".

II. BACKGROUND

4. The Economic Commission for Latin America and the Caribbean (ECLAC) is one of five regional commissions of the United Nations Economic and Social Council (ECOSOC). It was created in 1948 to support the economic and social development efforts of Latin American Governments. In 1966, the Commission (ECLA, at that time) established the subregional headquarters for the Caribbean in Port of Spain to serve the newly independent countries in the Caribbean, making it one of the first United Nations offices in the subregion. At its sixteenth session in 1975, the Commission created the Caribbean Development and Cooperation Committee (CDCC) as a permanent subsidiary body to promote development cooperation with and among Caribbean countries, including Cuba, the Dominican Republic and Haiti. CDCC is responsible for ensuring that the subregional headquarters responds to the needs of the countries and that the programme of work is implemented in an efficient and effective manner. In April 2005, CDCC adopted the revised text of its constituent declaration and rules of procedure.

5. ECLAC subregional headquarters for the Caribbean is charged with carrying out subprogramme 12 of the ECLAC biennial programme plan and priorities.⁴ The main objective of subprogramme 12, “Subregional activities in the Caribbean”, is “to strengthen economic and social development, to promote the integration processes among the countries of the Caribbean and to enhance cooperation within the Caribbean subregion with Latin America and with the broader international community”. This objective is to be achieved by (a) increasing the knowledge of policymakers, researchers and the general public in the subregion on issues related to sustainable development and integration in the context of the Caribbean Basin; and (b) improving human resource capacity and technical expertise for economic and social policymaking in the Caribbean.

6. In 2009, at the request of the ECLAC Executive Secretary, phase one of an in-depth evaluation of the Commission’s role in the Caribbean was conducted as part of a wider periodic evaluation strategy managed by the Programme Planning and Evaluation Unit of the Programme Planning and Operations Division (PPOD). The evaluation team’s remit was to assess the relevance, effectiveness and efficiency of ECLAC involvement in the Caribbean and, in particular, its contribution to strengthening economic and social development, promoting regional integration and enhancing cooperation between the Caribbean and Latin America, in accordance with the objective of subprogramme 12 of the biennial programme plan.

7. The evaluation team identified an urgent need for the subregional headquarters to adopt a comprehensive engagement strategy involving major regional and international institutions. It recommended that ECLAC should take the lead in the debate on development strategies by organizing a Caribbean Development Round Table, which would help to set the agenda for future socioeconomic development and integration processes in the Caribbean and foster greater cooperation with Latin America. While ECLAC had made progress on the implementation of the phase one recommendations, further work was required to fully implement all recommendations. The evaluation team’s assessment of the progress made to date towards implementing those recommendations is contained in appendix VI.

⁴ The ECLAC programme budget for the biennium 2008-2009 is contained in A/62/6 (Section 20).

8. In order to meet the overall objective of strengthening the role of ECLAC in the Caribbean, and bearing in mind that assistance and support are provided to the Caribbean not only under subprogramme 12, but under all of the Commission's subprogrammes, a more in-depth look must be taken into the institutional partnerships, coordination arrangements and services provided to the Caribbean by ECLAC headquarters to determine how the Commission can become a more effective catalyst within the region and enhance cooperation between Latin America and the Caribbean. The second phase of the evaluation will therefore assess the relevance, effectiveness and efficiency of the services provided by ECLAC headquarters and the subregional headquarters in Mexico to the Caribbean and their contribution to economic and social development in the subregion and will explore ways in which partnerships and coordination should be strengthened.

II.1 Evaluation scope and objectives

9. The objective⁵ of the second phase of the evaluation of the role of ECLAC in the Caribbean was to assess the relevance, effectiveness and efficiency of the services provided by ECLAC headquarters and the subregional headquarters in Mexico to the Caribbean and their contribution to economic and social development in the subregion in the last five years. On the basis of the findings and those of the first phase, which focused on the role of ECLAC subregional headquarters in Port of Spain, ECLAC should re-examine its engagement and improve the services it provides to the countries in the Caribbean and thus strengthen its role, strategies and priorities in order to respond to Caribbean development needs more effectively. Within this framework the evaluation specifically sought to:

- (a) Review institutional partnerships within ECLAC and the contribution of the divisions based in Santiago to the Caribbean countries and assess the levels of support, effectiveness and relevance of the services provided;
- (b) Assess the mechanisms and modalities for providing services geared towards Caribbean development needs and how they are integrated into the ECLAC programme of work;
- (c) Examine the management practices and coordination arrangements at ECLAC headquarters in Santiago and at the subregional headquarters in Mexico, which services the non-English-speaking countries in the Caribbean, and identify strengths and weaknesses in planning, implementation, monitoring, and assessment of the programme of work in the relevant divisions to make recommendations for improvements, if and where necessary, to the services provided to the Caribbean.

II.1.1 Scope

10. The evaluation examined the Commission's institutional set-up and coordination arrangements in relation to the services provided to the Caribbean and the extent to which the subregion's needs and concerns are taken on board when developing the work programme. The substantive divisions of ECLAC are a crucial component of service delivery and how they collaborate with one other and

⁵ The objectives for this evaluation are framed in conformity with the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, regulation 7.1, regulation 7.2 and rule 107.2 (see ST/SGB./2000/8). According to regulation 7.2, "all activities programmed shall be evaluated over a fixed time period", while rule 107.2 states that "all programmes shall be evaluated on a regular, periodic basis".

with stakeholders, partners and beneficiaries in the region in support of the Caribbean is of the utmost importance. The data for this second phase of the evaluation was gathered primarily from ECLAC headquarters and the subregional headquarters in Mexico, as well as from partners in Latin America. The evaluation also considered how South-South cooperation is being promoted and how it can be further catalyzed by ECLAC at the regional, subregional and national levels to benefit the Caribbean countries.

11. The evaluation also aimed to assess whether the Commission's presence was organized to facilitate the achievement of its mandates and objectives and whether its efforts were commensurate with the development needs of the countries in the Caribbean. It looked at the coordination arrangements between the subregional headquarters for the Caribbean, ECLAC headquarters, the subregional headquarters in Mexico (which services the non-English-speaking Caribbean countries) and country offices. According to the evaluation terms of reference, the following points were to be addressed for each office and division:

- Actual progress made towards fulfilling the ECLAC mandate and objectives in the Caribbean
- The degree to which the desired outcomes have been achieved for the Caribbean
- The extent to which the ECLAC divisions based at headquarters have contributed to outcomes in the subregion (intended and unintended)
- The efficiency with which outputs have been delivered
- The validity of the strategy and partnership arrangements in support of the Caribbean subregion
- The relevance of ECLAC activities and outputs to the needs and mandates of Caribbean member States

II.2 Methodology

12. The evaluation methodology combined quantitative and qualitative methods:

- (a) **Surveys.** A self-administered survey (see appendix I) was sent to 138 professional staff at ECLAC headquarters and the subregional headquarters in Mexico on 4 November 2011. There was a 16% response rate (22 responses). These data were further complemented by carrying out in-depth interviews.
- (b) **Interviews.** A total of 58 interviews⁶ were conducted over the evaluation period: 33 members of staff from substantive divisions at ECLAC headquarters, the Director of the subregional headquarters in Mexico and the Officer in Charge of the subregional headquarters for the Caribbean, as well as members of staff from the country offices in Argentina and Brazil were interviewed during the Santiago mission; 7 professional staff members from the subregional headquarters in Mexico and 6 key stakeholders⁷ were interviewed during the mission to Mexico. The evaluation team also interviewed 10 key stakeholders via teleconference and face to face including the new Caribbean Community (CARICOM) Secretary-General, senior staff from the Caribbean Development Bank (CDB) and the Director of the Organization of Eastern Caribbean States (OECS) to ensure that the

⁶ See appendices II and III for lists of the individuals interviewed.

⁷ These included officials from the Ministry of Foreign Affairs, officials from the statistics office and representatives of two universities.

current thinking on Caribbean development and opportunities for cooperation were reflected in the final report.

- (c) **Field Visits.** The evaluation team made field visits to Barbados, Chile, Mexico and Trinidad and Tobago to hold interviews with beneficiaries and stakeholders.
- (d) **Observation.** The evaluation team observed the proceedings of the fifteenth meeting of the Monitoring Committee of CDCC, held in Port of Spain on 12 September 2011, and the Caribbean Development Round Table, held on 13 September 2011.
- (e) **Document review.** The evaluation team reviewed a range of documents related to ECLAC support to the Caribbean, including performance reviews and documents produced by substantive divisions based at headquarters and the subregional headquarters in Mexico for the biennium 2008-2009. Appendix V contains a list of the documents that were reviewed, which includes flagship publications, special reports and studies, and workshop and seminar reports.
- (f) **Data triangulation.** Data from each component of the evaluation (surveys, interviews and document review) were triangulated to identify key themes and issues. Where pertinent, the report also referenced the findings of the phase one evaluation report.

II.3 Limitations

13. Owing to the low response rate, the findings of the staff survey should be seen as indicative rather than representative of the views of all staff and key stakeholders. Nevertheless, the survey findings should be regarded as areas of concern that may require further analysis.

14. Difficulties were experienced in identifying key stakeholders in Latin America with direct knowledge and experience of the Caribbean. The analysis of South-South initiatives, potential cooperation opportunities and challenges was therefore somewhat limited.

15. Data on the achievement of Caribbean development objectives and outcomes, and the Commission's contribution towards those goals, were generally limited. The indicators of the expected accomplishments for each subprogramme were not necessarily specific to Caribbean development goals. Where available, data on outcomes have been incorporated into the report.

III. FINDINGS

III.1 ECLAC headquarters' overall outcomes for the Caribbean⁸

Finding 1. ECLAC has provided substantial support to Caribbean member States, resulting in regional consensus on significant development issues and the implementation of several important policy initiatives.

16. In keeping with its mandate to strengthen the capacity of policymakers and other stakeholders to formulate and implement economic and social development policies and follow up on major international agreements, ECLAC carried out a range of initiatives under its subprogrammes during the biennium 2010-2011 that benefited the Caribbean,⁹ including:

- (a) In connection with subprogramme 5, “Mainstreaming the gender perspective in regional development”, the Division for Gender Affairs has been instrumental in facilitating follow-up to international agreements related to gender mainstreaming. As a result, the Government of Suriname is in the process of establishing a gender database, as agreed at the eleventh session of the Regional Conference on Women in Latin America and the Caribbean. The database will support the management and use of gender-disaggregated data with a view to monitoring and evaluating national gender policy and reporting on country progress towards the Millennium Development Goals and the implementation of the Convention on the Elimination of All Forms of Discrimination against Women, among other agreements.
- (b) The Division for Gender Affairs has also worked tirelessly to promote the Gender Equality Observatory for Latin America and the Caribbean and to advocate the need for relevant and up-to-date statistics to guide policy across member States. In 2010, for the first time, the Government of Guyana processed data for the indicator on women’s deaths at the hands of their intimate partner or former partner. These data have since been incorporated into the database of the Gender Equality Observatory.
- (c) The Natural Resources and Infrastructure Division has provided technical assistance to Governments on formulating and implementing public policies and regulatory frameworks to increase efficiency in the sustainable management of natural resources and in the provision of public utilities and infrastructure services. At least eight countries from Latin America and the Caribbean have adopted some measures regarding the sustainable management of natural resources based on recommendations from the division. Notably, the Government of Jamaica has implemented a national programme for blending commercial gasoline with 10% ethanol (E10).

⁸ This section draws on “Implementation of the 2010-2011 programme of work: subregional activities in the Caribbean”, presented at the fifteenth meeting of the Monitoring Committee of CDCC, Port of Spain, 12 September 2011.

⁹ Appendix VII contains further details of the Commission’s performance outcomes related to the Caribbean.

- (d) The Statistics Division has provided extensive support to Caribbean member States in relation to the implementation of the System of National Accounts. The report on the sixth meeting of the Statistical Conference of the Americas of ECLAC noted that six countries had made substantial progress in implementing the System of National Accounts, namely Antigua and Barbuda, Dominica, Grenada, Saint Kitts and Nevis, Saint Lucia and Saint Vincent and the Grenadines.
- (e) The subregional headquarters in Mexico, in collaboration with other United Nations agencies, contributed to the Action Plan for the Reconstruction and National Development of Haiti. The subregional headquarters in Mexico continues to work with United Nations agencies and other partners in Haiti, in particular providing support to improve the country's statistics system.
- (f) The subregional headquarters in Port of Spain provides continuous support to Caribbean member States in close collaboration with substantive divisions based at headquarters. As a result, at least six Caribbean countries have formulated or adopted policies and measures based on ECLAC recommendations. For example, Antigua and Barbuda is establishing a gender policy based on the ECLAC recommendations disseminated at a national workshop on the production of reliable disaggregated data. Saint Lucia has adopted more sophisticated measures for conducting its country poverty assessments, which have influenced its anti-poverty policy and programming. The Government of Saint Lucia has used an ECLAC-recommended methodology to develop environmental indicators to address aspects of the Millennium Development Goals and facilitate inter-ministerial coordination.

Finding 2. Divisions based at ECLAC headquarters have provided substantial technical support in focal areas, including statistics, gender, disaster risk assessment and alternative energy, thus informing Caribbean decision-making and policymaking on a range of economic and social issues.

17. The substantive divisions at ECLAC headquarters in Santiago, with support from the ECLAC subregional headquarters for the Caribbean, conducted a range of technical cooperation activities in the Caribbean between 1 January 2010 and 30 June 2011, including the following:

- (a) In the area of social development, the International Development Research Centre (IDRC) and ECLAC provided technical assistance to Jamaica on demographic change and its consequences for development. At the meeting, which focused on intergenerational transfers, population ageing and social protection, the national transfer accounts methodology was presented as a tool for monitoring the effects of ageing on the economy.
- (b) Subregional meetings on the Gender Equality Observatory for Latin America and the Caribbean and on enhancing the capacity of Caribbean countries to eradicate violence against women were held on 14 and 15 June 2010 in Castries, Saint Lucia, as part of an interregional initiative. As a result, the Dominican Republic is developing a mechanism

to monitor statistics on violence against women; and six other countries in the Caribbean (Barbados, Belize, Dominica, Saint Lucia, Suriname and Trinidad and Tobago) are at different stages of establishing a central register of administrative records on violence against women.

- (c) Technical cooperation on policies to promote environmental technologies, disaster preparedness and risk reduction was also provided. In collaboration with CDB, a study was conducted on the mechanisms that could be used to improve energy efficiency in key sectors in Jamaica. As mentioned above, this resulted in the conception and subsequent countrywide implementation of an ethanol-blended fuel (E10) strategy.
- (d) A post-earthquake disaster assessment was carried out in Haiti as part of the humanitarian assistance organized for the country by the United Nations and the Government of Mexico. ECLAC also participated in an OECS capacity-building workshop on gender and disaster impact assessments, which provided training on ways to incorporate a gender-impact assessment into damage and loss assessments.
- (e) The launch of the International Comparison Programme (ICP) in the Caribbean in July 2010 led to a series of technical workshops on national accounts and prices. In order to make progress towards the harmonized implementation of ICP in the Caribbean, a schedule of activities was drawn up and a subregional basket of goods consistent with the global ICP list was defined.
- (f) Technical assistance was provided on reviewing the design of household surveys with a view to measuring labour market indicators in CARICOM member countries. Twenty officials from national statistics offices in the Caribbean were trained in the management of the sample framework, the theoretical and practical aspects of determining the size of the sample and the management of probability methods for the selection of the sample using statistical packages.

18. As can be seen from the above outputs, ECLAC headquarters divisions, in collaboration with the subregional headquarters for the Caribbean, have facilitated access to the data and expertise necessary for informed decision-making and policy analysis by member States. Technical cooperation draws on the Commission's analytical expertise and operationalizes its experience to provide specific advisory services and capacity-building activities for member States. While promising progress has been shown in technical areas, ECLAC divisions should provide a more focused and coordinated response to the specific development needs of the Caribbean subregion.

Finding 3. ECLAC subregional headquarters in Mexico and the liaison office in Washington D.C. have supported significant analytical and technical assistance efforts targeting specific development issues relevant to Caribbean member States.

19. The subregional headquarters in Mexico has worked closely with the Governments of Cuba, the Dominican Republic and Haiti in several areas:

- (a) In Cuba, ECLAC evaluated the first part of the 2009-2010 National Survey of Household Income and Expenditure, including the definition and validation of the variables of household income. Workshops were conducted on population estimations and projections and on techniques for evaluating the National Survey.
- (b) ECLAC held a meeting with the ICP team (including Caribbean member States), evaluated the information system set out in the framework of the 2011 round of ICP and defined tasks to be completed during the first half of 2012.
- (c) In the Dominican Republic, the National Planning Office received technical assistance in relation to its 2010 census. The subregional headquarters in Mexico advised the Ministry of Economy and Planning regarding its inputs for *Time for equality: closing gaps, opening trails*. Support was provided to the national statistics office to carry out a study on the housing deficit affecting vulnerable groups using the office's official methodology. The Dominican Agribusiness Board was given assistance to prepare a 20-year agricultural and agro-industrial development plan and to enhance agricultural development capacities. Technical assistance was also provided on social policy design, the implementation of social programmes and social expenditure, as well as on the monitoring and evaluation of those policies and programmes.
- (d) Assistance was provided to strengthen national capacities to design and implement sustainable energy policies for the production and use of biofuels in Latin America and the Caribbean. A training workshop on national energy policy formulation and evaluation was organized.
- (e) The national statistics office of the Dominican Republic was given assistance in relation to a project to update the methodologies used to measure poverty.
- (f) The subregional headquarters in Mexico, in collaboration with the National Institute of Statistics and Geography (INEGI) of Mexico, has undertaken a project to assist Haiti in establishing a short-term economic indicator.

20. The liaison office in Washington D.C. has examined the impact of hemispheric integration on Latin American and Caribbean integration, including a study estimating the effects of United States food safety and agricultural health standards on agro-food exports from Latin America and the Caribbean (December 2010). Unfortunately, evidence of the awareness and utilization of this and other studies was not available.

Finding 4. Overall, there is little documented evidence on the extent to which ECLAC outputs have contributed to Caribbean development and it is therefore difficult to verify headquarters' contribution to the achievement of Caribbean development goals, such as reduced poverty and economic diversification.

21. As noted in phase one of the evaluation, despite the shift toward results-based management, the systems used by ECLAC focus primarily on the attainment of immediate outcomes, such as participant ratings of the quality of workshops and seminars, and intermediate results, such as the formulation of policies and methodologies by member States in line with ECLAC recommendations. However, the system is not designed to show how these intermediate results contribute to or translate into national or regional development outcomes. That said, some exceptions were identified, such as the significant support provided to the Government of Jamaica on the E10 (a blend of 10% ethanol with 90% gasoline) roll-out, a biofuels study carried out for the Government of Grenada, and disaster assessments, which have facilitated donor funding. These examples can easily be linked to national, and in some cases regional, economic and social development goals.

