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FINAL ASSESSMENT REPORT

ASSESSMENT OF DEVELOPMENT ACCOUNT
PROJECT 12/13 AE

Time for equality: strengthening the institutional framework of social policies

April 2017

CONTENTS

ACRONYMS

Acronym	Definition
ADB	Asian Development Bank
ASEAN	Association of Southeast Asian Nations
CTP	Cash transfer programmes
CCTP	Conditional cash transfer programmes
COMCEC	Standing Committee for Economic and Commercial Cooperation of the Organization of the Islamic Cooperation
ECLAC	Economic Commission for Latin America and the Caribbean
ESCAP	Economic and Social Commission for Asia and the Pacific
ESCWA	Economic and Social Commission for Western Asia
FAO	Food and Agriculture Organization of the United Nations
GCPS	Office of Social Policy Coordination of the Dominican Republic
GIZ	German Agency for International Cooperation
IADG	Internationally agreed development goal
IASPN	Inter-American Social Protection Network
ICT	Information and communications technologies
ILO	International Labour Organization
IPC-IG	International Policy Centre for Inclusive Growth
LPI	Labour and productive inclusion programmes
MDG	Millennium Development Goal
OAS	Organization of American States
PPEU	Programme Planning and Evaluation Unit
PPOD	Programme Planning and Operations Division
RC	United Nations Regional Economic Commissions
ReDeSoc	Latin America and the Caribbean Network on Social Development
RISALC	Latin American and Caribbean Network of Social Institutions
SDG	Sustainable Development Goal
SISCA	Central American Social Integration Secretariat
SPF	Social protection floor
UNDA	United Nations Development Account
UNDP	United Nation Development Programme
UNICEF	United Nations Children's Fund
UNRISD	United Nations Research Institute for Social Development
USAID	United States Agency for International Development
WHO	World Health Organization

EXECUTIVE SUMMARY

I. THE PROJECT

1. The current document is the final report for the internal assessment of Development Account Project ROA 235-8, "Time for equality: strengthening the institutional framework of social policies" (hereinafter referred to as "the project). The project was supported by the United Nations Development Account (UNDA) as part of its eighth tranche, with funding of US$ 661,000.

2. The project, implemented in the period between June 2013 and September 2016, involved high-level public sector decision-makers, political advisers and senior officials with responsibilities in the area of planning and social policies from 35 countries.

3. The project's objective was to "promote social protection policies and institutional arrangements in countries of the Latin America and Caribbean, the Western Asia and the Asia-Pacific regions, aimed at reducing poverty, inequality and social exclusion in accordance with Millennium Development Goal 1". The expected accomplishments of the project were: (i) strengthened capacity of governments to institutionalize and sustain effective and long-term social policies as part of rights-based inclusive social protection systems; (ii) enhanced knowledge and cooperation on monitoring and evaluation of social policy/social protection systems reforms, through the exchange of experiences and good practices among countries of the Latin American and Caribbean region, as well as selected countries in the Western Asia and the Asia-Pacific regions.

4. The project was coordinated by the Economic Commission for Latin America and the Caribbean (ECLAC), through its Social Development Division. It was implemented by three regional commissions of the United Nations: the Economic and Social Commission for Asia and the Pacific (ESCAP), the Economic and Social Commission for Western Asia (ESCWA) and ECLAC. During the project's implementation, stakeholders capitalized on previous projects funded by UNDA and other donors, and on the respective regional commissions' pre-existing partnerships with other agencies in the area of social development.

II. PURPOSE AND SCOPE OF THE ASSESSMENT

5. The current internal assessment is an end-of-cycle review of the project. In accordance with the terms of reference, the objective of the assessment is to review the efficiency, effectiveness, relevance and sustainability of the project's implementation and, more particularly, to document the project's results and its impact on stregthening national governments' capacity to design and manage inclusive social protection policies by identifying and analysing social protection initiatives that are considered good practice in the Latin American and Caribbean, Western Asia and Asia-Pacific regions. The terms of reference also emphasized the need to identify lessons learned and good practices resulting from the implementation of the project.

6. The evaluation was conducted between November 2016 and March 2017, and covers the 39 months of the project's execution and implementation in the member States of the three regional commissions that participated in its activities.

III. METHODOLOGY

7. As part of the analytical process, the evaluator retrospectively applied the theory of change to illustrate the links between the project's activities and expected accomplishments, within the bigger picture of the project's objective and what had to happen to achieve that. Applying the theory of change to the assessment provided a framework for understanding and evaluating how the various elements of the project fit into the wider change processes that it sought to achieve.

8. The theory of change is organized around the two expected accomplishments and also sets out the project's implementation strategies, around which the analysis of the effectiveness of the project was organized, specifically knowledge management and technical cooperation, with capacity-building as a cross-cutting objective for all the project's activities.

9. The evaluation was conducted using a mixed method that combined quantitative and qualitative data collection techniques. Within the constraints imposed by the time and resources available for the evaluation, a participatory and inclusive evaluation process was promoted, giving voice to different actors involved in the project. The following data collection methods were used: desk review, semi-structured interviews (face-to-face or by telephone or online communication tools) and two web surveys sent to identified project stakeholders. Fieldwork was also carried out, with an evaluation mission to three beneficiary countries of the project, namely Chile, the Dominican Republic and Haiti, undertaken between 5 and 15 December 2016.

10. The principal challenges of the current assessment are access to primary information sources and the type of valid data that can be gathered from those sources. The evaluation gathered information from participants who attended the meetings held as part of the project, but the opinions and experiences of beneficiaries who accesed the project's outputs exclusively online were not taken into account. Furthermore, if 98% of the identified beneficiaries attended one specific project event, then numerous primary sources would only be able to provide very limited data about the project's activities. Finally, another constraint is the low response rate to the questionnaires. This undermined the validity of the results as a basis to support the findings.

IV. FINDINGS AND CONCLUSIONS

11. The project's design under the logical framework approach is largely coherent; the only area for improvement identified is the verification sources used. The lack of coherence between the type of data to be collected to report on results and the sources and tools planned to be used to gather the information weakens the project's monitoring and evaluation framework.

12. The project's relevance is one of its greatest strengths, making it more effective and sustainable in the long term. The project adopts an inclusive and rights-based approach to social protection and seeks to build governments' capacities to implement this approach, which responds and contributes to meeting: (i) the mandate given to the international community to extend coverage of social protection systems; and (ii) the demands of countries to stregthen their national capacities to design and implement social protection policies as a framework for their national strategies to overcome poverty and combat inequality. Since the Sustainable Development Goals have identified social protection as key to fulfilling their objectives, the project's relevance increased considerably.

13. The evaluation of the project's effectiveness was based on two different perspectives using the indicators included in its planning matrix and the two components identified through the reconstruction of the theory of change, each of which had its own and distinct implementation strategy. The project is found to have been effective, regardless of which assessment approach is used; however, the evaluation strategy adopted provides a richer and more detailed assessment.

14. Within the knowledge management strategy, the regional commissions served as knowledge generating centres for the governments and developed publications and knowledge tools, which stakeholders found to be useful and of a good quality. The regional commissions gathered information

from official government sources and used regional lessons learned and good practices in reforming social protection systems to inform national capacity-building activities in member States. In addition, meetings were held as part of the project, where countries exchanged experiences.

15. In the light of the findings, and in terms of the evidence, arguments and knowledge they put forward, the project's publications made a significant contribution to raising awareness about the relevance of a social protection approach and furthered support for it at the national and regional level. This approach distances itself from welfarism and is anchored in the comprehensive and inclusive nature of economic, social and cultural rights and the ability to exercise them. As part of the project, a wide range of useful policy options were identified and technical-operational tools (such as the ECLAC Social Protection Toolkit[1]) were developed to address the institutional challenges in the countries introducing the social protection approach, taking into account their specific realities and needs. However, their impact could be greater, as a significant percentage of stakeholders said that they were not aware of these publications.

16. With respect to knowledge generation and building monitoring and evaluation capacities in connection with social protection, the project provided Latin American and Caribbean countries with relevant knowledge, methodology and information that allow social assistance policies and programmes or the defining features of national social protection systems to be compared at the regional and supra-national level. Even so, countries recognize that important challenges remain in using the information produced by monitoring and evaluation systems (national or regional) to improve the effectiveness and quality of social policies.

17. In the area of knowledge dissemination and exchange, the project sought to capitalize on regional experiences, lessons learned and good practices. Activities undertaken in that connection were effective and contributed to building and strengthening national capacities by promoting face-to-face exchanges, the use of web tools and extensive participation in regional and international forums specialized in the field of social protection.

18. In an effort to ensure that its products were open access, the project relied on a wide range of web tools applied to the field of social policies. A significant result of the project was the development of the non-contributory social protection programmes in Latin America and the Caribbean database by ECLAC and the Social Protection Toolbox by ESCAP, which are both social protection reference tools in their respective regions.

19. The project adopted a holistic approach to knowledge dissemination, overseen by ECLAC, which helped to mitigate the risk of the knowledge and skills that it was promoting through its different activities becoming fragmented or lost. However, some members of the target audience appear to have been unaware of some of the aforementioned tools, indicating that the knowledge dissemination component could have been improved. This would have allowed the knowledge generated within the framework of the project to have been used more widely.

20. The results of the technical cooperation strategy are also very positive. The countries received technical advice in the form of: (i) direct technical assistance in connection with national reform processes in the area of non-contributory social protection (the Dominican Republic and Haiti); and (ii) meetings and exchanges of experiences organized and/or attended by the regional commissions, focusing on political dialogue and capacity-building. In both cases the project had an impact, to varying degrees, on decision-making processes in some of the beneficiary countries, bringing social assistance instruments and policies into line with the proposal promoted by the project.

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[1] See [online] http://repositorio.cepal.org/bitstream/handle/11362/39484/S1500752_en.pdf;jsessionid=90E79DC0B408C23DF09C217F7AE080A9?sequence=1.

21. This strategy emphasized the pedagogical aspect of the meetings, the fruitfulness of peer learning, the quality of the presentations and the enriching qualities of the discussions among the participating countries and regional experts.

22. The technical cooperation strategy was adapted to the project's execution timetable and to the range of countries' requests for technical assistance. Improving connections among countries based on a common language and vision is considered one of the main achievements of this strategy. The basis for the strategy was that inclusive social protection was not a luxury or a political choice, but rather an obligation of States under international human rights treaties, of which the countries of the three regions are signatories.

23. As part of the rights-based approach, and in recognition of women's status as one of the historically vulnerable population groups, the regional commissions' sought to highlight how women's autonomy and gender equality are affected by policies and programmes that do not include the gender perspective. While this was not adopted systematically or comprehensively throughout the project's activities, the knowledge generation component and the technical assistance strategies express a concern to improve the awareness at the national level of the importance of introducing national social assistance mechanisms and policies that foster women's empowerment and gender equality. Nonetheless, some stakeholders have overlooked the relevance of this approach. More should therefore be done in the future, to raise decision makers' awareness of the relationship between social assistance policies and programmes and gender equality and the empowerment of women.

24. With regard to the financial implementation of the project, it has been assessed as efficient, as 99% of its overall budget was spent. The three regional commissions reallocated budgetary resources in response to project requirements, thus improving its overall effectiveness.

25. Based on the project's results, the overall budget performance and number and relevance of the stakeholders, it would appear that the project was remarkably efficient. The exemplary efforts of the regional commissions to generate synergies and multiplier effects, and to promote partnerships with various stakeholders at different levels, strengthen the positive assessment of the project's efficiency.

26. The project is highly sustainable because its objective is relevant (namely to promote social protection policies and institutional arrangements) to the international development agenda and the reforms currently being undertaken in various countries. The capacity-building activities undertaken as part of the project were useful and of a high quality and were aligned with the work plans of the regional commissions' Social Development Divisions.

V. LESSONS LEARNED

27. The different stakeholders have tended to apply the inclusive social protection approach after they learned about it and when the opportunity arises. Resources and efforts should therefore be devoted to promoting a better understanding of the inclusive social protection approach among policymakers and officials responsible for social policies, in order to ensure that the rights-based approach is incorporated into social protection policies.

28. By establishing synergies between a project's planned activities and the regular programmes of work of its executing Units, the project will be implemented in a more effective, efficient and sustainable manner.

29. The linking the project's two implementation strategies, namely knowledge management and technical cooperation, is a good practice. It is an effective and positive contribution to any effort seeking to strengthen governmental capacities to operationalize the inclusive social protection approach within the national context.

30. Verification sources should be selected with care, taking into account their suitability and feasibility, to ensure that they can be useful in monitoring the project's execution, provide valuable information for the desicion-making process throughout the implementation of the project, and be used to ascertain whether the expected accomplishments were achieved.

VI. RECOMMENDATIONS

VI.1. Department of Economic and Social Affairs (Development Account)

31. Financial support is recommended for interregional initiatives that promote horizontal cooperation between countries in different regions for the mutual strengthening of social protection capacities. The experiences of and lessons learned by Latin American and Caribbean countries in relation to cash transfer programmes may be particularly relevant for rethinking such programmes in other regions.

32. It is recommended that a pilot project be carried out using the logical framework approach in conjunction with a complementary planning approach to strengthen the monitoring and evaluation framework of institutional capacity-building projects.

VI.2. Regional commissions

33. To further support the improvement of government capacities to design and implement national policies, including the adoption of the inclusive social protection approach promoted by the project, it is recommended that optimum use be made of the knowledge generated as part of the project.

34. It is recommended that national capacities to monitor and evaluate social protection policies be strengthened in order to address the institutionalization of a monitoring and evaluation system and to improve the technical capacities involved in its proper functioning.

35. Government capacities to mainstream or reinforce the gender perspective in non-contributory social protection systems should also be strengthened and conditional cash transfer programmes should be reconsidered to ensure that they contribute to the greater autonomy and empowerment of women.

36. It is recommended that face-to-face forums for the exchange of lessons learned and good practices continue to be promoted, incorporating new methodological elements, promoting interregional exchange and encouraging exchanges between countries beyond the forums.

VI.3. Economic Commission for Latin America and the Caribbean (ECLAC)

37. The ECLAC toolkit should be more widely disseminated in both Spanish and English through a web platform similar to that of the ESCAP Social Protection Toolbox.[2]

VI.4. Economic and Social Commission for Western Asia (ESCWA)

38. A greater rapprochement and exchange between ESCWA and ECLAC member States in relation to conditional cash transfer programmes should be encouraged.

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[2]   See [online] http://www.socialprotection-toolbox.org/.

1. INTRODUCTION

1. The Final Assessment Report of Development Account Project ROA 235-8, "Time for equality: Strengthening the Institutional Framework of Social Policies" (hereinafter referred to as "the project") was conducted between November 2016 and March 2017 and included an evaluation mission to Chile, the Dominican Republic and Haiti, which took place in December 2016. It covers the 38 months of the project's implementation in member countries of three United Nations regional commissions: the Economic Commission for Latin America and the Caribbean (ECLAC), the Economic and Social Commission for Asia and the Pacific (ESCAP) and the Economic and Social Commission for Western Asia (ESCWA).

2. The Final Assessment Report was prepared by Maria Sarabia-Barquero (hereinafter referred to as "the evaluator") at the request of ECLAC. The assessment process was managed by the Programme Planning and Evaluation Unit (PPEU) of the Programme Planning and Operations Division (PPOD) of ECLAC, in accordance with General Assembly resolutions 54/236 of December 1999 and 54/474 of April 2000, and the evaluation strategy of ECLAC.

3. The Report consists of four sections. By way of introduction, the first section provides a brief overview of the object of the evaluation, while section two lays out the main methodological aspects of the assessment and the challenges and limitations encountered during the assessment process. Section three presents detailed findings according to the core evaluation criteria of relevance, effectiveness, efficiency and sustainability, taking into consideration specific criteria established for Development Account-funded projects. Individual sections address different aspects of each criterion, including stakeholder perceptions, and those findings that emerged from the analysis of documents and stakeholders' responses. Relevant conclusions, lessons learned and recommendations derived from the results and findings of the project assessment are presented in the fourth section. Annexes to the report include the evaluation matrix of the current assessment, the data collection instruments based on that matrix (i.e. the survey proposal and the interview protocol) and the identification of the primary and secondary sources consulted during the process.

1.1. Scope, objective and approach of the assessment

4. The Report is a summative end-of-cycle review, focused on identifying and analysing the project's contributions to the overall results attained in strengthening the capacity of national governments to reform, design and manage inclusive social protection policies, on the basis of the identification and analysis of social protection initiatives that are considered good practice in the Latin American and Caribbean region, as well as the Western Asia and the Asia-Pacific regions.

5. In accordance with the terms of reference,[3] the specific purposes of the evaluation were to analyse:

- the extent to which the project design was consistent with the beneficiaries' requirements, the priorities of the participating countries, the work programmes of the respective regional commissions and the regional needs. The assessment was also interested in analysing the potential complementarities and synergies with other actors.

- the extent to which the services and technical support provided by the project were given in a timely and reliable manner and in accordance with the project document. This necessitated a revision of the efficiency and coherence of the collaboration and coordination mechanisms between and within regional commissions.

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[3] See annex 1.

- the extent to which the project's expected accomplishments were attained and its objective achieved. Of particular relevance is the identification of (i) how and to what extent the project contributed to developing or enhancing the capacities of the main beneficiaries (behaviour/attitude/skills/performance), (ii) the kind of influence that the project was able to exert on social policies and the institutional arrangements of rights-based inclusive social protection systems in the countries involved in the project's activities, and (3) any tangible policies that have taken into consideration the contributions provided by the regional commissions as part of the project.

- the extent to which the main outcomes are sustainable in beneficiary institutions and regional commissions. This required identification of the type of mechanisms, activities and/or measures in place for the institutional uptake of project outcomes and learning.

6. Moreover, the terms of reference placed an emphasis on two additional matters: (i) identifying lessons learned and good practices derived from the implementation of the project, in order to assess their potential replication in other countries; and (ii) assessing the project's adherence to key UNDA criteria.[4]

7. The temporal scope of the evaluation covers the entirety of the project implementation from June 2013 to September 2016. The geographical scope includes the 35 countries, across three regions that, to varying degrees, were involved or participated in the project's activities. Of these 35 countries, the most active participants were 18 countries from the Latin America and the Caribbean region. For this reason and also because 77.3% of the budget was allocated to ECLAC, a large part of the information gathering and analysis focused on the implementation of the project in this region.

8. As regards the scope of the analysis, the evaluation reviews the project's design, implementation and results and appraises its performance under four evaluation criteria devised by the Development Assistance Committee of the Organization for Economic Cooperation and Development: relevance, effectiveness, efficiency and sustainability. The Report also analyses whether the project's outcomes met its objective and expected accomplishments.

9. The evaluation was conducted in accordance with the rules, standards and ethical principles of the United Nations Evaluation Group (UNEG),[5] while taking into account the guiding principles of the Evaluation Policy and Strategy of ECLAC.[6] The evaluator also sought to systematically include the human rights and gender equality approaches in all phases of the evaluation, and the guidelines recommended by UNEG were applied in order to integrate these approaches into the evaluation process.[7]

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[4]   According to the criteria set out by the General Assembly in its resolution 53/220 A, the Development Account projects are expected to: (a) Result in durable, self-sustaining initiatives to develop national capacity-building, with a measurable impact at the field level, ideally having multiplier effects; (b) Be innovative and take advantage of information and communication technology, knowledge management and networking of expertise at the subregional, regional and global levels; (c) Utilize the technical, human and other resources available in developing countries and effectively draw on the existing knowledge, skills and capacity within the United Nations and the respective implementing entities; (d) Create synergies with other development interventions and benefit from partnerships with non-United Nations stakeholders.

[5]   See United Nations Evaluation Group (UNEG), *Norms and Standards for Evaluation*, 2016 and UNEG, *UNEG Ethical Guidelines for Evaluation*, 2008l.

[6]   See Economic Commission for Latin America and the Caribbean (ECLAC), "Preparing and conducting evaluations: ECLAC guidelines", 2009 [online] http://www.uneval.org/document/download/1570; *Evaluation Policy and Strategy* (LC/L.3724/Rev.1), Santiago, 2014 [online] http://repositorio.cepal.org/bitstream/handle/11362/35507/S2014240_en.pdf.

[7]   See UNEG, *Integrating Human Rights and Gender Equality in Evaluation*, New York, 2014.

1.2. Methodology

10. The evaluator designed an evaluation matrix[8] taking into account the objective and the questions posed in the terms of reference, and the inputs from the needs assessment and the desk review undertaken in phase one of the assessment. The matrix was organized based on the UNEG evaluation criteria of relevance, effectiveness, efficiency and sustainability.

11. The evaluator also developed a theory of change for the project, on the basis of the documentary analysis and the inputs provided by interviewees during the data collection phase. The theory of change provides a general framework, in addition to that of the project's logical framework, which explains how the project's activities contributed to the results and validates the project's action lines.

12. The scope of the project's outputs and strategies was broad, extending to 35 countries in the three regions. More than one thousand people participated in the activities, while even more have accessed the project's outputs through the Internet. Accordingly, the assessment was not able to compile an exhaustive list of all the contributions of the project; rather, the process was oriented to assessing whether the project achieved its expected accomplishments and whether the regional commissions conducted activities in line with an implicit theory of change mapped out for the project.[9]

13. A stakeholder map was drawn up to identify and classify those stakeholders involved in implementing the project. Stakeholders were classified according to their relationship with the project and the type of organization to which they belonged. The map provided a snapshot of the range of project stakeholders and facilitated the selection of respondents for interviews and surveys. Within the constraints imposed by time and available resources for the evaluation, a participatory and inclusive evaluation process was promoted, giving voice to the variety of stakeholders involved in the project's implementation.

14. The evaluator also carried out an evaluation mission to three beneficiary countries of the project, namely Chile, the Dominican Republic and Haiti, which were chosen because they had participated in the greatest number of activities, including studies, technical missions and/or technical assistance, and because they met six other selection criteria.[10]

15. The evaluation used a mixed-method approach that combined qualitative and quantitative methods. The following data collection methods were used:

- Desk review. PPEU and the project coordinators from each regional commission provided the evaluator with the available project-related information. This documentation was examined together with additional documentation gathered during the data collection phase. The evaluator also reviewed numerous reports and official documents from external sources.[11]

- Interviews. Efforts were made to ensure that a wide range of voices was heard in the assessment, covering all the stakeholder categories identified during the evaluation design (phase 1). The evaluator conducted semi-structured interviews with 72 respondents (29 women and 43 men) either in person

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[8] See annex 2.

[9] See section 2.4.

[10] The criteria used for the selection of the countries were: (i) the number and type of assistance and/or technical missions to the country; (ii) the project coordinators' assessment of the extent to which the country was relevant for the attainment of the project's objective and expected accomplishments; (iii) the country's potential to generate relevant good practices or lessons learned; (iv) whether the country was a recipient of technical assistance activities undertaken as part of Project ROA 315-9 "Promoting equality: Strengthening the capacity of select developing countries to design and implement equality-oriented public policies and programmes"; (v) the technical feasibility; and (vi) the cost-benefit ratio.

[11] See annex 6.

during the evaluation fieldwork in Chile, the Dominican Republic and Haiti (51 interviews), or by Skype. Interviewees had either participated in project activities or were representatives of the three regions involved in the project or subregions. Most of the interviewees were political decision-makers or senior advisers from the social development ministries or national agencies responsible for the social protection system. For each interview, questions pertinent to the respondents' background and experience with the project were drawn up to obtain answers to some of the core assessment questions. A structured interview protocol was designed;[12] nevertheless, the evaluator asked follow-up questions on any issues that arose of relevance to the assessment objectives.

- Focus Group. During the evaluation mission in the countries, three focus groups were held, one in Haiti and two in the Dominican Republic, involving a total of 13 participants.[13] The application of this technique allowed for the exchange of opinions and contrasting points of view between decision makers and technical managers of public entities with functions related to social protection within their respective country.

- Online survey. To ensure that a wide spectrum of views was represented and to collect more quantitative responses, identified stakeholders were invited to complete one of the two web surveys designed by the evaluator.[14] The questionnaires sent to beneficiaries were adapted to the project activities carried out by a particular regional commission.[15] The first questionnaire was sent to 952 stakeholders from agencies and countries that participated in project activities. Of these 952 questionnaires, 175 were returned completed or partially completed, representing a response rate of 18%. A regional breakdown of the 175 respondents to the first questionnaire is as follows: 164 were from Latin America and the Caribbean, 4 from Asia and the Pacific and 7 from Western Asia.

The second questionnaire was sent to 18 staff members of the regional commissions involved in executing the project, mostly identified through the documentation review. Of these, 8 staff members responded to the questionnaire, representing response rates of 44%.[16]

Table 1
Distribution of responses to questionnaires by regional commission and recipient

Questionnaire respondents	Total number sent	Complete responses	Partial responses	Total responses	Response rate *(percentages)*
ECLAC beneficiaries	838	122	42	164	20
Spanish-speaking stakeholders	*747*	*115*	*41*	*156*	*21*
French-speaking stakeholders	*91*	*7*	*1*	*8*	*9*
ESCAP beneficiaries	72	0	4	4	6
ESCWA beneficiaries	42	7	0	7	17
Project managers	18	8	0	8	44

Source: Prepared by the evaluator.

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[12] See annex 3.
[13] Three women and ten men.
[14] Based on the expected accomplishments and the project's main activities the stakeholders of the project were classified into three main groups: beneficiaries, implementing partners and cooperating agencies.
[15] See annex 4.
[16] Out of this total, three women and five men responded to the questionnaire.

1.3. Challenges and limitations of the assessment

16. The principal challenges of the current assessment relate to access to primary sources of information key to the evaluation and the accuracy of the data that they can provide. For example, no data are available on the impact of the project's Internet-based outputs on beneficiaries. While it is known how many times a particular publication has been downloaded or a database has been visited, the assessment data only covers participants in project meetings (face-to-face or virtual) who responded to the questionnaire or agreed to be interviewed. Therefore, the data cannot be considered representative of the entire universe of users of the project outputs.

17. Furthermore, 1,029 people participated in the project meetings and seminars,[17] but 98% of them (1,007 of 1,029 participants) took part in just one activity.[18] This means that many primary sources would only be able to provide data about specific project activities. As a result, a large number of the key country-level stakeholders who were interviewed had only a passing knowledge of the project and information about the project's implementation and impact was highly fragmented. This lack of in-depth knowledge of the project made it challenging to ask detailed questions about capacity using the Kirkpatrick scale as originally intended. However, it was possible to identify the relevant elements of the activities in which they had participated linked to the theory of change.

18. Another challenge was the moment at which the data was collected. Owing to the timetable established for carrying out the evaluation, the five weeks dedicated to information collection coincided with the Christmas period, meaning that a large number of potential interviewees were on holiday. Consequently fewer stakeholders than usual responded to the requests for interviews or completed the questionnaires.

- Interviews. In addition to the evaluation mission, of the 27 key stakeholders contacted, 16 either did not respond or declined to be interviewed. An adequate geographical balance was not achieved in the interviewees as planned at the outset. The evaluator was only able to interview two stakeholders from ESCAP and two from ESCWA. However, enough interviews were conducted with a variety of stakeholders to meet the evaluation objectives.

- Online survey. The low response rate (18%) undermined the validity of the survey results as an argumentative basis to support the findings. Similarly, in broader triangulation processes, the survey results could not be treated as significant events but rather as indicative complementary data. This limitation is exacerbated in the case of ESCAP, which had a response rate of 6%.

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[17] Out of a total of 40 project meetings, lists of participants were only available for 11. See annex 10.
[18] This was calculated by comparing the available lists of participants.

2. DESCRIPTION OF THE PROJECT

2.1. Context

19. Social protection plays a key role in reducing poverty, inequalities and the vulnerability of populations, thus promoting sustainable development and inclusive growth that values human capacities. Social protection is a key mechanism for ensuring the enjoyment of economic, social and cultural rights and for accelerating progress towards achieving internationally agreed development goals, such as the Millennium Development Goals (MDGs) and the Sustainable Development Goals (SDGs).[19]

20. As a core element of social policy,[20] social protection[21] have multiple goals, including ensuring an income sufficient to maintain a minimum quality of life for people's development; facilitating access to social and advocacy services; and securing decent work for all. Three major components are required to achieve these goals: non-contributory social protection (traditionally known as social assistance); contributory social protection (or social security); and labour market regulation to promote and protect decent work (Cecchini and Martínez, 2011).[22]

21. In recent years, social protection policies and systems have gained almost unprecedented prominence and political support within the discourse of development and poverty reduction. This has led some experts to see social protection as a "quiet revolution" (Barrientos and Hulmes, 2008), which has brought about a shift in the approach to development. Previously, social protection was considered something countries could afford after they had reached a certain level of development, now it is increasingly regarded as a pre-condition for sustainable growth and an important investment in human capabilities.

22. Advances in the concept of social protection (including each of its three components and their integration) have gone hand in hand with the mainstreaming of the rights-based approach into States' development agendas and public policies. As the name implies, this approach is rooted in the obligations established for States by their own constitutions and human rights treaties to which they are signatories.[23]

23. In Latin America and the Caribbean, Asia and the Pacific, and Western Asia a more inclusive and comprehensive rights-based approach of inclusive social protection is gradually being adopted to address poverty and inequality, albeit at different rates, depending on countries' histories and capacities. Countries' progressive implementation of this approach as the basis for their public social protection actions is leading to progress on several fronts, such as alleviating poverty, narrowing inequality gaps and ensuring minimum levels of protection for all citizens.

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[19] See section 3.1.

[20] Social protection does not encompass all areas of social policy, but it is a key component of welfare regimes. Alongside social protection, social policies include: (i) sectoral policies responsible for providing social services designed to strengthen human development (such as health, education, housing); and (ii) social promotion policies aim to strengthen capacities to improve autonomous income generation among the population (such as training, labour intermediation, promotion of business start-ups, technical assistance for micro- and small businesses).

[21] The concept of social protection is widely used in Latin America to refer to policies, programmes and services geared to strengthening the capacities of poor and vulnerable groups to autonomously improve their living conditions and generate income.

[22] In recent years, ECLAC has added "care systems" as a fourth social protection requirement needed to move towards universal social protection systems, greater social inclusion and guaranteed rights. Likewise, target 5.4 of Sustainable Development Goal 5 links achieving gender equality and empowering all women and girls to social protection policies.

[23] See section 3.1.

24. Despite this progress, there is still a significant gap between the rhetoric on social protection rights and their practical implementation. This is due, on the one hand, to weaknesses in national social protection systems, most notably in non-contributory components, and, on the other hand, to the lack of government support for the institutions responsible for providing inclusive social protection.

2.2. Background

25. Following the global trend, Latin America and the Caribbean countries, together with other developing countries in the Asia-Pacific and Western Asia regions, are increasingly recognizing social protection as an effective tool for combating poverty, inequality and social exclusion, a fundamental pillar that helps to creating more inclusive and equal societies in which all citizens can exercise their economic, social and cultural rights.

26. ECLAC, ESCAP and ESCWA have all adopted and promoted a rights-based approach to inclusive social protection, albeit at different paces and with strategies adapted to the context of each region. Together with other United Nations agencies and bodies, these three regional commissions are joining efforts to build consensus on the need for creating social protection systems that, as part of a rights-based approach: (i) provide universal coverage; (ii) reduce poverty and inequality gaps; (iii) are more inclusive, comprehensive and sustainable; and (iv) are based on the principle of solidarity in financing. In this regard, the concept of social protection floors,[24] as set out in ILO Recommendation No. 202, provides the regional commissions and other international organizations with a valuable framework for implementing this comprehensive social protection approach.

27. While large inequality gaps persist and the weaknesses of national social protection systems are evident, countries in the different regions are adopting and promoting innovative and successful measures to reduce poverty and social gaps through the promotion and implementation of public policies and programmes on social protection that are more comprehensive and cohesive; geared toward universalization; and aligned with the State playing an active and leading role.

28. In parallel with these developments, countries also recognize that the weaknesses of national social protection systems hamper their ability to reduce poverty, inequality and social exclusion among the most vulnerable groups. In particular, specific population groups did not make sufficient progress towards meeting Millennium Development Goal 1 and other internationally agreed development goals (IADGs).

29. As a result, the regional commissions are working with the governments in their respective regions to: (i) achieve greater political commitment for more inclusive and comprehensive social policies that take into account the indivisibility and interdependence of citizens' human rights; (ii) identify institutional factors that might be undermining public social protection initiatives; (iii) improve the design and implementation of the reform processes of social protection systems based on a rights approach; and (iv) raise awareness among policymakers of successful social protection policies and programmes that have reduced levels of poverty, inequality and vulnerability in a specific context or country.

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[24] In April 2009, the United Nations System Chief Executives Board for Coordination launched the Social Protection Floor Initiative in response to the global financial and economic crisis. The Social Protection Floors Recommendation, 2012, of the International Labour Organization (ILO) (Recommendation No. 202) calls on ILO Members to identify impediments to the extension of social security and to broaden participation in social insurance schemes by, among other things, promoting formal employment. The term "social protection floors"corresponds to a set of essential services and social transfers that everyone should enjoy, to ensure the realization of the rights embodied in human rights treaties. The Social Protection Floor Initiativeprovides an implementation framework for social protection systems, taking into account specific national contexts and conditions. The Social Protection FloorInitiative calls for basic social security guarantees that ensure universal access to income security and health care.

30. The lessons learned and recommendations taken from evaluations of UNDA projects previously undertaken in the three regions[25] also emphasize the importance of institutions in supporting integrated and inclusive social protection systems. In the specific case of Latin America, substantive recommendations called for: (i) efficient and effective coordination between the different State sectors and institutions at the political, technical and operational levels; (ii) a sound and integrated information management system, to both efficiently manage the different social protection programmes and adequately perform monitoring and evaluation functions; and (iii) the application of adequate verification mechanisms to ensure the effective enjoyment of economic, social and cultural rights by promoting transparent information and its availability for all stakeholders, including citizens.

31. Development Account Project ROA 235-8 focuses largely on the non-contributory social protection component. It was formulated with the aim of fostering inclusive social protection policies and institutional arrangements that contribute to reducing poverty, inequality and social exclusion. The project emerged from the lessons learned from previous UNDA projects, as well as from the consideration of the interest expressed by member States of regional commissions such as ECLAC, ESCWA and ESCAP for the generation of institutional capacities within countries.

2.3. Development Account Project ROA 235-8

32. The object of the evaluation is Development Account Project ROA 235-8 "Time for equality: Strengthening the Institutional Framework of Social Policies". In December 2011, the United Nations General Assembly approved funding of US$ 661,000 for the project in the eighth tranche of the Development Account. The executing entity was ECLAC, through its Social Development Division. Three regional commissions, ECLAC, ESCAP and ESCWA, implemented the project.

33. The Department of Economic and Social Affairs allotted the funds to ECLAC on 10 May 2013. ECLAC then distributed the funds to the other regional commissions. Of the total budget, 77.3% was allocated to ECLAC (US$ 511,000) and the remaining 22.7% distributed equally between ESCAP and ESCWA (US$ 75,000 each).

34. The project was scheduled to be implemented between June 2013 and December 2015; however, its implementation was extended until September 2016 to ensure the execution of all planned activities. During the project's implementation, stakeholders capitalized on previous projects funded by UNDA and other donors, and on the respective regional commissions' pre-existing partnerships with other agencies cooperating in the area of social development.

35. The overall objective of the project was to promote social protection policies and institutional arrangements in countries of the Latin America and Caribbean region, the Western Asia and Asia-Pacific regions, aimed at reducing poverty, inequality and social exclusion in accordance with Millennium Development Goal 1. In pursuit of that objective, the project sought to achieve two expected accomplishments:[26]

- Strengthened capacity of governments to institutionalize and sustain effective and long-term social policies as part of rights-based inclusive social protection systems;

- Enhanced knowledge and cooperation on monitoring and evaluation of social policy/social protection systems reforms.

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[25] "Interregional cooperation to strengthen social inclusion, gender equality and health promotion in the Millennium Development Goal process" (fifth tranche) and "Strengthening social protection in Asia and the Pacific" (seventh tranche).

[26] See annex 8 for the planning matrix with detailed information on each expected accomplishment, including its indicators and verification sources.

36. To achieve the aforementioned expected accomplishments the following primary activities undertaken:

- A1.1: Developing a toolkit of policy and programme options for social protection systems based on analysis of good practices.

- A1.2: Preparing comparative studies that analyse new challenges and allow a better understanding and knowledge of selected countries from Latin America and the Caribbean (two countries), the Asia-Pacific (one country) and Western Asian (one country) regions, regarding experiences in defining long-term priorities and commitments in relation to social protection policies that contribute to reduce poverty, inequalities and exclusion, and supporting monitoring and evaluation systems for such policies, within the framework of poverty/inequality IADGs and Millennium Development Goal 1.

- A1.3: Updating and expanding, as appropriate for stakeholders, the bilingual (Spanish/English) web-based database of social assistance programmes and transfers in Latin America and the Caribbean.

- A1.4: Providing advisory services to: (i) foster "horizontal" technical cooperation (study tours) through which governmental and non-governmental organizations from Latin America and the Caribbean support other organizations within and outside of the region with respect to social protection reforms, promotion of equality and poverty reduction, based on a social rights approach. At least four countries were to participate in horizontal technical cooperation; (ii) carry out technical cooperation activities to at least six countries (four in Latin America and the Caribbean, one in Western Asia and one 1 in the Asia-Pacific) in policy and programme design and management to promote inclusive social protection systems.

- A1.5: Holding three national workshops (one in each region) to disseminate the toolkit, discuss with public and private authorities the role of rights-based inclusive social protection systems, and define challenges for adopting long-term and sustainable commitments regarding social protection reforms, consistent with Millennium Development Goal 1 and IADGs.

- A2.1: Convening an interregional expert group meeting to exchange experiences, including the presentation and discussion of studies to be published within the framework of the project.

- A2.2: Holding three regional and/or subregional workshops in Latin America and the Caribbean (in South America, Central America and the Caribbean, respectively) to present and debate among government staff the recommendations on social protection reforms and the evaluation and monitoring of social policies that emerge from the project.

- A2.3: Establishing an electronic network of key stakeholders from at least 18 countries of Latin America and the Caribbean related to social protection, Millennium Development Goal 1 and IADGs, with a view to facilitating knowledge-sharing on monitoring and evaluation of social policy and the adoption of initiatives to bring about long-term commitments and consensuses on the orientation of social protection reforms.

37. As mentioned above, the project was funded by UNDA, a mechanism established to fund capacity development projects implemented by the various economic and social entities of the United Nations; it has 10 implementing entities, one of which is ECLAC. Accordingly, project activities were in line with the following UNDA requirements: (i) to promote the exchange and transfer of skills, knowledge and good practices among target countries within and between different geographic regions, and through cooperation with a wide range of partners; (ii) to provide a bridge between in-country capacity development actors, on the one hand, and United Nations Secretariat entities, on the other; and (iii) to test new ideas, with emphasis on the integration of national expertise into the projects to ensure national ownership and the sustainability of project outcomes.

2.3.1. Beneficiaries

38. During its implementation, the project engaged national stakeholders and international counterparts from 35 countries in three regions, of which the 18 Latin American and Caribbean participant countries were the most actively involved in attaining the expected accomplishments.

39. The main beneficiaries are the high-level public sector decision-makers and political advisers at the ministries and national institutions responsible for national social development policies[27] or for the design and/or implementation of political, institutional and programmatic mechanisms in the area of social protection.

40. The main project beneficiaries were: (i) public officials, middle management decision-makers (including programme coordinators, heads of units, area managers) and technical staff responsible for operational aspects of the implementation of social protection instruments and programmes or social sector policies; (ii) academic institutions,[28] civil society organizations[29] and independent professionals[30] involved in research initiatives, training or advocacy in the social sphere and in carrying out activities in this area.

41. The exact number of beneficiaries is not known; in addition to the direct beneficiaries who participated in the project activities (at least 1,029 individuals), there are more people who have been exposed to and have used the project outputs, such as the databases, toolkit, toolbox and publications.

42. Finally, it should be noted that United Nations agencies and other international partners contributed to and participated in the project, albeit with different roles and levels of involvement.[31]

2.4. Theory of change

43. As part of the analytical process, the evaluator retrospectively developed the project's theory of change (see figure 1) from the document review and interviews, in order to illustrate the linkages between project activities and the expected accomplishments within the bigger picture of the project objective and what had to happen to fulfil this vision. In this assessment, the theory of change has provided a framework for understanding and evaluating how the various elements of the project fit into the wider change processes that it sought to achieve.

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[27] These are all government agencies, including ministries, secretariats and coordinating cabinets, whose core mandate is to design and implement social development, inclusion and poverty eradication strategies.

[28] Some 18% of the participants were from academic institutions (for example, the National University of Colombia, the University of Buenos Aires, the National Autonomous University of Mexico (UNAM), University of Chile), just over half of whom were research personnel or professors in areas related to social development.

[29] Nearly 14% of the participants were representatives of non-governmental organizations in the field of social and human rights (for example, the Organization of Salvadoran Women for Peace (ORMUSA), the Argentinean Network of Technologies for Social Inclusion (RedTISA), Helping Hands in Colombia, Red de Mujeres, Desarrollo, Justicia y Paz, in Mexico, Movimiento Manuela Ramos in Peru).

[30] Around 11% were a mix of professionals, including experts, consultants and private citizens, interested in the topics addressed by the project activities.

[31] The international and regional agencies that participated in the project were: the Food and Agriculture Organization of the United Nations (FAO), the Inter-American Development Bank (IDB), the International Labour Organization (ILO), the International Policy Centre for Inclusive Growth (IPCIG) of UNDP, the Office of the High Commissioner for Human Rights (OHCHR), the Pan American Health Organization (PAHO), the United Nations Research Institute for Social Development (UNRISD), the United Nations Children's Fund (UNICEF), theWorld Health Organization (WHO), the Association of Southeast Asian Nations (ASEAN), the German Agency for International Cooperation (GIZ), the Organization of American States (OAS), the World Bank, the Central American Social Integration Secretariat (SISCA) and the United States Agency for International Development (USAID).

Figure 1
Theory of change of the project
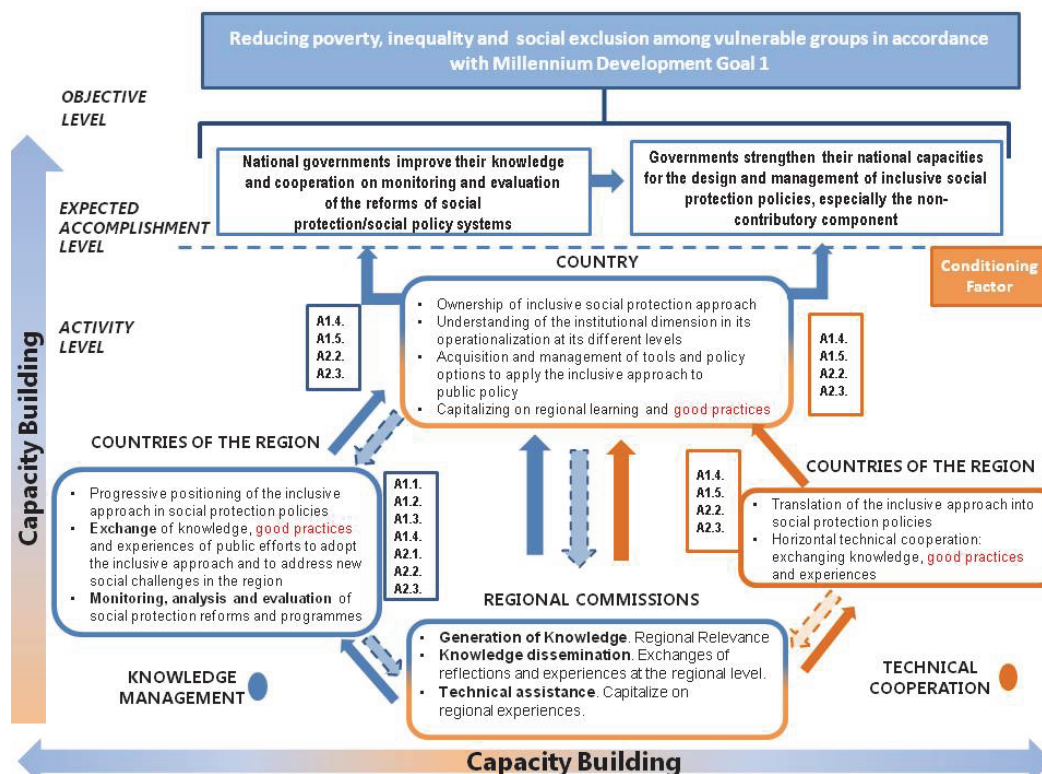
Source: Prepared by the evaluator.

2.4.1. Project rationale

44. In order to reduce poverty, inequality and social exclusion among vulnerable groups —and thus contribute to achieving Millennium Development Goal 1— social protection policies and systems must be strengthened, especially their non-contributory component. States will then be better able to fulfil their obligation of ensuring that all citizens enjoy a minimum level of economic and social rights, and to respond to the specific needs of the different vulnerable, poverty-stricken groups.

45. To that end, the project activities were designed to support beneficiary countries to achieve the following: (i) to create and/or strengthen governments' capacities to design and manage national non-contributory social protection policies, using a comprehensive, inclusive and rights-based approach; (ii) to build the institutions needed to put the approach into effect, particularly with regard to national strategies to reduce poverty and social inequality; and (iii) to monitor and evaluate reforms of national social protection systems by enhancing governments' knowledge and capacities and promoting intergovernmental cooperation.

46. The project activities tended to focus on shaping and enhancing the knowledge and capacities of those responsible for social policies and planning, with regional experiences in the area of inclusive social protection as a cross-cutting input.

47. In order for policymakers to be better able to design and manage inclusive social protection policies, adapted to national contexts, needs and capacities, they should take greater ownership of the inclusive and rights-based approach to social protection in general, and social assistance in particular; have a

greater understanding of the institutional dimension that contributes to the quality, effectiveness and sustainability of this approach; and be equipped with the tools, knowledge and learning, gleaned from reform processes in other countries. Implementing this approach through social protection policies and programmes will affect all members of society and will build national capacities to address the specific problems and needs of the most impoverished, vulnerable and excluded population groups.

2.4.2. Implementation strategies

48. The countries of each region had various resources at their disposal to achieve the expected accomplishments. Two types of implementation strategy were followed, knowledge management and technical cooperation, with capacity-building as a cross-cutting objective of all project activities.

49. Under the knowledge management strategy,[32] the project sought to strengthen the knowledge base of inclusive social protection by addressing the:

- *Generation of knowledge* (activities A1.1, A1.2, A1.3.). The aim was to: (i) broaden the knowledge, evidence and arguments that underpin the inclusive social protection approach and its institutional dimension; and, (ii) develop technical and operational tools and a wide range of useful policy and programmatic options so that countries can implement this approach. To ensure that the project outputs are relevant, regional experiences had to be collected, leading to the identification and documentation of good practices and innovative initiatives carried out by countries in the area of non-contributory social protection.

- *Dissemination and promotion of exchanges of knowledge, good practices and experiences* (activities A1.3, A1.5, A2.1, A2.2, and A2.3). Lessons learned from various national reform processes were disseminated in response to countries' requests for information and best practices in the area of inclusive social protection to be shared. Face-to-face and virtual meetings were held for policymakers to learn about the tools developed as part of the project and to promote exchanges, cooperation and mutual learning among countries regarding the institutional dimension of social protection. Countries were encouraged to monitor and evaluate regional reforms to bring about more inclusive social protection systems.

50. The technical cooperation strategy[33] complements and strengthens the regional commissions' knowledge generation and management strategies, which, like the technical cooperation strategy, also sought to strengthen national capacities in the area of non-contributory social protection. At the country level, the aim of the technical cooperation strategy (activities A1.4, A1.5 and A2.2) was to put into operation the social development theories that have been developed by the regional commissions. It offers countries recommendations for the design and implementation of public social protection policies, adapted to the reality of each region or country.

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[32] Knowledge management is the acquisition and use of resources to create an environment in which information is accessible to individuals and in which individuals acquire, share and use that information to develop their own knowledge and are encouraged and enabled to apply their knowledge for the benefit of the organization (Harman and Brelade, 2000).

[33] In his report on the delivery of advisory services (A/57/363), the Secretary-General of the United Nations defines technical cooperation as "a coherent set of activities to achieve specific outcomes that contribute to capacity-building in developing countries and countries in transition, by providing technical support to strengthen human resources, managerial and information systems as well as institutions at the national level. Such cooperation is undertaken "in order to produce learning and knowledge that serve to support and advance their capacity-building efforts, by (a) responding to requests of Governments for urgent on-the-spot advice on policy-related issues; (b) providing Governments with specific advice on sectoral matters relevant to their country programmes; and (c) assisting Governments in the formulation of projects and in programme evaluations leading to the enhancement of national programmes."

2.4.3. Conditioning factors

51. The full application of these strategies did not guarantee the achievement of the expected accomplishments. Those consulted identified several factors that influenced how project activities translated into concrete responses by countries to address the institutional dimension of implementing the inclusive approach. These factors are:

- The political will and long-term commitment of policymakers and senior officials in support of reforming the institutional framework of the social protection sector.

- Sufficient and sustainable financing with little or no dependence on external financing sources.

- The abandonment of clientelist and assistance-oriented approaches in non-contributory social protection programmes, in favour of a rights-based approach and greater recognition of the multidimensional nature of poverty.

- The existence of a robust civil society, including academia, that demands information and accountability from governments on the effectiveness of social policies (including social protection) to combat poverty, inequality and the exclusion of the most vulnerable social groups.

3. FINDINGS

3.1. Relevance

3.1.1. Design

Finding 1. The project design has adequate internal coherence between its different planning levels. Only the monitoring and evaluation framework of expected accomplishment 1 is affected by the inadequacy of the verification source for indicator IA1.1.

52. Following UNDA guidelines, the project was formulated using the logical framework approach. Its design properly identifies a hierarchical causal logic that leads to the achievement of the objective and the expected accomplishments[34] through the carrying out of the planned activities. While the project's formulation matrix coherently reflects this vertical causal relationship (objective-expected accomplishments-activities), the horizontal logic is undermined in expected accomplishment 1.[35]

53. Indicator IA1.1[36] adequately measures the changes envisioned under expected accomplishment 1. However, the verification source is the questionnaire sent to project activity participants, whose involvement was mostly limited to one-day events. This weakness in the verification source undermines the robustness of the project's monitoring and evaluation framework.

Finding 2. The logical framework approach fails to establish the non-hierarchical relationships and links that must exist between the project's implementation strategies and its activities in order to achieve the expected accomplishments. These relationships must be taken into account when monitoring and evaluating the project's performance.

54. The project document contains a wealth of analysis[37] carried out by the regional commissions to guide the design and implementation of the project. However, this is not adequately reflected in the actual planning carried out under the logical framework approach. As is often the case when working with the logical framework approach, the matrix presents each of the activities as parallel actions without identifying possible interactions among them, which does not allow for a complete understanding of how progress is being made towards the expected accomplishments.

55. When formulated exclusively under the logical framework approach, the following are blurred in project's design: (i) the non-hierarchical relationships of collaboration and complementarity between the project's activities and its implementation strategies;[38] and (ii) the constraints and enabling elements identified in the theory of change that could affect the execution of the activities and the achievement of the expected accomplishments.

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[34] See annex 2.

[35] A planning matrix formulated using the logical framework approach has two components: (i) "vertical logic", referring to the causal relationship between the different levels that leads to the achievement of the goal (Activities => Components => Purpose => Goal); (ii) "horizontal logic", which establishes how the achievement of each objective would be monitored and measured and which information sources would be used to do so. It thus constitutes the basis for the monitoring, control and evaluation of the project. (Activities => Indicators => Reference Values => Verification Sources).

[36] Indicator of achievement IA1.1: percentage of participating policymakers, practitioners and experts indicating that they have improved their knowledge and skills to strengthen social protection systems.

[37] The project document analyses the problem to be addressed, the stakeholders and the objectives. The stakeholder analysis and the outline of the implementation strategy are very relevant.

[38] See section 2.4

56. Using the logical framework approach limits the project monitoring to certain indicators that are unlikely to be able to determine the extent to which the project contributes to changes at the national level.

3.1.2. External coherence

Finding 3. The project was highly relevant to the internationally agreed development goals and the wider international development agenda, as evidenced by the importance accorded to social protection in the Sustainable Development Goals.

57. The social protection approach promoted by the project is based on and supports the implementation of the major human rights instruments which are binding for all countries that are signatories thereto.[39] These instruments recognize social protection as a right, essential for the full and effective enjoyment of human rights by all citizens. These instruments urge States to design and implement public social protection policies that observe the principles of equality and non-discrimination, including on the basis of gender, and address the heterogeneous needs of disadvantaged and vulnerable groups in society.[40]

58. By recognizing social protection as one of the pillars of social development strategies to combat poverty, inequality and vulnerability, the project is also aligned with other internationally agreed development goals (IADGs) which are part of the United Nations development agenda, a shared vision of development agreed at United Nations world conferences and summits during the 1990s. The world conferences recommended that governments aspire to provide public goods and social protection to vulnerable and disadvantaged members of society. The project is therefore in line with the resolutions adopted by the General Assembly in that regard, which have not only pointed out the relevance of social protection for the achievement of IADGs, but also urged countries to share best practices on how to establish or improve social protection systems.[41]

59. Furthermore, because of the role social protection plays in reducing poverty and inequality, the project objective is in line with helping countries to achieve the Millennium Development Goals (MDGs), specifically MDG 1 (Eradicate extreme poverty and hunger), MDG 2 (Achieve universal primary education), MDG 3 (Promote gender equality and empower women), MDG 4 (Reduce child mortality) and MDG 5 (Improve maternal health).

60. The project's relevance increases considerably in the light of the discussions surrounding the post-2015 development agenda[42] and the commitment of the 2030 Agenda for Sustainable Development to

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[39] Social protections, including social security, were officially recognized as a right by the Universal Declaration of Human Rights (1948) (arts. 22 and 25). It was subsequently included in the following international human rights treaties which are binding on signatory countries: the International Convention on the Elimination of All Forms of Racial Discrimination (1965) (art. 5 (e) (iv)); the International Covenant on Economic, Social and Cultural Rights (1966) (arts. 9 and 10); the Convention on the Elimination of All Forms of Discrimination against Women (1979) (art. 11.1.(e)); the Convention on the Rights of the Child (1989) (art. 26); the International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families (1990) (art. 27); the Convention on the Rights of Persons with Disabilities (2006) (art. 28); and the Additional Protocol to the American Convention on Human Rights in the Area of Economic, Social and Cultural Rights, the Protocol of San Salvador (art. 9).