22. Any analysis of the Commission's contribution to Caribbean development should bear in mind that the organization is policy-focused and plays an essentially advisory role. ECLAC is structured to provide policy advice through studies, papers, statistical data and technical assistance. Member States may choose to incorporate study findings or policy advice into national or regional strategy or they may completely dismiss the evidence contained in ECLAC studies and reports. Development outcomes are dependent on a range of complementary initiatives and interventions implemented by national Governments, multinational organizations and donors. In addition, small island developing States are especially vulnerable to external factors, such as natural disasters, which have a significant negative impact on development. The extent to which ECLAC—whether in Santiago, Port of Spain or Mexico—can feasibly take credit for or even measure its contribution to economic and social development or integration and cooperation in the Caribbean is debatable. Over half of the respondents to the staff survey recognized some challenges regarding the measurability of the Commission's mandate.¹⁰ According to some respondents, ECLAC had only limited influence in relation to regional integration:

“There is no scientific way to ascertain ECLAC's influence on the actual outcome. We provide assistance in the form of ideas, diagnosis, policy experience, data, etc. It is up to the countries to take advantage of them. So, in general, it is highly questionable to establish effectiveness or ineffectiveness of ECLAC's effort.”

“Although the SRH [subregional headquarters] in Mexico has historically been successful in strengthening economic and social development and promoting integration, enhancing cooperation has proven more difficult given the specificities of the Caribbean countries serviced, in particular the language differences”

¹⁰ According to 54% to 55% of respondents, the mandate was 'fairly to somewhat' attainable.

“Since ECLAC is not an executive agency, its role is to advise governments and promote integration through technical assistance and capacity-building. However, the process of integration relies on the will of governments to advance”.

23. Assessing the Commission’s contribution to Caribbean integration is therefore inherently challenging, given the factors beyond ECLAC control that have a significant impact on integration, including political will. In order to ensure that ECLAC can effectively track progress towards the achievement of Caribbean development outcomes, indicators closely linked to the organization’s mandate for the region must be developed, backed by the necessary data collection systems.

Finding 5. Lack of reliable data was a major constraint on providing effective support to the Caribbean.

24. Many of the staff interviewed from ECLAC headquarters highlighted the inadequacy of the social and economic statistical data on the Caribbean. According to one survey respondent, the production of population estimations and projections was not straightforward for the Caribbean as data were very scarce, and extra capacity would be needed to collect data for the period 1950-2010. The absence of these basic data results in Caribbean countries being excluded from specialized studies.

25. A lack of valid, reliable, credible and up-to-date statistics was the primary obstacle to in-depth analysis of Caribbean-specific issues. In addition, ECLAC experienced difficulties gaining access to existing sources of data such as household survey or census data from Caribbean countries. By contrast, statistical data are readily accessible from the majority of countries in Latin America, in the format requested and utilizing standardized methodologies. Divisions at headquarters acknowledged certain constraints on small countries in the Caribbean that prevented them from carrying out regular or special surveys, including weak capacity in terms of the number of staff available to conduct surveys and complete data analysis and limited financial resources.

26. Staff from the divisions at headquarters responded as follows to the assertion that they did not use data on the Caribbean even when these were available:

- Poverty data submitted were often from several incomparable sources, such as multiple indicator cluster surveys and living standards measurement studies, and consequently could only be analysed and included in a text box.
- The Economic Development Division noted certain obstacles to accessing the necessary economic statistics for specialized studies. For example, GDP figures had been problematic as Caribbean countries still calculated GDP at factor cost rather than applying the international standard of GDP at market prices. Their GDP figures were therefore not comparable.

27. Strengthening statistical capacity in the Caribbean is critical to development and is high on the agenda of regional partners such as CDB, CARICOM and the University of the West Indies. Assisting in the development of statistical systems (capacity, processes and procedures) to

generate high-quality data may be the single most significant contribution that ECLAC could make to Caribbean development. The Commission's comparative advantage in this area constitutes a significant opportunity to support and sustain evidence-based development.

III.2 Relevance of the Commission's work to Caribbean development

28. Relevance can be defined as “the extent to which the objectives of a development intervention are consistent with beneficiaries’ requirements, country needs, global priorities and partners’ and donors’ policies.” However, “retrospectively, the question of relevance often becomes a question as to whether the objectives of an intervention or its design are still appropriate given changed circumstances.”¹¹ This section reflects on the extent to which the work programmes of the divisions at ECLAC headquarters and the subregional headquarters in Mexico identify and incorporate Caribbean development priorities.

Finding 6: Caribbean development has been and continues to be constrained by several factors including increasing social and economic inequality, unsuccessful economic diversification efforts and the negative impact of natural disasters. In addition, new challenges, including the graduation of countries in the region to middle-income status, climate change, access to cost-effective energy resources, escalating crime and archaic public institutions, now compound traditional development issues. Given this scenario, ECLAC is particularly relevant to supporting Caribbean Development. However, as member countries’ capacities and resources for research are improved, ECLAC might need to rethink its strategy to maintain its relevance in the region.

29. The mandate of ECLAC in the Caribbean is “to strengthen economic and social development, to promote the integration processes among the countries of the Caribbean and to enhance cooperation within the Caribbean subregion with Latin America and with the broader international community.” The main role of ECLAC is therefore to undertake comprehensive analysis of the development process in the region and to provide relevant operational services to Latin America and the Caribbean. The themes covered in the Caribbean Development Round Table clearly reflected key development challenges facing the region, including:

- (a) The role of regionalism for the sustainable development of small States
- (b) Fragility and external shocks in small States
- (c) Economic vulnerability and resilience of small States
- (d) Fiscal policy for social protection and inclusiveness
- (e) Social protection among the most vulnerable in small States: the experience of the Caribbean
- (f) Macroeconomic stability to finance growth with equity

¹¹ “Glossary of key terms in evaluation and results-based management”, Working Party on Aid Evaluation of the Development Assistance Committee, Organization for Economic Cooperation and Development.

- (g) The impact of the global crisis on small States
- (h) Good governance and the role of the State — politics of poverty reduction
- (i) The global economy, institutions and development challenges

30. Interviews with representatives of CDB, OECS and CARICOM also reflected these issues and the need for research and analysis into areas such as:

- The shift from traditional productive sectors (tourism and commodities) to knowledge-driven economies
- Climate change adaptation
- Disaster mitigation
- Citizen security issues, including the impact of spiralling crime on economic growth
- Renewable energy

31. The Commission's intellectual guidance and perspective could certainly contribute to addressing the issues identified. However, there is no formal mechanism for ensuring that development needs and priorities are consistently identified and incorporated into the ECLAC programme of work. Ideally, CDCC should be the primary mechanism for identifying and incorporating development priorities, however, it is not configured to perform this role given the low level of representation and its focus on reporting the achievements of the subregional headquarters for the Caribbean. If the Cooperation Committee is to continue to be relevant, the strategies aimed at revitalizing it detailed in the phase one evaluation report must be implemented. A revitalized CDCC might be able to provide more effective support for a more relevant and focused ECLAC programme of work.

32. There is greater awareness of the need for ECLAC to adjust in order to ensure the continuing relevance of its work as member countries improve their capacities and have more resources available for research. ECLAC must implement a strategy to ensure the organization's currency and relevance. For example, ECLAC should re-examine the continued relevance of its publications in the light of member States' demands for policy-relevant research and analysis to inform decision-making. Staff at the subregional headquarters in Mexico noted the specific request by its member States for brief policy papers reflecting on substantive development issues rather than lengthy publications. This is a point worth considering at the senior management level with a view to strengthening the Commission's work and relevance across the region. Conducting a specific evaluation¹² of the demand for and use of ECLAC publications by policymakers across the region could clarify this issue and could provide inputs for a strategy to build and sustain countries' own research capacity.

¹² Although user surveys are conducted, these collate feedback from individuals who actually use the publications, and do not gather information on the intended target audience in Governments, NGOs and academia.

Finding 7. The perception that the Commission's follow-up to and follow-through on requests for assistance by regional partners have fallen short of expectations has resulted in some loss of credibility and needs to be addressed if the organization is serious about cultivating close partnerships with stakeholder agencies, including in relation to interventions aimed at promoting South-South cooperation.

33. The significance of ECLAC as a facilitator of South-South cooperation between the Caribbean and Latin America was recognized in phase one of the evaluation and has remained a key consideration during the phase two process. However, the effectiveness of this role as development broker is dependent on several factors, including awareness of potential development needs among key partners and member States, responsiveness to requests for assistance and capability to follow through on commitments. Interviews with key stakeholders and feedback from the staff survey carried out at headquarters revealed, however, that the weak follow-up to requests for technical assistance and proposals has, in some cases, had a negative impact on the credibility of ECLAC. Regional partners, such as OECS, indicated that in several areas, despite assurances of ECLAC support, concrete action has yet to materialize. OECS has therefore moved forward in implementing new partnerships aimed at promoting development opportunities in the South. Cooperation agreements have been signed between OECS and the Governments of Brazil and Trinidad and Tobago, the Bolivarian Alliance for the Peoples of Our America (ALBA) and agencies in South Africa, among others. The opportunity to broker development cooperation initiatives between OECS and various Latin American countries and groupings has been lost or is at least diminishing. Similarly, CDB reported that it had initiated dialogue with ECLAC subregional headquarters for the Caribbean on several issues, only for the channels of communication to subsequently collapse. However, CBD remains open to working with ECLAC in the future. CARICOM representatives acknowledged the significant support provided by ECLAC in several areas, including statistical capacity-building; despite certain challenges in relation to ensuring follow-up to commitments, they remained open to future joint interventions.

34. It is important to note here that bureaucratic red tape was cited as a major constraint by divisions at headquarters in their efforts to work with regional organizations and member States. Despite the high transaction costs characteristic of working in the region, ECLAC will need to ensure continuous and sustained engagement with partners if the organization is to make a serious contribution to achieving stated development goals. This applies not only to the facilitation efforts of the subregional headquarters, but also to the support provided to the Caribbean countries by the subprogrammes administered by ECLAC headquarters.

Finding 8. Opportunities for South-South Cooperation between Latin America and the Caribbean can be optimized by ECLAC, in partnership with regional organizations and agencies of the United Nations system.

35. There is great potential for South-South cooperation in Latin America and the Caribbean, as shown by the efforts of OECS and CARICOM. Cooperation between Cuba and the member countries of CARICOM has brought significant benefits to both Spanish-speaking and English-speaking countries, including Guyana, Saint Vincent and the Grenadines and Trinidad and Tobago. The fourth CARICOM-Cuba Summit held in Port of Spain on 8 December 2011 led to a declaration emphasizing that:

“...the cooperation between Cuba and the countries of the Caribbean Community in numerous fields such as health, education, sports and training of human resources, has effectively contributed to the progress towards the achievement of our sustainable development objectives and the greater wellbeing of our peoples. In this regard, express profound appreciation for the Cuban proposal on areas for cooperation with CARICOM in nine specific areas, namely: the creation of a Training Centre for the Treatment of Physical Disabilities to assist physically challenged children and youths; the creation of a Caribbean Regional School of Arts; technical assistance to the Caribbean Regional Information and Translation Institute (CRITI); technical assistance for the recovery of banana crops; technical assistance for the restoration of fishing in Caribbean countries; technical assistance for the treatment and purification of water and the construction of dams; support to the sugar industry mainly in Belize, Guyana, Jamaica and Trinidad and Tobago; the construction and repairing of airports, bridges, docks, highways and infrastructure, and regional cooperation to cope with natural disasters”.

36. ECLAC has not been involved in the aforementioned cooperation interventions and has therefore missed vital opportunities to support development interventions in member States through South-South and triangular cooperation. Recognizing technical assistance as a long-term intervention rather than a one-off initiative will allow ECLAC to determine its unique role and distinct advantage, which it can then leverage, in collaboration with United Nations and other donor agencies engaged in South-South cooperation. The Commission’s function as a bridge between Latin America and the Caribbean was identified as a comparative advantage in phase one of the evaluation. More resources should be allocated to ensure that this comparative advantage is effectively operationalized. The evaluation team found, for instance, that the majority of South-South cooperation interventions facilitated by divisions at headquarters and the subregional headquarters in Mexico were aimed at Latin American countries and Cuba, the Dominican Republic and Haiti. South-South cooperation between Latin America and the English-speaking Caribbean appears to be constrained by the language barrier. Mexican authorities in particular expressed an interest in supporting statistical capacity-building for Caribbean member States, however, these efforts were stymied by insufficient translation resources.

37. In addition, as noted in phase one, declining aid resources must be optimized through, for example, joint programmes of work. ECLAC could explore South-South cooperation interventions with the Special Unit for South-South Cooperation of the United Nations Development

Programme (UNDP). In a telephone interview, Dr. Inyang Ebong Haarstrup, Deputy Director of the UNDP Special Unit for South-South Cooperation said that the Special Unit had already developed an agenda for South-South cooperation in the Caribbean, including triangular cooperation. That agenda would focus initially on the energy and alternative energy sector, followed by disaster risk reduction and the creative industries. Given the significant research capability of ECLAC, as well as its historical links with the countries of Latin America, a joint programme of work could be developed with the UNDP Special Unit.

III.3 The Commission's coordination arrangements in support of the Caribbean

38. This section of the report details the evaluation team's findings regarding the extent to which divisions at ECLAC headquarters and the subregional headquarters programmes of work are developed and implemented to ensure a coordinated and coherent approach to Caribbean development priorities.

Finding 9. In response to the recommendations of the first phase of the evaluation, several interventions were made to increase the visibility and voice of ECLAC across the Caribbean, including participation in high-profile meetings.

39. Led by the Executive Secretary, ECLAC made concerted efforts between July 2010 and July 2011 to engage with key institutional partners in the Caribbean, including CARICOM, IDB, the Organization of American States (OAS), OECS and the Latin American Economic System (SELA) and to attend high-level meetings, such as the Latin American and Caribbean Summit on Integration and Development (CALC). The Officer-in-Charge of the ECLAC subregional headquarters for the Caribbean also participated in several meetings, including the annual meetings of the CDB Board of Governors in 2010 and 2011, the OECS Development Partners Meeting and the sixth General Meeting of CARICOM and the United Nations system in Georgetown in July 2011.

40. ECLAC led substantive discussion on middle-income countries, Millennium Development Goals and the United Nations Conference on Sustainable Development (Rio+20) at the meeting of the regional United Nations Development Group for Latin American and Caribbean held in Panama City on 2 May 2011. The Programme Support Unit has been designated as the focal point for following up on further discussions of these topics within the United Nations country teams, CARICOM and OECS.

41. The Evaluation Team also noted the successful implementation of the recommendation for a Caribbean Development Round Table. The Round Table was held on 13 September 2011 as a parallel event to the fifteenth meeting of the CDCC Monitoring Committee on 12 September 2011. For the first time, representatives of the subregional headquarters in Mexico and the liaison office in Washington D.C. attended the CDCC meeting. The directors of these two offices gave presentations on the work completed in 2010-2011 that was directly relevant to the Caribbean. This was the first time that the CDCC Monitoring Committee had received this type of feedback on ECLAC activities in Cuba, the Dominican Republic and Haiti. Overall, some

progress had been made since the completion of the first phase of the evaluation in March 2010 towards heightening the Commission's profile in the region and introducing mechanisms for enhanced cooperation and collaboration between ECLAC offices.

Finding 10. Notable improvements in cooperation and collaboration between divisions at ECLAC headquarters, the subregional headquarters in Mexico and the subregional headquarters for the Caribbean have rendered a more coordinated and coherent ECLAC response.

42. Interview feedback and document review revealed further improvements in collaboration and cooperation as follows (see table 1 for further details on institutional partnerships):

- (a) A coordinating mechanism between ECLAC headquarters and the subregional headquarters for the Caribbean was created, with the Secretary of the Commission acting as focal point for the Caribbean. The mechanism included monthly coordination meetings to review the implementation of the work programme of the subregional headquarters for the Caribbean and to discuss relevant issues that require action or guidance from ECLAC headquarters. In addition to the Secretary of the Commission, the Chief of the Programme Planning and Evaluation Unit and the Chief of the Project Management Unit both participated in the meetings to ensure a coherent approach and support from ECLAC headquarters.
- (b) The subregional headquarters for the Caribbean and the subregional headquarters in Mexico collaborated on a study on the dynamics of sustained growth and development among small developing States in Central America and the Caribbean, which was presented at the Caribbean Development Round Table. In addition, the Director of the subregional headquarters in Mexico presented a brief report to the CDCC Monitoring Committee on the Commission's work with Cuba, the Dominican Republic and Haiti.
- (c) A close working relationship exists between the Sustainable Development Unit at the subregional headquarters for the Caribbean and the Division of Natural Resources and Infrastructure based at ECLAC headquarters. The Natural Resources and Energy Unit has made resources available out of its budget to fund projects in the Caribbean, including a biofuels study for Grenada and a government strategy for the E10 roll-out in Jamaica. With OAS funding, the Division of Natural Resources and Infrastructure prepared a proposal on generating geothermal power from La Soufriere volcano for the Government of Saint Vincent and the Grenadines; however, there has since been no follow-up by the Government of Saint Vincent and the Grenadines.
- (d) The Sustainable Development Unit at the subregional headquarters for the Caribbean and the Sustainable Development and Human Settlements Division based at headquarters have been cooperating closely in preparation for the United Nations Conference on Sustainable Development, to be held in June 2012. In that connection,

a meeting for the English-speaking Caribbean was held in Santiago on 7 September 2011.

- (e) The Statistics Division continues to provide excellent support to the countries of the Caribbean. The training it provided on environmental statistics was rated particularly highly by Caribbean participants, resulting in requests for the training to be given in specific countries. In addition, efforts have been made to ensure the participation of Caribbean countries in the International Comparison Programme¹³ funded by the World Bank.
- (f) On 16 April 2010, as part of the leadership management training offered to all staff members at grade P-4 and above, several unit coordinators from the subregional headquarters for the Caribbean travelled to Santiago to present the subregional headquarters' programme of work to ECLAC staff members based in Santiago. Subsequently, the unit heads met with their counterparts in the respective substantive divisions based in Santiago. In 2011, some of these staff members returned to Santiago for the second part of the training and once again used the opportunity to meet with their counterparts. According to the interview responses, the face-to-face meetings had a tangibly positive effect on the working relationship between the Economic Development Unit, Sustainable Development Unit, and the Statistics Unit in Port of Spain and respective divisions based in Santiago. While such inter-office exchanges may lead to valuable improvements in coordination and collaboration, member country technical assistance missions take precedence in the allocation of travel funds and the remaining funds are sometimes insufficient to finance such inter-office exchanges. Nevertheless, this successful practice should be replicated when possible.
- (g) A staff member from the Social Development Division at headquarters was seconded to the subregional headquarters for the Caribbean from 15 January 2011 to 28 March 2011. The officer was assigned to help establish a social statistics database, which, to date, includes more than 100 social indicators. This initiative was implemented to facilitate improved access to the social statistics required to complete comprehensive analyses of Caribbean countries. It is anticipated that ongoing data collection and population of the database will ensure that Caribbean realities are reflected in the ECLAC flagship publication, *Social Panorama of Latin America*. However, the Social Development Division acknowledged that the capacity necessary to manage the new database system effectively, in terms of dedicated, trained personnel, has to be developed at the level of the subregional headquarters. Although some preliminary training was conducted, it was deemed insufficient. As a result, the database is being managed by the Social Development Division at headquarters.

¹³ The International Comparison Programme (ICP) is a worldwide statistical partnership to collect comparative price data and compile detailed expenditure values of countries' gross domestic products (GDP), and to estimate purchasing power parities (PPPs) of the world's economies. Using PPPs instead of market exchange rates to convert currencies makes it possible to compare the output of economies and the welfare of their inhabitants in real terms (that is, controlling for differences in price levels).

- (h) Under the new orientation programme introduced by the Human Resources Section in 2010, all new staff at the subregional headquarters for the Caribbean must spend one week at ECLAC headquarters in Santiago to meet their counterparts and other relevant staff as part of the induction process. Headquarters staff expressed mixed views regarding the effectiveness of this initiative and some staff members from subregional headquarters were also unenthusiastic about the new programme. While it is too early to assess this particular programme, more such initiatives should be piloted and similar ideas explored to further enhance coordination and cooperation.
- (i) The Division for Gender Affairs continues to provide substantial support to the subregional headquarters for the Caribbean despite the challenges experienced owing to the absence of a dedicated gender focal point.¹⁴ The Division for Gender Affairs has therefore taken on some of the subregional headquarters' key responsibilities for liaising directly with bureaux and ministers for women's affairs in the Caribbean.
- (j) The Population and Development Division has a long history of supporting the subregional headquarters for the Caribbean through technical assistance and capacity-building initiatives. During the 1980s and 1990s, funding from the United Kingdom and the Canadian International Development Agency supported the work of ECLAC technical experts to the Caribbean. The number of projects targeting the Caribbean has since dwindled owing to declining donor funding and, more recently, the absence of a Population Officer in the subregional headquarters for the Caribbean. This situation should improve as a Population Officer has now been appointed.
- (k) In accordance with recommendation 1 from the first phase of the evaluation, informal consultations with member States are now scheduled twice a year. Participants at the consultations held on 22 July 2011 discussed preparations for the meeting of the Monitoring Committee and the Caribbean Development Round Table. The engagement strategy now includes centrally coordinated launches of the six flagship publications.
- (l) The subregional headquarters and ECLAC headquarters have put together a single, standardized list of the seats of Government. All invitations to intergovernmental meetings are now signed by the Executive Secretary, with copies sent to the respective permanent missions in New York, embassies or high commissions in Port of Spain, and the relevant United Nations Resident Coordinator. The publication distribution list has been consolidated, updated and submitted to the Documents and Publications Division at ECLAC headquarters in Santiago.
- (m) A public information and communications strategy has been reviewed internally and is being introduced in stages. The ECLAC website has been reorganized and is being updated. The newsletter of the subregional headquarters for the Caribbean will be disseminated electronically.

¹⁴ The gender focal point is on a special post allowance (SPA) and is therefore unable to fulfil this role at present.

Table 1
Institutional partnerships between divisions at headquarters and the subregional headquarters for the Caribbean

Division	Level of support	Effectiveness	Relevance of services
Programme Planning and Operations Divisions	General support provided to the Programme Support Unit of the subregional headquarters for the Caribbean, including advice on processes, procedural issues and planning, assistance regarding the fine-tuning of monitoring indicators, annual reports, and the formulation and implementation of Development Account and other extrabudgetary projects. Monthly coordination conference calls were held.	To be assessed at the end of the biennium.	Highly relevant, particularly as the unit at subregional headquarters had insufficient capacity until recently. Ongoing interventions will be needed to sustain and strengthen the subregional headquarters' focus on results.
Division for Gender Affairs	Technical assistance provided on gender statistics and gender policy. Preparation for regional and international meetings. Assistance provided in relation to a conference on violence against women.	Limited effectiveness as the gender focal point for the subregional headquarters has been temporarily assigned to other functions.	Extremely relevant. ECLAC support increases the credibility of bureaux for women's affairs. The Observatory for Gender Equality serves to promote the compilation and dissemination of relevant and up-to-date statistics to guide policy on gender issues.
Social Development Division	Little support was provided, until recently when a member of the division was seconded to the subregional headquarters for the Caribbean to help set up a social indicators database. A chapter on the Caribbean was included in <i>Social Panorama of Latin America, 2011</i> .	Limited effectiveness. There is scarce evidence on whether the division's outputs are helping to resolve Caribbean development issues and problems.	Highly relevant given the problems associated with increasing inequality, crime, health, education and other related issues.
Economic Development Division	Interfaces with the subregional headquarters for the Caribbean on the preparation of country notes for flagship publications. The relationship appears to be one-way: headquarters requests information and subregional headquarters fulfils the request.	Limited effectiveness. Poor quality and lack of availability of data on Caribbean countries hinder the inclusion of relevant analysis in flagship publications.	Highly relevant. Trade, investment and economic diversification are critical issues for the Caribbean.
Statistics Division	Generally good. Significant efforts are invested in statistical capacity-building.	There is little evidence of the effectiveness of interventions to date given the weak statistical systems in most Caribbean countries. Minimal translation resources have been a considerable barrier to capacity-building.	Highly relevant.
Financing for Development Division	Limited support.	Limited effectiveness.	Highly relevant.
Population Division	Good support was provided in the past, but there was little interaction while the Population Officer post at the subregional headquarters was vacant. Resources for interventions in the Caribbean have	Past interventions on population censuses were effective. Scant availability of reliable and credible statistics negatively impacts the	Highly relevant. Fertility decline, population ageing and migration are all development issues that require early

Division	Level of support	Effectiveness	Relevance of services
	decreased.	inclusion of Caribbean countries in specialized studies.	policy responses.
Division of Production, Productivity and Management	Minimal interaction with the subregional headquarters and Caribbean countries. Support provided in relation to the flagship publication, <i>Foreign Direct Investment in Latin America and the Caribbean</i> . Nominal collaboration on the Plan of Action for the Information Society in Latin America and the Caribbean (eLAC).	n/a	Highly relevant.
Division of International Trade and Integration	Some support provided, but most interaction consisted of requests for inputs for the flagship publication, <i>Latin America and the Caribbean in the World Economy, 2010</i> .	n/a	Highly relevant.
Natural Resources and Infrastructure Division	Good support provided by the Natural Resources and Energy Unit as there is no equivalent unit based at the subregional headquarters. Resources from this division have been allocated to assist the subregional headquarters for the Caribbean.	The division conducted a study on the use of biofuels in Grenada and also made a significant contribution to the E10 roll-out by the Government of Jamaica.	Highly relevant. Energy security and sources of alternative energy are critical concerns that have also been identified as key issues by CDB, OECS and CARICOM, among other organizations.
Sustainable Development and Human Settlements Division	Good support and interface with the focal point at the subregional headquarters. However, the division has encountered a level of bureaucracy that has made engaging with its counterpart unit at the subregional headquarters challenging.	A study on the economics of climate change and preparatory meetings for regional and global conferences deemed effective.	Highly relevant.

Finding 11: Despite improved collaboration between divisions at headquarters, the subregional headquarters in Mexico and the subregional headquarters for the Caribbean, the identification of Caribbean-specific issues and their incorporation into work programmes has thus far been limited.

43. The evaluation team reviewed a sample of outputs from divisions based at headquarters from the biennium 2008-2009 reflecting activities that included Caribbean countries (see appendix V). Although it was clear that some effort had been made to include an analysis of the Caribbean, in the majority of documents reviewed, the English-speaking Caribbean countries included only those four or five for which data were available (in most cases, Barbados, Jamaica, Saint Lucia and Trinidad and Tobago). The situation in Cuba, the Dominican Republic and Haiti was generally well represented. The fact that the majority of documents from headquarters were produced solely in Spanish was a major drawback as the English-speaking member countries could derive only limited benefit from them.

44. According to the responses given during the interviews, the identification of Caribbean-specific issues and concerns and their incorporation into the work programmes of the divisions at

headquarters, the subregional headquarters in Mexico and country offices was constrained by a number of factors:

- (a) There is no specific mechanism to ensure that Caribbean issues are identified and incorporated into the work programmes of divisions at headquarters. Therefore, unless division chiefs are specifically requested by the Executive Secretary to address those issues, Caribbean priorities are overlooked as many staff members mistakenly believe that the subregional headquarters for the Caribbean is solely responsible for responding to the needs of the subregion. The process that all divisions at headquarters and at the subregional headquarters should follow to proactively incorporate Caribbean issues and needs is not clearly articulated in any ECLAC document reviewed to date. This oversight has been identified in previous reports and must be addressed by explicitly setting out such a process. Ideally, CDCC would do this, however, until the recommendations on revitalizing CDCC are implemented, it will not be able to perform this function. In the interim, ECLAC could establish a performance indicator to assess the extent to which Caribbean development issues are included in work programmes. This may help to institutionalize the addressing of Caribbean issues.
- (b) Overall knowledge about the English-speaking Caribbean is weak across the divisions at headquarters and country offices in Latin America. According to interview feedback, this can be attributed to factors including differences in history, language, geographical distance and culture. These factors mirror the historical barriers to closer cooperation between Latin America and the Caribbean and, although seemingly simplistic, reflect the reality of situation.
- (c) Staff members with an in-depth knowledge and understanding of the Caribbean appear to have gained it from prior experience in the subregion or by working with or at the subregional headquarters for the Caribbean. The divisions at headquarters that demonstrated the most interest in and enthusiasm for Caribbean issues were those with a higher proportion of individual staff members who had worked in the subregion, in some cases at the subregional headquarters.¹⁵ Table 2 reflects the level of awareness and knowledge of Caribbean issues in each division at headquarters and at other offices.
- (d) The majority of staff interviewed or surveyed perceived language to be a key barrier to closer working relationships with the subregional headquarters for the Caribbean. Other obstacles included lack of knowledge about the Caribbean and differences in the working methods applied at the subregional headquarters and headquarters. The validity and credibility of inputs received from the Caribbean also posed some problems. Interviewees from headquarters and the subregional headquarters in Mexico expressed the view that the majority of staff at their duty stations did not speak English and therefore did not feel comfortable interacting with Governments and institutions in the Caribbean; they felt that staff at the subregional headquarters were in a better position to make such contact. However, evidence provided by PPOD indicates that a high proportion of professional staff have passed the language proficiency examination in English. That said, certification in English is not an indicator of how much a person uses or feels comfortable using English.

¹⁵ This assessment is based on the limited number of interviews conducted with senior staff from the divisions at headquarters and is therefore indicative rather than conclusive.

It is interesting to note that several professional and general service staff members were observed interacting in English during the mission to the subregional headquarters in Mexico. The situation for ECLAC staff members in the subregional headquarters for the Caribbean is similar in relation to their ability to communicate in Spanish. Respondents indicated that staff exchanges between headquarters and the subregional headquarters in Mexico and Port of Spain should be mandatory to ensure that all ECLAC staff understand the development issues, needs, challenges and opportunities of all member states and can thus apply their relevant experiences and the lessons learned.

- (e) Those interviewed, including the Executive Secretary and senior staff at headquarters and at the subregional headquarters in Mexico, recognized that the focus of the Commission's work tended to be on Latin America and particularly South America. The reasons for this were thought to include the location of headquarters in Chile and the fact that the majority of staff at headquarters are from South America and, therefore, generally have a deeper knowledge of the issues and problems facing Latin America and closer working relationships with counterparts in the Governments of southern cone countries. The same was true for the subregional headquarters in Mexico: the Director of the subregional headquarters in Mexico had adopted a recruitment strategy with an emphasis on selecting staff who were not only technically competent but who also had extensive experience in the public sector in Mexico and Central America. The rationale was that these individuals would bring with them an understanding of the political and policy landscape and relevant professional networks. This approach has already yielded close working relationships between the subregional headquarters and the Governments of Central American countries, with ministers making direct requests for technical assistance. This has resulted in closer collaboration and a deeper understanding of the priorities of Central American member States.
- (f) The reliance of divisions at headquarters on the subregional headquarters for the Caribbean to address the issues relating to the subregion has a negative impact on the overall awareness of headquarters staff of those issues. Divisions at headquarters operate under the assumption that the subregional headquarters is better placed to understand the issues affecting the subregion and rely on the subregional headquarters to bring issues and trends to their attention, highlighting how they relate to the ECLAC programme of work and how they could benefit from existing technical expertise. This assumption, while reasonable, is flawed. In general, the connection between the subregional headquarters for the Caribbean and the Governments and institutions in the subregion is weak. For example, the Government of Trinidad and Tobago wishes to introduce a new industrial policy and an economic diversification strategy, both of which could benefit from the expertise of the Division of Production, Productivity and Management. Staff from the division were unaware of these initiatives and would have expected the subregional headquarters to bring them to their attention. However, as the subregional headquarters for the Caribbean does not appear to have the same close ties with member States as the subregional headquarters in Mexico, it is possible that staff at the subregional headquarters in Port of Spain were not aware of the Government's plans.
- (g) According to the findings of the face-to-face interviews and the survey, staff at headquarters appear to have little to no knowledge or understanding of CDCC, its role or

its relationship to ECLAC. Only one respondent knew about CDCC and also noted that there was a Central American equivalent that had not met for 10 years.

- (h) There is a clear tension between the desire to address Caribbean-specific needs and the perceived small value to be gained from investment in Caribbean-specific issues. Following the call issued by the Executive Secretary, several divisions were aware of the need to identify Caribbean-specific issues and incorporate them into divisional work programmes and to collaborate with the subregional headquarters on priority issues. Nevertheless, divisions at headquarters face a dilemma and in a context of limited and shrinking resources, strategic choices must be made based on expected returns on investment.¹⁶ According to one interview respondent from headquarters, with fewer resources available, sometimes only three or four countries could be selected and, by default, these had to include Argentina, Brazil and Mexico. Even when there was substantial donor support, Caribbean countries were considered too small, with donors preferring countries such as Brazil, which were highly visible and therefore likely to gain higher returns from the investment. Finally, given the problems encountered obtaining data from Caribbean countries and the academic prestige associated with publishing cutting-edge research based on readily available, high-quality data, the exclusion of the Caribbean by divisions at headquarters is almost understandable, if not acceptable.
- (i) Staff members reported several challenges experienced by divisions at headquarters in their efforts to support Caribbean development, primarily related to inadequate human and financial resources. The continuing global economic crisis, coupled with the graduation of several middle-income countries to net contributor status, means that donor aid will be further reduced, resulting in further resource constraints. ECLAC will need to develop more innovative mechanisms to utilize existing resources if it is to provide effective support to member countries. Options include collaborating with universities in the Caribbean or developing practitioner/peer networks around a Caribbean development agenda. These strategies would have the potential to build or strengthen countries' own capacity, while at the same time generating additional human and financial resources for specific research.

45. The need for better coordination and collaboration between divisions at headquarters and the subregional headquarters was identified in the first phase of the evaluation and in earlier reports, such as the Office of Internal Oversight Services investigation from 2002. According to the staff members interviewed, the most effective collaborations were set up through personal contacts and networks. Qualitative survey feedback on the question of effectiveness suggested that although efforts have been made by divisions at headquarters to respond to requests from Caribbean member States, a more coordinated approach between divisions at headquarters and the subregional headquarters would lead to increased responsiveness and a deeper understanding of Caribbean development issues. Despite this, specific procedures or mechanisms that would facilitate inter- or intra-divisional coordination and a better grasp of development issues across the region as a whole have not been identified or articulated to date.

¹⁶ Return on investment includes the significance and credibility of the research findings, which is often directly related to GDP and population size, among other factors.

Table 2
Awareness of Caribbean development issues at ECLAC headquarters, the subregional headquarters in Mexico and selected country offices

Division name or office	Awareness	Knowledge	Experience	Comments
Programme Planning and Operations Divisions	Medium	Medium	Medium	The division provides support by telephone to staff at the subregional headquarters for the Caribbean. Two officers have worked at the subregional headquarters and therefore have an in-depth understanding of the subregion.
Division for Gender Affairs	High	High	Medium	The division has provided substantial support to the Caribbean regarding participation in and preparations for high-level meetings. Establishment of the Gender Equality Observatory. Technical assistance has been provided on gender statistics. Key studies have been conducted.
Social Development Division	Low	Low	Medium	One officer recently spent two months at the subregional headquarters for the Caribbean.
Economic Development Division	Low	Low	Low	Interaction between staff at the two offices is mainly related to the requests for input for ECLAC flagships.
Statistics Division	High	High	High	Staff have a close working relationship with their counterpart at the subregional headquarters and with institutions, such as CARICOM, and member Governments.
Natural Resources and Infrastructure Division	High	Medium	Low	The Director exhibited a good understanding of Caribbean-specific issues, but has no experience of working in the subregion. One staff member has in-depth knowledge and understanding of the subregion gained prior to working at ECLAC.
Financing for Development Division	High	High	High	This division is another example of the value of staff members with direct work experience at the subregional headquarters. One staff member had worked at the subregional headquarters, including a two-month period as Officer-in-Charge.
Population Division	High	High	Medium	The staff of this division worked closely with Governments of Caribbean countries and the subregional headquarters during the 1980s and 1990s. However, recent interaction has been minimal owing to the absence of a Population Officer at the subregional headquarters.
Division of Production, Productivity and Management	Low	Low	Low	The three staff members interviewed admitted that they had limited knowledge of the subregional headquarters and the Caribbean in general.
Division of International Trade and Integration	High	Medium	Low	
Sustainable Development and Human Settlements	Medium	Low	Low	Staff have a close working relationship with their counterpart at the subregional headquarters. However, they expressed concerns about the level of coherence across all ECLAC offices, which should

Table 2 Awareness of Caribbean development issues at ECLAC headquarters, the subregional headquarters in Mexico and selected country offices				
Division name or office	Awareness	Knowledge	Experience	Comments
Division				Speak with one voice on global issues such as climate change.
Country office in Buenos Aires	Low	Low	Low	
Subregional headquarters in Mexico	High	Medium	High	Since its new Director was appointed, the subregional headquarters in Mexico has engaged proactively with the subregional headquarters for the Caribbean to ensure that the issues common to small island developing States and countries of Central America are addressed in a collaborative manner.
Country office in Brasilia	Medium	Low	Low	Staff at the office have some knowledge of the Caribbean, particularly in areas relevant to Brazil, such as the energy sector.

Source: Interviews with senior staff at ECLAC headquarters, the subregional headquarters in Mexico and country offices in Argentina and Brazil.

Note: Each category has been given a subjective rating according to the division or office's level of understanding of specific Caribbean issues and context and staff members' work experience in the subregion: high (in-depth understanding, work experience in the subregion); medium (good understanding, some work experience); or low (minimal understanding, no work experience).

IV. CONCLUSIONS

46. The second phase of the evaluation found that divisions at headquarters, the subregional headquarters in Mexico and the liaison office in Washington D.C. have carried out several interventions aimed at promoting Caribbean development. In addition to the traditional support provided in relation to participation in and preparation for regional and global meetings, technical assistance in the area of disaster risk assessment and statistical capacity-building, ECLAC has rendered significant support in areas such as alternative energy and post-earthquake recovery. In addition, significant collaboration between the divisions at headquarters, the subregional headquarters in Mexico and the subregional headquarters for the Caribbean has resulted in joint research outputs, suggesting that there has been some improvement in coordination across the organization.

47. The phase two findings corroborated many of the findings of the first phase, which identified, among other issues, the need for specific mechanisms to institutionalize coordination and collaboration. These mechanisms must be complemented by an explicitly articulated strategy for incorporating Caribbean development needs and issues into the ECLAC programme of work. The development of such a strategy was recommended on the basis of the phase one findings; however no such strategy has yet been articulated. The evaluation team reiterates the need to implement the phase one recommendations, taking into account the findings of phase two and the team's progress assessment contained in appendix VI.