[40] See annex 9.

[41] In its resolution S-24/2, the General Assembly urged countries to share best practices on how to establish or improve social protection systems covering risks that cannot be mastered by the beneficiaries themselves, by exploring ways and means to develop social protection systems for vulnerable, unprotected and uninsured people.

[42] Major United Nations initiatives, such as *A million voices: the world we want*, the United Nations global consultation held in 2013 that collected the views of 1 million people and the outcome document of the High-level Plenary Meeting of the General Assembly on the Millennium Development Goals, held in 2010, entitled, *Keeping the promise: united to achieve the Millennium Development Goals*, noted that human rights are at the core of the development agenda while also highlighting the important role that social protection played in reducing poverty. This view was

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endeavour to reach the furthest behind first. Addressing inequality and strengthening social protection systems are fundamental measures for achieving a prosperous, peaceful and sustainable future for all. Aside from being overarching priorities, reducing inequality is a stand-alone SDG, while social protection is referred to directly in SDG 1 (no poverty), SDG 3 (good health and well-being), SDG 5 (gender equality) and SDG 10 (reduced inequalities).

61. The project is also aligned with ILO Recommendation No. 202 on Social Protection Floors adopted by ILO member countries in 2012,[43] an approach that was also endorsed by the Group of 20 and the United Nations. By adopting the Recommendation, member countries reiterated the call for national social protection floors to be created and strategies to extend social protection to all in order to move toward greater equity, social justice and economic development. The project contributes to the fulfilment of that clear mandate that has been given to the international community. Yet some 73% of the world's population continues to live without adequate social protection coverage. In other words, for the large majority of people the fundamental human right to social security is only partially realized or not at all (ILO, 2014).

Finding 4. The project was aligned with the priorities set out in the regional commissions' biennial programme plan and with the areas of work in which the regional commissions have the most experience. Furthermore, the project was in synergy with activities carried out by the regional commissions, financed by other sources.

62. The project was linked to the programmes of the strategic frameworks for the period 2012-2013 covering ECLAC, ESCAP and ESCWA. In particular, the project was aligned with the expected accomplishments of the following programmes and subprogrammes of the programme budget for 2012-2013:

- ECLAC. Programme 17, subprogramme 5: (i) increased capacity of governments to formulate policies and programmes that address structural and emerging social risks; and (ii) strengthened technical capacities of social policy institutions to improve the social impact of public action regarding the reduction of poverty and inequality.

- ESCAP. Programme 15, subprogramme 6: (i) increased knowledge and awareness of social development trends, policies and good practices in the region as a basis for effective decision-making by member States; (ii) enhanced regional cooperation and implementation of international commitments to promote gender equality and social integration of vulnerable groups in the region; and (iii) strengthened national capacity to manage social risks and vulnerabilities and implement effective social protection and gender mainstreaming programmes, particularly for the most vulnerable groups in society.

- ESCWA. Programme 18, subprogramme 2: strengthened national capacity to develop a rights-based social policy.

63. The main activities undertaken in each region to contribute to the achievement of the project's expected accomplishments were linked to the accumulated knowledge and prior experience of each regional commission. The regional commissions would therefore capitalize on their strengths and accumulated experience to carry out the following planned activities : (i) fact-finding missions and knowledge management to expand the regional lines of inquiry on social policy and protection with a view to nurturing

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confirmed in the outcome document of the United Nations Conference on Sustainable Development, held in Rio de Janeiro, Brazil, from 20 to 22June 2012, entitled *The future we want*.

43 In 2012, ILO Recommendation No. 202 received strong global political support. The Recommendation calls for universal protection through nationally defined social protection floors as a fundamental element of comprehensive and adequate social security systems that are based on a set of human rights standards The Social Protection Floor Initiative was launched in 2009 by the United Nations System Chief Executives Board as one of a series of joint crisis initiatives to protect the world's population against the worst of the potential fallout of the global financial and economic crisis.

government decision-making processes in these areas; (ii) technical assistance in a variety of formats, including advisory services, exchange forums and workshops, in order to broaden and strengthen national capacities to develop rights-based social policies; and (iii) creating regional platforms for horizontal cooperation among governments and for the exchange of ideas in the area of social development both among policymakers and between policymakers and other regional actors.

64. In addition, the project sought to build on the knowledge, lessons learned and products produced by the regional commissions as part of other projects, such as Development Account Project 06/07B on interregional cooperation to strengthen social inclusion, gender equality and health promotion in the Millennium Development Goals process (fifth tranche) and Project 10/11K on strengthening social protection in Asia and the Pacific (seventh tranche). ESCAP had developed the Social Protection Toolbox as part of Project 10/11K, which is now a core element of the regional commission's training and capacity-building efforts in countries in Asia and the Pacific. The project currently under review sought to expand, update and disseminate that tool. Meanwhile, another major aim of the project was based on the main lesson learned from the experience of ECLAC, acquired through the implementation of project 06/07B, namely that integrated and inclusive social protection systems needed to be sustained by key institutional features.[44]

Finding 5. The project design considers the approaches of human rights and gender equality when determining its objective and the expected accomplishments.

65. The project objective and expected accomplishments are aligned with international and regional human rights instruments[45] that recognize social protection as a right and inclusive social protection as a fundamental strategy for reducing inequalities and ensuring that all citizens enjoy minimum basic levels of economic, social and cultural rights. Pre-empting the pledge to leave no one behind,[46] the project paid particular attention to how to design and effectively manage non-contributory social protection schemes capable of reaching the most vulnerable individuals in every society and ensuring their social security coverage throughout their entire life cycle.

66. Far from adopting a generic discourse on the rights-based approach, the project explicitly addresses the meaning and implications of applying that approach to social protection and State bodies responsible for designing, managing and implementing national social protection policies and systems. As rights' holders, citizens have access to and are covered by social protection system, and States are responsible for progressively guaranteeing the right to social protection of all citizens. The project therefore sought to strengthen the necessary institutional capacities of member States of ECLAC, ESCAP and ESCWA to help them to meet this responsibility.

67. The achievement of full gender equality is also fundamental to the rights-based approach. Consequently, the project incorporated the notion that social protection systems can only be truly inclusive if gender issues are mainstreamed into all operational levels (i.e., political, technical and operational), as evidenced by the commitment to contributing to the achievement of MDG 3, among other Goals. The project document also states that the gender focus of the project should also contribute to the development of gender-sensitive social protection policies, which take into account the amount of unpaid labour that women undertake and the weakness or inexistence of national care systems.[47]

Finding 6. The project responds to the priorities identified by the States, particularly that of strengthening their national capacities to design and implement more effective social protection policies to enable them to progressively ensure minimum social security coverage for all citizens.

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[44] See project document, p. 13.
[45] In particular the Convention on the Elimination of All Forms of Discrimination against Women, the Convention on the Rights of the Child and the Convention on the Rights of Persons with Disabilities.
[46] See http://www.un.org/apps/news/story.asp?NewsID=52992#.WHqAgvnhDIU.
[47] See Project document, pp. 5, 7 and 13.

68. The work programmes of the regional commissions are based on the demands and priorities expressed by their member States. From the alignment of the project with the programmes and subprogrammes of the regional commissions, it may be inferred that the project's content is relevant to the countries in each of the regions. The project also responds to countries' requests for capacity-building assistance to help them design and implement social policies that are more effective and broader in scope, enabling them to reach the most vulnerable members of society promptly. Examples of such requests for assistance can be found in numerous resolutions adopted by member States at the sessions of the regional commissions in the years prior to the launch of the project.[48]

69. Furthermore, the so-called "trilogy of equality",[49] produced by ECLAC, positioned equality at the centre of the regional debate on development and identified inclusive social protection as an indispensable strategy for the economic and social development of the region. These proposals were widely supported by ECLAC member States.

70. Countries look to the regional commissions for technical assistance on issues related to the role of social protection and the rights approach, so they were the appropriate bodies to carry out the project. Moreover, the fact that the project's publications have been downloaded and its web platforms visited by a large number of users, and that 90% of the beneficiary questionnaire responses state that the objectives and actions were relevant to their respective countries and the wider region, would indicate that the project was highly aligned with the needs and priorities of beneficiary countries.

71. Finally, the nexus between the project's objective and expected accomplishments, which focus on non-contributory social protection, and the Social Protection Floor (SPF) Initiative should be noted. The Initiative, which emanated from ILO Recommendation No. 202, provides an international reference framework for many countries that offer only a minimum level of social protection for their citizens (i.e., minimum basic levels of the right to social security, food, health and education, especially with regard to marginalized groups), and seeks to close the gaps in coverage of traditional social security policies. In recent years, ILO has provided technical assistance on social protection to no fewer than 136 countries (ILO, 2014). This indicates that it is not only a relevant issue for the countries, but was also key to project actions aiming to strengthen countries' institutional capacities to design and manage the social assistance component of social protection.

3.2. Effectiveness

72. The projects overall effectiveness is assessed in two complementary subsections. In the first, the extent to which the expected accomplishments were achieved is analysed on the basis of the goals established in the project's logical framework. In the second, the project's achievements are categorized according to the deployment strategies that make up the theory of change.

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[48] For example, at its sixty-seventh session in May 2011, ESCAP adopted resolution 67/8 on strengthening social protection systems in Asia and the Pacific, which calls upon member States to invest in building social protection systems that might form the basis of a "social protection floor", which would offer a minimum level of access to essential services and income security for all, and subsequently enhancing the capacity for extension, according to national aspirations and circumstances. At its twenty-eighth session, ESCWA adopted the Tunis Declaration on Social Justice in the Arab Region, and at its ninth session, the Committee on Social Development requested the secretariat of ESCWA to support the efforts of member countries by focusing research on the achievement of social inclusion, especially for persons with disabilities, and the means to extend social protection to those working in the informal sector.

[49] The "trilogy of equality" consists of position papers presented by ECLAC at its sessions in 2010, 2012 and 2014: *Time for Equality: Closing Gaps, Opening Trails* (Brasilia, 2010), *Structural Change for Equality: An Integrated Approach to Development* (San Salvador, 2012) and *Compacts for Equality: Towards a Sustainable Future* (Lima, 2014).

3.2.1. Assessment on the basis of the expected results framework

Finding 7. The project made progress towards the planned expected accomplishments. Nevertheless, the complexity of the original indicators hampers a rigorous assessment of the project's level of achievement.

73. Based on the planned indicators, it is difficult to assess the project's level of progress towards the expected accomplishments as insufficient information is available. Below is the detail of the project's achievement as measured according to the planned indicators (with reservations about their use) and proxy indicators.

Table 2
Logical framework of expected accomplishment 1

EA 1. Strengthened capacity of governments to institutionalize and sustain effective and long-term social policies as part of rights-based inclusive social protection systems.				
Indicators	**Base**	**Goal**	**Achievement**	**Means of verification**
IA1.1. Percentage of participating policymakers, practitioners and experts indicating that they have improved their knowledge and skills to strengthen social protection system	-	At least 65%	**More than 65%**	Questionnaires
IA1.2. Number of countries generating and reporting systematic quantitative and qualitative data utilizing project policy outlines to improve the evaluation and monitoring of social protection policies	conditional cash transfer programmes (CCTP):19 countries Social pension programmes (SPP):13 countries Labour and productive inclusion programmes (LPI): Unknown	All Latin American and Caribbean countries	**CCTP: 21 SPP: 14 LPI: 21**	Review of ECLAC non-contributory database/documents

Source: Prepared by the evaluator, on the basis of the project document and on the annual and terminal reports.

74. The assessment of the achievement of expected accomplishment 1, based on indicator IA1.1, is conditioned by two factors:

- The limited availability of the results of the questionnaires applied at the end of the workshops and meetings undertaken within the framework of activities A1.4 and A1.5. Of the 11 events for which questionnaires were sent out[50] under expected accomplishment 1, the evaluator had access to the results of only seven.[51]

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[50] The project's annual reports indicated that 32 events were held under A1.4. and A1.5. Number of events indicated (11) includes events framed in A.1.5. and the study tours in A.1.4. See table 8 and annex 10.

[51] The events are: (i) the second internship programme for public servants in the social sector in Central America and the Dominican Republic (segunda edición del programa de pasantía para servidores públicos del sector social de Centroamérica y República Dominicana) (Panama City, 2016); (ii) the workshop on social protection in South and South-West Asia (Thimphu, 2014); (iii) the international workshop entitled "Early childhood in the framework of universal social protection in El Salvador: progress, challenges and opportunities" (La primera infancia en el marco

- The lack of certainty regarding the representativeness of the questionnaire responses: of the seven above-mentioned questionnaires, only four provided information on the number of people that responded to the questionnaire vis-a-vis the total number of participants to the events. And only in two questionnaires did the percentage of representativeness reached 30% of the total number of event participants.

75. Even with those constraints, consistent data have been identified which indicate that the target of IA1.1 was achieved. There is a high degree of overlap in all the answers to the questionnaires available; more than 80% in relation to the questions on the usefulness of the meetings and workshops in improving the knowledge and skills of participants on issues related to inclusive social protection.

- With regard to the three meetings in the ESCAP region, 100% of the questionnaire respondents indicate that they found the meetings held in Bhutan, Kiribati and Fiji relevant and useful. Also, 100% of the respondents rating the national consultations said that each meeting enhanced their knowledge and skills on addressing inequality and provided relevant knowledge for the work in their entity/ministry/office.

- Of the responses concerning the only meeting held in the ESCWA region, 93% said that it was relevant to their area of work, while 96% indicate that the meeting provided participants with new information and exposed them to new ideas on rights-based social protection.

- With regard to the seven events organized by ECLAC, the results of the questionnaires for four of them show that between 95% and 100% of respondents considered the events to have been useful or very useful in addressing the complementarity between social protection systems and poverty reduction strategies. In addition, using the results of the survey carried out as part of this evaluation as a source of complementary information, it was found that 94% of respondents also considered the events to have been useful or very useful, while 86% said that, to some extent, they had been able to apply the knowledge and techniques acquired during the meetings at their institution or place of work.

76. Regarding indicator IA1.2, the available data make it possible to identify progress towards expected accomplishment 1. The databases for the conditional cash transfer and social pension programmes created prior to the project indicate that the number of reporting countries increased slightly during the project's execution. Meanwhile, the labour and productive inclusion programme database, created as part of the project, gives a clearer picture of countries' ability to generate and provide information in accordance with the project's guidelines; over the course of three years, the database went from not having country-level data to having information on 27 programmes in 15 countries in 2014 and 66 programmes in 22 countries in 2016.

77. Regarding the reports presented by the countries in relation to the conditional cash transfer and social pension programmes, note that the reported number only includes new programmes; it does not include programmes already entered in the database that have been updated. Before 2015,[52] no systematized annual data, neither qualitative nor quantitative, were available on the information reported and/or validated by the countries. Since 2015, information on new or existing programmes has been received from Chile, Colombia, Costa Rica, the Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama and Peru. Data from previous years is unavailable.

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de la protección social universal en El Salvador: advances, retos y oportunidades) (El Salvador, 2014); (iv) the colloquium on pathways towards social and productive inclusion (Caminos para la inclusion social y productive) (Colombia, 2015); (v) Regional Workshop on Conditional Cash Transfer Programmes in the Arab Region (Lebanon); (vi) National Consultation on Reducing Inequality (Fiji, 2016); and (vii) National Consultation on Reducing Inequality (Kiribati, 2016). See table 9 and annex 10 for list of events in relation to the planning activities and evaluations presented.

[52] In 2015, the technical team that updates the database began recording more systematically the countries that requested information be uploaded and the dates those requests were received.

Table 3
Logical framework of expected accomplishment 2

EA 2. Enhanced knowledge and cooperation on monitoring and evaluation of social policy/social protection systems reforms				
Indicators	**Base**	**Goal**	**Achievement**	**Means of verification**
IA2. Increased number of policymakers, law-makers, national experts and civil society organizations collaborating and sharing information and best practices on social protection reforms.	-	-	-	Review of posts on the Latin American and Caribbean Network of Social Institutions (RISALC) website

Source: Prepared by the evaluator, on the basis of the project document and the annual and terminal reports.

78. In the case of expected accomplishment 2, the measuring the level of progress against one indicator presents the difficulty of obtaining the information required from the verification source.

79. Using the documents shared by the countries through Latin American and Caribbean Network on Social Development (ReDeSoc), on the social protection page is not a valid source for this indicator, as all the 43 regional publications and 64 country publications[53] currently on this portal are ECLAC publications.

80. This difficulty was identified in the annual project reports, which resorted to a proxy indicator, namely the number of subscribers and followers of RISALC and/or ReDeSoc[54] to assess the level of progress toward expected accomplishment 2. Using this proxy indicator, the number of subscribers fell by 10% between 2015 and 2016,[55] while the number of followers increased by 5%. The results of the proxy indicator do not show to what extent expected accomplishment 2 was achieved.

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[53] See [online] http://dds.cepal.org/proteccionsocial/publicaciones.php#regionales.

[54] The Latin American and Caribbean Network on Social Development (ReDeSoc) of the Social Development Division of ECLAC is an offshoot of the Latin American and Caribbean Network of Social Institutions (RISALC), also an ECLAC initiative. Created in 2001, the latter was a virtual space specializing in social issues where public, academic and civil society institutions from across Latin America and the Caribbean converged. To date, 1,742 institutions are registered with ReDeSoc. The decision to use the number subscribers and followers of RISALC and/or ReDeSoc is based on the fact that before institutions can exchange information, they must register with the Network. However, registration does not necessarily mean that the institution will actually exchange information.

[55] In 2016 there were 2,550 subscribers, down from 3,014 in 2014, while the number of followers increased over the same period – 1,977, up from 1,469.

Table 4
Visits to the project's Internet tools

Year	ECLAC RISALC/ReDeSoc		ECLAC Social Protection Portal				ESCAP4 Social Protection Toolbox
	Subscribers	**Followers**	**Portal**	**Conditional cash transfer programmes**	**Social pensions programmes**	**Labour and productive inclusion programmes (LPIs)**	**Visits**
2014	3 014	1 469	5 085	36 043	4 502	4 073	1 952
2015	2 857	1 873	5 092	42 411	6 541	6 936	1 474
2016	2 550	1 977	4 066	43 046	6 766	7 947	1 496

Source: Prepared by the evaluator, on the basis of information provided by the Social Development Division.

81. To qualify this result, it should be noted that the two indicators are not interchangeable; while the planned indicator was supposed to measure the increase in the "supply" of information, that is greater collaboration or exchange of information between stakeholders, the proxy indicator measures the "demand" for information. Therefore, it cannot be assumed that the increase in the dynamics of collaboration and exchange has not ocurred in ReDeSoc or other thematic/specialized Internet portals that were set up in the last three years, as it was not actually measured.

3.2.2. Assessment on the basis of the project's theory of change

A. Generation of knowledge

Finding 8. The degree of utility and the extent to which the content of the publications developed within the framework of the project is used indicate that the knowledge generation component of the project contributed to strengthen national capacities within the regions. Nevertheless, their full potential has yet to be reached, because a significant proportion of their potential audience stated that they were not aware of the publications.

"I apply solid arguments for extending social protection from a human rights perspective, with justice and equity."
"Understanding social protection programmes as a citizen's right and overcoming the limitations the underlying concept."
"I have increasingly adopted the view of the State, family and market as key to understanding social protection systems and their challenges."
(Responses to the question on the use of publications from the beneficiary questionnaire for Latin America and the Caribbean).

82. A series of region-wide studies and publications were developed as part of the project, which analyse and determine the status of social protection systems in the countries of the three regional commissions. The studies were undertaken in line with each regional commission's work in the field of social protection, the demands and needs of the member countries, and the regional commissions' work plans, which extend beyond the implementation of the project. In addition, each regional commission's pre-project partnerships and opportunity contexts also framed the development of the knowledge generation component in each region.

83. In some ESCWA member States, it had proved to be expensive to carry out studies of social protection policies, particularly as the focus of the studies had to be shifted from zakat as a social protection tool

in Arab countries to national conditional cash transfer programmes and country profiles.[56] ESCWA was able to produce social protection country profiles of Egypt, Iraq, Lebanon, Mauritania, Saudi Arabia, the State of Palestine, the Sudan and Tunisia. An in-depth study on the role of zakat in the social protection system in Morocco was also carried out. There is a lack of data about the relevance and usefulness of the studies carried out because, at the time of writing this report, only two studies had been published[57] and the rest are scheduled to be issued later in 2017.

84. ESCAP produced two relevant publications with a regional focus, although they differed in scope: Confronting Inequalities in Asia and the Pacific: The Role of Social Protection (ESCAP, 2014)[58] and Time for Equality: The Role of Social Protection in Reducing Inequality in Asia and the Pacific (ESCAP, 2015).[59] The latter and the identified good practices (also available online through the ESCAP Social Protection Toolbox) were disseminated during the national consultations held in Fiji and Kiribati in 2016. The feedback received on the usefulness of its content was very positive, as evidenced by the number of downloads. In the first year after its publication, Time for Equality: The Role of Social Protection in Reducing Inequality in Asia and the Pacific was downloaded 1,063 times (or nearly three downloads per day). Between 2015 and 2016, the working paper, "Confronting Inequalities in Asia and the Pacific: The Role of Social Protection", was downloaded 259 times, just over 21 downloads per month.

85. In addition, the relevance and usefulness of these publications is further confirmed by concrete examples where their content has served as a reference or basis for national capacity-building processes:

- "Confronting Inequalities in Asia and the Pacific: The Role of Social Protection" was used as one of the background documents at the third session of the ESCAP Committee on Social Development, which took place in Bangkok from 18 to 20 August 2014.

- *Time for Equality: The Role of Social Protection in Reducing Inequality in Asia and the Pacific* formed the basis for capacity-building initiatives in several countries, including Fiji and Kiribati; it will also be part of the content for the online training module for policymakers and stakeholders on the importance of social protection for realizing sustainable development. This module will complement the ESCAP Social Protection Toolbox.

86. In the case of ECLAC, knowledge generation took several forms, with more studies undertaken than had been initially foreseen. The range of publications included: (i) studies of the social protection systems[60] of Ecuador, Haiti and the Dominican Republic, the last two were linked to the technical assistance provided by ECLAC to each government;[61] (ii) 14 country profiles on the characteristics of social protection systems in Argentina, Brazil, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Jamaica, Mexico, Paraguay, Peru, Trinidad and Tobago, and Uruguay. These profiles were developed and disseminated (in both Spanish and English) in collaboration with the International Policy Centre for Inclusive Growth (IPC-IG) of UNDP as part of the series of One Pager Publications on social protection systems in Latin America and the Caribbean;[62] (iii) the toolkit of policy and programme options for social protection systems based on an

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[56] Several changes were also made regarding the selection of partner countries, due to multiple factors, including: (i) the data deficit in many countries in the region and the difficulty of accessing existing data; (ii) the difficulty of carrying out field work due to political instability in the region; and (iii) the growing awareness of the issue in Arab countries at a time when governments were reforming social assistance policies/programmes.

[57] *Social Protection Country Profile: Tunisia* (ESCWA, 2016), and *Zakat in Morocco* (unpublished).

[58] See [online] http://www.unescap.org/sites/default/files/Social%20protection%20working%20paper.pdf.

[59] See [online] http://www.unescap.org/sites/default/files/SDD%20Time%20for%20Equality%20report_final.pdfl.

[60] The reports are part of a series of national case studies aimed at disseminating knowledge on the current status of social protection systems in Latin American and Caribbean countries. Available [online] from http://dds.cepal.org/socialprotection/social-protection-systems/.

[61] See finding 17.

[62] Available [online] from http://dds.cepal.org/socialprotection/social-protection-systems/one-pager-publications.

analysis of good practices identified in the national studies (Cecchini, Filgueria and Robles, 2014),[63] as part of the social policy series; and (iv) the policy and programme toolkit for social protection systems based on analysis by ECLAC of good practices (Cecchini, S. and others, 2015).

87. In addition to being disseminated by ECLAC and through the project's website, the two publications that are regional in scope have been widely disseminated at meetings organized as part of the project and technical assistance provided by ECLAC, or that representatives of the Commission were invited to attend. Moreover, the ECLAC toolkit has been disseminated through various websites and online portals related to social protection, expanding its reach.[64]

88. Similarly, over the course of the evaluation the potential usefulness of the ECLAC publications, particularly the regional ones, has become clear.

- *Towards Universal Social Protection: Latin American pathways and policy tools* was downloaded a total of 7,823 times, averaging just over 21 times a day, in its first year of publication and Social protection systems in Latin America and the Caribbean has been downloaded 6,294 times since its publication in November 2014. Of those total downloads, 16% and 18%, respectively were of the English versions of the publications, indicating an interest beyond Latin American countries.

- *Towards Universal Social Protection: Latin American pathways and policy tools* is used as a textbook for capacity-building activities by implementing agencies; for instance, in the joint ECLAC-Food and Agriculture Organization (FAO) courses on social protection. It is also used by universities and training centres. For example, the Latin American Faculty of Social Sciences (FLACSO) used the publication as a reference document for its staff training course on the Mexican Prospera programme, and the Latin American and Caribbean Institute for Economic and Social Planning (ILPES) will organize a course on social protection tools throughout the life cycle in 2017, based on that publication.

- Of the interviews conducted with policymakers from ECLAC member States, 75% said that the project's regional studies were valuable, of high quality and useful for the development and implementation of more effective social policies; in particular, interviewees highlighted the relevance the studies' focus on the experiences and good practices of countries of the region.

- Irrespective of the respondent's profile or the publication in question, the results of the surveys completed by participants from ECLAC member States, without being representative, were positive. All respondents agreed that the publications were relevant, of high quality and useful, while between 89% and 92% said that the products had been used in their workplace.

- While the majority of respondents did not provide precise details, those who said they were aware of the regional publications identified the following areas in which the publications' content has been used: (i) in academic and research institutions, to train new professionals and researchers in the social area; (ii) in the technical field, to strengthen arguments for applying the publications' conceptual framework to the design of projects and technical tools, to proposals for monitoring and evaluating programmes or to strengthen incidence processes in various fields of action; and (iii) in the political sphere, in two cases the publications were cited as input for decision-making. The main areas in which the three regional publications were used and the number and percentage of completed questionnaires that cited those uses (see table 5).

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[63] In addition to comparing social protection systems in the region, the publication assesses the strengths, challenges and prospects of the systems in each country, taking into consideration not only hard data on expenditure and coverage, but also soft data on institutions and political economy. Available [online] from http://repositorio.cepal.org/bitstream/handle/11362/37340/S1420689_en.pdf?sequence=1.

[64] See [online] http://socialprotection.org/discover/publications/towards-universal-social-protection-latin-american-pathways-and-policy-tools, http://socialprotection-humanrights.org/partner/eclac/, and http://redproteccionsocial.org/resources/instrumentos-de-proteccion-social-caminos-latinoamericanos-hacia-la-universalizacion.

Table 5
Impact of the publications

Publication	Aware of the publication		Used it for work		Main uses (1. Political-institutional sphere; 2. Professional; 3. Academic and/or research activities; 4. Training activities)	
	Number	Percentage	Number	Percentage	Number	Percentage
Towards Universal Social Protection: Latin American pathways and policy tools	47	66	42	89	1:11 2:23 3:23 4:18	1:26 2:55 3:55 4:49
Social protection systems in Latin America and the Caribbean. A comparative view	40	56	36	90	1:8 2:21 3:21 4:16	1:22 2:58 3:58 4:44
One Pager Publications of individual country profiles of social protection systems in Latin America and the Caribbean	26	36	24	92	1:6 2:11 3:16 4:13	1:25 2:42 3:67 4:54

Source: Prepared by the evaluator on the basis of data from questionnaires completed by beneficiaries.

89. The most widespread use of the publications is associated with expanding the concept of social protection towards more inclusive and comprehensive approaches.

90. In addition to assessing the contribution of the publications to the achievement of the expected accomplishments, an area for future improvement is identified. Of the 156 completed questionnaires, 55% (85) of respondents were completely unaware of the ECLAC publications produced as part of the project. Therefore, a considerable proportion of potential beneficiaries who are specialists and/or interested in the field of social protection is unfamiliar with the publications and thus unlikely to use them.

Finding 9. Products generated as part of the project have contributed to meet information demands from Latin American and Caribbean countries in the field of non-contributory social protection policies, generating supranational knowledge. This type of knowledge is valued by the countries to meet national demands for information and to enable a comparative country-to-country overview.

"I turn to ECLAC for information. I find doing so easier and faster than requesting it from the ministry, at least for some information. Furthermore, if ECLAC has it, you know that at some point it was provided by the country, it is official information."
(Senior official – Latin America and the Caribbean)

"Countries in this region are very heterogeneous and we are very similar. I find it very useful to compare what we do with individual countries, not necessarily with the entire region. Undoubtedly, regional information should be available, but, to eliminate such vast inequality, we must be aware of how and at what rate we as countries are advancing to this end."
(Senior official – Latin America and the Caribbean)

91. Most consulted project beneficiaries stated that countries have multiple information needs, such as input for the decision-making processes that shape their welfare policies and programmes. These decisions encompass the design, management and innovation of those policies and programmes, in order to improve the quality of life of the most vulnerable, impoverished and excluded populations in their countries.

92. Although the countries of the region are the main sources of that information, in the opinion of those interviewed the required information is not always available when needed or in a timely manner. This would explain why the countries attach great importance to ECLAC having information about them and

making it readily available. These countries also attach great importance to the active role that ECLAC has played in democratizing the information available on countries' social protection systems. The non-contributory social protection programmes database of the Social Development Division of ECLAC and the national case studies series, to which the project has also contributed, are the most obvious responses to this demand for country information.

93. Some of the project activities also focused on meeting needs for information and knowledge about the countries themselves, providing a supranational vision that, while using primary data from official government sources, does not overlap with them and has added value. Government sources are the ones that produce the primary data that feed into the database and studies; countries can therefore produce their own official documents with diagnostic data or be held to account for the state of progress in their social policies. However, national government entities are not in a position to develop processes to consolidate information on a supranational scale; monitoring and analytical processes that can be used by countries to compare the social assistance programmes of different countries or defining features of national social protection systems.[65]

94. About half of the people consulted on this issue from the ECLAC region said that having country information at their disposal and being able to compare their social protection actions with those of other countries of the region was a clear way to build the capacities of government entities and to stay abreast of the reforms and changes taking place in other countries. Supranational information helps policymakers to ask themselves new questions and find solutions that improve institutions or, at least, not to be complacent about programmes if other countries are performing better with the same or less regulation.

B. Dissemination of knowledge

Finding 10. The meetings were highly valued by the participants, who saw them as effective instruments for feeding national decision-making processes and broadening the operationalization of an inclusive and rights-based approach to social protection. Participants attributed part of the meetings' value to the fact that they had helped to stregthen their capacities to use the methodology.

"The workshops offered by ECLAC are not training, they are opportunities."
(Senior official – Latin America and the Caribbean)

"Keep in mind that these spaces that we organize with ESCAP, and in general all its production, strengthens us, supports us, the institutions and organizations that are advocating for a change in the approach to combating poverty."
(Senior policy adviser- ESCAP)

"This workshop provided an opportunity for us to make sure that we are on the right road."
(Response to ESCWA questionnaire)

95. Within the framework of the project, 16 meetings were held and the regional commissions participated in some capacity in 24 regional and international meetings.[66] As previously mentioned, assessments of all the meetings that were held are not available;[67] however, the information collected by the evaluator from the questionnaires completed at the end of the events organized as part of the project,

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[65] The project outputs produced by ESCAP and ESCWA may have contributed to the development of supranational knowledge, similar to that identified by the beneficiaries from ECLAC member States. However, this did not come up in the interviews conducted with representatives from ESCAP and ESCWA member countries during the evaluation; as was noted earlier, fewer interviews were conducted with those beneficiaries. Furthermore, the project output produced by ESCAP and ESCWA did not take the following into account: (i) the extensive country studies produced by ECLAC; (ii) the development of a methodology for comparing the social protection systems of the regions' countries; or (iii) the development of databases on social assistance programmes. All of which are elements that would enable the generation of supranational knowledge.

[66] See finding 16 and annex 10.

[67] When the regional commissions attend regional and international forums organized by third parties, those third parties are responsible for administering questionnaires and recording the results, not the regional commissions.

the interviews and the results of the final survey all indicate that the meetings were relevant as knowledge-generating forums where countries could exchange experiences, lessons learned and good practices, allowing participants to capitalize on them to strengthen and improve their capacities and skills. National social protection systems are thereby gradually built up, in concert with poverty exit strategies and other social policies.

96. As already stated in finding 7, the results of the evaluations carried out during the meetings organized by the three regional commissions confirm, with more than 80% of participants saying that the meetings, which sought to improve participants' knowledge and skills regarding inclusive social protection, were relevant and useful.[68]

97. Moreover, the results of the survey carried out as part of this evaluation, without being representative, show that 80% of respondents agreed that the meetings were relevant, satisfactory and of high quality, and provided information that was useful and usable, in relation to their expectations, experience and areas of work.

Figure 2
Assessment of meetings and workshops[a]
(Percentages)
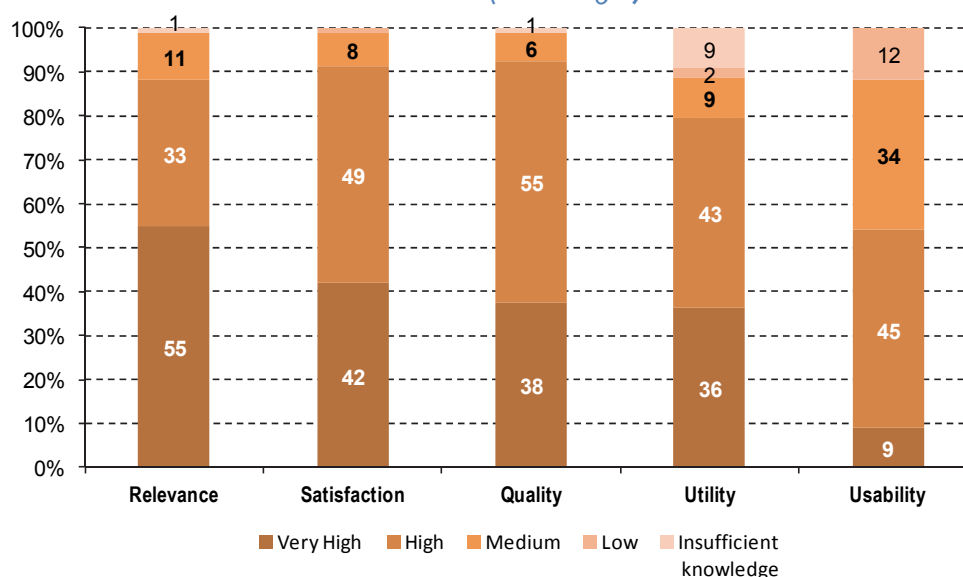
Source: Prepared by the evaluator on the basis of responses to questionnaires sent to participants of meetings organized by ECLAC and ESCWA.

Nota: With regard to the ESCWA region, the final questionnaire invited those who had attended the regional workshop on conditional cash transfers to indicate whether it had been useful in: (i) identifying potential areas for further cooperation and capacity-building (41% strongly agreed and 56% somewhat agreed); (ii) identifying and exchanging good practices and experiences regarding the design and implementation of cash transfer schemes in the ESCWA region and elsewhere (59% strongly agreed and 41% somewhat agreed); (iii) identifying specific opportunities and challenges that policymakers in the ESCWA region should bear in mind when implementing cash transfer schemes (33% strongly agreed and 63% somewhat agreed).

[a] A total of 88 respondents who had participated in at least one of the meetings answered the question on the utility of the meetings and workshops. With regard to relevance, satisfaction, quality and usability, 93 respondents provided an assessment. The attendees of the project events organized by ESCAP did not complete the questionnaires. Information that was provided on the relevance and usefulness of the national consultations in Kiribati and Fiji is included for reference.

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[68] See finding 7 for the results of the questionnaires distributed during the meetings held by ECLAC, ESCAP and ESCWA within the framework of the project.

98. With regard to the expected accomplishments, the usability results are particularly relevant since they show the applicability of the knowledge and skills acquired during the exchange between countries and with input from regional experts. Of the 93 participants who responded to the questionnaire, 54% reported that they had been able to apply the knowledge and technical tools acquired at the meeting at their institution or in their place of work.

99. According to the data gathered from the questionnaire sent to participants from the ECLAC region, the following areas are where greater awareness and understanding of the inclusive approach to social protection has resulted in its effective implementation: (i) formulating projects and proposals for social assistance interventions; (ii) training new professionals in the social field; (iii) carrying out applied research and consultancy work for donors or national/international organizations; (iv) engaging in technical dialogue to promote the mainstreaming of the approach into government organizations or entities; and (v) making political decisions to defend and explain the poverty reduction strategy in the framework of (inclusive) social protection. In general, the information and lessons learned shared at the meetings have been used to support the adoption of this approach in the participants' areas of influence (political, technical, academic and social).

100. Interviewees and questionnaire respondents gave concrete examples of the value and impact of the meetings with regard to strengthening national capacities to design and manage instruments that could be framed within inclusive social protection policies. Countries that identified tangible contributions made by the meetings to specific decision-making processes associated with the non-contributory component of social protection are listed in table 6.

Table 6
Examples of contributions to decision-making processes[a]

Country	Impact of meetings and workshops according to consulted sources
Bhutan	• The workshop provided key inputs for implementing the Convention on the Rights of Persons with Disabilities as part of the National Social Protection Policy being carried out by the Ministry of Labour and Human Resources.
Chile	• Incorporation of the risk variable in the social evaluation of the National Investment System of the Ministry of Social Development. • Provided key inputs for the development of the Multidimensional Welfare Matrix, a tool to monitor the closure of gaps in the exercise of rights at local levels.
Colombia	• Non-governmental organizations, such as business foundations in Colombia (Fundación Social, Fundación Saldarriaga Concha) request the workshops' knowledge to frame their actions on the ground. • Contributed to the analysis of public policies to eradicate poverty in Colombia, to the development of policies in the context of a social protection system, comparing them with the advances and challenges of other countries, and to the articulation of cash transfer programmes with income generation programmes. Colombia is preparing a policy document on income generation, which will guide policy in the coming years.
Costa Rica	• Strengthened the social co-responsibility approach to care in the terms of reference elaborated by the government for the contract to implement the inter-institutional strategic plan of the National Child Care and Development Network, as well as those elaborated for the contract to georeference alternatives for caring for children in the country.
El Salvador	• Underscored the importance of creating a national, rights-based social protection system at a time of possible government transition. Opposition parties were involved so that they understood that social protection was not a party issue, but rather one that addressed the human rights and well-being of Salvadorans. • Contributed to improving the Early Childhood Development National Strategy and the adoption of an intersectoral model.
Mexico	• The international symposium organized in the framework of the Prospera social inclusion programme, sponsored by the World Bank, was devoted to the issue of conditional cash transfer programmes as part of a comprehensive and rights-based social protection system.
Tunisia	• The Ministry of Social Affairs reached out to ESCWA for further advice on social protection reform, particularly on how to integrate social assistance, cash transfers and social insurance.

Source: Prepared by the evaluator.
[a] Additional specific contributions were identified in the Dominican Republic, Ecuador, Egypt, Fiji, Guatemala, Haiti, Jordan, Mexico and the State of Palestine.

101. In the process of moving from recognizing the meetings' relevance to more than half of attendees (including political leaders) applying the knowledge imparted, it is plausible to assume that the meetings were equally effective at promoting greater adherence to the inclusive social protection approach by the broad range of actors who participated in the meetings. This is no minor feat, indicating that these meetings were important for attaining a broad critical mass favourable to adopting that approach; and the approach could be promoted further during national processes undertaken to agree on possible social or fiscal pacts on social protection.

102. During the interviews, nine interviewees highlighted how the methodology used in the meetings was relevant to the good results obtained. Four of these nine interviewees had participated in the internship programme for civil servants in the social sector in Central America and the Dominican Republic.[69] While the format of the meetings was not novel, it did incorporate two elements that added value to the learning potential to be gained from the exchange of experiences between different actors. These two elements were the technical notes and the role played by the moderators. In the opinion of those interviewed, these enhanced the process of learning and acquiring skills for implementing the inclusive social protection approach.

103. Technical notes, with varying levels of detail, prepared by the meeting organizers formed the basis of the countries' presentations, and thus, much of the discussion. The notes identified matters and specific questions to be addressed in the countries' presentations in order to elicit those lessons learned and good practices that might prove useful for third countries. According to interviewees, this methodological tool did not allow participants to engage in demagogy or publicize what their country was doing.

104. In addition, the technical notes had a collateral added value; by calling on participants to make a presentation on a national programme or experiences while addressing specific questions or matters, served as a trigger to revitalize reflection within those institutions represented at the meeting. These reflections tended to revolve around: (i) institutional practices following the technical orientations provided; (ii) the lessons learned from those practices; and (iii) the possible elements of value that might prove useful for third countries.

105. For example, according to the interviewees, in the case of the second internship programme for civil servants in the social sector in Central America and the Dominican Republic, using a more detailed technical note helped to facilitate a capacity-building process within the institutions concerned. Based on the note, the presentations made by participants on lessons learned from a government programme or policy led countries such as Guatemala and the Dominican Republic to:

- arrange meeting spaces with other bodies to gather information and establish contacts with other actors who, despite working in the field of social protection, did not know each other or share joint work spaces;

- promote institutional reflection on practices in relation to programmes or policies and to the functioning of the social protection systems concerned;

- reconstruct, in more or less detail, the institutional memory of the instrument (such as the strategic vision, evolution of resources, subsidies, information systems, monitoring and evaluation, evidence of the achievements and what led to them).

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[69] The Central American Social Integration Secretariat (SISCA), ECLAC and the Ministry of Social Development of Panama held the second internship programme for public servants in the social sector in Central America and the Dominican Republic on the complementarity of economic policy and social policy in social protection systems and poverty reduction strategies, in Panama from 18 to 22 April 2016, with participants from 13 countries.

106. The interviewees considered all these aspects to be an opportunity to learn and strengthen the institutions' endogenous capacities. The testimony of one of the participants in this regard is eloquent:

"Presenting to others what your country has done and presenting it institutionally, forces you to reflect on your practices, to coordinate with other institutions that were involved, to debate and consider together what the most significant aspects were, the learning to present. [...] It is in itself an act of learning for all the institutions involved and I believe that it reinforces ties and, sometimes, it is even the beginning of alliances."

(Senior policy adviser – Dominican Republic)

107. Lastly, interviewees also highlighted the role of the moderators as important to the learning and capacity-building processes at the meetings. In particular, the fact that moderators were experts in their respective areas, that they focused the debates on topics of interest in order to make the dialogue more dynamic, and that they provided the countries with feedback on the most relevant aspects of the discussion, noting queries and offering possible answers, systematizing observations and contributing elements of value to the discussion.

Good practice: methodological aspects of the second internship programme for civil servants in the social sector in Central America and the Dominican Republic

The project helped to strengthen capacities at the subregional and regional levels through the internship programmes for civil servants in the social sector organized by the Central American Social Integration Secretariat (SISCA), one in the Dominican Republic (2014) and one in Panama (2016). The programmes included several methodological elements that participants said contributed to the strengthening of capacities:

- The adaption of the format to improve the knowledge and skills of the participants through the exchange of national experiences. The format consisted of keynote presentations, country experiences, round tables and field visits.
- The strategic selection of relevant experiences of countries of the wider region (including South America) to present national reflections and lessons learned based on the main areas of work.[70]
- The decision to invite two different national institutions with key responsibilities for the poverty reduction strategies within the framework of social protection systems. The identification of the most strategic profiles to nurture and take advantage of the training.
- The guidance provided by the technical note with regard to public officials' national reflections to establish an institutional position and gather illustrative information on the questions and positions proposed. It also sought to foster possible future working alliances following an initial joint effort.
- The active role played by the moderator in the debates, focusing discussions on the proposed areas of work and providing participants with feedback.
- One year after the first internship programme,[71] a virtual meeting was held to follow up on the usefulness and applicability of the programme's content. It also sought to gather participants' views on what the main areas of work and topics of interest could be included in the second internship programme.
- The programme was open to civil servants from other regions, thus enhancing interregional collaboration and learning.[72]
- The participation of organizations with their own approaches and developments on the role and operationalization of social protection policies/programmes that combat poverty.

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[70] The five main areas of work around which the programmes was organized were: (i) linking social protection systems with other public policies (social, economic and environmental) to develop poverty reduction strategies; (ii) developing intervention instruments to promote poverty reduction strategies that respond more effectively to the particular life trajectories of families and individuals, such as single registers of beneficiaries and specialized care mechanisms for specific groups; (iii) building mechanisms to link national and local implementation of poverty reduction strategies, within the framework of social protection systems; iv) developing the monitoring and evaluation mechanisms needed to improve the effectiveness of poverty reduction stratgies; and (v) strengthening the institutional architecture needed to match the supply of social services to demand.

[71] Civil servants from seven countries participated in the first internship programme for public servants in the social sector, held in the Dominican Republic, on 13 and 14 October 2014.

[72] A senior civil servant from Egypt participated in the second internship programme, sharing her country's experience of cash transfer programmes.

Finding 11. The project capitalized on the good practices and lessons learned from the various reform processes undertaken by countries, helping to raise greater awareness and strengthen national capacities with regard to the challenges faced by social institutions in the regions and countries' political and programmatic options to address those challenges.

> "Capitalizing on the experiences of other countries is priceless ... learning from their successes and their mistakes, saved us valuable time ... [the meetings] make us see that we are not an island in what we want to implement and that it is totally inefficient to act as such."
>
> *(Senior policy adviser – the Dominican Republic)*

> "For civil servants involved in social protection systems, self-training and training based on experiences and lessons learned from other countries with an implementation trajectory are useful, they allow us to improve the quality and efficiency of the work carried out in favour of vulnerable groups."
>
> *(Senior official – Latin America and the Caribbean)*

108. The various project activities undertaken in the three regions capitalized on countries' good practices and lessons learned (both successes and errors) in the design and implementation of reforms and non-contributory social protection instruments in order to strengthen the government capacities of member States of ECLAC, ESCAP and ESCWA. This was a defining feature of the project, creating coherence beyond the region where an activity was carried out. In fact, as will be seen below,[73] capitalizing on these experiences formed a fundamental link between the project's two implementing strategies to improve countries' capacities to address their own institutional challenges when implementing the inclusive approach to social protection.

109. Good practices and institutional lessons learned were part of the 18 meetings that promoted horizontal technical cooperation between 18 member States of ECLAC, 7 of ESCAP and 10 of ESCWA. At those meetings, countries' exchanged ideas on the progress made, challenges and opportunities with regard to:

- Adopting a strategic approach in the gradual construction of universal social protection systems that aim to give full effect to economic, social and cultural rights, taking into account the institutional elements that improve the quality, effectiveness and sustainability of public actions.

- Establishing mechanisms to coordinate and connect efforts at the intersectoral and inter-institutional levels and between different levels of government in connection with national poverty reduction strategies that offer guarantees to prevent backsliding.

- Designing and implementing management and accountability tools, emphasizing the role of information systems and monitoring and evaluation mechanisms in generating evidence that guides decision-making processes to improve the effectiveness of social policies and combat inequality (of outcomes and opportunities, and across population groups).

- Fostering advances in the development of effective and innovative intervention instruments (in particular conditional cash transfer programmes) to give impetus to and improve the effectiveness and coverage of national strategies to combat poverty.

Finding 12. The knowledge dissemination component of the project had a "holistic vision" and the institutional anchor was ECLAC, which helped to mitigate the risks of the knowledge and skills promoted through the project activities becoming fragmented or lost. However, as some of the target audience is unaware of the web tools for strengthening national capacities developed as part of the project, the full potential of these tools may not have been realized.

110. There is a risk that the potential impact of the project activities and outputs[74] on building government capacities could be eroded as a result of the number and profile of those activities and outputs. On

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[73] See section 4.2.

[74] The term "outputs" refers to all the events, publications and web tools produced as part of the project, in this case, specifically by ECLAC.

the one hand, four of the project's eight activities were workshops, meetings, consultations or seminars (hereinafter "meetings") that lasted one or two days with little overlap between participants (98% attended only one event). On the other hand, there was a risk of fragmentation owing to the large number of activities and outputs planned and undertaken as part of the project or in collaboration with other stakeholders. For this reason, a positive assessment is given to the fact that the project had a "holistic" knowledge-dissemination strategy. Backed by two Internet portals of which policymakers and high-level technical officials in the social field in Latin America and the Caribbean were well aware,[75] that strategy prevented the project from becoming a range of activities aimed at various scattered beneficiaries who happened to have been involved in one or two of those activities.

111. Figure 3 shows how the project used information and communication technologies (ICTs) to achieve the following: (i) unlimited access to practically all the project's outputs; (ii) ongoing support for knowledge generation and exchange after the meetings by publishing most of the interventions (audio, video and digital presentations) on the Internet and providing barrier-free access to them; (iii) easy navigation to all outputs from the two Internet portals directly related to the project; (iv) integration of the project's output into the main ECLAC website. All of this eliminated the risk of the knowledge becoming fragmented during and upon completion of the project. ECLAC also benefits from this achievement, as it avoids duplication of effort and ensures that the intellectual property created by the Commission does not become dispersed or disconnected or does not appear to be clear linked to the rest of its programme of work.

Figure 3
The relationship between the project's various web tools and outputs
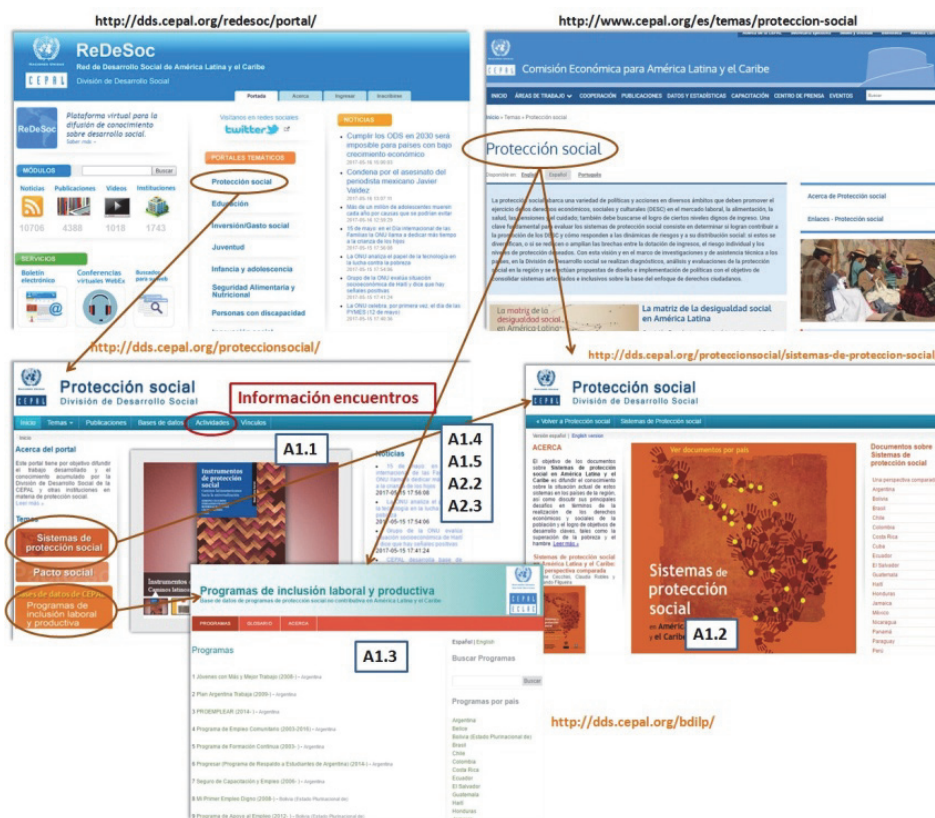
Source: Prepared by the evaluator.

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[75] The web portals are the ECLAC website and the ReDeSoc website.

112. Nevertheless, owing to a possible lack of awareness about the project's Internet tools, the actual capacity of the holistic knowledge dissemination strategy to contribute fully to the strengthening of national social protection capacities may not have been fully exploited.

113. While not representative, the following data are significant: of those who responded to the questionnaire sent to participants from the ECLAC region, 54.3% (76 out of a total of 140 completed questionnaires) were unaware of these tools and their content, even in the case of participants with a specialized profile or, at least, an interest in the field of social protection. This was the case, even though the project output was disseminated through the ECLAC website and every care was taken to maintain the holistic view of knowledge dissemination.

114. Of the 46% (64 respondents) who were aware of the tools, 25% (19) had used them frequently or very frequently and 51% (39) occasionally. This would indicate that once beneficiaries are aware of them, the tools would be more often and more widely used: approximately 90% of the respondents would use the information and the content disseminated through ICTs. These data are consistent with findings 9 and 11, regarding beneficiaries' very positive opinion of the relevance, quality and usefulness of the outputs developed as part of the project.

115. These data should be considered alongside the fact that a majority of respondents considered self-training through specialized Internet portals to be the main way to keep up to date on matters pertaining to an inclusive, rights-based approach to social protection after having participated in the meetings.[76] If the data were sufficiently representative, it would indicate that efforts to improve access to these tools (and thereby also promoting greater dissemination of ECLAC-generated knowledge in the region) could significantly contribute to strengthening the capacity to apply the inclusive approach to social protection. Similarly, it would validate the decision to hold virtual seminars[77] and online training, set to be provided by ESCAP and ECLAC in 2017, based on the publications produced as part of the project.

Finding 13. The relevance and usefulness of the database of non-contributory social protection programmes in Latin America and the Caribbean has been recognized by the countries of the region and by international organizations as a tool that provides differential value to the research and construction of social protection instruments.

"With official ECLAC data, I can argue with more evidence and competence"
(Response to the questionnaire sent to beneficiaries from Latin America and the Caribbean)

"Organize, maintain and systematically update the database of non-contributory social protection programmes in Latin America and the Caribbean, using official data provided by the countries for this purpose, and to publish this information on a regular basis on digital platforms or in other media"
(paragraph 3 of resolution 1(I) adopted at the Regional Conference on Social Development in Latin America and the Caribbean, held in Lima, from 2 to 4 November 2015) [78]

"The [database] is an excellent resource for further research on the subject"
(Global Development Institute of the University of Manchester, United Kingdom) [79]

116. In recent years, the Social Development Division of ECLAC has developed what is currently the largest database in the region on social assistance programmes, the database of non-contributory social

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[76] Of those who continued their training after attending a meeting, 60% (47) did it via the self-training on websites specializing in social protection and 34% continued their training via online training.