48. The next section details the key policy and strategic issues that ECLAC needs to prioritize to ensure that the organization makes a significant contribution to Caribbean development goals. Working in collaboration with key regional organizations and member States, ECLAC has an opportunity for real and effective engagement that it must not miss.

V. KEY POLICY AND STRATEGIC ISSUES FOR ECLAC ACTION

49. The following recommendations reflect the key strategic interventions identified for ECLAC action and are based on the findings related to the Commission's contribution to Caribbean development, the relevance of the ECLAC programme of work and coordination arrangements in support of Caribbean member States. Where appropriate, reference has been made to the relevant recommendations from the first phase of the evaluation.

V.1 The Commission's contribution to Caribbean development

Recommendation 1. The phase two findings reinforce the phase one recommendation to strengthen and promote the use of the outcome-based data collection system in order to track the Commission's contribution to Caribbean development goals.

50. Findings 1, 2 and 3 clearly show that the outputs of divisions at headquarters and the subregional headquarters in Mexico support Caribbean development. However, finding 4 highlights the challenges associated with gathering specific evidence supporting the achievement of the organization's mandate in the Caribbean. ECLAC may need to review the extent to which certain objectives, such as promoting regional integration, are in fact attainable and what indicators need to be developed to track the Commission's progress and contribution towards its stated objectives. As noted in the first phase of the evaluation, a strategy to strengthen results-based management needs to be developed and implemented in the short to medium term. This strategy should also assess the Commission's contribution to Latin American and Caribbean development.

Recommendation 2. The absence of follow-up to key policy recommendations is a significant issue. A formal mechanism to facilitate policy engagement may be the best solution.

51. This recommendation is linked to recommendation 1 and calls for sustained follow-up with Caribbean member States to ensure that the Commission's inputs to development policy are taken into account. Despite the challenges related to incorporating Caribbean issues in ECLAC flagship publications, past efforts had led to some progress. However, the limited follow-up of policy recommendations raises a further issue. That is, policy relevant research needs to be effectively communicated to policymakers. As noted in phase one, researchers must become policy entrepreneurs. For example, a 2005 study "Hunger and malnutrition in the countries of the Association of Caribbean States" contained significant findings and policy recommendations pertinent to the countries of the English-speaking Caribbean and a 2006 study "Nutrition,

Gender and Poverty in the Caribbean Subregion”¹⁷ also included key findings for the Caribbean. However, there was no evidence that the findings of these studies, or their potential programme and policy implications, were brought to the attention of ministries of planning, education, health or agriculture. Reiterating one of the key findings of phase one, ECLAC should seek to engage proactively with ministries and institutions to ensure utilization of research findings. Such engagement would also provide evidence that ECLAC is achieving its mandate in the subregion.

52. PPOD indicated that there have been some advances in terms of the implementation of electronic and other follow-up surveys aimed at tracking the use of key outputs. In addition, efforts are under way to improve the dissemination and promotion of flagship publications through direct engagement with decision-makers, for example, by scheduling debates and presentations in academic circles, as a means of increasing the impact of the Commission’s main publications.

53. Given the limited staff capacity at the subregional headquarters for the Caribbean, existing capacity in Santiago, Mexico and country offices may need to be co-opted to improve engagement and also build relations across the region.

Recommendation 3. ECLAC should develop a comprehensive medium- to long-term strategy aimed at building and sustaining statistical capacity (systems and human resources) in the Caribbean. One of the major constraints to effective ECLAC support of the Caribbean is the absence of reliable data. Securing access to such data represents an essential first step towards addressing Caribbean development issues.

54. Finding 5 indicated that weak or insufficient data presented a major obstacle to effective intervention by ECLAC. This problem has been raised on many occasions prior to this evaluation. Access to high-quality data is a critical prerequisite for the Commission’s innovative research which is mainly data-intensive. As noted earlier, several institutions, including ECLAC, have invested in building statistical capacity across the region, however, the effectiveness of these interventions have been limited. The evaluation team reiterates the need for a comprehensive strategy aimed at building statistical capacity (systems and human resources) in the medium to long term. As this issue is also of great concern to CARICOM and CDB, a comprehensive strategy in collaboration with these partners, as well as statistics institutions in Cuba and Mexico, could be developed and implemented.

¹⁷ LC/CAR/L.105

V.2 Relevance of the Commission's programme of work

Recommendation 4. Several systems and processes can be improved to boost the Commission's contribution to Caribbean development. Specifically, the subregional headquarters for the Caribbean can pursue direct engagement with member States and regional institutions in order to strengthen their participation on development issues and priorities utilizing existing processes and mechanisms, such as CDCC.

55. As noted in finding 6, there is currently no mechanism to ensure continuous and sustained feedback from member States on Caribbean development priorities. The evaluation team was able to obtain feedback on development priorities from key stakeholders, including CDB, CARICOM and OECS, through direct engagement during the evaluation process. Though by no means the only method of obtaining feedback, directly engaging with key stakeholders is critical to building relationships, improving the organization's visibility and ensuring that member States and regional institutions, including United Nations partner agencies, understand how ECLAC can contribute to regional development interventions. As recommended in phase one, a comprehensive engagement strategy must be adopted. That strategy should involve staff from divisions at headquarters and subregional headquarters in Mexico. This is especially important for divisions that are considered critical to development priorities, but that do not have a focal point in the subregional headquarters for the Caribbean, such as the Division of Production, Productivity and Management and the Division of International Trade and Integration.

56. CDCC and the Caribbean Development Round Table are two mechanisms that should be used to ensure that ECLAC is aware of member States' priorities so that they can be incorporated into the programme of work. To achieve this, CDCC meetings should move away from their current focus on listening to presentations on and approving the ECLAC programme of work. Instead, CDCC members should present their respective national development strategies and plans, identifying areas for potential input by ECLAC and other partners. This process could reveal issues and challenges for which a regional proposal is the most appropriate. The Caribbean Development Round Table should consider focusing dialogue and debate on one or two key development issues, replacing the academic approach taken at the inaugural meeting based on the presentation of papers on a wide range of issues.

57. Finally, the subregional headquarters for the Caribbean needs to establish a systematic approach to identifying issues and priorities among member States. One possibility would be to replicate the process used to gather information when preparing inputs for the flagship publications to engage stakeholders at the country level on development priorities. Such an approach would not require additional resources and could yield timely feedback on country priorities.

Recommendation 5. ECLAC should reflect on the extent to which its priorities and operational strategy are consistent with the development needs and priorities of Caribbean member countries.

58. ECLAC may need to consider the extent to which its current priorities and outputs — including flagship publications— are relevant to Caribbean member countries’ needs given the high premium placed on technical cooperation compared with the organization’s normative and analytical outputs. Interview feedback from key stakeholders in regional organizations supported the phase one finding related to the high demand for and satisfaction with technical cooperation in the areas of disaster and loss assessment and statistical capacity-building. Interview feedback from Mexico also indicated that ECLAC technical cooperation activities across Central America are highly valued by member States.

59. Nevertheless, ECLAC may need to rethink its approach to technical assistance. That is, rather than intervening in the event of crises or providing one-off seminars and workshops, ECLAC should adopt a medium- to long-term strategy on technical assistance. As noted in recommendation 3, statistical capacity-building requires more than the isolated interventions. As recommended in phase one, a comprehensive diagnostic assessment should be conducted of existing capacity, including human resources and systems, with a view to expanding country-level statistical systems. Such an assessment could inform a 10-year strategy and approach, which could include partnerships with regional organizations to improve statistical systems in the region as a whole.

60. Similarly, in the area of disaster and loss assessment, the Commission should consider shifting its approach from loss assessment to risk reduction and mitigation:

“Maintain our capacity and enhance our role in terms of building national capacities and enlarging the agenda of post-disaster needs analysis to sustainable development planning, disaster risk-reduction and climate change adaptation. A larger challenge is to bridge barriers of language, indifference or lack of interest and mistrust”. (Survey respondent)

61. ECLAC should focus in the medium term on strengthening national and regional institutions’ capacity to conduct disaster and loss assessments in order to reduce their dependence on ECLAC.

62. Regarding the flagship publications, an assessment of the utility of these academic outputs to stakeholder organizations and member States across Latin America and the Caribbean might constitute a good starting point for reflection. The IDRC example of surveying the policy community is an excellent example of using evidence to improve service delivery to policymakers.¹⁸

¹⁸ “Report on the Policy Community Survey. Prepared for IDRC’s Think Tank Initiative” GlobeScan (2011).

Recommendation 6. The ECLAC programme of work should be reviewed and refined in accordance with the consultations and high-level efforts undertaken in connection with the previous recommendations and to bring it into line with resources available to the subregional headquarters for the Caribbean. A narrow, clearly defined and realistic set of priorities should be identified, based on regional needs and the scope of the thematic areas covered by ECLAC.

63. The findings of phase two lend further support to this phase one recommendation. Finding 6 referred to several priorities identified by regional institutions, such as the transition from traditional productive sectors (tourism and primary commodities) to knowledge-driven, service-based economies, climate change adaptation, disaster mitigation strategies, citizen security issues, including the impact of spiralling crime on economic growth and renewable energy. Findings 7 and 8 reflected on opportunities for partnerships with regional institutions and the potential for South-South cooperation. As noted in earlier recommendations, further work needs to be done to ensure that the ECLAC programme of work responds to the needs and priorities of member States, especially prior to the development of work plans and strategic frameworks.

64. The recommendations on identifying and incorporating Caribbean development needs also have implications for South-South cooperation and partnerships. For example, the acting Vice-President of CDB noted recently that "...climate change is something we intend to address frontally...we have the opportunity through a climate change action line that we have recently concluded with the European Investment Bank for euro 50 million. Along with those loan funds comes a technical assistance package that will allow us to do a regional assessment of what the needs are. We will also have some grant resources that we could use to prepare projects to build capacity within our member countries and give countries the institutional strength to give focus to this area."¹⁹ ECLAC has been at the forefront in the region on the issue of climate change and could work with CDB on this initiative. In addition, unlike agencies such as UNDP, ECLAC does not need to charge fees for services provided, thereby ensuring that funds are fully utilized for the direct beneficiaries. This is a comparative advantage that ECLAC can promote and leverage in its partnerships with regional institutions.

¹⁹ Tessa Williams-Robertson, acting Vice-President (Operations) of the Caribbean Development Bank, CDB regional news conference, Barbados, 1 February 2012.

Recommendation 7. Language appears to be both an opportunity and a constraint for improving ECLAC's overall relevance and effectiveness, not only in the Caribbean subregion, but also in the rest of the world.

65. The evaluation team noted that staff members at headquarters, the subregional headquarters for the Caribbean and the subregional headquarters in Mexico are making every effort to improve their respective language skills. Limited access to translation resources was highlighted as a major constraint on capacity-building in the area of statistics. Caribbean participants at meetings of the Statistical Conference of the Americas of ECLAC, including the most recent meeting held in the Dominican Republic on 16 to 18 November 2011, have repeatedly requested translations of all the statistical courses offered by ECLAC and its partners, such as INEGI. As these translations are not yet available, English-speaking member countries of ECLAC are unable to access key training opportunities that are offered only in Spanish.

66. Apart from increasing its relevance and effectiveness in the region, by publishing its outputs in English, ECLAC would be opening up to a global audience of researchers and policymakers. Bridging the language divide needs to be viewed as a significant opportunity for increasing the organization's visibility, rather than an obstacle. In addition, if the organization is to make any progress in terms of South-South cooperation, translation resources will be a vital component.

Recommendation 8. Technical assistance in the areas of trade, economic diversification, financing for development and sustainable development are all critical to the Caribbean.

67. Findings 6 and 8 give examples of the range of areas and opportunities for technical assistance. As ECLAC resources cannot stretch to meet the demands of all of these areas, the Commission should work to facilitate South-South and triangular cooperation. Countries in the Caribbean are at different levels of development and can therefore help one other, for example, Cuba's generous support has been received by many countries. Outside the Caribbean, ECLAC could facilitate cooperation on institutionalizing results-based management—the successes in Chile, Colombia and Mexico in this connection are considered examples of international best practice. However, the implementation of mechanisms to identify development priorities should provide a better foundation for launching any technical assistance interventions, including those that can be facilitated through South-South cooperation.

V.3 Coordination arrangements in support of Caribbean member States

Recommendation 9. Institutionalizing specific processes and mechanisms to improve coordination and collaboration across the organization is critical.

68. Finding 11 detailed several issues that appear to constrain working relationships across the organization and specifically between divisions at headquarters and the subregional headquarters. Many of these issues were identified in the first phase of the evaluation and have been backed up by the phase two findings. Recommendations 9, 10 and 11 (see appendix VI) of phase one remain highly relevant and should be accorded high priority. In addition, in order to ensure that collaboration and coordination remains high on the Commission's agenda, a cross-functional team should be set up, composed of the staff members from each division that are considered to be the most sensitive to and knowledgeable about Caribbean issues. This team could meet with the Director of the subregional headquarters for the Caribbean, for example, twice a year, to develop and implement a strategy aimed at improving collaboration and coordination between ECLAC headquarters, subregional headquarters in Mexico and subregional headquarters for the Caribbean.

Recommendation 10. Formal partnerships with universities in the Caribbean and Latin America could enable ECLAC to optimize its limited research resources, while at the same time building capacity and sustaining relationships. In addition, existing memorandums of understanding with regional partners, including CDB and CARICOM, need to be leveraged to move key interventions forward, especially disaster mitigation strategies and statistical capacity-building.

69. The evaluation team noted the challenges associated with declining resources and believes that more can be done to utilize existing resources across the range of regional institutions towards Caribbean development. Formal partnerships with Caribbean and Latin American universities and research institutes could contribute to the research deficit identified and at the same time contribute to building countries' own capacity. Internships for university students in the relevant fields could be an integral part of the strategy.

APPENDICES

APPENDIX I	Survey format
APPENDIX II	List of interviews conducted on the mission to ECLAC headquarters in Santiago, Chile
APPENDIX III	List of interviews conducted on the mission to ECLAC subregional headquarters in Mexico and additional interviews conducted via teleconference
APPENDIX IV	Phase two evaluation matrix
APPENDIX V	Interview protocols
APPENDIX VI	ECLAC outputs related to Caribbean countries for the biennium 2008-2009
APPENDIX VII	Implementation of phase one recommendations
APPENDIX VIII	ECLAC performance in Caribbean countries, 2010-2011

APPENDIX I



NACIONES UNIDAS

CEPAL

In Depth Evaluation of the Role of ECLAC in the Caribbean - Phase II Survey of ECLAC Staff in Santiago and Mexico - SRH

SECTION A: A Few Questions about You

The following questions are for the purpose of determining the level/types of respondents from whom we receive questionnaires.

1. What is your post level in ECLAC?

- D - 1
- P - 5
- P - 4
- P - 3
- P - 2
- P - 1

2. Please indicate the Division in ECLAC HQ or unit Mexico SRH that you work for

- Economic Development - Santiago HQ
- Financing for Development - Santiago HQ
- Social Development - Santiago HQ
- Statistics and Economic Projections - Santiago HQ
- Population Division - Santiago HQ
- International Trade and Integration - Santiago HQ
- Economic and Social Planning (ILPES) - Santiago HQ
- Production, Productivity and Management - Santiago HQ
- Sustainable Development and Human Settlements - Santiago HQ
- Natural Resources and Infrastructure - Santiago HQ
- Gender Affairs - Santiago HQ
- Programme Planning and Operations - Santiago HQ
- Economic Development Unit - México SRH
- Social Development Unit - México SRH
- Agricultural Development Unit - México SRH
- Energy and Natural Resources Unit - México SRH
- Unit of International Trade and Industry - México SRH

SECTION B: ECLAC Mandate, relevance and effectiveness in the Caribbean

This section asks you to share your thoughts on the effectiveness and relevance of ECLAC's work in the Caribbean based on your experience working in ECLAC HQ and Mexico SRH.

3. The mandate of ECLAC subregional presence in the Caribbean according to the General Assembly is "to strengthen economic and social development, to promote the integration processes among the countries of the Caribbean and to enhance cooperation within the Caribbean subregion with Latin America and with the broader international community". Regarding your understanding of the mandate, and the actual requests and responsibilities ECLAC is called to provide in the region, would you say it is sufficiently:

	Very	Adequately	Fairly	Somewhat	Not at all
a. Clear?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
b. Relevant?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
c. Attainable?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
d. Measurable?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
e. Realistic?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5

4. Overall, how effective has ECLAC been in the delivery of its mandate as reflected in its overall objective "to strengthen economic and social development, to promote the integration processes among the countries of the Caribbean and to enhance cooperation within the Caribbean subregion with Latin America and with the broader international community"? (as it pertains to the activities of your Division in the Region)

	Very Effective	Somewhat Effective	Neither Effective nor Ineffective	Somewhat Ineffective	Very Ineffective
Enter an answer	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
What are your reasons for rating ECLAC's effectiveness in this way?					

5. To what extent have ECLAC HQ (your Division in particular) and/or Mexico SRH effectively contributed to the Caribbean sub region in the following functional areas of work:

	Extremely Effective	Effective	Nor effective or ineffective	Somewhat ineffective	Very ineffective
(a) Providing technical cooperation to the countries and institutions in the subregion related to economic and social development.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
(b) Conducting research on economic and social development, natural resources, energy and statistics of the countries of the subregion and preparing country notes.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
(c) Formulating proposals and recommendations relating to studies and research on economic and social development, natural resources, energy and statistics of the countries of the subregion.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
(d) Enhancing the knowledge of policymakers, researchers and the general public in the subregion on issues related to the work of your Division.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
(e) Improving human resource capacity and technical expertise for economic and social policymaking in the Caribbean.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
(f) Assisting in bringing a subregional perspective to regional and global problems and forums and introducing global concerns at the regional and subregional levels.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5

6. Based on the ratings above, can you kindly detail specific examples that support your assessment, i.e. achievements made or challenges noted by the HQ Divisions/Mexico SRH in their efforts to support Caribbean development?

(a) Providing technical cooperation to the countries and institutions in the subregion related to economic and social development.

Achievements

Challenges

(b) Conducting research on economic and social development, natural resources, energy and statistics of the countries of the subregion and preparing country notes.

Achievements

Challenges

(c) Formulating proposals and recommendations relating to studies and research on economic and social development, natural resources, energy and statistics of the countries of the subregion.

Achievements

Challenges

(d) Enhancing the knowledge of policymakers, researchers and the general public in the subregion on issues related to work of your Division.

Achievements

Challenges

(e) Improving human resource capacity and technical expertise for economic and social policymaking in the Caribbean.

Achievements

Challenges

(f) Assisting in bringing a subregional perspective to regional and global problems and forums and introducing global concerns at the regional and subregional levels.

Achievements

Challenges

7. To what extent do ECLAC HQ and Mexico SRH have the resources needed to effectively deliver services to Caribbean member countries in the following thematic areas?

	Much more than what is needed	Somewhat more than what is needed	Exactly the amount that is needed	Somewhat less than what is needed	Much less than what is needed	No basis for judgment
Sustainable development	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
Climate change	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
Macro economic analysis	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
Gender	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
Statistics	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
Social development	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
Population issues	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
Knowledge management	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
Productivity and innovation	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6

8. Are there any thematic areas in which ECLAC has a comparative advantage where resources should be devoted that are not included in the above list, to respond to the development agenda in the Caribbean? Please provide details.