[77] Webinar entitled "Towards universal social protection: Latin American pathways and policy tools", organized by ECLAC, the Brazilian Institute for Applied Economic Research (IPEA) and the International Policy Centre for Inclusive Growth (IPC-IG) and held on 10 March 2016. \"",See [online] http://socialprotection.org/connect/forums/researchpolicy/qa-webinar-towards-universal-social-protection-latin-american-pathways. A series of webinars on child allowance programmes in different regions of the world was organized by the United Nations Children's Fund (UNICEF), IPC-IG and ECLAC in 2015.

[78] See [online] http://repositorio.cepal.org/handle/11362/40362.

[79] See [online] http://www.gdi.manchester.ac.uk/research/themes/growth-inequality-and-poverty/improving-research-infrastructure-in-social-assistance/annotated-database/.

protection programmes in Latin America and the Caribbean.[80] As part of the project, two of the components of the database were expanded and updated, those related to conditional cash transfer programmes[81] (CCTP) and social pensions.[82]. Furthermore, a new component on labour and productive inclusion programmes was created.[83]. All the different components of the database contain quantitative and qualitative information from official sources of the countries of the region and is available in Spanish and English.

117. The feedback from consulted sources (interviews and questionnaire) about the utility of the database of non-contributory social protection programmes in Latin America and the Caribbean indicates that the information currently consolidated and available therein on a variety of Latin American and Caribbean social assistance programmes represents a major data infrastructure development in the field of social assistance. Respondents have indicated that the database has enabled them to: (i) evaluate inputs to guide or contrast elements of social assistance programme design and examine which conditions hampered or facilitated their effectiveness and sustainability; (ii) learn about the role of social assistance institutions and their contribution to poverty reduction and social promotion strategies in the different countries of the region; and (iii) improve the basis for research in this field and for the comparative analysis of programmes and different aspects associated with specific social assistance schemes.

118. Thus, the growing interest in having up-to-date information about the three different non-contributory social protection programmes is understandable. Table 7 shows that consultations of the database components on conditional cash transfers programmes, social pensions and labour and productive inclusion programmes have increased by 19%, 50% and 95%, respectively, in the period 2014-2016; for example, in 2016, the component on conditional cash transfer programmes was visited 118 times per day.

Table 7
Number of countries and programmes contained in and visits to the database of
non-contributory social protection programmes in Latin America and the Caribbean, by year

	Conditional cash transfer programmes			Social pensions			Labour and productive inclusion		
	Countries	Programmes	Visits	Countries	Programmes	Visits	Countries	Programmes	Visits
2013	19	46		13	16				
2014	21	48	36 043	13	16	4 502	15	27	4 073
2015	21	48	42 411	14	19	6 541	15	41	6 936
2016	21	48	43 046	14	19	6 766	21	66	7 947
Total	**21**	**48**	**121 500**	**14**	**19**	**17 809**	**21**	**66**	**18 956**

Source: Prepared by the evaluator on the basis of the annual and terminal reports for the project and data provided by the Social Development Division of ECLAC.

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[80] This database registers national programmes, including conditional cash transfer programmes and social pensions, financed through regular national budget transfers that are directed at the most impoverished and vulnerable population groups. See [online] http://dds.cepal.org/bpsnc/index-en.php.

[81] Conditional cash transfer programmes try to reduce poverty and strengthen the human capital of their beneficiaries. This database provides data on expenditure, coverage and amount of the monetary transfers, as well as detailed information on the different components of CCTPs in Latin American and Caribbean countries.

[82] Social pensions are monetary transfers linked to old age or disability that the State provides to those who have not been working in the formal labour market or who have not made contributions to social security during their working lives. This database provides data on expenditure, coverage and amount of the monetary transfers, as well as detailed information on the different components of social pensions in Latin American and Caribbean countries.

[83] This database collects information on labour and productive inclusion programmes targeting persons living in poverty or vulnerability. These programmes are characterized by interventions in the areas of labour training, adult education, direct and indirect employment generation, support for micro-entrepreneurship and labour intermediation services.

119. Lastly, stakeholders at the regional and international levels are increasingly aware of the relevance and usefulness of the database of non-contributory social protection programmes in Latin America and the Caribbean. Since 2015, ECLAC has been updating the qualitative and quantitative information on the database and its three components in response to a formal request by the Regional Conference on Social Development in Latin America and the Caribbean, expressed in its resolution 1(I).

120. At the international level, the database of non-contributory social protection programmes in Latin America and the Caribbean is referred to in official reports and documents produced by other international organizations, such as the International Labour Organization (ILO, 2014), the World Bank (World Bank, 2015) and the Inter-American Development Bank (IDB). The database has also been praised by the Global Development Institute of the University of Manchester, which considers it to be "an excellent resource".

Finding 14. Positive progress was made towards achieving expected accomplishment 2. The project activities promoted monitoring and evaluation as a fundamental axis in the social protection institutional dimension and supported the creation of basic infrastructure to gradually strengthen monitoring and evaluation at the regional level and in the area of social policy.

"We have data, especially programme data, but from there to using it as a basis for policies, making use of data for accountability, allowing universal access to information, decentralizing it ... this is a paradigm shift in governmental institutions, a challenge on which we must keep working."

(Political decision-maker – Dominican Republic)

"It remains pending, and this is serious, to connect [monitoring and evaluation] information and political decision-making. There are normative, institutional and even ideological challenges to doing this. This is not solved with workshops [...], we must look to those who are getting it right."

(Political decision-maker – Latin America and the Caribbean)

"The emphasis on the need for the monitoring and evaluation of programmes is a result of the project's influence on the institution."

(Response to the questionnaire sent to beneficiaries from Latin America and the Caribbean)

121. Latin American and Caribbean countries have made significant progress in the area of monitoring and evaluation in recent years. Increased use of ICTs for processing and analysing information concerning social protection programmes —in particular conditional cash transfers— has made significant advances possible. However, the challenges surrounding monitoring and evaluation tend to be related more to institutional capacities and the scope of analyses that countries can carry out in order to use the compiled data to improve social protection policies.

122. The large majority of those consulted about the project's monitoring and evaluation approach[84] acknowledged the project's contribution to raise the strategic level at which the data provided by information systems and monitoring and evaluation are used. The project positioned the relevance of these systems as a fundamental component of the institutional social frameworks needed to create more efficient and effective national social protection systems. Of those beneficiaries that completed the final questionnaire, 68%[85] agreed that the project outputs helped to boost the strategic position of monitoring and evaluation practices and mechanisms in an effort to improve the effectiveness of social protection policies. In the light of this, the progress made towards achieving expected accomplishment 2 can be positively assessed.

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[84] A total of 15 people, of which 5 were from Haiti or the Dominican Republic, were asked about the project's monitoring and evaluation approach. The issue also came up spontaneously in during interviews with several other beneficiaries.

[85] Responses show that 23% (27) strongly agree and 45% (52) somewhat agree that the project contributed to a more strategic positioning of monitoring and evaluation practices and mechanisms to improve the effectiveness of social protection policies.

123. While the consulted sources believe that it was correct that the project addressed the need to strengthen governments' monitoring and evaluation capacities, the same sources all recognized that for those needs to be fully met a more ambitious and longer-term project would be needed.

124. The most pressing challenges that governments face when implementing or improving their monitoring and evaluation systems in the area of social protection were institutional ones, according to interviewees. They recognize that there is still some work to be done to correct the weaknesses in the information systems in order for the full potential of monitoring and evaluation mechanisms to support the design and management of social protection programmes and policies. They also identified the following issues linked to monitoring and evaluation systems: (i) the lack of coordination between institutions responsible for social policies; (ii) the diffuse and fragmented nature of the programmes; (iii) the unreliability of some of the information issued by certain entities; and (iv) the fact that some institutions were unaware of their responsibility to report their results and be held to account by citizens or were unwilling to do so. They pointed out that the role of monitoring and evaluation mechanisms have for social protection systems must be formally recognized, either by the relevant institution or legislation. As the project sought to promote awareness of the role of institutions in reforming national social protection systems, the fact that beneficiaries raised these concerns could be an example of its impact.

125. Among those consulted, two of the interviewees recognized that the project was just one of a set of initiatives undertaken by the regional commissions, and in particular ECLAC, to provide countries with the basic infrastructure needed to monitor and evaluate social policies, including social protection policies.[86] Strengthening the monitoring and evaluation infrastructure for social policies represents a step forward. Nevertheless, several of the project managers from the regional commissions who were consulted acknowledged that more needed to be done to move towards more comprehensive monitoring and evaluation systems that would make it possible to: (i) identify factors that may have limited or facilitated the results; (ii) undertake cost-effectiveness analysis; and (iii) go beyond the original project or programme concept to include policy analysis so that the findings could be used as input for the future design and management of different components and institutional aspects of social protection.

Finding 15. The exchange of experiences and collaboration between countries in the area of monitoring and evaluation mechanisms has been evident in meetings held for that purpose; however, the websites or Internet portals, such as ReDeSoc.

126. In connection with the expected accomplishment 2, it was considered important to facilitate the exchange of experiences and collaboration between different stakeholders in order to monitor and evaluate social policies and reforms of social protection systems. These activities should go beyond meetings, with collaboration at the interregional, regional and subregional level consolidated with the support of electronic networks and ICT tools. ECLAC designated RISALC/ReDeSoc[87] for that purpose.[88]

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86   These initiatives include: (i) supporting countries in the development and improvement of social statistics; (ii) providing information, tools and methodologies that enable supranational comparability, multidimensional measurement of poverty, and social investment in countries; (iii) systematizing existing country information on public action and non-contributory social protection systems (database of non-contributory social protection programmes in Latin America and the Caribbeanand country profiles of national social protection systems); and (iv) including the status of social institutional frameworks in each country in the database of non-contributory social protection programmes. A new component of the database of non-contributory social protection programmes devoted to labour and productive inclusion programmes was launched by ECLAC in 2017, which includes indicators and official information about the social institutions of Latin America and the Caribbean, such as legislation, organizational elements, management tools and the fiscal resources mobilized for social matters.

87   The Latin American and Caribbean Network of Social Institutions (RISALC) of ECLAC was created in 2006 and renamed the Latin American and Caribbean Network on Social Development (ReDeSoc) in 2015. See [online] http://dds.cepal.org/redesoc/portal/.

88   See indicator IA2 and its means of verification.

127. Exchanges of experiences were fundamental to the methodology followed in practically all the meetings undertaken as part of the project. Exchanges featured on the agendas of the regional and subregional meetings, as well as of the interregional expert group, to address the critical role played by monitoring and evaluation mechanisms in the comprehensive analysis of the progress made, challenges and limitations with regard to social protection policies implemented by the countries of the three regions.

128. In the case of beneficiaries from Latin America and the Caribbean, the prevalent feeling was that these spaces for exchanging experiences had made an impact on regional social protection experts, allowing them to keep in contact with national political leaders. Experts were also able to keep abreast of advances and new challenges in the field, exchange ideas and discuss new experiences and lessons learned. However, there is no evidence that an electronic network has been created between social protection policymakers and advisers who, in a collaborative way, exchanged information and good practices about provisions or reforms on social protection. Of the three regional commissions, only member States of ESCWA have started to create a network of practitioners to continue collaboration on cash transfer programmes following the regional workshop. In this connection ECLAC and SISCA held virtual follow-up meetings a year after the end of the first and second internship programmes for civil servants in the social sector in Central America and the Dominican Republic to facilitate exchanges between policymakers who had participated in those training experiences. Monitoring and evaluation issues were addressed at those meetings.

129. In the project's planning, ReDeSoc was considered the main ICT tool for exchange between stakeholders; however the person responsible for managing this network confirmed that it is difficult to ascertain whether exchanges have taken place. Beyond allowing people to download information and participate in webinars, the structure of ReDeSoc is not agile enough to support exchanges among stakeholders or the creation of communities of practices for more collaborative work. Between 2014 and 2016, the number of people enrolled with the network rose from 2,476 to 2,946, representing 40 countries (24 in Latin America and the Caribbean), but there is no record or monitoring of whether exchanges took place on the network. In addition to ECLAC, the stakeholders that upload information most often to ReDeSoc are international agencies and institutions, such as IDB, ILO, Oxfam, Oxford University, UNDP, the United Nations Children's Fund (UNICEF), the United Nations Research Institute for Social Development (UNRISD) and the World Food Programme (WFP). Several national institutions from some countries of the region, such as Argentina, Brazil and Chile, have uploaded publications, but not very many or very often.

130. Exchanges and cooperation between stakeholders in the region may have taken place through Internet portals, which offer greater possibilities for interaction.[89] ECLAC has also collaborated on the content on the IASPN website, the IPC-IG knowledge management portal and the Social Protection and Human Rights platform. The project coordinator sits on the advisory group of the Social Protection and Human Rights platform. Many of these platforms were created between 2014 and 2016, after the project was designed, offering greater possibilities for interaction; however, it has made it difficult to have a consolidated overview of the exchange and collaborative networks that emerged during the project's execution period.

C. Technical cooperation

Finding 16. The project's technical cooperation strategy involved different forms of technical assistance for countries, greatly exceeding the number and scope of activities foreseen under the initial plan. The tangible and intangible results of implementing this strategy would indicate that it helped to advance the project's expected accomplishments.

131. The regional commissions have managed the project's resources and seized opportunities to provide governments in one or more countries with technical advisory services on social protection. The technical

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89 Such as the Knowledge Portal of the Inter-American Social Protection Network (IASPN), which has specific spaces for sharing best practices, lessons learned and innovations, and can be accessed via smart phones. Likewise, the portal managed by IPC-IG promotes and offers access to spaces for exchanges on specific subject areas.

cooperation implementation strategy comprised a total of 32 actions involving 35 member countries of the three regional commissions, whereas in the initial planning technical advice was foreseen for just six countries, in addition to the study tours in Latin America and the Caribbean.

132. The intense activity engaged in under this strategy owes much to the fact that it was developed, with input from the regional commissions, soon after the knowledge dissemination component with the stated objective of building government capacity. Similarly, member States' recognition of the regional commissions as social policies think tanks and the commission's knowledge of regional dynamics and actors also played a major role in increasing demand for their advisory services, especially in the case of ECLAC.

133. The regional commissions' technical cooperation within the framework of the project took on different forms, all of them covered under activity A1.4,[90] often feeding into and/or undertaken in synergy with other project activities. The different forms of cooperation and the number of activities by region were:

- *Technical assistance to countries*: ECLAC (10), ESCAP (3) and ESCWA (1). Developed to support national processes already underway or promote the inclusive, rights-based approach to social protection. Examples include the technical assistance provided to: (i) the Solidarity and Social Investment Fund (FOSIS) of Chile, focused on introducing the rights-based perspective into social protection systems; (ii) the Department for Social Prosperity (DPS) and the Department of Planning (DNP) of Colombia on the relationship between social protection and labour inclusion, and policy coordination; (iii) the Technical Secretariat of the Office of the President of El Salvador on social protection and childhood, and universal social protection; (iv) the Secretariat of Social Development and the Prospera programme of Mexico on mainstreaming the rights-based perspective into conditional cash transfer programmes; and (v) the Ministry of Education and the Disabled Persons' Association of Bhutan on the design and management of inclusive social protection policies. ESCWA provided technical assistance with a wider regional scope to a group of eight Arab countries on the implementation of cash transfer programmes.

- *Technical cooperation activities related to knowledge dissemination and exchange:* ECLAC (10) and ESCAP (4). The regional commissions participated as regional experts in regional and international forums specializing in social policies and social protection. These spaces were used to disseminate the knowledge generated within the framework of the project. The spaces also proved useful for strengthening national capacities.

- *Two study Tours.* In addition to cooperation with specific governments, the project contributed to strengthening capacities at the sub regional and regional levels, for example through the organization, in conjunction with SISCA, of two internship programmes for civil servants in the social sector, one in the Dominican Republic (2014) and the other in Panama (2016).

- *Technical cooperation in Haiti and the Dominican Republic.* The cooperation activities undertaken by ECLAC with both countries were more intense and lasted longer. In both cases, technical cooperation was provided in response to a formal request by the governments[91] and involved different activities financed by the project, including studies, seminars, technical discussions with governments, technical assistance missions. In Haiti, the technical assistance sought to advance the construction of a national social assistance strategy with a human rights approach and to address

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[90] See table 8.

[91] The Prime Minister's Office in Haiti made a formal request for technical assistance, which resulted in the preparation of two documents —one on the social assistance strategy and the other on its financing— and the organization, in May 2015, of an international seminar on social protection with the Ministry of Social Affairs and Labour (MAST), where the Haitian situation was discussed in light of the experience of the wider region. The Vice-President the Dominican Republic made a formal request. ECLAC provided the Office of Social Policy Coordination (GCPS) with technical assistance in connection with the redesign of the institutional architecture of the social assistance sector.

its financial sustainability. In the Dominican Republic, ECLAC carried out technical assistance related to the redesign of the institutional architecture of the social assistance sector, addressing aspects of the concept of inclusive social protection and issues of coordination and institutional frameworks.

134. All these actions were directly linked to the strengthening of government capacities, but it is difficult to assess their contribution to that goal; on the one hand, because many of them were short events (1-2 days) and, on the other, because assessments are only available for 10[92] of the 32 meetings held.[93]

135. Nevertheless, the available information would indicate that the technical cooperation strategy contributed to the achievement of the expected accomplishments. For example, information from the available questionnaires shows that more than 85% of respondents considered the meetings useful and relevant to improving their knowledge and skills in the areas covered by the meetings.

136. Another sign of their contribution is the concrete and tangible results of the technical cooperation in Haiti and the Dominican Republic beyond the studies and meetings. In the Dominican Republic, a proposal to reform social assistance in the country, which will be considered by the current government, was developed. While in Haiti, the National Social Assistance Strategy (SNAS) is being developed as part of the gradual construction of a permanent social protection and promotion system, rooted in economic, social and cultural rights. However, it is too early to assess the full impact of ECLAC technical assistance in these countries.

137. In addition, several project beneficiaries and ECLAC project managers said that the overall technical cooperation strategy in Latin America and the Caribbean had contributed to the following intangible results. Firstly, intra-institutional collaboration within ECLAC was strengthened, as it enhanced coordination among its different offices, especially between its headquarters in Chile and subregional headquarters in Mexico. Secondly, the work undertaken by ECLAC on social protection has raised the profile of the commission with other regional and international stakeholders. Thirdly, ECLAC has become a reference point for the institutions responsible for social protection programmes. Haiti, the Dominican Republic, El Salvador and Chile requested technical assistance in the framework of the project, as did other international agencies operating in Haiti, such as ILO, UNDP, UNICEF and the World Bank.

138. Lastly, another intangible result identified in the Dominican Republic and Haiti is the progress (not consolidated and with fluctuations) made towards the development of a conceptual framework shared by a greater number of national stakeholders on the importance of adopting an inclusive social protection system. This framework will be consolidated in the coming years, facilitating the construction of a more stable national consensus on the need for a rights-based social protection system and helping to overcome political and institutional inertia, which is often entrenched, particularly with regard to national strategies for reducing poverty.

Finding 17. The studies conducted in Haiti and the Dominican Republic were a guiding and driving force for the implementation of the technical cooperation strategy in both countries and put forward a contextualized proposal for the application of the rights-based approach to their social protection policies.

"Before there was nothing, [the studies] were pioneering. [...] They were very valuable for building up understanding of a new vision of social protection in a very conservative context; [...] for thinking through and negotiating stable financing because the Petrocaribe funds were drying up; [...] for starting to think about a possible law to combat poverty that incorporates taxes and new financing instruments [...]; and for understanding social protection as a right."

(Senior policy adviser — Haiti)

"[The studies] raised our technical level with other government institutions [...]. There was resistance within the institutions, but its quality and rigor gave us confidence to elevate the proposals to another stage of negotiation."

(Senior policy adviser — Dominican Republic)

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[92] See annex 10.

[93] Many of the meetings were organized by other organizations and countries, meaing that they were responsible for requesting evaluations of those activities. If questionnaires were indeed handed out the project coordinator reported that copies were not available. See annex 10.

139. According to project participants from Haiti and the Dominican Republic, the studies were the point of entry and the point of reference in the technical cooperation offered by ECLAC. The studies were simultaneously instruments that strengthened governments' technical capacities, and provided arguments and evidence to propose a new approach to social protection to more conservative sectors of the country. This is the consensus among those interviewed who were directly involved in project activities in those countries. The proposals set out in the studies allowed beneficiaries to: (i) define the meaning and implications of the rights-based approach for social protection in the country; and (ii) reflect politically and strategically on the design and architecture of social protection institutions that would be most feasible and effective for implementing this renewed vision of social protection.

140. Two studies were carried out in Haiti, one on the institutional dimension of SNAS (Lamaute-Brisson, 2015) and another on its funding.[94] Seven studies were carried out in the Dominican Republic to develop a proposal for redesigning the institutional architecture of the non-contributory social protection sector. Three of them focus on the development of a legal framework to accompany that redesign,[95] and the rest examine how to reform the social protection institutional framework in the country.[96] The theoretical and conceptual framework developed by ECLAC on rights-based inclusive social protection is incorporated into the studies' analysis and recommendations.[97]

141. The former government representatives of Haiti and the Dominican Republic who were consulted and involved in the process said that the studies were important elements of the technical cooperation provided by ECLAC because they: (i) generated evidence from which to identify proposals and recommendations for reconfiguring the institutions related to the social assistance sector, based on the rights-based approach; (ii) increased awareness of and promote inclusive social protection among a larger number of stakeholders across the political spectrum, based on the studies' evidence and concrete proposals; (iii) improved different key stakeholders' (from national institutions, donors, agencies) understanding of the inclusive social protection approach; and (iv) urged the State to take deliberate and sustainable action to combat poverty and inequality more comprehensively.

142. Although the pace of progress was tempered by the political unrest in Haiti in 2015 and the atmosphere before and during elections in both countries in 2016, the majority of consulted beneficiaries agreed that the studies make valid proposals and contain evidence and analyses "that cannot be easily cast aside". The studies are being used as benchmarks and material for reflection and discussion by various national actors, including international organizations, agencies and donors, and in the case of the Dominican Republic, by the government itself.

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[94] Dorsainvil (2015), the study was carried out as part of the Social Protection in Haiti project (M028-UND/07/001) using resources from the UNDP office in Haiti. Although the evaluation of public funding of social protection policy was supported by other sources of funding other than the project, both the Haitian institutions consulted and the ECLAC Programme Officers consider the two studies as part of a single complementary process. For this reason, they have been included in the evaluation. See http://repositorio.cepal.org/bitstream/handle/11362/38231/S1500500_fr.pdf.

[95] These studies by Mario Arturo and Leslie Soto (unpublished) examine social protection institutions, set out a proposal for legal framework to regulate substantive and organizational aspects of reforming the institutions of the non-contributory social protection sector, and put forward a strategic plan for drawing up that framework.

[96] This set of studies was developed by Leticia Ayuso (2016) contains: (i) an update of the progress made in the reform of the social protection sector and the mapping of actors; (ii) a strategic plan for the implementation of the proposal for the institutional redesign of the non-contributory social protection sector in the Dominican Republic; (iii) guidelines for the definition of a strategic plan for social and economic inclusion; and (iv) a proposal for the reform of the institutional framework of the social protection sector.

[97] Some of the characteristic elements of the rights-based approach to inclusive social protection are: (i) a legal and regulatory framework; (ii) clearly identified responsibilities of the governing institutions of national social protection systems; (iii) strategic plans and consolidatedtechnical and operational management instruments (including monitoring and evaluation mechanisms, observatories, budgeting for results and single beneficiary registration), mainstreaming a gender approach.

Good practices. Strengthening local capacities through national contracts
All national studies were carried out by national consultants who were experts in the issues under analysis. The stated intention of ECLAC was to create or strengthen local capacities for implementing the inclusive, rights-based approach to social protection. By contracting local consultants, it was hoped that the capacities would remain in the country; consultants could provide input and follow the processes initiated with the support of ECLAC technical cooperation and other national processes undertaken by other stakeholders in the country. This decision seems to have borne fruit. The consultant hired in the Dominican Republic continues to provide technical support to the Office of Social Policy Coordination (GCPS), while in Haiti, the consultants have been invited to participate in the national consultative boards, promoted by agencies other than ECLAC, and their proposals have been taken up by the same boards.
As part of the search for a consultant in the Dominican Republic a database of experts was created, which could be used in the future. A mission was undertaken to Haiti to identify the most suitable profiles for the contracts. The process of undertaking a technical review of the preliminary reports produced by the different consultants is a recognized good practice. Far from being a mere administrative procedure, the preliminary reports were exhaustively reviewed by ECLAC project managers and their national counterparts. This exercise was highly valued by the interviewees, who said that it: (i) promoted reflection on the relevance and usefulness of the report; (ii) improved the degree of appropriation of its contents; and (iii) expanded the technical capacities of those involved through discussions at the institutional level on the report's findings and recommendations.

Findings 18. Countries place high value on aspects that are unique to the technical cooperation provided by ECLAC, in particular the high technical quality, the ability to listen to governments' needs and the respect for national processes.

"ECLAC should educate the other United Nations agencies about the rights-based approach [...]. Other United Nations agencies and international organizations did not have the same willingness to engage in an open exchange of views to promoting mutual understanding. [...] The work with ECLAC was different to that with other agencies and donors; and I have met with all of them. ECLAC brought the Latin American and Caribbean experience to us, to [our] vision of social protection. [...] We felt [Latin America and the Caribbean] to be an ally, in solidarity with the Haitian people."

(Former political decision-maker – Haiti)

"ECLAC has placed a Latin American stamp on social protection."

(Senior official – Latin America and the Caribbean)

"It connected us to regional debates from which we were absent [...] [and] raised the technical quality of our work. [...] It was not simply a question of 'come, undertake a consulting assignment, and that is it', [...] ECLAC was there the whole way and I hope it continues to be there, because we still need that support."

(Political adviser – Dominican Republic)

143. Although the role of ECLAC varied depending on the type of technical advice provided, interviewees from Latin America and the Caribbean identified and commended a distinctive "ECLAC approach". While this is a Commission-wide approach to technical support services and not a direct result of the project, it was adopted as part of the project and recognized by the interviewees.

144. According to one interviewee from the Dominican Republic, ECLAC played the role of a neutral third party in that country and Haiti. This was key to bringing together sectors of the same government with different positions on social protection. The Commission's technical expertise, credibility and regional prestige made it possible to overcome different actors' resistance and to convene diverse institutions to discuss the matter and the need for effective, strategic, sustainable and consolidated policies on social protection and the social institutional framework.

145. Interviewees also recognized other distinctive features of the technical cooperation provided by ECLAC, such as its technical expertise and detailed knowledge of the region and subregion and of experiences and key actors in the social protection field. These constituted a clear value added for the countries, as the technical advice provided was enhanced with the most relevant regional experiences and lessons

learned. Countries were put in contact with the most appropriate government institutions and regional experts to address their technical needs. In the specific case of Haiti and the Dominican Republic, the defining characteristic was identified as the Commission's ability to provide a different point of view, allowing beneficiaries to see national issues and challenges reflected in other Latin American and Caribbean countries and learn from their experiences. Interviewees from both countries also said that the technical cooperation enabled them to engage in regional discussions on social protection, debates that were relevant to them, but from which they had previously been absent.

146. Lastly, ECLAC was lauded for its active engagement in the advisory processes, its listening skills and the respect it showed for national processes, as well as for its agility in offering ad hoc responses to national needs, taking advantage of opportunities as they arose.

D. Mainstreaming the gender approach into the implementation of the project

Finding 19. A significant effort was made to incorporate the gender perspective into both strategies, although it was in the area of knowledge generation where that effort was more evident and systematic.

On mainstreaming gender perspective in both strategies:
"It was necessary to emphasize that in some parts of the State's actions the issue was present, while in others it was 'twisted', and in many others it was simply absent."
(Social protection specialist – Haiti)

"A social assistance policy or provision is the result of what a society is willing to give and you cannot ask of a policy or a social protection system more than what a society at a given time is able to give."
(Social protection specialist – Latin America and the Caribbean)

"A major focus of the workshop programme was on the impact of conditional cash transfers on improving the situation of girls and women and it was where gender issues were widely discussed by participants."
(Response to the questionnaire sent to beneficiaries from Western Asia)

147. The results of the questionnaires completed by the project managers show that every effort was made by all regional commissions to consider the gender dimension during the project's implementation, which is understandable given that they were working from a human rights perspective and applying the gender perspective is one of the characteristics of inclusive social protection. Over the course of the project, regardless of the implementation strategy, attention was drawn to the situation of women and they were recognized as one of the historically vulnerable groups (others include children, indigenous people, people with disabilities) who are hit hardest by the consequences of poverty and inequality. Some social assistance programmes or provisions exploit women's role as mothers, assigning them the same level of responsibility as the State for achieving certain social objectives, such as eradicating poverty. Beyond these common elements, and after reviewing the information provided, the evaluator has identified differences in the extent to which the gender perspective was incorporated into the two implementation strategies.

148. The gender perspective was more consistently incorporated into the knowledge generation strategy. The best examples of this are the documents *Time for Equality: The Role of Social Protection in Reducing Inequalities in Asia and the Pacific*, *Towards Universal Social Protection: Latin American pathways and policy tools* and *Protection et promotion sociales en Haïti: la stratégie nationale d'assistance social (SNAS/EDE PEP)*, which successfully incorporate various aspects of gender equality in the reflections on social protection. These reports assess the cost of consigning women to care-giving roles and how gender inequalities mean that women are at a disadvantage when it comes to access to decent work, a salary that is equal to that of men, social security coverage, and equal access to productive resources (i.e. land, capital, credit, technologies, extension services). All those inequalities have a knock-on effect on women's economic autonomy, further restricting their ability to protect themselves against poverty and violence, and increasing their dependence on their families.

149. There are examples of efforts to include the gender perspective in meetings and technical assistance activities, but it was not done systematically. Three instances were indentified where the impact on gender inequalities of the sexual division of labour and greater demand for care was addressed.

Meanwhile, 70% of the respondents to the beneficiary questionnaire stated that the activities in which they participated took the gender perspective into consideration fully (23.8%) or to a great extent (46.3%), and all of the project managers agreed that steps had been taken to incorporate a gender perspective into the activities. Respondents also said that deliberate care was taken to maintain a gender balance amongst participants in the exchange forums and the panellists and experts in the meetings.

150. However, these efforts may not have been evident to all participants. About half of those consulted said that gender mainstreaming was not covered during the activity, largely because countries were asking for more specific information on other topics. They also stated that they had not participated in discussions about social protection as a tool that could either empower women or restrict gender equality.

151. Regardless of whether countries specifically asked for them, dissemination and technical assistance activities could have been improved to raise awareness of forums where countries could exchange experiences and good practices of, for example: (i) gender-sensitive social protection programmes in terms of design and implementation; (ii) effective mechanisms that empower women in the context of poverty reduction strategies; and (iii) gender mainstreaming for social protection institutions. Thus, steps could be taken towards preventing the spread of programmes that consolidate discrimination and promoting and expanding those that tackle gender inequality.

3.3. Efficiency

3.3.1. Coordination

Finding 20. The interregional coordination structure and management procedures, adapted to the characteristics of the project, enhanced efficiency overall. The collaboration and coordination between the different ECLAC offices to streamline the budget and broaden the scope of the project's planned activities in Latin America and the Caribbean are particularly noteworthy.

"Guidance from ECLAC was very clear and the management was very responsive."
(Response to the project managers' questionnaire)

"Coordination between the offices was without a doubt a good practice of coordination, and thanks to this the project was able to be implemented as it was in Haiti and the Dominican Republic."
(Project manager – ECLAC)

152. The parallel implementation of the project, which required less interregional coordination, was facilitated by the fact that: (i) the regional commissions were responsible for budget allocations, with ECLAC receiving 77.3% of the total funding; and (ii) planned activities were regional in scope, with one joint seminar. After the project launch meeting,[98] at which the roles and responsibilities of the regional commissions were established, two face-to-face coordination meetings were held in 2013[99] and 2015.[100]

153. To implement the project, the regional commissions decided to adopt a simple work structure. An interregional coordination unit was set up under the leadership of the Social Development Division of ECLAC to coordinate the implementation of the activities with the respective regional coordinators of the

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[98] ECLAC, ESCAP and ESCWA held a video conference on 11 June 2013 to present the project and launch its activities. After the video conference, funds were made available to ESCAP and ESCWA. At the meeting, representatives discussed priority activities for the achievement of theexpected accomplishments, execution monitoring, the implementation schedule and key aspects of the operational management of the budget.

[99] The three regional commissions held a second meeting in Bangkok on 18 October 2013 to discuss the implementation of the project. This meeting was timed to coincide with an international seminar in the same city that representatives of the regional commissions were attending.

[100] ECLAC organized the meeting of the InterRegional Expert Group on public policies for equality and the 2030 Agend", which took place in Santiago, on 9 and -10 December 2015. This was also timed to coincide with an international event.

Social Development Divisions of ESCAP and ESCWA. The budget allocations for ESCAP and ESCWA (11.3% of the budget each) meant that larger teams were not necessary.

154. The project managers state that coordination at the interregional level was adequate. Coordination was adapted to the needs of the regional commissions, which were responsible for executing their portions of the budget and implementing their activities. This simplified the management procedures associated with interregional actions. Beyond causing a slight delay in the project's implementation schedule, the transition from the previous management information system to Umoja at ECLAC had no effect on the sound management of the project. The other regional commissions recognized the fact that ECLAC made every effort to minimize the impact of the transition on the interregional coordination and management of the project.

155. While there were various delays to the project's implementation schedule,[101] in the long run, the project benefited from them and the implementation extension granted by the UNDA, thanks to the adaptable and flexible approach adopted. In the case of ESCWA, for example, violent conflict, instability and changes of governments in the region required a very flexible approach, including shifting the focus of the regional part of the project after States' withdrew their initial support. Political upheaval also caused some delays to the activities undertaken in Haiti, but all of the technical assistance activities planned for the country were carried out.

156. Regional coordinators said that, throughout the project, the channels of communication and dialogue between the regional commissions and the coordination unit were permanently open. Particularly noteworthy is the interregional coordination between ESCWA and ECLAC, which, within the budget and the modalities of the planned activities, collaborated on two activities to promote interregional learning.[102]

157. At the intraregional level, the implementation of the project in Latin America and the Caribbean benefited from good internal coordination between the project managers in the Social Development Division and other ECLAC offices. The Social Development Division of ECLAC, based in Santiago worked with the ECLAC subregional headquarters in Mexico to provide technical assistance to El Salvador, Haiti and the Dominican Republic; while in Colombia, technical assistance was coordinated between the Division and the ECLAC office in Bogota. The project's overall efficiency in the region was the result of this good intra-institutional coordination, supported by effective communication and an agile and adaptive governance structure. In turn, that efficiency promoted synergies between the different ECLAC offices in the region and allowed them to take advantage of opportunities that arose during the project. The project managers agreed that, by sharing resources, this coordination between ECLAC offices not only ensured greater budget efficiency, it was also the key to the project's good results in the region.

158. The results of the survey of the project managers reveal a high level of agreement on the suitability of the management and governance structure of the project, and on the effectiveness of the intra- and interinstitutional coordination when implementing it (87.5% in both cases).[103]

Finding 21. The regional commissions cooperated and worked in collaboration with other stakeholders in an effort to generate synergies with the project activities and obtain extrabudgetary resources.

159. A key feature of the project's execution is the numerous collaborations and coordination established by the three regional commissions with different stakeholders (including other United Nations agencies, donors, governments) to generate synergies between actions and to efficiently use the budget by sharing resources (intellectual, economic and in kind). Based on the document review and the

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[101] See finding 22.

[102] These were: (i) the participation of a senior Egyptian Government official in the second internship programme for civil servants in the social sector in Central America and the Dominican Republic, held in Panama, from 18 to 22 April 2016; and (ii) the participation of Latin American experts in the regional workshop on (conditional) cash transfer programmes in the Arab Region, held in Beirut, on 19 and 20 July 2016.

[103] Out of 18 project managers, 8 completed the questionnaire.

assessments of participants, various types of cooperation were identified as having contributed to improving the project's efficiency; for the most part, these were the result of trust-based relationships and strategic work alliances established prior to the project:

- Together with the aforementioned collaboration and coordination with the ECLAC subregional headquarters in Mexico and the Office in Bogota, ECLAC linked project activities with initiatives of other organizations and donors that were in synergy with or complementary to making progress towards the project's expected accomplishments.

- At the regional level, ECLAC collaborated with SISCA (internship programmes), the German Agency for International Cooperation (GIZ) (technical assistance for the Dominican Republic and a workshop in El Salvador in April 2014), FAO (courses on social protection, rural poverty and food security) UNICEF (workshop in El Salvador in March 2014) and UNDP (technical assistance for Haiti).[104] The Governments of the Dominican Republic and El Salvador also contributed different resources to the project activities carried out in their territories. Likewise, the scope of the project in Latin America and the Caribbean benefited from being able to link activities with other initiatives financed by donor countries, such as Norway[105] and Germany,[106] which support the Commission's work in the area of social protection.

- At the international level, ECLAC collaborated with IPC-IG to disseminate the One Pager publications on social protection systems and with UNRISD, ILO, ESCAP, ESCWA and a number of other United Nations agencies to set up a social protection and human rights platform.[107]

- ESCWA participated in the UNDG Thematic Working Group on Social Protection in the Arab States,[108] contributing to the Group's efforts to consolidate social protection in the region. The Group included representatives from FAO, ILO, UNDP, UNICEF, the United Nations Educational, Scientific and Cultural Organization (UNESCO), WFP, the World Bank, the American University of Cairo and the Lebanese Cash Consortium, an NGO. In addition, representatives of several countries in the region covered their own expenses in order to participate in the ESCWA workshop on conditional cash transfers in the Arab region held in Beirut, on 19 and 20 July 2016, highlighting the importance attached to the issue by the Arab countries.

- ESCAP collaborated with various stakeholders working on social protection issues in the region, such as the Asian Development Bank, the Association of Southeast Asian Nations (ASEAN), ILO, UNRISD and the World Health Organization (WHO). The project activities to expand the Social Protection Toolbox and the meetings held in Fiji and Bhutan in 2014 were co-financed as part of the ESCAP disability programme and the efforts to implement the Incheon Strategy to "Make the Right Real" for Persons with Disabilities in Asia and the Pacific, to highlight which countries provided social protection benefits to persons with disabilities.

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[104] As part of the project Protection sociale en Haïti (M028-UND 07/001), partially funded by UNDP.

[105] The joint ECLAC–Norwegian Agency for International Development (NORAD) programme to promote equality in Latin America and the Caribbbean.

[106] The cooperation programme between ECLAC and the Federal Ministry for Economic Cooperation and Development (BMZ), with GIZ as the implementing agency, on promoting low-carbon development and social cohesion in Latin America, and the joint ELCAC-GIZ project on social protection, the rights-based approach and inequality in Latin America.

[107] See [online] http://socialprotection-humanrights.org/.

[108] Second meeting of the UNDG Thematic Working Group on Social Protection in the Arab States, held in Amman on 28 August 2016.

160. Finally, the project had complementarities with three other UNDA projects related to the financing of knowledge generation products: "Strengthening social protection in Asia and the Pacific" (ROA/149-7); "Strengthening regional knowledge networks to promote the effective implementation of the United Nations Development Agenda and to assess progress" (ROA 161-7); and "Promoting equality: Strengthening the capacity of select developing countries to design and implement equality-oriented public policies and programmes".

161. Regional coordination is identified as having clear merit for maximizing the project's budget, by cooperating strategically with different stakeholders and supplementing financing. This is because social protection is a very important issue for the international community and is high on the political and cooperation agenda of many international, regional and donor organizations; there is, therefore, little overlap between actions. Overall, the different initiatives and cooperation activities undertaken made a significant contribution to the effectiveness of the project.

3.3.2. Deviation from the project's planned activities

Finding 22. The assessment of the implementation of project activities is, on balance, positive: five of the eight executed activities exceeded initial expectations. Some implementation difficulties were encountered in the ESCWA region, mainly due to political instability in the area.

162. Measured against the activities outlined in the original project document, the overall assessment of the project's implementation is, on balance, positive. Each of the eight planned activities was completed as planned and five of the eight activities extended their scope. The positive assessment is largely the result of the volume and variety of initiatives developed by ECLAC and ESCAP under A1.4. and A1.5, and by ESCWA under A1.2 of the project document. As part of their efforts to strengthen national capacities to create effective poverty alleviation mechanisms and reduce social gaps by linking programmes on social protection systems, ECLAC and ESCAP took advantage of the opportunities that emerged during the project's execution to broaden the activities' scope. The national and regional studies on social protection systems were another positive contribution to implementation of the project#.

163. Political instability within the countries of the region made it difficult for ESCWA to execute the activities as planned. In the light of those difficulties, the country studies (A1.2) and the technical advisory services (A1.4) were adapted to ensure that they could be carried out feasibly.

164. Table 8 lists the project's planned and implemented activities, as well as the changes identified by comparing the two.

Table 8
Planned and implemented activities

Planned Activities	Implemented Activities	Changes
A1.1. Develop a toolkit of policy and programme options for social protection systems based on the analysis of good practices.	**ECLAC** • The toolkit of policy and programme options for social protection systems based on analysis of good practices was finalized and published (Cecchini and others, 2015) **ESCAP** The Social Protection Toolbox (see [online] http://www.socialprotection-toolbox.org) was updated and expanded.	**More activities were carried out than initially planned** **ECLAC** • The toolkit was made publicly available as a publication and translated from Spanish (original language) into English to: (i) facilitate South-South cooperation; and (ii) allow it to be used by non-Spanish speaking specialists and policymakers.

Table 8 (continued)

Planned Activities	Implemented Activities	Changes
		Change from the planned activities **ESCAP** • The usability of the Social Protection Toolbox was improved and another 21 social protection good practices wereadded to the database, including those related to persons with disabilities. Undertaken in coordination with ESCAP's disability programme and co-financed by an extrabudgetary disability project.
A1.2. Prepare comparative studies that analyse new challenges in relation to social protection policies that contribute to reducing poverty, inequalities and exclusion (Studies on selected countries from Latin America and the Caribbean (2), Asia-Pacific (1) and Western Asia (1))	**ECLAC** • The following studies related to social protection policies were carried out in the countries of the region: – "Sistemas de protección social en América Latina y el Caribe: Ecuador", (Naranjo Bonilla, 2013). – "Social protection systems in Latin America and the Caribbean: A comparative view" (Cecchini, Filgueira and Robles, 2014). – "Diagnóstico institucional del sector de protección social en la República Dominicana" (Arturo and Soto, 2016). See A1.4. – "Propuesta de reforma de la institucionalidad del sector de protección social en la República Dominicana" (Ayuso, 2016).See A1.4. – *Protection et promotion sociales en Haïti: la stratégie nationale d´assistance sociale* (Lamaute-Brisson, 2015). See A1.4. – In collaboration with IPC-IG, One Pagers on social protection systems in Argentina, Brazil, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Jamaica, Mexico, Paraguay, Peru, Trinidad and Tobago, and Uruguay. **ESCAP** • The following documents were published: – "Confronting Inequalities in Asia and the Pacific: The Role of Social Protection" (ESCAP, 2014). – Time *for Equality: the role of social protection in reducing inequality in Asia and the Pacific* (ESCAP, 2015). **ESCWA** • The following country studies were developed: – Zakat in Morocco Social Protection Country Profiles: Egypt, Iraq, Lebanon, Mauritania, the Occupied Palestinian Territory, Saudi Arabia, Sudan and Tunisia)	**More activities were carried out than initially planned** **ECLAC** • More studies, covering more countries were produced —14 instead of 2— plus a regional comparative study and specific studies on the social protection systems of 3 countries. • The comparative view, the 14 country profiles and the study of social protection systems in Ecuador are available in both English and Spanish. ESCWA • Drafting of an in-depth study of Morocco and 8 social protection country profiles, up from the planned study of one country. • With the exception of the profile on Tunisia, the other documents have not been published yet. **Change from the planned activities.** **ESCAP** • Two documents offering a regional perspective of social protection were produced, instead of one with a national perspective. • This change contributed positively to the achievement of the project's EA1 in the ESCAP region, boosted by the publication of *Time for Equality: the role of social protection in reducing inequality in Asia and the Pacific.*

Table 8 (continued)

Planned Activities	Implemented Activities	Changes

A1.3. Update and expand the web-based database of social assistance programmes and transfers in Latin America and the Caribbean	**ECLAC**
	• The bilingual database of non-contributory social protection programmes in Latin America and the Caribbean was updated and expanded. There are currently:
	  – 48 records from 21 countries on conditional cash transfer programmes
	  – 19 records from 14 countries on social pensions
	  – 63 records from 21 countries on labour and productive inclusion programmes.
		Activities completed in accordance with the project's plan
		• The database and its three components were updated periodically.
		• The database was expanded with the addition of a new component on labour and productive inclusion programmes.

A1.4 Advisory services to: (i)sponsor "horizontal" technical cooperation (study tours) with respect to social protection reforms, promotion of equality and social right based approach to poverty reduction (at least 4 countries will participate in the study tours); and (ii) carry out technical cooperation activities in policy design and management to promote inclusive social protection systems(technical cooperation activities to be carried out in at least 6 countries : 4 in Latin America and the Caribbean; 1 in Western Asia; and 1 in Asia-Pacific).	**ECLAC**
	(i) Study tour in collaboration with SISCA
	• The first internship programme for civil servants in the social sector in Central America and the Dominican Republic (Dominican Republic, 13-17 October 2014). Seven participating countries.[a]
	• The second internship programme for civil servants in the social sector in Central America and the Dominican Republic on the complementarity between economic policy and social policy in social protection systems and in poverty reduction strategies (Panama, 18-22 April 2016). Participants from 13 countries.[b]
	(iia) Technical cooperation activities
	• Technical assistance provided by ECLAC in response to specific social-protection related requests by:
	  – The Central Bank of the Plurinational State of Bolivia,[c] 5 November 2014.
	  – The Solidarity and Social Investment Fund (FOSIS) of Chile. 1º FOSIS Debate: Enfoque de Derechos y Universalización, 5 August 2014.
	  – The Ministry of Social Development, Chile. International seminar entitled "Optimizando la respuesta en emergencias desde lo social", Santiago, 22 June 2016.
	  – The Government of Egypt. Launch of the Takaful and Karama programmes (conditional cash transfer programmes). 28 May 2016.
	  – Technical Secretariat of the Office of the President of El Salvador. Seminar-workshop on the impact of the universal social protection system, 8-9 April 2014. **See A.1.5.**
		More activities were carried out than initially planned
		ECLAC
		(i) Study tour in collaboration with SISCA
		• Two study tours were conducted, involving participants from a total of 13 countries, nine more than originally planned. The study tours also involved agencies and actors with experience and work proposals in the area of social protection.
		(iia) Technical cooperation activities
		• ECLAC provided advisory services on social protection to eight Latin American and Caribbean governments and to one government from the ESCWA region. This was five more than originally planned.
		• In each case, government bodies with responsibilities in the field of social protection made the request for technical assistance. The technical assistance provided was related to strengthening social protection systems or, where participants were decision-makers from ministries and national agencies, it took the form of dialogues on the rights-based approach to social protection.

Table 8 (continued)

Planned Activities	Implemented Activities	Changes
	Technical assistance carried out by ECLAC in response to specific social-protection related requests made by the Dominican Republic: • To develop a proposal to redesign the institutional architecture of the non-contributory social protection sector, in collaboration with the GIZ project and the subregional headquarters in Mexico. **See A1.2 and A1.5.** • Four technical assistance missions between 2014 and 2016. • Video conference with the Office of Social Policy Coordination of the Dominican Republic on social protection concepts and institutions (capacity-building activity), 23 February 2016. Technical assistance carried out by ECLAC in response to specific social-protection related requests made by Haiti: • To develop a national social assistance strategy, in collaboration with the subregional headquarters in Mexico. **See A1.2 and A2.2** • Five technical assistance missions between 2014 and 2016. Technical assistance provided by ECLAC in response to specific social-protection related requests made by Mexico: • International seminar on social protection and productive policies, organized by FAO and the Secretariat of Social Development (SEDESOL) of Mexico, Mexico City, 3 December 2015. • Blended learning course entitled "Pobreza Rural, Seguridad Alimentaria y Nutricional y Sistemas de Protección Social en Mesoamérica", organized in collaboration with FAO and with the support of the Mexican Agency for International Development Cooperation and Spanish Agency for International Development Cooperation (AECID), 1-4 December 2015. • Primer Congreso Internacional para la Construcción de Indicadores de Derechos Humanos, organized by the Human Rights Commission of the Federal District, Mexico City, 4-6 April 2016. • International Symposium: la contribución de los Programas de Transferencias Condicionadas a la construcción de un sistema de protección social con un enfoque de derechos, organized as part of the Prospera programme with the World Bank, Mexico City, 28-30 September 2016.	**The Dominican Republic** • In response to a formal request made by the Vice-President of the Dominican Republic, ECLAC provided the national Office of Social Policy Coordination with technical assistance on redesigning the institutional architecture of the social assistance sector. This assistance was linked to several project activities: 4 technical assistance missions (A1.4); national studies (A1.2); and an international seminar (A2.2). **Haiti** • In response to a formal request made by the Office of the Prime Minister, ECLAC provided technical assistance to the government of Haiti. This assistance was linked to several project activities: 5 technical assistance missions (A1.4); national studies (A1.2); national workshop (A1.5); and an international seminar (A2.2). **Mexico** • Although the Government of Mexico did not make a formal request, ECLAC provided technical assistance to several Mexican government bodies in connection with the organization of international forums on issues related to inclusive social protection. *(iib) Technical cooperation activities related to knowledge dissemination and exchange* ECLAC participated in 10 knowledge exchange forums (two as co-organizer), where it also disseminated the proposals promoted by the project. Both aspects, dissemination and exchange, were linked to raising awareness of and strengthening capacities in relation to inclusive social protection and public policy options.

Table 8 (continued)

Planned Activities	Implemented Activities	Changes
	(iib) Technical cooperation activities related to knowledge dissemination and exchange ● ECLAC made presentations and participated in discussions on social protection systems at the following regional and international spaces: – Seminario Itinerante de la Cátedra "Xabier Gorostiaga S.J.", organized by the Asociación de Universidades Confiadas a la Compañía de Jesús en América Latina (AUSJAL), Mexico City, 23-24 September 2014) – Inter-Agency Social Protection Assessment workshop, organized by ILO, Geneva, 13-14 November 2014. – Face-to-face component of the blended learning course entitled "Pobreza Rural, Seguridad Alimentaria y Nutricional y Sistemas de Protección Social en Sudamérica", organized by ECLAC-FAO, Montevideo, 1-3 December 2014. – IPC-IG/ECLAC Child allowance webinar series, - Asignaciones Familiares de Uruguay, 24 September 2015. – Workshop entitled "Hacia un Enfoque Sectorial sobre Protección Social en las Américas: Trabajo, Desarrollo Social, y Seguridad Social", organized by OAS, the Inter-American Conference on Social Security (CISS) and the Government of Mexico, Mexico City, 10-12 December 2014. – International School of the National Universityof Colombia on public policies and social inclusion, October 2015. – International Seminar on Urban Poverty organized by SEDESOL, Monterrey, Mexico, 24-26 August 2015. – Primer Seminario Internacional de Ciencias Políticas, Políticas Públicas y Protección Social, organized by the Office of the Vice-President, Santo Domingo, 12-15 April 2016. – Expert Group Meeting on strategies for eradicating poverty to achieve sustainable development for all, organized by the Department of Economic and Social Affairs and the Division for Social Policy and Development of the United Nations, New York, United States, 1-3 June 2016. – Expert Group Meeting on data disaggregation, organized by the United Nations Statistics Division and UNICEF, New York, United States, 27-29 June 2016.	**ESCAP** ● ESCAP provided advisory services on social protection to two governments of the region, one more than planned. ● ESCAP participated in dissemination and knowledge-sharing activities on social protection sponsored by a variety of international organizations, including ILO, ASEAN, WHO, ADB and COMCEC. See A2.2. **Change from the planned activities.** **ESCWA** ● Due to the instability in the region, the technical assistance activities initially envisaged in identified countries (Yemen and Sudan) could not be carried out as planned. ● The adaptation of activities led to the merging of A1.4 and A1.5 activities. ● The change did not affect the project's logic of intervention, but did reduce the scope of expected accomplishment 1 in the region.

Table 8 (continued)

Planned Activities	Implemented Activities	Changes
	ESCAP	
	(iia) Technical cooperation activities	
	• Technical assistance carried out by ECLAC in response to specific social-protection related requests by:	
	– The Ministry of Education of Bhutan and the Disabled Persons' Association of Bhutan. Workshop on strengthening social protection in South and South-West Asia, Thimphu, 2 April 2014. **See A1.5.**	
	– National Health Insurance Service, the Health Insurance Review and Assessment Service, the Ministry of Health and Welfare of the Republic of Korea. Twelfth Training Course on Social Health Insurance, Seoul, 26 May-5 June 2015.	
	(iib) Technical cooperation activities related to knowledge dissemination and exchange	
	• Asian Development Bank (ADB), Technical Workshop on Updating and Improving the Social Protection Index, Manila, 3-4 April 2014.	
	• Seventh Meeting of the Poverty Alleviation Working Group of the Standing Committee for Economic and Commercial Cooperation (COMCEC) of the Organization of Islamic Cooperation, Ankara, 11 February 2016.	
	ESCWA	
	• International workshop on (conditional) cash transfer programmes in the Arab Region, Beirut, 19-20 July 2016. **See A1.5.**	
A1.5. National workshops to disseminate the toolkit, discuss the role of social protection systems with public and private authorities, and define challenges for adopting long-term and sustainable commitments regarding social protection reforms, consistent with MDG 1 and IADGs. (Three national workshops, one in each region).	**ECLAC** • International workshop "La primera infancia en el marco de la protección social universal en El Salvador: avances, retos y oportunidades", El Salvador,, 19-20 March 2014. **See A1.4.** • Seminar "Abordajes para la salida de la pobreza en América Latina y República Dominicana", Santo Domingo, 16 June 2015. **See A1.2. and A.1.4.** • Workshop "Caminos para la Inclusión Social y Productiva," Bogota, 16 October 2015. **See A.1.4.** • Seminar "Institucionalidad Social: experiencias de reformas en América Latina y Perspectivas para la República Dominicana", Santo Domingo, 1 December 2015. **See A1.2. and A1.4.** • Webinar "Towards universal social protection: Latin American pathways and policy tools", on www.socialprotection.org, 10 March 2016.	**More activities were carried out than initially planned** **ECLAC** • ECLAC co-organized and/or participated in five capacity-building events aligned with A1.5, four more than initially planned. • The toolkit was disseminated at one national seminar (Colombia), one regional seminar (Dominican Republic), one interregional seminar (Chile), and a webinar. • After its publication (2015), the toolkit formed the basis for discussions and reflections on social protection policies in the forums in Chile, the Dominican Republic, Haiti and Mexico in which ECLAC participated.