9. What are ECLAC HQ's main opportunities and challenges in the sub-region to better service its membership? Kindly detail below the opportunities and challenges you see regarding ECLAC' role in general and your Division in particular.

Opportunities

Challenges

10. If you could re-organize ECLAC's role in the Caribbean, including the role of HQ Divisions to more effectively deliver its mandate, what are the three most important initiatives that you would implement?

11. Do you have any additional comments or suggestions to improve ECLAC overall presence in the Caribbean?

You have now completed the questionnaire!!

Thank you once again for taking the time to complete this questionnaire. Your input is extremely valuable for this exercise! Please click on the 'submit' button below to submit your responses. If you have any question or want to submit any related documentation, please contact Irene Barquero: irene.barquero@cepal.org

APPENDIX II

List of interviews conducted on the mission to ECLAC headquarters in Santiago, Chile

Date	Division or office	Name	Position
16 August 2011	Programme Planning and Operations Division	Raúl García-Buchaca	Chief
		Irene Barquero	Programme Officer, Programme Planning and Evaluation Unit
16 August 2011	Division for Gender Affairs	Sonia Montañó	Chief
16 August 2011	Social Development Division	Martín Hopenhayn	Chief
		Nieves Rico	Deputy Chief
		Ernesto Espíndola	Social Sciences Assistant
		Diane Almeras	Social Affairs Officer
		Rodrigo Martínez	Social Affairs Officer
16 August 2011	Economic Development Division	Oswaldo Kacef	Chief
		Sandra Manuelito	Economic Affairs Officer
		Benjamin Rae	Economic Affairs Officer
16 August 2011	Statistics and Economic Projections Division	Luis Beccaria	Chief
		Juan Carlos Feres	Statistician
		Giovanni Savio	Statistician
		Salvador Marconi	Statistician
16 August 2011	Natural Resources and Infrastructure Division	Hugo Altomonte	Chief
16 August 2011	Financing for Development Division	Daniel Titelman	Chief
		Esteban Pérez	Economic Affairs Officer
16 August 2011	Country office in Buenos Aires	Pascual Gerstenfeld	Director
17 August 2011	Subregional headquarters in Mexico	Hugo Beteta	Director
17 August 2011	Subregional headquarters for the Caribbean	Hirohito Toda	Officer-in-Charge

Date	Division or office	Name	Position
17 August 2011	Latin American and Caribbean Demographic Centre (CELADE) - Population Division of ECLAC	Dirk Jaspers_Faijer	Director
		Paulo Saad	Population Affairs Officer
17 August 2011	Office of the Executive Secretary	Alicia Bárcena	Executive Secretary
		Gerardo Mendoza	Programme Officer
17 August 2011	Division of Production, Productivity and Management	Wilson Peres	Chief, Unit of Investment and Corporate Strategies
		Alvarro Calderon	Economic Affairs Officer
		Mario Castillo	Expert in ICT
18 August 2011	Statistics and Economic Projections Division	Ernestina Pérez	Statistics Assistant
18 August 2011	Country office in Brasilia	Carlos Mussi	Economic Affairs Officer
18 August 2011	Division of International Trade and Integration	Nanno Mulder	Economic Affairs Officer
18 August 2011	Programme Planning and Operations Division	Rudolf Buitelaar	Chief, Project Management Unit
18 August 2011	Natural Resources and Infrastructure Division	Manlio Coviello	Chief, Natural Resources and Energy Unit
19 August 2011	Sustainable Development and Human Settlements Division	Luis Miguel Galindo	Economic Affairs Officer
		Carlos de Miguel	Environmental Affairs Officer
19 August 2011	Statistics and Economic Projections Division	Kristina Taboulchanas	Statistician

APPENDIX III

List of interviews conducted on the mission to ECLAC subregional headquarters in Mexico

Date	Name and position	Organization
28 November 2011	Hugo Beteta , Director	ECLAC subregional headquarters in Mexico
28 November 2011	Víctor Daniel Flores , Director Ernesto Herrera López , Director	Directorate for Economic Integration Organizations, Directorate-General of American Regional Mechanisms and Organizations, Ministry of Foreign Affairs of Mexico
28 November 2011	Ricardo Zapata , Regional Focal Point for Disaster Evaluation	ECLAC subregional headquarters in Mexico
28 November 2011	Hugo Ventura , Chief, Energy and Natural Resources Unit	ECLAC subregional headquarters in Mexico
28 November 2011	Margarita Vargas , Academic Secretary of CIALC and expert on the Caribbean	Centre for Research on Latin America and the Caribbean (CIALC), National Autonomous University of Mexico (UNAM)
29 November 2011	Willy Zapata , Chief, Economic Development Unit Randolph Gilbert , Coordinator and Focal Point for Haiti	ECLAC subregional headquarters in Mexico
29 November 2011	Julie Lennox , Coordinator, Economics of Climate Change in Central America Project Agustín Sánchez Guevara , Coordinator, Ozone Layer Protection Unit	ECLAC subregional headquarters in Mexico Ministry of the Environment and Natural Resources, Mexico
29 November 2011	Alberto Manuel Ortega y Venzor , Director General of Relations and Public Information	National Institute of Statistics and Geography of Mexico (INEGI), Mexico
30 November 2011	Jorge A. Pérez Pineda , Professor/Researcher, Faculty of Economics and Business	Anáhuac University
30 November 2011	Jorge Mario Martínez , Officer-in-Charge, International Trade and Industry Unit	ECLAC subregional headquarters in Mexico

Additional interviews conducted via teleconference

Date	Name and Position	Organization
26 October 2011	Clairvair Squires , Portfolio Manager of the Social Sector Division Carl Howell , Chief Economist, Economics Department Yuri Chakalall , Disaster Risk Management Specialist of the Project Services Division Ian Durant , Country Economist	Caribbean Development Bank
10 November 2011	Inyang Ebong Haarstrup , Deputy Director	Special Unit for South-South Cooperation, United Nations Development Programme
15 November 2011	Ambassador Irwin LaRocque , Secretary-General Lolita Applewaite , Deputy Secretary-General Ambassador Colin Granderson , Assistant Secretary-General, Foreign and Community Relations Myrna Bernard , Officer-in-Charge, Directorate of Human and Social Development	Caribbean Community
15 November 2011	Len Ishmael , Secretary-General	Organization of Eastern Caribbean States

APPENDIX IV

Phase two evaluation matrix

Criteria	Questions and issues to review
Relevance	<ol style="list-style-type: none"> 1. To what extent do the defined objectives and intended outcomes correspond to what ECLAC should deliver in the Caribbean based on its mandates and the expressed needs of intended beneficiaries? 2. To what extent is the ECLAC work programme geared to the needs of the Caribbean? 3. What are the relationships between the outcomes/expected accomplishments and the activities and outputs (are the right activities implemented) with respect to subprogrammes results chains and their incorporation of Caribbean needs? 4. Are the priorities and required support provided by divisions at ECLAC headquarters to the Caribbean, as expressed by stakeholders and beneficiaries, bearing in mind resource levels and time frames? 5. Is ECLAC playing a unique role in the Caribbean vis-à-vis other partners and programmes? What are the comparative advantages of ECLAC subregional headquarters for the Caribbean and the expertise available today? 6. What are the most significant problems to be resolved in the interaction between countries and ECLAC in order to meet their needs? And that of other stakeholders and beneficiaries? 7. What level of ownership do Caribbean member States have in ECLAC? And how can that ownership be enhanced, if necessary? 8. What are the reasons for less-than-optimal access to available statistical data on which to carry out empirical analysis for the Caribbean?
Effectiveness	<ol style="list-style-type: none"> 1. What are the specific results, outcomes and contributions of ECLAC headquarters in Santiago, the subregional headquarters in Mexico and country offices to the Caribbean countries? 2. To what extent have ECLAC headquarters, subregional headquarters in Mexico and country offices contributed to the achievement of these outcomes? 3. Is the design of the ECLAC programme of work consistent with and supportive of the mandates for the Caribbean? Is the strategy likely to lead to the expected accomplishments and intended outcomes? 4. Are there any unintended outcomes in the Caribbean that ECLAC headquarters can highlight? 5. How strategic have ECLAC headquarters and the subregional headquarters in Mexico been in focusing their work, and to what extent have alternative strategies been considered? 6. Given the priorities set by countries, what are the outputs that could be more easily reformulated to respond to those needs? Which outputs are the most valuable in terms of maximizing progress towards stated goals? Which thematic areas are they from? What are the multiplier effects of these? 7. What are the visibility and dissemination strategies applied in and for the Caribbean? 8. How successful has ECLAC been in promoting South-South cooperation between Latin American and Caribbean countries? What can ECLAC do to promote this type of cooperation?
Efficiency	<ol style="list-style-type: none"> 1. Given the thematic priorities, how can the Commission's response and services be organized to deliver the most in the least costly fashion? 2. What are the most significant management strengths and how they can be sustained? 3. What are the most significant management challenges for ECLAC headquarters in support of the

Criteria	Questions and issues to review
	Caribbean? For example, are they related to organizational structure, management and control, setting of priorities, monitoring and control, keeping motivation and engagement, empowering staff members, or lack of accountability?
Coordination	<ol style="list-style-type: none">1. What mechanisms are used for internal coordination within ECLAC (between the different subregional headquarters and between subregional headquarters and headquarters)?2. What are the immediate outcomes of inter-agency coordination initiatives within the Caribbean, and how does ECLAC collaborate with external partners in this regard? How effective are these collaboration arrangements? Is there any room for improvement and, if so, how could this be achieved?

APPENDIX V

Interview protocols

Confidential

Phase two of the in-depth evaluation of the role of the Economic Commission for Latin America and the Caribbean (ECLAC) in the Caribbean

Interview protocol: directors and senior officers at headquarters

Introduction

Briefly explain the evaluation background and purpose of the interview.

The objective of the second phase of the evaluation of the role of ECLAC in the Caribbean is to assess the relevance, effectiveness and efficiency of the services provided by ECLAC headquarters and the subregional headquarters in Mexico to the Caribbean and their contribution to economic and social development in the subregion. The evaluation will therefore:

- *Review institutional partnerships within ECLAC and the contribution of the divisions based at headquarters to the Caribbean countries and assess the levels of support, effectiveness and relevance of the services provided;*
- *Assess the mechanisms and modalities for providing services geared towards the Caribbean development needs and how they are integrated into the ECLAC programme of work;*
- *Examine the management practices and coordination arrangements at ECLAC headquarters in Santiago and at the subregional headquarters in Mexico, which services the non-English-speaking countries in the Caribbean, and identify strengths and weaknesses in the planning, implementation, monitoring, and assessment of the programme of work in the relevant divisions in order to make recommendations for improvements, if and where necessary.*

Background

1. What is your position and how long have you been with ECLAC? Please describe your division's role and functions?
2. What is your understanding of the mandate and role of ECLAC in the Caribbean? Is this any different from the mandate for Latin America?
3. What is the role of your division in contributing to the fulfilment of the Commission's mandate? What is your understanding of the role of CDCC?
4. From your perspective, how is headquarters expected to contribute to the achievement of the mandate for the Caribbean?
5. In what other areas of work in your division do you foresee any need or potential for further collaboration in support of the Caribbean? Has this been reflected anywhere?

Partnership strategy: Latin America

- How do you ensure that the priorities and needs of Latin American Governments are identified and incorporated into your division's work programme? Do you engage Latin American stakeholders in dialogue? If so, what strategy or mechanism do you use? When and how do you begin the process of engaging Latin American partners and Governments?

Partnership strategy: the Caribbean

- How do you ensure that Caribbean priorities and needs are identified and incorporated into your division's work programme? Do you engage with Caribbean stakeholders in any dialogue? If so, what is your strategy? When and how do you begin the process of engaging Caribbean partners or Governments?
- What outputs or services in your current work programme specifically target the needs of the Caribbean? What are the potential areas of further work within the scope of your division?
- How do you coordinate with other United Nations agencies in the region? Do you coordinate with organizations such as CARICOM, ACS, CDB or IDB?
- How would you describe the effectiveness of these coordination arrangements? (Note to interviewer: probe issue of statistical representation in ECLAC flagship publications.)
- How would you rate the coordination between ECLAC headquarters, the subregional headquarters in Mexico and Caribbean member States? Can you give any examples of best practices? In which areas is there room for improvement?

ECLAC effectiveness in the region

- Overall, have the objectives and outcomes of ECLAC in the Caribbean, as they relate to the work of your division, been achieved? Please give specific examples.
- How have the activities and outputs of headquarters, the subregional headquarters in Mexico and other ECLAC offices contributed to the achievement of those objectives over the last 5 to 10 years? Please give specific examples.
- Have there been any unintended outcomes? Or multiplier effects to the outputs and activities implemented?
- What factors would you say have enabled or limited the achievement of the Commission's objectives? What strategies have been developed by headquarters or the subregional headquarters in Mexico to address those limiting factors?
- Has the thematic or functional structure and the geographical presence of ECLAC (divisional structure and subregional offices) facilitated or constrained the achievement of objectives in the Caribbean? If so, how?
- Are you aware of any South-South cooperation initiatives facilitated by ECLAC between Latin America and the Caribbean? If so, were these successful? If not, how can ECLAC effectively promote this type of cooperation? Are there opportunities to work with other United Nations²⁰ partners on South-South cooperation? What about with CDB, IDB or ACS?
- What do you consider to be the Commission's most significant contribution(s) to the development of the Caribbean region?

Efficiency of ECLAC

- How do you coordinate your work programme with counterparts at the subregional headquarters for the Caribbean and the subregional headquarters in Mexico? (Note to

²⁰ UNDP also has a mandate for South-South cooperation.

interviewer: ask in particular about programme planning, implementation, monitoring and assessment.)

- What challenges, if any, have you experienced in attempting to support the Caribbean? In particular, have you faced any difficulties in relation to communication, reporting relationships, decision-making, setting priorities (deciding whether to focus resources on Latin America or the Caribbean), understanding the Caribbean context, cultural issues, historical issues or language?
- What can headquarters do to improve overall delivery to the Caribbean?

Future

- In terms of the future of ECLAC in the Caribbean region, what are the main opportunities and challenges?
- What changes or improvements would lead to more effective delivery of services to the Caribbean?
- Is there anything that you would like to add that we have not asked?

Confidential

Evaluation of the role of ECLAC in the Caribbean

Interview protocol: group interview protocol

Introduction

Briefly explain the evaluation background and purpose of the interview.

The objective of the second phase of the evaluation of the role of ECLAC in the Caribbean is to assess the relevance, effectiveness and efficiency of the services provided by ECLAC headquarters and the subregional headquarters in Mexico to the Caribbean and their contribution to economic and social development in the subregion. The evaluation will therefore:

- Review institutional partnerships within ECLAC and the contribution of the divisions based at headquarters to the Caribbean countries and assess the levels of support, effectiveness and relevance of the services provided;
- Assess the mechanisms and modalities for providing services geared towards the Caribbean development needs and how they are integrated into the ECLAC programme of work;
- Examine the management practices and coordination arrangements at ECLAC headquarters in Santiago and at the subregional headquarters in Mexico, which services the non-English-speaking countries in the Caribbean, and identify strengths and weaknesses in the planning, implementation, monitoring, and assessment of the programme of work in the relevant divisions in order to make recommendations for improvements, if and where necessary.

Overall strategy

- What is your understanding of the mandate and role of ECLAC in the Caribbean? In that context, how does the work of your unit contribute to achieving that mandate?
- Describe the core elements of your work programme as it pertains to the Caribbean? How was it developed? How are priorities identified for inclusion in the work programme? How do you ensure that the work programme is responding to Caribbean national and regional needs? Are stakeholders involved? If so, how?
- Given the resources available for your work programme, how do you decide on ad hoc requests for technical assistance, especially as requested by Caribbean countries? Is there an appraisal process? If so, what criteria are used?

Partnership strategy

- Do you believe that member States are aware of the technical cooperation services and products provided by ECLAC? What about those provided by other United Nations agencies in the region?
- How do you think the following are perceived by stakeholders in the Caribbean: headquarters, the subregional headquarters for the Caribbean, staff working on subprogramme 11 and other ECLAC offices?
- Have these perceptions, either positive or negative, affected the level of cooperation or collaboration?
- What do you think could be done to ensure a more effective response to Caribbean needs?

ECLAC effectiveness in the region

- Overall, have the objectives and outcomes of ECLAC in the Caribbean, as they relate to your work, been achieved? Please give specific examples.
- How have the outputs of your division or section contributed to the achievement of those objectives? How have the activities and outputs of the subregional headquarters for the Caribbean, the subregional headquarters in Mexico and other ECLAC offices contributed? Have there been any unintended outcomes?
- What factors would you say have enabled or limited the achievement of the Commission's objectives in the Caribbean? What factors have affected your unit in that regard?
- Has the thematic or functional structure and the geographical presence of ECLAC facilitated or constrained achievement of objectives? If so, how?
- What do you consider to be the three highest impact products or services provided by ECLAC in the Caribbean and why?

Efficiency of ECLAC

- What are the most significant management challenges for headquarters in support of the Caribbean? (For example, organizational structure, setting priorities, monitoring and control, staff motivation, engagement, empowerment or responsiveness.)
- What are the most significant management strengths and how they can be sustained?
- Please comment on the general relationship between ECLAC headquarters and the two subregional headquarters. Are reporting relationships clear? What about the parameters for decision-making, etc?

Future

- In terms of the future of ECLAC in the region, what are the main opportunities and challenges?
- What changes or improvements should ECLAC make to more effectively serve the Caribbean?
- Is there anything that you would like to add that we have not asked?

Confidential

Evaluation of the role of ECLAC in the Caribbean

Interview protocol: key stakeholders

Introduction

Briefly explain the evaluation background and purpose of the interview.

The objective of the second phase of the evaluation of the role of ECLAC in the Caribbean is to assess the relevance, effectiveness and efficiency of the services provided by ECLAC headquarters and the subregional headquarters in Mexico to the Caribbean and their contribution to economic and social development in the subregion. The evaluation will therefore:

- Review institutional partnerships within ECLAC and the contribution of the divisions based at headquarters to the Caribbean countries and assess the levels of support, effectiveness and relevance of the services provided;
- Assess the mechanisms and modalities for providing services geared towards the Caribbean development needs and how they are integrated into the ECLAC programme of work;
- Examine the management practices and coordination arrangements at ECLAC headquarters in Santiago and at the subregional headquarters in Mexico, which services the non-English-speaking countries in the Caribbean, and identify strengths and weaknesses in the planning, implementation, monitoring, and assessment of the programme of work in the relevant divisions in order to make recommendations for improvements, if and where necessary.

Overall strategy

- In what ways, if at all, have you had direct contact with ECLAC headquarters? When was that contact initiated? Who are your key contacts?
- What is your understanding of the mandate and role of ECLAC in the Caribbean? What about the role ECLAC headquarters?
- In your opinion, is ECLAC relevant to the development needs of the region? Why?
- What would you consider the main comparative advantages of ECLAC compared with other organizations or United Nations entities in the region?