Table 8 (continued)

Planned Activities	Implemented Activities	Changes
	ESCAP • National consultation on reducing inequality in the Pacific, Suva, 15 June 2016. **See A2.2.** • National consultation on reducing inequality in the Pacific, Tarawa, 17 June 2016. **See A2.2.** **ESCWA** • International workshop on (conditional) cash transfer programmes in the Arab Region, Beirut, 19-20 July 2016. **See A2.2.**	**ESCAP** • ESCAP co-organized and/or participated in three capacity-building events aligned with A1.5, two more than initially planned. • The Toolbox was disseminated during the two national consultations (Fiji and Kiribati) and at one subregional meeting (Bhutan). • The Toolbox was presented to representatives of Bangladesh, Bhutan, Nepal, Pakistan and Sri Lanka, who made suggestions to improve its navigability and usefulness. **Changes from the planned activities** The three regional commissions adopted a regional approach to this activity, which was a change from the original, national approach in those instances where the regional workshop was not accompanied by national ones. **ESCWA** • The planned workshop was carried out with a regional, non-national focus, with representatives from 10 countries from the Arab region (Egypt, Iraq, Jordan, Lebanon, Mauritania, Morocco, the Palestinian Occupied Territory, Sudan, Tunisia and Yemen). • The workshop focused on (conditional) cash transfers tools. The profile of the participants and the number of countries represented were in line with A1.4. • The changing the scope of the activity from national to regional was a good decision. It allowed more than one country to benefit from the capacity-building workshop, particularly as not all of the technical assistance objectives of the project had been able to be met in that region (A1.4.).

Table 8 (continued)

Planned Activities	Implemented Activities	Changes
A2.1. Interregional expert group meeting to exchange experiences on project-related issues.	**ECLAC** • The Interregional Expert Group Meeting on public policies for equality and the 2030 Agenda, Santiago, 9-10 December 2015. Representatives from ESCAP and ESCWA participated and made presentations at the meeting. **See A1.5.**	**Activities completed in accordance with the project's plan** • ECLAC organized the Interregional Expert Group Meeting, at which ESCAP and ESCWA participated and made presentations. • There were also discussions on preparing toolkits for the design and implementation of equality-oriented public policies and programmes in light of the 2030 Agenda.
A2.2. Regional and subregional workshops to debate the recommendations on social protection reforms and the evaluation and monitoring of social policies that emerge from the project. **Three regional and/or sub-regional workshops in Latin America and the Caribbean (in South America, Central America, and the Caribbean, respectively).**	**ECLAC** • International Conference "La protection sociale en Haïti : vers l'élaboration d'une nouvelle politique?, Port-au-Prince, 27-29 May 2015. **See A1.1 and A1.4.** • Seminar "Instrumentos de protección social: Caminos latinoamericanos hacia la universalización", Santiago, 12 August 2015. **See A1.4. and A1.5.** • International forum "Perspectivas de la protección social en América Latina", Santo Domingo, 17-18 June 2014. **See A1.4.** **ESCAP** • National consultation on reducing inequality in the Pacific, Suva, 15 June 2016. See A1.5. • National consultation on reducing inequality in the Pacific, Tarawa, 17 June 2016. **See A1.5.**	**Activities completed in accordance with the project's plan** **ECLAC** • ECLAC developed two of the workshops for the activity aligned and in support of open technical assistance processes with the countries (A1.4). ECLAC also developed a third workshop related to the dissemination of the toolkit (A1.5). **Change from planned activities** **ESCAP** • The annual project progress report for 2014 includes under this activity the participation of ESCAP in two meetings not foreseen under A2.2, which focused on Latin America and the Caribbean and were, in terms of theme, more in line with A1.4. iib *Technical cooperation activities related to knowledge dissemination and exchange.*
A2.3. Establish an electronic network of key stakeholders (from at least 18 Latin American and Caribbean countries) related with social protection, MDG 1, and IADGs to facilitate social protection reforms.	**ECLAC** • Updated the online social protection portal.[d] • Changed the name of the Latin American and Caribbean Network of Social Institutions (RISALC) to the Latin American and Caribbean Network on Social Development (ReDeSoc) and updated it.[e] To date, 1,678 institutions from 33 Latin American and Caribbean countries and 64 regional institutions have enrolled. • Worked with IPC-IG to provide content for the new social protection portal.[f] () • Disseminated information on these issues via the Latin American and Caribbean Network of Social Institutions.[g]	**More activities were carried out than initially planned** • Besides the online tools managed directly by ECLAC and ESCAP, knowledge management and cooperation has also been fostered through cooperation with other organizations (such as UNDP, OAS, UNRISD) and their social protection-related online portals and websites.

Table 8 (concluded)

Planned Activities	Implemented Activities	Changes
	ECLAC, ESCAP and ESCWA • The three regional commissions collaborated with ILO, OHCHR, UNRISD and other United Nations agencies to set up a new social protection and human rights platform, which was launched in September 2015.[h]	

Source: Prepared by the evaluator.
[a] Belize, Costa Rica, Dominican Republic, El Salvador, Guatemala, Honduras and Panama.
[b] Belize, Brazil, Chile, Colombia, Costa Rica, Dominican Republic, El Salvador, Ecuador, Egypt, Guatemala, Honduras, Nicaragua and Panama. Also represented were ECLAC, IDB, UNICEF, UNDP, the World Bank and the Abdul Latif Jameel Poverty Action Lab (J-PAL).
[c] A multisectoral team from ECLAC, including staff from the Social Development Division, advised the Government of the Plurinational State of Bolivia on development challenges facing the country.
[d] See [online] http://www.cepal.org/es/temas/proteccion-social.
[e] See [online] http://dds.cepal.org/redesoc/portal/.
[f] See [online] http://socialprotection.org.
[g] See [online] http://www.socialprotectionet.org/.
[h] See [online] http://www.socialprotection-humanrights.org.

165. There were changes from the planned implementation schedule of almost all the activities. The changes were due to several factors: (i) the novelty and magnitude of the regional publications developed under A1.1 and A1.2; (ii) the political instability and limited information available in the ESCWA region; (iii) the rescheduling of events and workshops (A1.4, A1.5, A2.1 and A2.2); (iv) the implementation of the new management system, Umoja, in 2015; and (v) the adaptation of or changes to the scope of some activities —ECLAC (A1.2, A1.3 and A1.4) ESCAP (A1.5) and ESCWA (A.1.2 and A1.4.).

166. Extending the project implementation period from December 2015 to September 2016 meant that there would be enough time to disseminate the products from the knowledge generation component and to carry out the planned technical assistance, so those minor changes did not affect the project's logic of intervention.

167. However, as previously mentioned, the exception was in the case of the project activities implemented by ESCWA. The changes made to the activities —not just with regard to the original timetable— meant that the impact of the project was reduced in that region. Nevertheless, ESCWA did clearly try to carry out the activities as planned. The Commission adapted the activities in the light of the regional context to ensure that they could be implemented as fully as possible, firstly by strengthening the knowledge-generation component by undertaking broad studies of a greater number of countries, rather than in-depth country studies which require potentially dangerous fieldwork. As a result, ESCWA has started to establish a regional overview of social protection systems in its member States. Secondly, given that cash transfer programmes are of ongoing regional importance, ESCWA adopted a regional approach to A1.5 in order to meet the demand from its member States for technical assistance on that matter.

168. Table 8 also shows that project activities were linked to other projects developed by the Social Development Divisions[109] of ECLAC and ESCAP, and that synergies were generated with other international and United Nations agencies, such as UNRISD, UNDP, ILO, UNICEF, FAO and WHO. According to those surveyed, these links and synergies, which were part of the activities' stated aims, have produced a multiplier effect and expanded the project's initial scope.

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[109] See finding 21.

3.3.3. Budget

Finding 23. No inefficiencies were identified in the financial execution of the project: 99% of its overall budget was executed. The reallocations in the internal budgets of the three regional commissions and their collaborations with other stakeholders ensured efficient use of the budget and optimized the project's resources.

169. Based on the information available in the annual progress reports, the final report and the financial reports, it was noted that:

- Of The total project budget, 98.9% was spent. ECLAC and ESCAP had a higher level of execution, with 101.8% and 99.8% respectively.

- ESCWA executed 77.6% of the budget it was initially allocated, due to the instability in the region during the implementation of the project.

- ECLAC executed the ESCWA budgetary surplus, which was used to strengthen the implementation of the project in Latin America and the Caribbean, paying for consultants and contractual services. This proper implementation of the budget on time ensured the efficiency of the project.

- ECLAC, ESCWA and ESCAP made redistributions in their budgets for the project to adapt the planned activities to unforeseen circumstances or to improve the results.

- Good use was made of the resources thanks to the internal redistributions and adjustments approved by the Department of Economic and Social Affairs of the United Nations, which, in the case of ECLAC, included increasing the budget line for consultants to translate the toolkit into English.[110] ESCWA contracted an international consultant, as it proved difficult to find the right profile nationally,[111] and sought a realistic way to carry out the planned country studies. ESCAP changed the meeting format, conducting national consultations instead of a single regional workshop in the Pacific, in order to reach a larger number of policymakers through discussions tailored to the challenges and context of their respective countries.

- Project resources were optimized thanks to the numerous and diverse forms of cooperation that existed between the regional commissions and other stakeholders, although they are in-kind forms of support. The additional project funds that are calculated and recorded in the monitoring reports are: GIZ (US$ 9,000), UNICEF (US$ 2,643) and in-kind contributions from IPC-IG, GIZ, SISCA and UNICEF.

Table 9
Budget execution by regional commission
(US dollars)

	ECLAC		ESCAP		ESCWA		Subtotal	
	Budget allocation	Actual amount spent	Budget allocation	Actual amount spent	Budget allocation	Actual amount spent	Budget allocation	Actual amount spent
General temporary assistance	42 000	58 805.14	2 500	-	2 500	-	47 000	58 805.14
Consultants and expert groups	188 500	218 133.83	27 000	29 355.13	27 000	7 300	242 500	254 788.96
Staff travel	79 000	82 931.90	15 500	19 765.84	15 500	562	110 000	103 259.74

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[110] In April 2015, ECLAC requested a redistribution of funds within the total approved budget to increase the amount allocated for Contractual Services (object class 612) by US$ 31,000. This was used to pay for the translation of the toolkit (published as an ECLAC book) into English.

[111] ESCWA requested a redeployment of US$ 15,000 from national to international consultancy fees. Despite rigorous efforts to contract national consultants with this profile, ESCWA was only able to identify international consultants with the appropriate skills and abilities to carry out the comparative studies (A1.2) in the target countries.

Table 9 (conclusion)

	ECLAC		ESCAP		ESCWA		Subtotal	
Contractual services	16 400	45 518.47	10 000	15 868.00	2 000	22 626	28 400	84 012.47
Operating expenses	16 550	20 186.84	4 000	2 940.80	4 000	9 126	24 550	32 253.64
Fellowships, grants and contributions	168 550	94 842.83	16 000	6 924.76	24 000	18 568	208 550	120 335.59
Subtotal	511 000	520 419.01	75 000	74 854.53	75 000	58 182	661 000	653 455.54

Source: Financial Services Section of ECLAC.

170. Based on the financial information provided to the evaluator, no inefficiencies were identified in the budget execution.

3.4 Sustainability

Finding 24. The current international development agenda and the reform processes undertaken by the member States of the three regional commissions provide a framework that promotes the sustainability of the capacity-building processes undertaken by the project.

"A world in which no one is left behind, there is no poverty and there is less inequality, is a world where everyone, at the very least, has access to social protection. Although some countries insist on looking the other way, it should already be clear ... the SDGs also make it clear (...) They will soon have to take action if they have not already done so.
(Project manager)

171. A cornerstone of the sustainability of the project's results is the importance of social protection as a key component of the 2030 Agenda for Sustainable Development and as a strategy that supports the enjoyment of economic, social and cultural rights. The inclusive and human rights-based approach to social protection proposed by the project and the outputs generated during its implementation under this approach have a favourable context for their adoption and use among countries. The approach and outputs are aligned with the 2030 Agenda, which sets out the Sustainable Development Goals and advocates more holistic political and operational approaches capable of integrating social, economic and environmental dimensions for sustainable and inclusive development.

172. The Social Development Divisions of the three regional commissions, following the strategic direction of their biennial programme plans for 2016-2017, will be geared towards addressing the social dimension of the 2030 Agenda and supporting their member States in the implementation of the Agenda. The regional commissions will be able to capitalize on an ad hoc basis on the knowledge and tools that were developed over the course of the project to strengthen the capacities of countries through technical cooperation, training, new analysis or different communication products.

173. Likewise, following the guidelines of ILO Recommendation No. 202, several countries are initiating or deepening reflection processes on how to implement national social protection floors within the framework of strategies for reducing poverty or expanding social security. The wealth of experiences and good practices, captured over the course of the project's execution, on the different types of cash transfer programmes and how they relate to access to basic services will be useful inputs for countries reflecting on this subject. For example, countries such as Mauritania[112], Tunisia[113] and Iraq[114] would clearly benefit; technical advice could be easily provided by ESCWA, taking into account Latin American and Caribbean

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[112] Mauritania is currently designing its evaluation for its new cash transfer programme.
[113] Tunisia is looking to expand its existing cash transfer programme.
[114] Iraq is reforming its social assistance system with the support of the World Bank and various United Nations agencies.

or Asia-Pacific experiences, to support the design and implementation of the optimum cash transfer programmes in each case to address national challenges in the fight against poverty and inequality.

Finding 25. The regional commissions have adopted specific measures to contribute to the sustainability of the project results, principally, by ensuring access to the knowledge generated during the project and promoting continuity of and/or updating processes or tools that are key to strengthening countries' capacities.

174. While the questionnaire results do not constitute evidence,[115] they do indicate that the activities did improve different aspects of the capabilities of most respondents (see figure 4), and that the project's output and material is considered useful. As indicated above, between 89% and 92% of respondents acknowledged having used the publications in their workplace[116] and various government representatives identified tangible contributions that the meetings had made to specific decision-making processes in their respective countries. There is thus recognition not only of the impact of the project's capacity-building activities, but also of the multiplier effect generated by transferring the project's outputs and the skills acquired to different work contexts (political, technical, training), when there is an opportunity to do so.

Figure 4
Assessment of the project's contributions
(Percentages)
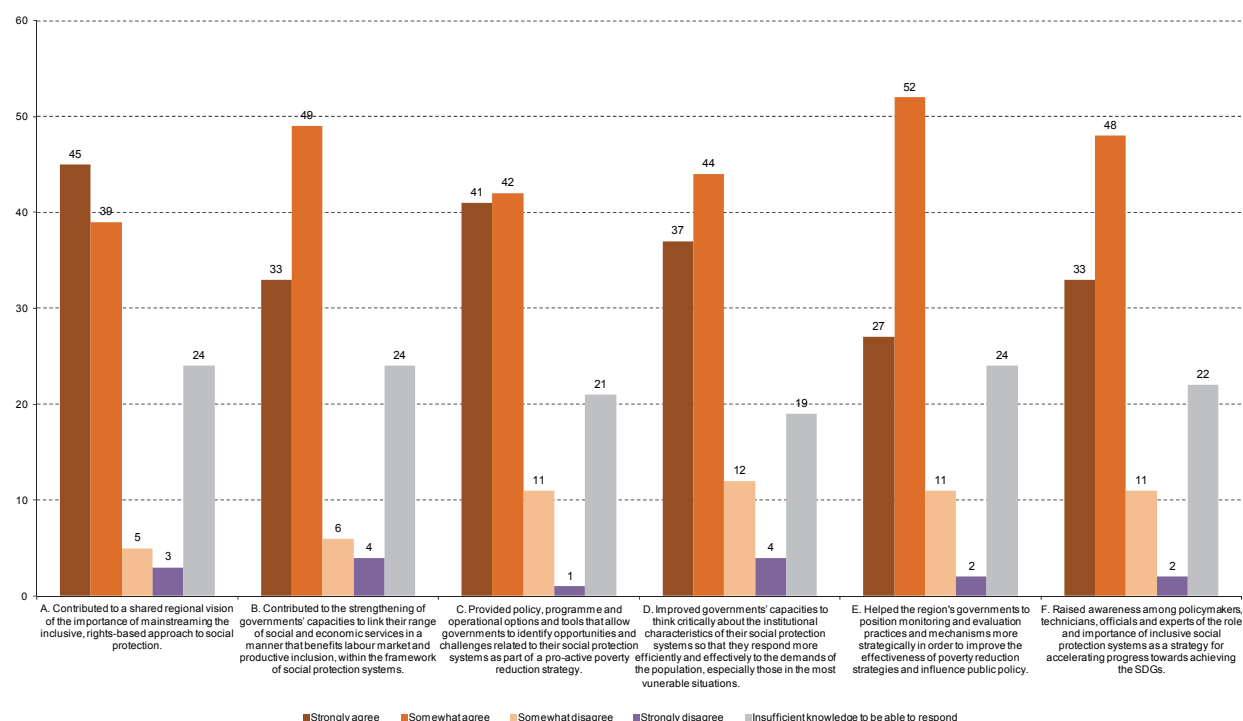
Source: Prepared by the evaluator on the basis of the responses to question 44 of the questionnaire sent to beneficiaries from Latin America and the Caribbean.

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[115] See section 1.3.
[116] See finding 8.

175. The noted link between the use of and access to the project's output is very significant for the sustainability of the project's results.[117] Measures taken by the regional commissions to ensure access to the publications, web tools and meeting content include:

- Providing access to virtually all the project's publications produced by ECLAC (in Spanish and English, if available) through the ECLAC website and as part of the collection of publications on social protection systems in Latin America and the Caribbean;

- Disseminating the project's outputs produced by ECLAC through specialized social protection platforms;

- Providing access to the ECLAC social protection website, where meeting documents can be consulted;

- Providing access to and updating the ECLAC databases on non-contributory social protection programmes;

- Using the toolkit produced by ECLAC in courses aimed at government personnel. Organizations such as FLACSO and FAO also use the toolkit. ECLAC and the Latin American and Caribbean Institute for Economic and Social Planning (ILPES) will conduct a course based on this toolkit;[118]

- Publishing in 2017 the eight social protection country profiles and the in-depth study of zakat produced by ESCWA as part of the project, which will support the reform of social protection systems in Arab countries;

- Maintaining the network of professionals created after the ESCWA regional meeting on (conditional) cash transfer programmes to allow members to exchange information and collaborate on, among other things, the design and implementation of such programmes;

- Improving the navigability of the ESCAP Social Protection Toolbox and the online access to publications. The Toolbox has been expanded and is accessible through its own website and from the ESCAP webpage;

- Incorporating an online training module into the Toolbox for policymakers and stakeholders regarding the importance of social protection in achieving sustainable development.

176. All these measures demonstrate a commitment to continue disseminating the project's outputs beyond its completion, by maintaining the Internet sites that provide access to them, allowing the benefits to be shared more widely. They imply a steady flow of the intellectual outputs and tools whose relevance and quality allow a critical mass to continue to be built and inclusive social protection abilities strengthened. Those outputs and tools can, in turn, be used to bring about inclusive social protection.

177. In parallel, the work of the three regional commissions as part of the interregional Development Account project "Promoting equality: Strengthening the capacity of select developing countries to design and implement equality-oriented public policies and programmes" (UNDA 1415BG), which was approved in the ninth tranche, is a clear example of the sustainability of the project dynamics and of updating several of its key tools. As part of that new project, the toolkits and databases[119] will be expanded, giving continuity to the efforts and activities of this project, including the promotion of exchanges between countries on the role of equality in development, a tangential issue to the inclusive social protection approach.

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[117] See findings 8 and 12 on the potential use of the publications and the web tools once these become known and there is access to them. The continuity in the access to these products makes it possible for the knowledge therein to be expanded and, predictably, also its use.

[118] The first course, " Instrumentos de Protección Social a lo largo del ciclo de vida" was held in May 2017. See [online] https://www.cepal.org/es/cursos/instrumentos-proteccion-social-lo-largo-ciclo-vida.

[119] The database is also currently being expanded under the funding framework for the project "Fortalecimiento de la institucionalidad para una protección social universal y sostenible", part of the cooperation programme "Support for implementing the 2030 Agenda for Sustainable Development in Latin America and the Caribbean, 2016-2018" between ECLAC and BMZ/GIZ.

178. There are also expressions of interest from several countries for continued technical support from the regional commissions', which represents an opportunity to leverage the lessons learned from these three years of experience. ECLAC anticipates that it will continue to undertake technical cooperation with Haiti,[120] the Dominican Republic[121] and El Salvador[122], and extend it to other countries, such as Ecuador. These countries are interested in continuing to receive technical cooperation to strengthen their social protection institutions in line with the guidelines that have underpinned the project. ESCAP will help India and Indonesia to strengthen their social protection systems, in an effort to achieve equality and reduce poverty. ESCWA will support processes in Tunisia, Yemen and Oman to strengthen capacities to develop public policies that are sensitive to social justice and focused on equality.

179. This technical cooperation, which is important for the sustainability of the project's results and objectives at the national level, will be carried out with support in part from the interregional project UNDA 1415BG and in part from the network of alliances and collaborations that have been created by the regional commissions with different stakeholders.

Finding 26. Certain elements of the project could be replicated to build countries' capacity to strengthen social protection systems using the approach advocated by the project.

180. Based on the findings and assessment of those consulted, the following project actions could be replicated by both the regional commissions and other stakeholders as part of initiatives aimed at strengthening countries' institutional capacities in the area of social protection:

- The internship programme for civil servants in the social sector in Central America and the Dominican Republic *(study tours)*. This training programme, which promoted the exchange of good practices, has been well received and produced good results for strengthening the capacities of high-level public officials. It could be replicated by recreating the methodology used in the second programme[123] and adapting it thematically, according to the common interests of a group of countries at the regional or interregional level.

- The bilingual database of non-contributory social protection programmes in Latin America and the Caribbean. This provides governments with practical and up-to-date information on official social protection programmes that serve as points of reference and support in the design and implementation of social assistance policies and programmes. The typology of the database does not overlap with other existing ones and can be replicated and expanded by other regional commissions or agencies at the global level as a tool for more inclusive and effective social protection policies and programmes.

- The toolkits[124] are versatile, adaptable and offer practical guidance, lending themselves to a wide range of applications. On the one hand, they can be replicated to centralize a series of experiences and proposals regarding the formulation and implementation of policies and programmes in different areas of social policy, not just social protection, adapting them to the particular needs and conditions of the regions and countries concerned. On the other hand, and as has happened, the toolkits, given their theoretical foundation and wealth of regional experiences, can be replicated in training processes and used as material for research, presentations and the development of arguments for political advocacy.

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[120] In Haiti, round tables on social protections have been held at the national level this year and further assistance from ECLAC has been requested.

[121] In the Dominican Republic, the Government is considering the proposal to reform the social assistance sector, which is due to be discussed with a broader set of stakeholders shortly.

[122] In January 2015, ECLAC and the the Office of the President of El Salvador signed a framework agreement for cooperation on institution-building through activities related to research, training and technical assistance.

[123] Coordination on the second internship programme for civil servants in the social sector in Central America and the Dominican Republic, "La complementariedad de la política económica y la política social en los sistemas de protección social y en las estrategias de salida de la pobreza", Panama, 18-22 April 2016.

[124] The ESCAP Social Protection Toolbox and ECLAC toolkit (Cecchini and others, 2015).

- The regional studies (Cecchini, Filgueira and Robles, 2014, and ESCAP, 2015) could be easily replicated by other regional commissions to offer either a regional view from the perspective of a methodology that ensures data comparability or a regional analysis of possible progress, challenges and recommendations. This type of study could also be replicated worldwide. Following common guidelines, the information needed for shaping, designing and implementing non-contributory social protection programmes and policies could be systematized.

Finding 27. The adoption of the inclusive social protection approach by interviewees in their discourse and the strengthening of the alliances forged between the regional commissions and different stakeholders are considered cornerstones of the sustainability of the project's results and achievements.

> *"And you find that there is talk of social protection, inclusion and rights in the same statement. It is a clear detail. We are not at the same point and I do not think we will go back. [...] We have words that we have banished because they no longer represent what we want to do policy wise."*
> *(Senior policy adviser – Latin America and the Caribbean)*

181. To ensure the sustainability of the project's output, it is vital that different government and social entities make the inclusive social protection approach their own. The extent to which it has been appropriated can be seen in interviewees' answers, the testimonies about the value they attach to it for their work, and the concrete examples of how they have used it. Regardless of whether the process of raising awareness about the value of this approach began or was reinforced with the project, it is worth highlighting the fact that beneficiaries were open to an inclusive, comprehensive and human rights-based vision of social protection, as promoted by the project.

182. In Haiti and the Dominican Republic, where technical cooperation and field work was more extensive, the difference in interviewees' vocabulary was revealing, depending on whether they had been involved in ECLAC technical cooperation activities or not, and if so, the extent of their involvement. While those who had had little or no involvement in the activities used welfare-based expressions, those who were more involved spoke more coherently about poverty reduction strategies linked to inclusive social protection systems, the rights-based approach, the different institutional dimensions to be addressed, and coordinating and integrating public actions to combat poverty. This cannot be credited entirely to the project; rather it indicates that there is currently a critical mass of government officials who have appropriated, or at least have an affinity for, the approach promoted by the project. This ensures that the approach is more widely used, with varying degrees of success, in work and decision-making processes at the political, technical and operational levels.

183. Another relevant aspect to the project's sustainability is how it was implemented in close coordination with the programmes of work of Social Development Divisions of the regional commissions. This not only ensures the greater sustainability of the project's results, but also meant that the project benefited from the working and collaborative alliances between the Divisions and other specialized stakeholders.

4. CONCLUSIONS, LESSONS LEARNED AND RECOMMENDATIONS

4.1. Conclusions

4.1.1. Relevance

184. The design of the project is adequately coherent. Project planning under the logical framework approach is clear and coherently reflects the causal chain leading to the achievement of the expected accomplishments by carrying out the planned activities. However, the identification of verification sources could have been improved. The weakness of those sources undermined the project's monitoring and evaluation framework, which is needed to ensure rigorous monitoring of the progress towards the expected accomplishments. Also in terms of design, as a result of relying exclusively on the project's logical framework relevant analysis underpinning the project's planning (including of the gender and rights-based approach) was lost and other elements that might have proved useful to understanding more precisely and comprehensively the efforts to achieve the project's expected accomplishments and objective were blurred.

185. The project's relevance is one of its greatest strengths and positively influences its effectiveness and sustainability. The inclusive and rights-based approach to social protection promoted by the project, in addition to strengthening government capacities to stregthen the institutions responsible for implementing this approach, responds and contributes to: (i) fulfilling the mandate given to the international community to extend coverage of social protection systems, including the social protection floor; and (ii) meeting countries' demands for stronger national capacities to design and implement social protection policies, as a framework for national strategies to eradicate poverty and combat inequality. After the SDGs made the role of social protection explicit to fulfilling its objectives, the project's relevance increased considerably.