Partnership strategy

- In your opinion, how is ECLAC headquarters perceived by member States and regional organizations?
- Have these perceptions, positive or negative, affected the level of cooperation or collaboration? How?
- Are you aware of the technical cooperation services or products provided by ECLAC? How do you know about those services? Have you used them? What is the process for engaging with ECLAC?

ECLAC effectiveness in the region

- Overall, to what extent has ECLAC headquarters effectively addressed the social and economic development issues facing Latin America and the Caribbean?
- What factors would you say have enabled or limited the achievement of the Commission's objectives?

- How effective has ECLAC been in promoting regional cooperation? Please consider the following areas: coordinated negotiation of agreements affecting the region; creation, development, adaptation of technology and technical and scientific information; coordination in transportation and communication; tourism; environmental conservation, optimization of energy resources and sustainable development; disaster mitigation; statistical capacity; think-tank function.
- How can ECLAC more effectively support South-South cooperation?
- What do you consider to be the most significant contribution(s) of ECLAC to Caribbean development and why?

Future

- In terms of the future of ECLAC in the region, what are the main opportunities and challenges?
- What changes or improvements should ECLAC make to more effectively serve the Caribbean?
- Is there anything that you would like to add that we have not asked?

APPENDIX VI

ECLAC outputs related to Caribbean countries for the biennium 2008-2009

Subprogramme 1: Linkages with the global economy, regional integration and cooperation

Output	Website
Recurrent publications: <i>Latin America and the Caribbean in the World Economy, 2007-2008</i> Good section on CARIFORUM: "Un acuerdo cerrado?", but entire document is in Spanish.	http://www.cepal.org/cgi-bin/getprod.asp?xml=/publicaciones/xml/9/34329/P34329.xml&xsl=/comercio/tpl/p9f.xsl&base=/comercio/tpl/top-bottom.xsl
Recurrent publications: <i>Latin America and the Caribbean in the World Economy, 2008-2009</i> (Spanish)	http://www.cepal.org/cgi-bin/getProd.asp?xml=/publicaciones/xml/6/36906/P36906.xml&xsl=/comercio/tpl/p9f.xsl&base=/comercio/tpl/top-bottom.xsl
La integracion en busca de un modelo: los problemas de convergencia en America Latina y el Caribe (Spanish)	http://www.eclac.cl/comercio/publicaciones/xml/0/33950/Serie_88_modelo_integraci%C3%B3n_convergencia_latinoamerica_caribe.pdf
"Weak links between exports and economic growth in Latin America and the Caribbean" (Good overall analysis but limited in terms of the Caribbean due to unavailability of data)	http://www.eclac.cl/publicaciones/xml/2/36272/exports_economic_growth_LAC_serie_91.pdf
Comercio y pobreza: análisis comparativo de la evidencia para América Latina	http://www.eclac.cl/comercio/publicaciones/xml/8/33228/serie_87_COMERCIO_PROBREZA.pdf
Promoting corporate social responsibility in small and medium enterprises in the Caribbean: methodology report	http://www.eclac.cl/cgi-bin/getProd.asp?xml=/publicaciones/xml/6/38346/P38346.xml&xsl=/washington/tpl-i/p9f.xsl&base=/washington/tpl-i/top-bottom.xslt
Promoting corporate social responsibility in small and medium enterprises in the Caribbean: survey results (Good profile of corporate social responsibility in four Caribbean countries)	http://www.eclac.cl/cgi-bin/getProd.asp?xml=/publicaciones/xml/7/34237/P34237.xml&xsl=/washington/tpl-i/p9f.xsl&base=/washington/tpl-i/top-bottom.xslt
Crisis internacional y oportunidades para la cooperacion regional	http://www.eclac.cl/publicaciones/xml/2/37952/Crisis_internacional_cooperacion_regional_serie_93.pdf
Updating, maintenance and expansion of the database module with information on trade disputes at the multilateral, regional and subregional levels	http://badicc.eclac.cl/controversias/index_en.jsp
Updating, maintenance and expansion of the database on external trade at the global level and in the countries of the region	http://www.eclac.cl/cgi-bin/getprod.asp?xml=/comercio/noticias/paginas/0/27090/P27090.xml&xsl=/comercio/tpl/p18f.xsl&base=/comercio/tpl/top-bottom.xsl
FAL Bulletin No. 264 (August 2008) La actividad portuaria en América Latina y el Caribe, Año 2007	http://www.eclac.cl/Transporte/noticias/bolfall/0/36370/FAL-264-WEB.pdf

FAL Bulletin No. 265 (September 2008) Maritime transport prices and capacities, 2007	http://www.eclac.cl/Transporte/noticias/bolfall/7/37417/FAL-265-WEB-ENG.pdf
FAL Bulletin No. 267 (November 2008) International Maritime Transport in Latin America and the Caribbean, 2007	http://www.eclac.cl/Transporte/noticias/bolfall/5/38175/FAL_267_eng.pdf
FAL Bulletin No. 273 ECLAC - Mesoamerica Project cooperation: Support for the facilitation of trade and transport in Mesoamerica	http://www.eclac.cl/Transporte/noticias/bolfall/1/38361/FAL_273_Mesomaerica.pdf
FAL Bulletin No. 275 The need to establish coordinated measures for the reduction of road accidents in Latin America and the Caribbean (Reports on the seminar held in cooperation with CARICOM in Guyana and the institutional system related to road fatalities in five Caribbean countries)	http://www.eclac.cl/Transporte/noticias/bolfall/3/38363/FAL_275_RoadSafety_LAC.pdf
FAL Bulletin No. 280 Physical infrastructure and regional integration	http://www.eclac.cl/Transporte/noticias/bolfall/9/42049/FAL-280-WEB-ENG.pdf

Subprogramme 2: Production and innovation

Output	Website
A meeting of experts to consider foreign direct investment patterns in Latin America and the Caribbean and national policy strategies and options (Antigua and Barbuda, Dominican Republic)	
Agricultural panorama - study on the trends in structural changes in the agricultural sector and their implications for relevant sectoral policies. "Perspectivas de la agricultura y del desarrollo rural en las Américas: una mirada hacia América Latina y el Caribe" / CEPAL, FAO, IICA (Spanish)	www.eclac.org/publicaciones/xml/8/37598/ISPAespa%C3%B1ol_web.pdf
Foreign investment in Latin America and the Caribbean, an annual publication containing updated statistical information and case studies of countries and specific industries (Good analysis of Canadian investment in Caribbean and impact of the purchase of RBTT by Royal Bank of Canada in Trinidad and Tobago)	www.eclac.cl/publicaciones/xml/1/32931/lcg2360i_f2.pdf
Panorama Digital 2007 de América Latina y el Caribe: Avances y desafíos de las políticas para el desarrollo con las Tecnologías de Información y Comunicaciones. Documento abreviado	http://www.eclac.cl/publicaciones/xml/1/33551/LCW.202.pdf
Development and dissemination of information on information and communication	http://www.eclac.cl/socinfo/noticias/paginas/6/34246/MapaComputado

technologies	r.jpg
Development, consolidation and updating of computer programs and trade-related information systems: Competitive Analysis of Nations (CAN) and AGROPLAN (agricultural production structure)	http://www.eclac.cl/cgi-bin/getprod.asp?xml=/ddpe/noticias/paginas/5/13825/P13825.xml&xsl=/ddpe/tpl/p18f.xsl&base=/ddpe/tpl/top-bottommuda.xsl
Maintenance and updating of the Industrial Performance Analysis Program (PADI)	http://www.eclac.cl/cgi-bin/getprod.asp?xml=/ddpe/noticias/paginas/2/12482/P12482.xml&xsl=/ddpe/tpl/p18f.xsl&base=/ddpe/tpl/top-bottomudit.xsl
Maintenance and updating of the legal framework for and the statistical information on foreign direct investment in Latin America and the Caribbean	http://www.eclac.cl/publicaciones/xml/1/32931/lcg2360i_Chapter_1_f2.pdf

Subprogramme 3: Macroeconomic policies and growth

Output	Website
<i>Economic Survey of Latin America and the Caribbean, 2007-2008</i>	http://www.cepal.org/cgi-bin/getProd.asp?xml=/publicaciones/xml/9/33869/P33869.xml&xsl=/de/tpl/p9f.xsl&base=/de/tpl/top-bottom.xsl
<i>Economic Survey of Latin America and the Caribbean, 2008-2009</i>	http://www.cepal.org/cgi-bin/getProd.asp?xml=/publicaciones/xml/4/36464/P36464.xml&xsl=/de/tpl/p9f.xsl&base=/de/tpl/top-bottom.xsl
<i>Preliminary Overview of the Economies of Latin America and the Caribbean, 2008</i>	http://www.cepal.org/cgi-bin/getProd.asp?xml=/publicaciones/xml/5/34845/P34845.xml&xsl=/de/tpl/p9f.xsl&base=/de/tpl/top-bottom.xsl
<i>Preliminary Overview of the Economies of Latin America and the Caribbean, 2009</i>	http://www.cepal.org/cgi-bin/getProd.asp?xml=/publicaciones/xml/2/38062/P38062.xml&xsl=/de/tpl/p9f.xsl&base=/de/tpl/top-bottom.xsl
América Latina y el Caribe frente al nuevo escenario económico internacional	http://www.eclac.cl/publicaciones/xml/1/33251/2008-422-SES.32-Escenariointernacional-WEB.pdf
Movilidad internacional de personas y protección social	http://www.cepal.org/publicaciones/xml/6/33896/LCL2913_P.pdf
El ingreso nacional bruto disponible en América Latina: una perspectiva de largo plazo	http://www.cepal.org/publicaciones/xml/5/35175/LCL2982e.pdf
La provisión de infraestructura en América Latina: tendencias, inversiones y financiamiento	http://www.cepal.org/publicaciones/xml/0/35300/lc12981e.pdf
Inversión, incentivos fiscales y gastos tributarios en América Latina	http://www.cepal.org/publicaciones/xml/2/35732/Serie_MD_77.pdf
¿Está América Latina sumida en una trampa de pobreza?	http://www.cepal.org/publicaciones/xml/1/35811/MD_80-Rodriguez.pdf
The employment situation in Latin America and the Caribbean - Crisis and the labour market	http://www.eclac.cl/publicaciones/xml/0/36150/2009-316_ECLAC-ILO_Bulletin-WEB.pdf
Updating and improvement of databases on economic performance in Latin America and the Caribbean, in particular those containing the	www.cepalstat.cl

information needed for the preparation of the aforementioned recurrent publications.	
Flexible Labour Markets, Workers' Protection and Active Labour Market Policies in the Caribbean	http://www.cepal.org/cgi-bin/getProd.asp?xml=/publicaciones/xml/6/36686/P36686.xml&xsl=/de/tpl-i/p9f.xsl&base=/de/tpl/top-bottom.xslt
Estado e igualdad: del contrato social al pacto fiscal	http://www.cepal.org/publicaciones/xml/1/37751/Serie_MD_93.pdf

Subprogramme 4: Social development and equity

Output	Website
<i>Social Panorama of Latin America, 2008</i>	http://www.eclac.cl/cgi-bin/getProd.asp?xml=/publicaciones/xml/2/34732/P34732.xml&xsl=/dds/tpl/p9f.xsl&base=/dds/tpl/top-bottom.xsl
<i>Social Panorama of Latin America, 2009</i> (Spanish includes data on Caribbean in the Statistical Indices)	http://www.eclac.cl/cgi-bin/getProd.asp?xml=/publicaciones/xml/9/37839/P37839.xml&xsl=/dds/tpl/p9f.xsl&base=/dds/tpl/top-bottom.xslt
A study on estimating the cost estimates of achieving the health-related Millennium Development Goals in some countries of Latin America and the Caribbean. (Spanish)	http://www.cepal.org/publicaciones/xml/7/34317/SeriePoliticSociales_n44.pdf
A study on effects of the global financial crisis on health and pensions funds in Latin America and the Caribbean (Spanish)	http://www.cepal.org/publicaciones/xml/2/37582/sps150-seguridad-social-pensiones-ALC.pdf
<i>This quotation sums up the difficulties identified in the above study</i>	
<i>“Non-Latin Caribbean: There are insufficient indicators to categorize the five selected Caribbean countries into the three groups. In all five the health-care system is public, free and virtually universal. Bahamas, Barbados and Trinidad and Tobago offer welfare pensions, have an informal sector, low poverty rates and acceptable input-output ratios in relation to health care, and therefore resemble the countries in group one. Jamaica and Guyana do not provide welfare pensions, have an informal sector, higher poverty rates and poor input-output ratios in relation to health care, and are therefore closer to the countries in group three.”</i>	
Progress made in the reduction of extreme poverty in Latin America: Dimensions and policies for the analysis of the first Millennium Development Goal	http://www.cepal.org/publicaciones/xml/6/33936/Pobreza_extrema_ALeon_Final.pdf
Youth and Social Cohesion in Ibero-America: A model in the making.	http://www.eclac.cl/publicaciones/xml/0/35370/2008-550-SEGIB-OIJ-Sintesis-WEB-ing.PDF

Subprogramme 5: Mainstreaming the gender perspective in regional development

Output	Website
Meetings of the Presiding Officers of the Regional Conference on Women in Latin America and the Caribbean, including the preparation of reports on the activities of the ECLAC secretariat and substantive documentation.	http://www.eclac.cl/cgi-bin/getprod.asp?xml=/mujer/noticias/paginas/3/28703/P28703.xml&xsl=/mujer/tpl/p18fst.xsl&base=/mujer/tpl/top-bottom.xsl
Meeting of experts to consider priority issues emerging from the tenth session of the Regional	http://www.eclac.cl/cgi-bin/getProd.asp?xml=/mujer/noticias/noticias/2/343

Conference on Women in Latin America and the Caribbean. "Gender Observatory"	12/P34312.xml&xsl=/mujer/tpl/p1f.xsl&base=/mujer/tpl/top-bottom.xslt
Estudio de la información sobre la violencia contra la mujer en América Latina y el Caribe	http://www.eclac.cl/publicaciones/xml/6/38316/Serie99.pdf
Updating of the ECLAC web page on gender statistics with data from the 2008 round of household surveys and other sources	http://www.cepal.org/cgi-bin/getprod.asp?xml=/mujer/noticias/paginas/9/36889/P36889.xml&xsl=/mujer/tpl/p18f-st.xsl&base=/mujer/tpl/top-bottom-estadistica.xsl

Subprogramme 6: Population and development

Output	Website
Substantive servicing of the sessional Ad Hoc Committee, including the preparation of technical documents and reports for the biennial follow-up to the Latin American and Caribbean Regional Plan of Action on Population and Development, the Programme of Action of the International Conference on Population and Development and the Regional Strategy for the Implementation in Latin America and the Caribbean of the Madrid International Plan of Action on Ageing	http://www.eclac.cl/cgi-bin/getProd.asp?xml=/celade/noticias/paginas/4/33174/P33174.xml&xsl=/celade/tpl/p18f.xsl&base=/celade/tpl/top-bottom.xslt
A meeting of experts to examine progress made in the implementation of the recommendations contained in the Latin American and Caribbean Regional Plan of Action on Population and Development and the Programme of Action of the International Conference on Population and Development. (Spanish)	http://www.eclac.cl/cgi-bin/getProd.asp?xml=/celade/agenda/5/37065/P37065.xml&xsl=/celade/tpl/p3f.xsl&base=/celade/tpl/top-bottom.xsl
Issue No.7 of the Demographic Observatory (previously known as the Demographic Bulletin), containing demographic estimates and population projections.	http://www.eclac.cl/publicaciones/xml/7/38297/OD7_Proyeccion_Poblacion.pdf
Issue No.8 of the Demographic Observatory (previously well-known as Demographic Bulletin), containing demographic estimates and population projections.	http://www.eclac.cl/publicaciones/xml/8/38298/lcg2422_P.pdf
Issue No.86 of the journal Notas de Población to disseminate the results of research and studies on population and development in Latin America and the Caribbean. (Study on remittances including good analysis of Caribbean countries, however except for the abstract, the entire report is in Spanish)	http://www.eclac.org/publicaciones/xml/6/35866/lcg2349-P_3.pdf
A study on ageing and public policies in the region. (Spanish no info. on the Caribbean)	http://www.eclac.org/publicaciones/xml/5/36675/lcw_262.pdf

A study on demographic changes and sectoral demand in the region.	http://www.eclac.cl/celade/noticias/documentosdetra bajo/2/38212/Fiscalimpacts.pdf
A study on the impact of different causes of death, by gender and age, in the context of mortality figures for Latin America and the Caribbean, with particular attention e given to such as cardiovascular disease, cancer, violence and accidents, and HIV/AIDS. (Report in Spanish but included data on Dominica, St. Lucia, St. Vincent and Trinidad and Tobago)	http://www.eclac.cl/celade/noticias/documentosdetra bajo/9/38209/chiara-borrador.pdf
One study on a high priority issues on migration, demographic trends among indigenous people and afro-descendants or on ageing in Latin America and the Caribbean	http://www.eclac.org/publicaciones/xml/6/36926/lcl 3045-P.pdf
Development and updating of computer programs to facilitate the use of population statistics, particularly data from censuses and vital statistics, through the combined use of the system for the retrieval of census data for small areas by microcomputer (Redatam) and geographic information systems.	http://www.eclac.cl/redatam/http://www.eclac.cl/red atam/
Maintaining an up-to-date international migration databank for the programme entitled "Investigation of International Migration in Latin America" (IMILA).	http://www.eclac.cl/migracion/imila/
Maintaining and updating of the database on Internal Migration in Latin America and the Caribbean (MIALC).	http://www.eclac.cl/migracion/migracion%5Finterna/
Maintaining and updating of the database on demographic trends and population projections, by gender and age, on the special site accessible through the ECLAC portal.	http://www.eclac.cl/celade/proyecciones/basedatos_ BD.htm
Maintaining and updating of the database on spatial distribution and urbanization in Latin America and the Caribbean (DEPUALC).	http://www.eclac.cl/celade/depualc/
Maintenance and updating of the databank on ageing in connection with the follow-up to the Regional Strategy for the Implementation in Latin America and the Caribbean of the Madrid International Plan of Action on Ageing.	http://www.eclac.cl/celade/indicadores/default.htm
Maintenance and updating of the regional databank of censuses on population, housing and vital statistics.	http://www.eclac.cl/cgi-bin/getProd.asp?xml=/redatam/noticias/paginas/7/ 13277/P13277.xml&xsl=/redatam/tpl/p18f.xsl&bas e=/redatam/tpl/top-bottom.xsl
Maintenance and updating of the regional system of indicators for the follow-up to the Programme of Action of ICPD.	http://www.eclac.cl/celade/indicadores/default.htm
Provision of technical cooperation services to	

countries in the region, at their request, in relation to data collection, demographic analysis and methodologies for the preparation of population projections and estimates. (Dominican Republic)	
Provision of technical cooperation services to countries, at their request, in the design and use of computer applications related to REDATAM (St. Lucia, Dominican Republic)	
Two workshops on the use of new methodologies and tools for the preparation of demographic projections (the workshops will each last about one week and are intended for professionals from national statistical offices). Dominican Republic.	

Subprogramme 7: Planning of public administration

Output	Website
Two meetings of the Presiding Officers of the Regional Council, 2008 and 2009.	http://www.eclac.cl/cgi-bin/getprod.asp?xml=/ilpes/noticias/noticias/0/33390/P33390.xml&xsl=/ilpes/tpl/p1f.xsl&base=/ilpes/tpl/top-bottom.xsl
Foro "Competitividad Territorial y Gestión Estratégica Municipal", Santo Domingo, Dominican Republic	
Book "Economía y territorio en América Latina y el Caribe: Desigualdades y políticas" (Document in Spanish. Only Latin American data. No specific analysis of English-speaking Caribbean countries.	http://www.eclac.cl/publicaciones/xml/9/36309/LCG2385.pdf

Subprogramme 8: Environment and human settlements

Output	Website
LAC forum on sustainable development or regional implementation meeting, in preparation for the Commission on Sustainable Development. Presentation by Gillian Guthrie (Jamaica) "Sound Chemicals Management in Latin America and the Caribbean"	http://www.eclac.cl/cgi-bin/getprod.asp?xml=/dmaah/noticias/paginas/6/38126/P38126.xml&xsl=/dmaah/tpl/p18f.xsl&base=/dmaah/tpl/top-bottom.xsl
Production of technical documents for the Regional Meeting of Ministers and High-level Authorities of the Housing and Urban Development Sector in Latin America and the Caribbean (MINURVI)	http://www.cepal.org/publicaciones/xml/5/38985/S142MAD_L3169e-P.pdf
Interagency Report on the Millenium Development Goals 7 (MDG 7)	http://www.eclac.org/MDG/noticias/paginas/2/40012/ODM_7.pdf
Updating of database on economic, social and environmental variables and indicators for assessing the progress made towards	http://websie.eclac.cl/sisgen/ConsultaIntegrada.asp?idAplicacion=5

sustainable development in Latin America and the Caribbean	
---	--

Subprogramme 9: Natural resources and infrastructure

Output	Website
América Latina y el Caribe frente a la coyuntura energética internacional: oportunidades para una nueva agenda de políticas	http://www.eclac.cl/publicaciones/xml/7/35397/lcw220e.pdf
Aporte de los biocombustibles a la sustentabilidad del desarrollo en América Latina y el Caribe: Elementos para la formulación de políticas públicas (Could not open document)	http://www.eclac.cl/cgi-bin/getProd.asp?xml=/publicaciones/xml/6/32836/P32836.xml&xsl=/drni/tpl/p9f.xsl&base=/drni/tpl/top-bottom.xsl
Maritime sector and ports in the Caribbean: the case of CARICOM countries (unable to open document)	http://www/cgi-bin/getProd.asp?xml=/publicaciones/xml/6/36706/P36706.xml&xsl=/drni/tpl/p9f.xsl&base=/drni/tpl/top-bottom.xsl
Situación y perspectiva de la eficiencia energética en América Latina y el Caribe	http://www/publicaciones/xml/1/37451/lcw280e.pdf
FAL Bulletin, a monthly publication on trade and transport facilitation in the countries of Latin America and the Caribbean (24 issues in the biennium).	http://www.eclac.cl/cgi-bin/getProd.asp?xml=/transporte/agrupadores_xml/aes281.xml&xsl=/agrupadores_xml/agrupado_estado.xsl&base=/transporte/tpl/top-bottom.xsl
Updating, maintenance and expansion of the maritime profile database on maritime transport in the region.	http://www.eclac.cl/perfil/http://www.eclac.cl/perfil/
A technical cooperation project is to be implemented during the biennium on the development of legal and political frameworks related to the promotion of renewable energies and energy efficiency programmes, in the context of the development goals deriving from the Millennium Declaration. (Technical assistance mission to Jamaica)	http://imdis.un.org/programmeMgmt/archiveMgmt/viewArchive/pgViewActivity.asp?activityGroupCode=16&pElementCode=14248&activityCode=126287&detailLevel=full&groupTitle=outputs&key=2428

Subprogramme 10: Statistics and economic projections

Output	Website
Fifth Statistical Conference of the Americas, including the coordination and monitoring of technical cooperation agreements in various areas related to the technical and institutional development of statistics in the region, the preparation of reports on the activities of the ECLAC secretariat and on outputs and advances in statistical development and international cooperation, as well as the preparation of substantive documentation for presentation at the Conference	http://www.eclac.cl/deype/publicaciones/xml/1/37501/LCL3125e.pdf
Meeting of the Executive Committee of the Conference, including the preparation of progress reports on the results and outputs of the programme of work defined by the Conference. (Report from Statistical Conference of the Americas)	http://www.eclac.cl/deype/ceacepal/comite2007_santo_domingo2008.htm
A meeting of experts to evaluate the incorporation of new international recommendations in the implementation of the System of National Accounts and its adjustment to the characteristics of the economies in the region, within the framework provided by the Latin American Network of Experts on National Accounts (Participant's list)	http://www.eclac.cl/deype/noticias/noticias/8/37358/2009_10_CN_ID37358_participantes16-10.pdf
Noveno encuentro iberoamericano sobre la medición y el análisis del turismo	http://www.eclac.cl/deype/noticias/noticias/0/32590/2008-03_9encuentroturismo_InformeFinal.pdf
Regional Seminar "Hacia una Estrategia Regional de Conciliación Estadística para el monitoreo de los Objetivos de Desarrollo del Milenio en los países de América Latina y el Caribe"	http://www.eclac.cl/cgi-bin/getProd.asp?xml=/deype/agenda/4/34134/P34134.xml&xsl=/deype/tpl/p3f.xsl&base=/deype/tpl/top-bottom.xsl
Seminario Regional sobre Cuentas Nacionales	http://www.eclac.cl/deype/noticias/noticias/9/33839/2008_10_SeminarioCN2008_Participantes.pdf
<i>Statistical Yearbook for Latin America and the Caribbean, 2006</i>	http://www.eclac.cl/cgi-bin/getProd.asp?xml=/publicaciones/xml/3/28063/P28063.xml&xsl=/deype/tpl/p9f.xsl&base=/deype/tpl/top-bottom.xslt
<i>Statistical Yearbook for Latin America and the Caribbean, 2007</i>	http://www.eclac.cl/cgi-bin/getProd.asp?xml=/publicaciones/xml/6/32606/P32606.xml&xsl=/deype/tpl-i/p9f.xsl&base=/deype/tpl/top-bottom.xslt

Output	Website
<i>Statistical Yearbook for Latin America and the Caribbean, 2008</i> (Statistical data: in the case of the Caribbean tables are not as complete as for Latin America, presumably due to unavailable data or data quality issues)	http://websie.eclac.cl/anuario_estadistico/anuario_2008
Maintenance and updating of databases, including the expansion of their historical coverage, the inclusion of new economic, social and environmental topics and the improvement of short-term indicators, thereby improving support for internal and external users and interconnection services, particularly with respect to the economic and social information system of the United Nations.	http://www.eclac.cl/cgi-bin/getprod.asp?xml=/deype/noticias/BaseDatos/5/26755/P26755.xml&xsl=/deype/tpl/p13f.xsl&base=/deype/tpl/top-bottom.xsl http://imdis.un.org/programmeMgmt/monitoring/updateStatus/pgUpdateOutput.asp?activityGroupCode=11&pElementCode=14249&outputCode=110476&key=5213 http://imdis.un.org/programmeMgmt/monitoring/updateStatus/pgUpdateOutput.asp?activityGroupCode=11&pElementCode=14249&outputCode=110476&key=5213
Provision of technical cooperation services to member States and regional bodies, upon request, in the harmonization of basic economic statistics and the implementation of the most recent revised international nomenclature and of the System of National Accounts 1993 and its satellite accounts. (Dominican Republic)	
Technical workshop on the preparation of Water Accounts in Latin America	http://unstats.un.org/unsd/envaccounting/workshops/chile2009/Participants-S.pdf
Workshop on Environmental Indicators in Latin American Countries (List of participants from Latin America)	http://www.eclac.cl/deype/noticias/noticias/2/37052/2009_09_MA_ID_37052_participantes.pdf

Subprogramme 11: Subregional activities in Mexico and Central America

Output	Website
A study on Central America and Dominican Republic; Challenges of the global crisis to the agricultural growth.	
Cuba: Economic Evolution during 2007 and perspectives for 2008	http://www.eclac.org/publicaciones/xml/4/34284/L885.pdf
Cuba: Economic Evolution during 2008 and perspectives for 2009	
Dominican Republic: Economic Evolution during 2007 and perspectives for 2008	http://www.eclac.org/publicaciones/xml/9/33929/L879.pdf
Dominican Republic: Economic Evolution during 2008 and perspectives for 2009	
Haiti: Economic Evolution during 2007 and perspectives for 2008	http://www.eclac.org/publicaciones/xml/5/34285/L886.pdf
Haiti: Economic Evolution during 2008 and perspectives for 2009	

Output	Website
The Central American Isthmus and the Dominican Republic: Economic evolution during 2007 and prospect for 2008	http://www.eclac.org/publicaciones/xml/5/32815/L854.pdf
The Central American Isthmus and the Dominican Republic: Economic evolution during 2008 and prospect for 2009.	
A study on macroeconometric models of the central banks in open economies: Central America and Dominican Republic	
Basic information of the food and agricultural sector. North subregion of Latin America and the Caribbean 1995-2007	http://www.eclac.org/publicaciones/xml/9/33729/L874-1.pdf
Basic social indicators of the subregion	http://www.eclac.org/publicaciones/xml/7/38107/L947.pdf
Evolution of the export manufacturing industry of Central America, Mexico and Dominican Republic	http://www.eclac.org/publicaciones/xml/5/35075/L892.pdf
Magic Plus, module to analyse the growth of international trade	http://www.eclac.org/cgi-bin/getProd.asp?xml=/publicaciones/xml/5/35495/P35495.xml&xsl=/mexico/tpl/p9f.xsl&base=/mexico/tpl/top-bottom.xsl
Updating and expansion of the database SIAGRO Updating and expansion of the database of economic statistics and national accounts of the countries of the subregion	http://websie.eclac.cl/sisgen/ConsultaIntegrada.asp?idAplicacion=4 http://www.eclac.org/cgi-bin/getProd.asp?xml=/publicaciones/xml/2/38062/P38062.xml&xsl=/de/tpl/p9f.xsl&base=/tpl/top-bottom.xsl
Updating and expansion of the database of indicators for the assessment of the socio-economic and environmental effects of natural disasters	http://www3.cepal.org.mx/rzapata/resumen%20desastres%20%20base%20datos/Base/base.xls
Provision of technical cooperation services to countries of the region and other important actors, at their request, in relation to strengthening their capacities for the design and implementation of economic development strategies and macroeconomic policies, including issues relating to fiscal and monetary policy (Haiti)	
Provision of technical cooperation to countries of the subregion and other relevant stakeholders, at their request, in relation to environmental sustainability and economic efficiency in the energy sector (Cuba)	
Provision of technical cooperation to countries of the subregion and other relevant stakeholders, at their request, in relation to the development of the industrial and services sectors, including environmental sustainability, competition and the use of	

Output	Website
instruments for the analysis of competitiveness (Dominican Republic)	
Provision of technical cooperation to the countries of the subregion and other relevant stakeholders, at their request, in relation to the development and use of risk indicators, and the prevention and mitigation of natural disasters and the assessment of their socio-economic and environmental effects (Dominican Republic, Haiti, Antigua and Barbuda)	
Project: Economic Integration and Public Policies: Dominican Republic	
Project: Information on disaster risk management. Case studies of five countries: Colombia, Chile, Mexico, Jamaica, Nicaragua.	

APPENDIX VII

Implementation of phase one recommendations

Recommendation	Action taken by Economic Commission for Latin America and the Caribbean	Evaluation team's comment
A. Strategic interventions		
<p>1. A comprehensive engagement strategy targeting member States, regional organizations, such as CARICOM, OECS, CDB, SELA and IDB, as well as United Nations agencies, needs to be developed by the subregional headquarters for the Caribbean. This engagement strategy requires the leadership, participation and strategic intervention of the Executive Secretary at the level of CARICOM and OECS meetings and Board of Governor Meetings of the CDB.</p>	<p>Planned action: ECLAC to engage member States more directly by actively participating in and supporting the Caribbean intergovernmental processes and meetings. A high-level consultant will be assigned to ensure that a proper strategy of engagement is devised to capture and effectively respond to the needs of the region and will start its implementation as soon as possible.</p> <p>Action taken: Informal consultations with member States in the Caribbean are being held twice a year.</p> <p>The Executive Secretary addressed the Caribbean Community (CARICOM) Council of Ministers and participated in the Conference of Heads of Government with the United Nations Secretary-General Ban Ki-Moon in Montego Bay, Jamaica in July 2010; the Inter-American Development Bank Annual Meeting of the Board of Governor held in Calgary, Canada, from 25 to 28 March 2011; the forty-first General Assembly of the Organization of American States in San Salvador on 5-7 June 2011; and the third Latin American and Caribbean Summit on Integration and Development (CALC) of the Latin American and Caribbean Economic System (SELA) held in Caracas on 5 July 2011.</p> <p>The Officer-in-Charge of the ECLAC subregional headquarters for the Caribbean attended the annual meetings of the Board of Governors of the Caribbean Development Bank in Nassau on 19 and 20 May 2010 and Port of Spain on 25 and 26 May 2011; the Development Partners Meeting of the Organization of East Caribbean States and the sixth General Meeting of CARICOM and the United Nations in Georgetown on 28 and 29 July 2011. ECLAC was also represented at meetings of the various bodies of CARICOM. ECLAC led substantive discussion on middle-income countries, Millennium Development Goals and the United Nations Conference on</p>	<p>The participation of the ECLAC Executive Secretary and the then Officer-in-Charge of the subregional headquarters at key high-level meetings with regional organizations between 2010 and 2011 is a significant step towards improving the visibility of the organization and raising awareness of its capability to support Caribbean development. However, a comprehensive engagement strategy aimed at institutionalizing coordination and collaboration with member States and regional institutions has yet to be developed.</p> <p>This strategy is even more significant given the changes in leadership that have taken place across the region since the completion of the first phase of the evaluation. These include the appointment of a new Director of the subregional headquarters for the Caribbean, a new CARICOM Secretary-General and a new CDB President; there are also new heads of State and ministers in Guyana, Jamaica, Saint Lucia and Trinidad and Tobago, among others.</p> <p>An effective engagement strategy requires more frequent and in-depth collaboration with member States and partner organizations on key development issues. A potential indicator of success on this front could be the organization's involvement in supporting medium- to long-term development strategies or sectoral interventions on issues such as disaster risk assessment, climate change, economic diversification/transformation, poverty reduction, citizen security issues.</p> <p>Another indicator of success could be the</p>

	<p>Sustainable Development (Rio+20) at the meeting of the United Nations Development Group for Latin America and the Caribbean, held in Panama City on 2 May 2011. The Programme Support Unit has been designated as focal point for following up on further discussions of these topics within the United Nations country teams, CARICOM and OECS.</p> <p>The second phase of the evaluation of ECLAC in the Caribbean is being conducted.</p>	<p>signing and implementation of memorandums of understanding with regional partners. A third indicator could be the frequency and type of interface between ECLAC staff (below Director level) and partner organizations. Empowerment of professional staff to liaise continuously with counterparts in member Governments and regional organizations will ensure high awareness of issues and improved responsiveness.</p>
<p>2. ECLAC should spearhead the development of a mechanism to support development thinking in the region, such as a Caribbean Development Round Table.</p>	<p>Planned action: ECLAC will take the lead in organizing an annual Caribbean Development Round Table involving the participation of recognized Caribbean professionals, and representatives of Caribbean organizations such as CARICOM, CDB and OECS.</p> <p>Action taken: A Caribbean Development Round Table with experts from ECLAC member States was held in Port of Spain on 13 September 2011, in collaboration with the Ministry of Finance of Trinidad and Tobago. The theme for the Round Table was “Time for equality: closing gaps, opening trails”. The report of the Round Table will form an input to the Caribbean Development and Cooperation Committee.</p>	<p>The Caribbean Development Round Table was well organized and featured papers and presentations by a cross-section of Caribbean and international academics on a wide range of issues pertinent to Caribbean development. The report on the Round Table, dated 2 December 2011, detailed key emerging issues, principles for action and recommendations.</p> <p>This step towards fostering a new way of thinking about Caribbean development was commendable. To ensure increased dialogue and identification of feasible policy options, the next Round Table should focus on one or two key issues, rather than the wide range featured at the first meeting. For example, the theme of the next Round Table could be the “economic vulnerability and resilience of small States” and address all of the issues contributing to vulnerability and the potential for resilience. Case studies on a sample of member States (possibly including Central America) could be presented and discussed in a highly interactive format rather than a panel discussion. The case studies and discussion points should be circulated prior to the meeting to ensure that attendees can prepare their contributions in advance.</p> <p>The evaluation team also suggests that subregional headquarters for the Caribbean should be mandated to follow up on the principles for action and recommendations put forward at the Round Table.</p>
<p>3. ECLAC headquarters and subregional headquarters for</p>	<p>Planned action: Subregional headquarters for the Caribbean, in conjunction with ECLAC headquarters, will review the Commission’s publication portfolio as it relates to the</p>	<p>Several issues emerged from the Caribbean Development Round Table that could form the basis of follow-up research or interventions with member</p>

<p>the Caribbean should undertake a thorough review of the publication portfolio for the Caribbean with the aim of identifying the areas where it would make most sense to strengthen its role as a policy entrepreneur and to devise a clear and detailed action plan to regain its intellectual leadership in the subregion to provide credible, independent, research-based policy options to Caribbean countries.</p>	<p>Caribbean, fully coordinating its work with the Secretary of the Commission. New proposals and revisions will be aligned with member States priorities and the work programme approved by CDCC.</p> <p>Action taken: Policy briefs will be issued twice a year starting in the biennium 2012-2013. The Caribbean Development Report, a recurrent United Nations publication that highlights the key issues in the Caribbean, will continue to be issued each biennium. Other publications will be issued as part of the policy-oriented “Studies and perspectives: Caribbean” series. Selected manuscripts for these publications are now being peer-reviewed by counterpart substantive divisions in Santiago. All publications will be disseminated both electronically through the main ECLAC website and in hard copy.</p>	<p>States (see the recommendations contained in the report on the Round Table). If the issues and priorities identified by the Round Table resonate with member States, ECLAC will have established an effective strategy for obtaining member feedback on development priorities.</p> <p>The evaluation team reiterates the need for ECLAC staff to institutionalize follow-up interventions with member states related to specific research outputs and technical assistance. The publication of research outputs cannot and should not be seen as an end in itself, but rather as a means to an end.</p>
<p>4. ECLAC needs to develop a well-defined and practical communications and outreach strategy, including a detailed action plan to implement it, in support of the high-level engagement strategy called for in recommendation 1. This communication and outreach strategy should play a central role in promoting and disseminating the ECLAC mandate, vision, the services it provides to the region and its comparative advantages vis-à-vis other regional organizations and other United Nations agencies. The strategy should include action plans to promote the Commission's work</p>	<p>Planned action: The Secretary of the Commission and the Head of Public Information will take the lead in the development of an ECLAC-wide outreach and communication strategy that would include a specific item on the specific strategy for the subregional headquarters for the Caribbean.</p> <p>Action taken: Informal consultations with member States are now held twice a year. The consultations held on 22 July 2011 discussed preparations for the meeting of the Monitoring Committee and the Caribbean Development Round Table. The engagement strategy now includes centrally coordinated launches of the six flagship publications.</p> <p>The subregional headquarters and ECLAC headquarters have put together a single, standardized list of the seats of Government. All invitations to intergovernmental meetings are now signed by the Executive Secretary, with copies sent to the respective permanent missions in New York, embassies or high commissions in Port of Spain, and the relevant United Nations Resident Coordinator. The publication distribution list has been consolidated, updated and submitted to the Documents and Publications Division in Santiago.</p> <p>The public information and communications strategy has been reviewed internally and is being introduced in stages. The website has</p>	<p>The anticipated communications strategy has not been developed. The informal consultations that were held on the Monitoring Committee and Caribbean Development Round Table were generally consistent with the Commission's usual working methods. Phase two of the evaluation again revealed the limited knowledge and awareness of the ECLAC mandate and outputs, suggesting that the issue may extend to Latin America as well. The introduction of a communications strategy, including a dissemination system, remains critical to supporting the organization's engagement strategy.</p>

<p>in the Caribbean at the different levels of government. A communications professional should be assigned to update the website and distribution lists of the subregional headquarters for the Caribbean.</p>	<p>been reorganized and is being updated. The newsletter of the ECLAC subregional headquarters for the Caribbean will be disseminated electronically. The post of Public Information Assistant (GS7) was filled in July 2010.</p>	
<p>5. The role, function and mandate of CDCC require immediate review to optimize its potential as a mechanism for the promotion of Latin American and Caribbean regional cooperation.</p>	<p>Planned action: ECLAC will support and assist, as appropriate, efforts to revitalize CDCC and will support the working group if recommended by CDCC.</p> <p>Action taken: Latin American experiences are increasingly being highlighted in meetings and studies. The Review of the Economics of Climate Change in the Caribbean included inputs from experts from Cuba and from countries in the English- and Dutch-speaking Caribbean. "The Dynamics of Growth among Small Developing States in Central America and the Caribbean", a study which will be considered at the Caribbean Development Round Table, was prepared in collaboration with the subregional headquarters in Mexico. Experts from Latin America are now routinely invited to participate in expert group meetings so lessons can be drawn from these countries.</p>	<p>It is not clear how the information presented is relevant to the recommendation or whether ECLAC has made any effort to review and implement the recommendations on the revitalization of CDCC from previous studies. There was no discussion on the revitalization of CDCC at the last Monitoring Committee in September 2011.</p> <p>In addition, the evaluation team noted the generally low level of representation on the Monitoring Committee and the extremely limited dialogue. With the exception of Cuba, member State representatives did not engage in meaningful dialogue on any of the issues raised.</p>
<p>6. (a) The ECLAC programme of work needs to be reviewed and refined in accordance with the consultations and high-level efforts undertaken in connection with the previous recommendations and to bring it into line with resources available to the subregional headquarters for the Caribbean. A narrow, clearly defined and realistic set of priorities should be identified, based on regional needs and the scope of the thematic areas</p>	<p>Planned action: ECLAC expects to receive guidance from CDCC on how best to adjust its programme of work to respond to the needs of the Caribbean. The subregional headquarters for the Caribbean will initiate a wider consultation process with member States to ensure that its priorities and work programmes respond to their needs and will reflect that consultation in its programme of work for 2012-2013.</p> <p>(a) The draft programme of work for the biennium 2012-2013 has been streamlined, with the number of outputs reduced from 83 in 2010-2011 to 53 in 2012-2013. Greater emphasis will be placed on inputs to flagship publications and to the thematic groups organized in Santiago. The programme of work for 2012-2013 will focus on macroeconomic modelling for policymaking; trade, finance and development cooperation; population projections and social safety nets; monitoring the progress towards attainment of the Millennium Development Goals and the implementation of the Mauritius Strategy for the Sustainable Development of Small Island</p>	<p>It is not clear to what extent the informal consultation process with member States has informed the programme of work for 2012-2013. A survey of member States to determine their level of input to would be instructive.</p>

<p>covered by ECLAC. The year 2010 should offer the perfect opportunity to refine the work programme in preparation for the budget approval process that is to start at the end of the following year.</p> <p>(b) In addition, a comprehensive fund-raising strategy needs to be introduced to ensure that sufficient resources are available to take action on the Caribbean priorities.</p>	<p>Developing States; gender indicators, including measurement of unpaid work; statistical surveys; population and housing censuses; the knowledge economy; service sector diversification; and renewable energy technologies and energy efficiency.</p> <p>(b) The Executive Secretary has personally led the fund-raising strategy for the Caribbean. Informal discussions have already begun in this regard.</p>	
<p>7. A strategy to institutionalize results-based management needs to be developed and implemented in the short to medium term.</p>	<p>Planned action: ECLAC headquarters will develop a full results-based management strategy for the subregional headquarters for the Caribbean and will conduct specific capacity building programmes on results-based management, project and programme management, logical framework planning, monitoring and reporting.</p> <p>Action taken: Internal training was conducted at the subregional headquarters for the Caribbean on results-based management for programmes and projects (extrabudgetary and Development Account) in March 2011. Staff orientations have been introduced on key internal processes, including the measurement and analysis of impacts using surveys, external communications, preparation of publications and gender mainstreaming. Business process analyses for consultancies, travel and procurement have been conducted.</p> <p>The process by which the work programme is developed in consultation with member countries and ECLAC divisions will be reviewed.</p>	<p>Phase two findings suggest that PPOD should spearhead the results-based management strategy, targeting ECLAC headquarters, both subregional headquarters and country offices.</p>
<p>8. ECLAC should seek to sustain the important work related to the development of methodologies and indices by expanding its assistance to build</p>	<p>Planned action: ECLAC subregional headquarters for the Caribbean will continue to provide assistance to countries on building national capacities to evaluate the impact of natural disasters. As a priority for the Caribbean, this item will be included in the fund-raising efforts to support the further strengthening of this programme.</p>	

<p>national capacities, including skills, processes and systems on disaster and loss assessments.</p>	<p>Action taken: During the current biennium, training on disaster and loss assessments was provided to 77 participants from 10 countries. The recruitment of a Regional Adviser is currently pending. Future implementation of this recommendation will be considered in conjunction with recommendation 7 on institutionalizing results-based management.</p> <p>In 2012-2013, greater emphasis will be given to strengthening statistical capacity in the Caribbean.</p>	
<p>B. Governance and Administration</p>		
<p>9. ECLAC should develop cross-functional teams to facilitate a multidisciplinary approach to addressing key development challenges in the region.</p>	<p>Action taken: Greater emphasis is being placed on contribution to organizational outputs, such as flagship publications, over individual outputs. Statistics and knowledge management will be highlighted as the two cross-cutting aspects of economic, social and sustainable development. As a regional economic commission, emphasis will also be placed on the economic implications of the various dimensions of development.</p> <p>A multidisciplinary approach is to be adopted in line with the priorities identified by the member countries and the overall mandates of ECLAC and the United Nations.</p>	<p>It is not clear how this action will fulfil the recommendation. The setting-up of cross-functional teams is meant to optimize the Commission's resources by recognizing the cross-cutting nature of themes such as gender, disaster assessment, economic and social development and climate change adaptation. It is still unclear how the units are expected to work together and how the work is to be coordinated between headquarters, the two subregional headquarters and country offices. The collaboration between the subregional headquarters in Mexico and subregional headquarters for the Caribbean on the small States study could be used as a model of how divisions and units can work together.</p>
<p>10. Increased collaboration and dialogue should be promoted between the subregional headquarters for the Caribbean and its counterparts in Santiago and Mexico using every possible available mechanism and opportunity. In the first instance, issues related to development in the Caribbean and Latin America should be more frequently discussed in the Thursday group and other exchange forums. Also presentations on these themes</p>	<p>Action taken: Internal communication is being improved through the introduction, synchronization and improved use of electronic tools, including various Lotus Notes applications and the Intranet. ECLAC subregional headquarters for the Caribbean is connected via video link to all conferences held in Santiago.</p> <p>Staff members based in Santiago and Mexico City have contributed to many meetings and publications on topics relevant to the Caribbean. Several divisions at headquarters have also organized meetings in and conducted studies on the Caribbean.</p> <p>Professional staff from ECLAC subregional headquarters for the Caribbean have participated, either in person or via videoconference, in substantive committees as well as expert group meetings held by counterpart divisions in Santiago and Mexico. Staff have also participated in several of the functional Commissions of the United Nations, as part of the ECLAC delegation.</p>	<p>The evaluation team notes the efforts that have been made to facilitate collaboration across ECLAC. In keeping with its focus on outcomes, PPOD may wish to conduct a brief staff survey on the effectiveness of the initiatives to date. For example, phase two evaluation feedback suggests that staff at headquarters and subregional headquarters for the Caribbean have concerns about the utility of the new staff orientation process. Interventions may be refined on the basis of early assessments.</p>

<p>should be given every time there is a staff visit to the Port of Spain or Santiago offices.</p>	<p>All new staff members at the subregional headquarters now participate in a one-week orientation in Santiago as part of their recruitment travel. All P-4 staff conducted plenary as well as bilateral discussions with their counterpart divisions in parallel to their staff training in April and July 2010. This, combined with a common understanding of the processes that must be undertaken to deliver outputs, could enable greater collaboration between the different offices.</p>	
<p>11. Some streamlining of the human resources process, coupled with a mobility policy across duty stations within ECLAC that encourages and promotes temporary mobility, should be explored as critical components of enhancing the effectiveness of the subregional headquarters for the Caribbean.</p>	<p>A staff member from the Social Development Division in Santiago was seconded to subregional headquarters for the Caribbean during the period March-May 2011 in order to introduce the Caribbean System Indicators. Another staff member from subregional headquarters in Mexico is on an assignment to prepare an input on the Caribbean for <i>Social Panorama of Latin America</i>. Staff members recruited from other offices of the United Nations Secretariat (Department of Field Support of the Department of Peacekeeping Operations, Economic Commission for Africa (2 staff members), Economic and Social Commission for Asia and the Pacific and Office of the High Commissioner for Refugees) have brought with them institutional knowledge as well as skills. Monthly teleconferences held with the Administration Division in Santiago have greatly facilitated the human resources process.</p>	<p>The implementation of staff exchanges across the organization was identified as a way of shifting perceptions and building trust and respect among staff.</p>
<p>12. The Human Resources Section of ECLAC might wish to consider increasing the frequency of available training programmes, including those on supervisory skills and conflict resolution, for managers and other staff, as a matter of priority.</p>	<p>Action taken: All training programmes offered in Santiago are being made available to staff at subregional headquarters. In addition to the one-week orientation in Santiago provided to all new staff (10), all P-4 and P-5 staff have completed the Management Development Programme, which included training on supervisory skills and conflict resolution. Training in conflict resolution (collaborative negotiating skills) and creative problem-solving and decision-making will be held in October 2011 with trainers from United Nations Headquarters. Training in global diversity and taking the initiative are also scheduled for 2011.</p> <p>As an organizational goal, support is to be given in order to ensure that staff members at all ECLAC offices are fully proficient in Spanish and English (measured by the number of staff who have passed the language proficiency examination). This action is related to recommendation 11.</p>	<p>An assessment of the effectiveness of these training programmes should be completed to determine the effect on senior management performance.</p>
<p>13. ECLAC should ensure that the</p>	<p>Action taken: A new Director of ECLAC subregional headquarters for the Caribbean</p>	<p>The evaluation team notes the excellent progress that has been made in relation</p>

senior management of the subregional headquarters for the Caribbean have the necessary management, leadership, technical and political skills to carry out the challenging duties of heading the office in the Caribbean. It is essential to ensure that a basic management structure is maintained at all times, and that a clear and consistent back-up mechanism is in place to maintain operations. This includes always having a deputy director and a fully staffed Programme Support Unit, as well as heads of the different units in order to carry out the regular programme of work. In the event of emergency, ECLAC headquarters should be able to deploy rapidly temporary replacements to ensure operations proceed smoothly and with minimal disruption to the work of the office.

has been recruited. Since March 2010, the posts of Deputy Chief (P-5), Associate Programme Officer (P-2), Programme Officer (P-3), Administrative Officer (P-4), Associate Economic Affairs Officer (P-2), Economic Affairs Officer (P-3), Associate Environmental Affairs Officer (P-2), Associate Information Management Officer (P-2) and Knowledge Management Officer (P-3) have been filled. A business continuity plan which integrates administration, programme management, security and knowledge management was introduced in 2010-2011.

Following a review of the 2010-2011 work programme, the Executive Secretary endorsed a change in reporting structure and the transfer of five posts from programme support to substantive units in order to increase capacity to deliver work programme outputs. Additional extrabudgetary staff resources for the substantive units are being sought.

A three-year lease on the current premises became effective on 1 May 2011. Rent received from the Government of Trinidad and Tobago will be used to upgrade the infrastructure of the current premises. A full review of the information technology used at headquarters, subregional headquarters for the Caribbean and subregional headquarters in Mexico is being carried out to ensure that the same platform is used. A Voice over Internet Protocol (VoIP) communications system was installed to take advantage of cost savings and to enhance the integration of all the offices of the ECLAC system.

to this recommendation.

APPENDIX VIII

ECLAC performance in Caribbean countries, 2010-2011

Subprogramme	Expected accomplishment	Result
Subprogramme 5: Mainstreaming the gender perspective in regional development	Progress in adopting a gender perspective by countries of the region to follow up on all internationally agreed development goals	<p>The Government of Suriname established a gender database, as agreed at the eleventh session of the Regional Conference on Women in Latin America and the Caribbean. The database will support the management and use of gender-disaggregated data with a view to monitoring and evaluating national gender policy and reporting on country progress towards the Millennium Development Goals and the implementation of the Convention on the Elimination of All Forms of Discrimination against Women, among other agreements.</p> <p>In 2010, for the first time, the Government of Guyana processed data for the indicator on women's deaths at the hands of their intimate partner or former partner. These data have since been incorporated into the database of the Gender Equality Observatory for Latin America and the Caribbean.</p>
	Progress in the implementation of the agreements reached at the tenth session of the Regional Conference on Women in Latin America and the Caribbean, especially in relation to political participation, recognition of women's unpaid work and the eradication of poverty and gender violence.	<p>The Government of Belize approved a National Gender-based Violence Plan of Action for 2010-2013 and introduced a Batterers Intervention Programme for the rehabilitation of offenders in 2010.</p> <p>The National Bureau for Gender Policy of Suriname is preparing a time-use survey to measure the contribution of women and men to the economy.</p>
Subprogramme 9: Natural resources and infrastructure	Strengthened institutional capacity in the countries of the region to formulate and implement public policies and regulatory frameworks to	The Natural Resources and Infrastructure Division of ECLAC provided technical assistance to government institutions in relation to policy formulation on sustainable development and on the implementation of public policies and regulatory frameworks to increase efficiency in the sustainable management of natural resources and in the provision of public utilities and infrastructure services. In the second part of the biennium 2010-2011, at least

	increase efficiency in the sustainable management of natural resources and in the provision of public utilities and infrastructure services	eight countries or groups of countries adopted measures regarding the sustainable management of natural resources, based on the division's recommendations. For example, the Government of Jamaica implemented a programme of blending commercial gasoline with 10% ethanol (E10 strategy).
Subprogramme 10: Statistics and economic projections	Progress in the implementation of the Strategic Plan 2005-2015 of the Statistical Conference of the Americas.	<p>According to the report on the sixth meeting of the Statistical Conference of the Americas of ECLAC, six more Caribbean countries (Antigua and Barbuda, Dominica, Grenada, Saint Kitts and Nevis, Saint Lucia and Saint Vincent and the Grenadines) have made progress on implementing the System of National Accounts. At the previous count (for details, see "Implementación del Sistema de Cuentas Nacionales en América Latina y el Caribe. Estado de avance a Diciembre a 2009") at the National Accounts Seminar held in Lima on 9-12 November 2010, 18 countries in the Latin American and Caribbean region had made satisfactory progress in the implementation of the System of National Accounts, 1993 (Argentina, Bahamas, Bolivarian Republic of Venezuela, Brazil, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, Guatemala, Honduras, Mexico, Netherland Antilles, Nicaragua, Paraguay, Peru, Plurinational State of Bolivia and Uruguay).</p> <p>As at December 2011, according to the United Nations Millennium Development Goals database, 28 countries (of 38) have submitted information for more than 30 of the Millennium Development Goal indicators for at least two different years. The list of countries includes: Argentina, Bahamas, Belize, Bolivarian Republic of Venezuela, Brazil, Chile, Colombia, Costa Rica, Cuba, Dominica, Dominican Republic, Ecuador, El Salvador, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, Plurinational State of Bolivia Saint Lucia, Suriname, Trinidad and Tobago and Uruguay.</p>
Subprogramme 11: Subregional activities in Mexico and Central America	Strengthened capacity of ECLAC stakeholders to address subregional economic and social issues, particularly on poverty eradication	The countries that adopted policies and measures in line with ECLAC recommendations are Costa Rica, Haiti, Mexico and Nicaragua. ECLAC and other United Nations agencies contributed, through their recommendations, to the Action Plan for the Reconstruction and National Development of Haiti.
Subprogramme 12: Subregional activities in Caribbean	Strengthened capacity of policymakers and other ECLAC stakeholders in the subregion to formulate and implement economic	<p>Six countries (Antigua and Barbuda, Aruba, Belize, Cayman Islands, Grenada and Saint Lucia) have, or are formulating or adopting, policies and measures in line with ECLAC recommendations.</p> <p>Antigua and Barbuda is establishing a gender policy based on the ECLAC recommendations received at a national workshop on the production of reliable disaggregated data.</p>

	<p>and social development measures and improve integration in the Caribbean as well as between the Caribbean and the wider Latin American region.</p>	<p>Aruba is developing a database, based on recommendations provided at a regional workshop on REDATAM to facilitate better dissemination of census survey results and support policy making.</p> <p>Belize has developed databases to facilitate the better dissemination of census survey results and support policymaking on the basis of advice given at a regional workshop on REDATAM.</p> <p>Cayman Islands is developing a database to facilitate the better dissemination of census survey results and support policymaking on the basis of advice given at a regional workshop on REDATAM.</p> <p>The National Statistical Office of Grenada set up a census database for its users, while protecting the confidentiality of micro data sets, and used data from its Country Poverty Assessment to inform its poverty policy and programmes.</p> <p>Saint Lucia adopted more sophisticated measures for conducting its Country Poverty Assessments, which have influenced its anti-poverty policy and programming. AN ECLAC-recommended methodology has also been used to develop environmental indicators to address other areas of the Millennium Development Goals and facilitate inter-ministerial coordination.</p>
	<p>Enhanced capacity and technical expertise to follow-up on the major international programmes of action in the economic, social and environmental fields, particularly related to small island developing States and the Mauritius Strategy</p>	<p>With the support of ECLAC, at least six countries have reported significant progress in integrating follow-up measures to the implementation of the Mauritius Strategy into their national plans. Three countries (Guyana, Saint Vincent and the Grenadines and Trinidad and Tobago) have included all thematic areas of the Mauritius Strategy in their national plans, while Antigua and Barbuda, Grenada and Saint Kitts and Nevis included eight of the ten thematic areas. Guyana and Suriname have produced national reports on the achievement of internationally agreed development goals, including the Millennium Development Goals.</p>