4.1.2. Effectiveness

186. The evaluation of the project's effectiveness was based on the indicators included in its planning matrix and the components identified in the project's theory of change. Irrespective of the evaluation approach used, the project is found to have been effective.

187. When assessing the project on the basis of its indicators, it was found that although progress was made towards achieving the expected accomplishments, the weakness of the information sources meant that a precise and rigorous evaluation could not be carried out.

188. To complement the analysis of the project's effectiveness, the theory of change offers a much richer and more substantive assessment that qualifies the progress made towards the expected accomplishments. From this perspective, the project was an effective and successful initiative with outstanding results under its two implementation strategies, knowledge management and technical assistance, that contributed to the achievement of the project's expected accomplishments. These contributions were more significant in Latin America and the Caribbean, where the bulk of the project's budget and activities were concentrated.

189. The activities under the knowledge management strategy greatly contributed to the achievement of the planned expected accomplishments because of the key role the strategy played in strengthening the capacities of different national stakeholders. Within the framework of the strategy, the role of the regional commissions was to generate knowledge for the governments, by developing publications and knowledge tools which the consulted stakeholders said were of a high quality and useful. The regional commissions gathered information from official government sources and

consolidated regional learning and good practices with regard to reforming social protection systems in order to make them available to member States, and in this way strengthen their capacties to promote an inclusive, rights-based approach to social protection. This progress was also supported by the project-promoted meetings to exchange experiences among countries.

190. In the light of the findings, evidence, arguments and knowledge presented by the project's publications, they made a significant contribution to raising awareness of and bolstering support for a social protection approach at the country and regional level that distances itself from welfarism and is rooted in comprehensive, inclusive and guaranteed economic, social and cultural rights. The project also made a significant contribution to the identification of a wide range of useful policy options and development of proven technical-operational tools to address institutional challenges that might arise in countries seeking to operationalize this approach progressively, in a manner that is adapted to their specific contexts and needs.

191. The publications with a regional scope are notable examples of knowledge generation output, specifically the Social Protection Toolbox and "Time for Equality: The Role of Social Protection in Reducing Inequalities in Asia and the Pacific" produced by ESCAP and the social protection toolkit and the documents on the social protection systems in Latin America and the Caribbean produced by ECLAC. Project participants have rated all of those publications very highly and recognize them as tools with great potential for strengthening national capacities to design and manage inclusive social protection policies. The publications were widely disseminated in each respective region and their relevance and usefulness were confirmed during the evaluation. Various government officials are using the publication in their respective, specialized areas of influence and as the basis for national capacity-building processes and training policymakers and decision-makers in the countries of both regions. However, as a significant percentage of potential users stated that they were not aware of the publications' existence, the publications have not reached their full potential.

192. Under the knowledge generation component and the component on capacity-building for the monitoring and evaluation of social protection, the Latin American and Caribbean countries were provided with important knowledge, methodological and information frameworks that allow regional and supranational data on social assistance policies and programmes or the defining features of national social protection systems to be compared. Currently, there is a baseline to assess the progress made and challenges faced in 23 Latin American and Caribbean countries (the national case studies on social protection comparability) and a comprehensive regional database of social assistance programmes that has been in place for more than a decade. Having this infrastructure strengthens countries' capacity to take actions to design, monitor and evaluate social protection policies and programmes. The country studies carried out by ESCWA on social protection regimes also establish a baseline for monitoring progress and trends in the region and generated support for future research and policy analysis by the Commission.

193. However, even with this infrastructure and the progressive improvements countries are making to their information systems, there are two main challenges that undermine the role monitoring and evaluation plays in improving social protection policies. The first is the absence of an evaluation culture that utilizes data to strengthen the design and execution processes of social protection policies. The second is the precariousness of countries' monitoring and evaluation systems and their weak institutions. There is also a growing awareness of the need for a paradigm shift that revalues the use of monitoring and evaluation information to improve the efficacy of social protection policies and of the fact that social protection will pose a challenge in the years to come.

194. A clear strength of the project's knowledge generation component was the development of products based on the accumulated research and analysis experience of the Social Development Divisions of the regional commissions. The work of those Divisions, which will continue in the coming years, is associated with building national capacities around social protection as a framework to combat poverty and inequality. This contributes to both the effectiveness and sustainability of the project's results.

195. The knowledge dissemination and exchange component, like the previous component, sought to capitalize on the experiences, lessons learned and good practices of the region. Activities under this

component were effective and helped to build and strengthen national capacities by promoting face-to-face exchanges, harnessing the potential of Internet tools and encouraging broader participation in regional and international specialized forums on social protection.

196. The project promoted meetings that took different formats (seminars, forums, dialogues, workshops and consultations) and addressed different themes (such as transfer programmes, inequality, emergency actions), which capitalized on the lessons learned and good practices of the countries of different regions; thus, the meetings promoted horizontal knowledge, reflection and dialogue on the institutional and operational aspects of those national social protection systems that were proving effective in reducing poverty, inequalities and exclusion in a manner consistent with IADGs. Government policymakers and officials participated in exchange, cooperation and mutual learning forums where they shared policy options, institutional frameworks and methodological, operational and technical tools that, undertaken within the framework of the project, support the implementation of the inclusive rights-based social protection approach. The regional commissions disseminated this same message, albeit with an emphasis adapted to the theme of the meeting, at the regional meetings on social protection at which they were represented.

197. As the Internet tools used for the dissemination of the project's output facilitated access to the regional commissions' knowledge products, they are assessed as having made positive contributions to the achievement of the project's expected accomplishments. The Social Development Division of ECLAC adopted a holistic dissemination vision for the project outputs that it produced, rooted in the ECLAC website. Moreover, improvements to social protection policies and research can be attributed to the development and expansion of the ECLAC database of non-contributory social protection programmes in Latin America and the Caribbean, an outstanding project result and a regional and international reference point.

198. The project activities that were least successful were those that sought to promote the exchange of information and collaboration on social protection reforms, through Internet tools, among different stakeholders. While policymakers and other country representatives engaged in frank exchanges during the meetings, this attitude did not translate to the Internet platforms, such as ReDeSoc.

199. Aspects of the output dissemination could be improved, which would have a direct and significant impact on strengthening national capacities in the coming years. The results of this evaluation indicate that when beneficiaries are aware of the project's publications and Internet tools, they are most likely to use them, especially the ECLAC database. However, a significant proportion of the beneficiaries may not be aware of their existence, undermining their potential.

200. The assessment of the technical cooperation strategy is positive. The technical advice provided to the countries was executed through: (i) direct technical assistance for national reform processes in the sector of non-contributory social protection (Haiti and the Dominican Republic); and (ii) meetings organized and/or attended by the regional commissions and exchanges of experiences focused on political dialogue and strengthening countries' capacities. The results show that in both cases the project was able to play a role, to varying degrees, in decision-making processes in some countries, which led them to change their respective social assistance instruments and policies, in accordance with the proposal promoted by the project.

201. The most intense and sustained technical cooperation processes of the project were undertaken in Haiti and the Dominican Republic. The two implementation strategies were combined in those two countries to support the redesign of the social institutions. Different factors interrupted the good progress that was being made in the processes. However, technical cooperation activities are still underway in both countries, although those actions undertaken within the framework of the project have been finalized. Haiti has requested further technical assistance from ECLAC, while the Government of the Dominican Republic is reviewing the proposal to reform the social assistance sector.

202. With respect to the technical assistance work carried out by ECLAC in Haiti and the Dominican Republic, the knowledge generation component played an essential role in each country, not only because it develops strategic and evidence-based proposals for new designs of national social

protection structures, but also because it promotes national reflection, reinforced by the exchanges among countries of the region and with national stakeholders in various forums.

203. Similarly, the regional meeting organized by ESCWA, where the experiences of Latin American and Caribbean countries' experiences with regard to cash transfer programmes were shared, might have influenced the ongoing processes in Iraq, Mauritania and Tunisia to reduce the role of universal subsidies and rethink other social protection arrangements (e.g. cash transfer programmes). Those countries are seeking to address the poverty and inequality experienced by vulnerable and excluded groups.

204. The component on the dissemination and exchange of experiences coexisted so closely with that of technical cooperation that on many occasions the boundaries between the two were blurred. This is because most of the technical assistance provided to the countries took the form of meetings that promoted the exchange of experiences and horizontal cooperation among countries.

205. The internship programme for civil servants in the social sector in Central America and the Dominican Republic, developed in collaboration with SISCA, is the most representative example of this modality of technical assistance. This example of horizontal cooperation was successful and highly valued by participants, who noted that it capitalized on and leveraged the opportunity to draw on the experiences and lessons learned of other countries that such meetings offered.

206. The technical cooperation provided by ECLAC was highly valued by the consulted countries. Many beneficiaries identify an "designation of origin" in the type of technical advice that ECLAC provides to the countries owing to the following qualities: (i) the Commission's commitment and respect for countries' own processes; (ii) the technical quality; and (iii) the Commission's capacity to respond on an ad hoc basis and relatively quickly to the needs and requirements expressed by the countries of the region.

207. The project offered countries a viable technical cooperation strategy adapted to the project's execution timetable and to the range of requests made by the countries to the regional commissions. Improving the "connectivity" of countries based on a common language and vision is considered one of the main achievements of this format of technical assistance. The cooperation was underpinned by the view that inclusive social protection is not a luxury or political choice, but rather an obligation of States under the international human rights treaties to which the countries of the three regions are signatories.

208. Within the rights-based approach, and as one of the population groups with historical vulnerabilities, it is of note the regional commissions' efforts to highlight how women's autonomy and gender equality are affected by policies and programmes that neglect the gender perspective. While such efforts were not undertaken systematically or thoroughly throughout the project, the knowledge generation and technical assistance strategies demonstrate a concern to improve countries' awareness and adoption of mechanisms and policies of social assistance and promotion that foster women's empowerment and gender equality. Nonetheless, some of the stakeholders have overlooked its importance. Therefore, a future challenge will be raising awareness among decision-makers of the relationship between social assistance policies and programmes and gender equality and the empowerment of women.

4.1.3. Efficiency

209. Given the project's results, the total budget and its disbursement by the regional commissions, and the level of budgetary execution (99%), it can be concluded that, on a whole, the project was implemented very efficiently.

210. Changes to the format of some activities or internal budget reallocations by the regional commissions are interpreted as a positive adaptation of the project to optimize resources, leverage opportunities as they arise and, thus, facilitate progress towards the expected accomplishments within the framework of the project's theory of change.

211. Intraregional coordination and articulation of actions and financing among the regional and national sub-offices of ECLAC, and with other programmes and projects in the case of ESCAP, allowed important synergies to be created that also helped to optimize resources. The scope of the work agreements and partnerships also included regional and international agencies, which also helped to enhance the project's efficiency.

4.1.4. Sustainability

212. The project is highly sustainable because of: (i) its relevance to the 2030 Agenda for Sustainable Development and the reforms currently being undertaken by various countries; (ii) the quality and usefulness of its outputs; and (iii) the links between its results and the work plans of the Social Development Divisions of the regional commissions.

213. A fundamental element of the sustainability of the project's results is the essential role that social protection will play in achieving the SDGs. In this context, the knowledge and tools generated within the framework of the project are highly relevant.

214. In addition, countries in the three regions are reforming their social assistance systems with different priorities. Those processes will not only be able to take advantage of the project's outputs, but will also require specialized technical support. Specifically, there is a strong interest in both Haiti and the Dominican Republic in further strengthening social protection institutions in accordance with the project's guidelines. Among ESCWA member States looking to launch cash transfer programmes, continuing the technical cooperation activities or experience exchanges initiated under the project would allow them to capitalize on the lessons learned of other countries, especially those in Latin America and the Caribbean.

215. Another factor that ensures the project's sustainability is the positive assessment of the quality and usefulness of the project's outputs for strengthening countries' capacities. These outputs, which will remain accessible to the public (through the Internet), will form the basis for training public officials and other stakeholders on relevant matters. It will also support research, analysis and capacity-building within the social development subprogrammes of the regional commissions and other stakeholders (academia, civil society, international organizations). In that connection, a new interregional UNDA project, to be carried out until the end of 2017, will be based on materials and activities promoted by the project under assessment.

216. Lastly, there is clear evidence of the project's capacity to generate agreements, alliances and proposals for joint work between institutions. By creating new alliances, strengthening existing partnerships (such as those with GIZ, UNDP-IPC-IGP, SISCA and ILO) and promoting the continuity and use of its outputs and approaches, the project was clearly implemented in an efficient and sustainable manner.

4.2. Lessons learned

Lesson learned 1. Different stakeholders tend to apply the inclusive social protection approach once they have learned about it and when the opportunity arises. In that connection and in order to incorporate the human rights approach into social protection policies, resources and efforts should be devoted to promoting a better understanding of the inclusive social protection approach among policymakers and officials with responsibilities in the field of social policies.

217. In addition to being a conceptual framework, the project has shown how the inclusive social protection approach is a highly useful tool for translating the legal standards of economic, social and cultural rights into a matrix that can be used to formulate public policies and plan diverse actions in the areas of influence of different social actors (academia, social organizations). Therefore, promoting a better understanding among decision-makers of the inclusive social protection approach, sharing regional and interregional good practices, and promoting the relevance of the institutional dimension[125] needed to implement this approach, would be a strategic investment that allows the rights-based approach to be mainstreamed into the processes to reform national social protection systems, processes in which numerous member States of the regional commissions are currently engaged.

Lesson learned 2. The active search for synergies between the activities planned as part of a project and the regular work plans of its executing units increases the effectiveness and sustainability of its results, and ensures that efficient use is made of the project's resources.

218. The Social Development Divisions of the regional commissions adopted a proactive attitude to creating synergies between financing and actions over the course of the project, which is a clear added value when executing a project. Furthermore, it can clearly be replicated in the future. In the specific case of the project under evaluation, the concrete synergies between the project and the Divisions' work plans brought significant benefits. It allowed the Divisions to: (i) capitalize on the results and lessons learned from previous projects funded by UNDA and other donors, and on the respective regional commissions' pre-existing partnerships with other agencies cooperating in the area of social development; (ii) expand the scope of the project's activities beyond what was initially planned; (iii) ensure the sustainability of the knowledge products developed and continue to undertake activities previously promoted by the project; (iv) optimize the project's resources by linking them to other resources (economic and in-kind) managed by the Divisions of the regional commissions.

Lesson learned 3. Establishing links between the project's two implementation strategies, knowledge management and technical cooperation, was a good practice. Those links were effective and made a positive contribution to efforts to strengthen government capacities to implement the inclusive social protection approach within the national context of specific countries.

219. The Dominican Republic and Haiti are excellent examples of how these links and feedback can be established between the two strategies as part of medium- to long-term technical support activities. These links help to build government capacities to improve the quality, efficiency and effectiveness of the different institutional aspects needed to operate social protection systems that are increasingly inclusive and with a view to providing universal coverage.

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[125] The institutional dimension of the inclusive social protection approach includes, among other things: (i) a legal framework that recognizesthe right to social protection and public policies guaranteeing that protection; (ii) institutional reform to coordinate cross-sectoral social protection policies; (iii) a strategic plan for social and economic inclusion to implement the inclusive and rights-based approach, adapted to national realities and needs; (iv) alife cycle perspective as the basis for reorganizing social protection instruments and facilitating a comprehensive and inclusive vision of governments' public actions; (v) activities to develop or consolidate technical and operational management tools, including monitoring and evaluation systems.

220. The experience in Haiti and the Dominican Republic shows that, while institutional changes have not occurred immediately or in a linear fashion, the synergies generated by the aforementioned links have helped to: (i) build/strengthen a critical mass of decision-makers, civil servants and other national stakeholders favourable to the inclusive social protection approach; (ii) provide evidence and facilitate good practices with regard to the contribution this approach makes to alleviating poverty and narrowing the exclusion and inequality gaps; and (iii) develop evidence-based proposals in response to the particular institutional challenges of applying a rights-based approach to social protection in the light of the situation in each country.

Lesson learned 4. The verification sources should be selected with care, taking into account their suitability and feasibility, so that they fulfil their role during the managerial monitoring of a project's execution and can be used to verify the achievement of the planned expected accomplishments.

221. The proper selection of verification sources presupposes that these sources can feed the associated indicator with periodic and reliable information, taking care to ensure that data collection is not excessively costly and that the information provided is consistent with the aspect that is to be measured by the indicator. This is especially true when the logical framework approach is used exclusively for the project planning.

4.3. Recommendations

4.3.1. Department of Economic and Social Affairs (Development Account) of the United Nations

Recommendation 1. Financial support should be provided for interregional initiatives that foster horizontal cooperation between countries in different regions to mutually strengthen capacities in the field of social protection. The experiences of and lessons learned by Latin American and Caribbean countries in relation to cash transfer programmes may be particularly relevant to the efforts to develop such instruments in other regions.

(Findings 3, 6, 10, 11, 15, 16 and 20)

222. The work done under the project to identify, systematize and disseminate good practices and national experiences with regard to non-contributory social protection systems was not an end in itself. Rather, it must be part of a broader and more ambitious capacity-building process that should continue to be supported through new funding.

223. As is already the case with the interregional project UNDA 1415BGE, the Development Account should consider financing solid projects that revitalize the dynamics of exchange and technical cooperation between the regions in line with the work already undertaken as part of the project under evaluation, which has produced good results. The accumulated experience and knowledge generated in Latin America and the Caribbean with regard to cash transfer programmes is a valuable reference for member States of other regional commissions that are considering ways to design more effective instruments that address poverty and inequality from the perspective of the social protection framework.

224. Fundable projects should be aligned with the 2030 Agenda for Sustainable Development. Such projects would also explicitly address the policy, political, economic and institutional challenges that must be tackled to ensure the creation of inclusive and comprehensive social protection systems that contribute to progress towards SDG 1 (no poverty), SDG 3 (good health and well-being), SDG 5 (gender equality), and SDG 10 (reduced inequalities).

Recommendation 2. A pilot test should be carried out using the logical framework approach in conjunction with a complementary planning approach to strengthen the monitoring and evaluation framework of projects aimed at strengthening institutional capacities.

(Findings 1, 2 and 7)

225. For UNDA-funded projects, the experience of using the logical framework approach together with other complementary planning approaches (theory of change or others) could be analysed in order to calculate the added value of using them to monitor and evaluate projects.

226. The effort and logistics needed for this would be minimal as many of the analytical elements are already produced as part of the current project formulation stage, when the project reasoning, problem analysis and goal analysis are undertaken. At present, the importance of analysing these sections is not reflected in the planning matrix under the logical framework approach or the project monitoring framework, which are the main accountability tools with regard to project performance.

227. To some extent, the annual monitoring reports and the project completion reports implicitly recognize the need to supplement the information provided by logical framework approach when applied to complex change processes. These reports currently include a narrative part that identifies achievements and provides an overall assessment of the project's results. Using other, complementary approaches would demonstrate how much progress has been made and the results achieved, based on the theory of change of the project, for example.

4.3.2. Regional commissions

Recommendation 3. Optimal use should be made of the knowledge generated within the framework of the project in order to continue supporting the improvement of government capacities to design and implement national policies as part of the inclusive approach to social protection promoted by the project.
(Findings 3, 6, 8, 9, 12 and 13)

228. Part of the project's sustainability was based on the relevance and usefulness of its outputs. Precisely because beneficiaries who are aware of those outputs value and use them, serious thought should be given to developing a dissemination strategy that would optimize the use of the generated knowledge to further strengthen member States' capacities to manage the inclusive social protection approach.

229. This would create a promising "virtuous triangle". On the one hand, the regional commissions have detailed knowledge about the capacities that should be strengthened for their member States to be in a position to face the pending challenges in the field of social assistance. On the other hand, the project has generated knowledge and tools of sufficient quality and versatility to cover a significant portion of countries' capacity-building requests to address their particular challenges in that field. Moreover, the regional commissions now have the necessary technological infrastructure and have established very fruitful partnerships with Internet platforms and portals specializing in social protection and human rights, making it possible to match countries' requests for knowledge and information with the knowledge-based outputs developed within the framework of the project.

230. Training courses are already being promoted (mainly based on the Social Protection Toolbox and toolkit) and new content can be worked on through the webinars, online courses or other Internet tools. Self-training and online training could become the main method for capacity-building for many national stakeholders.

231. All these proposals for online training and dissemination should not be treated as isolated measures, but rather as part of a broader capacity-building strategy, linked to the knowledge management strategy of the Social Development Divisions, to ensure that the project has a greater impact on beneficiaries.

Recommendation 4. National capacities to monitor and evaluate social protection policies should be strengthened, both to promote the institution-wide adoption of a monitoring and evaluation system and to improve the technical capacities needed for its proper functioning.
(Findings 14 and 15)

232. In order to help governments to set up monitoring and evaluation systems and mechanisms specific to social protection policies (more specifically, the non-contributory system), there must be a critical mass among policymakers and senior officials in the country that values the role and contribution of monitoring and evaluation within the management cycle of public actions. To this end, actions should be taken to draw attention to the role of monitoring and evaluation in the progress made by policies and programmes to combat poverty and inequality. Similarly, steps could be taken to raise awareness among policymakers of all the aspects involved in mainstreaming monitoring and evaluation into social policies, such as the normative aspects, adapting institutional architecture, strengthening information systems.

233. At the technical level, activities should also seek to strengthen national capacities to: (i) design effective monitoring and evaluation systems in support of social policies and programmes; (ii) identify strategies and approaches that would incorporate the monitoring and evaluation results into processes for the continuous improvement of social protection policies and programmes and political and budgetary decision-making processes in this field; (iii) devise effective mechanisms to communicate and disseminate the monitoring and evaluation results among policymakers and civil society; and (iv) link the evaluation of social policies with other experiences, such as budgeting for results, satellite accounts of unpaid work, beneficiary registration systems or sectoral information systems.

Recommendation 5. Government capacities to mainstream or reinforce the gender perspective in non-contributory social protection systems should be strengthened and (conditional) cash transfer programmes reviewed so that these instruments help, in equal measure, to empower women and give them greater autonomy.

(Findings 3, 5, 11, 19, 20 and 24)

234. The commitment in the 2030 Agenda for Sustainable Development to reach those furthest behind and the progressive approximation of the fields of social protection and human rights, means that countries' capacities to mainstream the gender perspective in non-contributory social protection systems must be strengthened as a matter of priority. Recognizing that women have a right to social assistance —not because they are mothers or caregivers— implies that countries identify and adopt certain approaches. That is, as part of their efforts to create more effective social protection systems and ensure that resources are in place for poverty alleviation and social assistance programmes, countries should identify and adopt approaches that include a gender perspective and set specific objectives to address gender inequalities and empower women, through national social protection systems.

235. In addition, in the light of the popularity of cash transfer programmes in the different regions, a careful analysis of these instruments from a gender perspective should be carried out to ensure that a maternalist and instrumentalist view of women does not permeate the design and implementation of these programmes. Revising cash transfer programmes from a gender perspective means that: (i) the onus does not rest with women; (ii) stereotyped gender roles and functions that increase inequality between women and men are dismantled; and (iii) the impact of unpaid care work on women's right to social protection is addressed and analysed. In short, the programmes should set objectives and explore processes that empower women and give them greater autonomy.

236. In the case of ECLAC, such work should be undertaken in conjunction with the Gender Affairs Division in order to capitalize on its intellectual output on gender equality, public policies and national care systems.

Recommendation 6. Face-to-face forums should continue to be promoted for the exchange of lessons learned and good practices, incorporating new methodological elements, fostering interregional exchanges and encouraging exchanges among countries beyond the duration of the forum.

(Findings 10, 11, 15, 16 and 24)

237. While Internet tools have the advantage of allowing knowledge to be shared more widely and making it more accessible, the face-to-face exchange forums are the most appropriate for promoting dialogue, interaction and joint reflection among countries on good practices and lessons learned, which can be used to address challenges that are often shared by a large number of countries.

238. The regional commissions successfully promoted greater interaction and better understanding among policymakers and high-level officials from different countries through these exchange forums, which have been highly rated by beneficiaries and have influenced specific decision-making processes. Their continuity is therefore justified; however, the spectrum of experiences and social protection policy options should be broadened by creating interregional forums for the member countries of the different regional commissions to share lessons learned and experiences.

239. In an effort to reinforce their already good results, additional methodological elements, such as technical notes and the presence of a moderator-guide to focus the dialogue and exchanges on the topics of interest of the participating countries, should be incorporated into those forums. Internet tools could also be used to encourage ongoing exchanges among countries beyond the forum itself, as was the case for the meeting organized by ESCWA. Stakeholders should be made aware in the forums of the Internet tools available, so that they can continue to collaborate among themselves through exchange networks, practice communities (at the subregional, regional or interregional levels), or other formats deemed appropriate by the parties concerned.

4.3.3. Economic Commission for Latin America and the Caribbean (ECLAC)

Recommendation 7. An Internet platform, similar to that used for the ESCAP Social Policy Toolbox, should be created for the ECLAC toolkit so that its content —in Spanish and English— is more widely and easily available.
(Findings 6, 8, 9, 10, 11, 12, 24, 25 and 26)

240. The high number of downloads of the publication *Towards Universal Social Protection: Latin American pathways and policy tools* and the feedback received on its utility and use confirm that demand exists for the ECLAC toolkit. A navigable, online version should be created to promote its use further and to make it more accessible. A database should also be set up to enable rapid access to good practices, policy options and technical-operational tools associated with the life cycle of individuals, which might prove useful for the design, implementation and evaluation of social protection policies and programmes. The ESCAP Toolbox is a clear reference point for this task.

241. This format would make it possible to keep the toolkit's content relevant, as the material could be revised, updated and expanded periodically, or as new experiences or lessons learned were identified in line with the approach promoted by the project. Moreover, as the toolkit is available in English, it could be used by member States of the other regional commissions.

4.3.4. Economic and Social Commission for Western Asia (ESCWA)

Recommendation 8. Links and exchanges between the member States of ESCWA and ECLAC should be encouraged, particularly in relation to (conditional) cash transfer programmes.
(Findings 8, 10, 11, 20 and 24)

242. At a time when several Arab countries are rethinking non-contributory social protection instruments (specifically cash transfer programmes) as part of their national poverty reduction strategies, the experiences and lessons learned of Latin American and Caribbean countries with regard to the design and implementation of such programmes would be a useful input for discussions in the ESCWA region.

243. Although a good part of the project outputs produced by ECLAC already exists in English, it would be beneficial to hold interregional meetings where the different types of cash transfer programmes developed in Latin America and the Caribbean, as well as the resulting lessons learned and good practices, could be presented with greater context.

244. An example of such interregional exchanges was the participation of a high-level Egyptian official in the internship programme in Panama, which led to very positive results for the design of cash transfer programmes in Egypt.

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ANNEX 1

TERMS OF REFERENCE

Assessment of the Development Account Project ROA 235-8
Time for equality: Strengthening the Institutional Framework of Social Policies

I. Introduction

1. This assessment is in accordance with the General Assembly resolutions 54/236 of December 1999 and 54/474 of April 2000, which endorsed the Regulations and Rules Governing Programme Planning, Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (PPBME). In this context, the General Assembly requested that programmes be evaluated on a regular, periodic basis, covering all areas of work under their purview. As part of the general strengthening of the evaluation function to support and inform the decision-making cycle in the UN Secretariat in general and ECLAC in particular and within the normative recommendations made by different oversight bodies endorsed by the General Assembly, ECLAC's Executive Secretary is implementing an evaluation strategy that includes periodic evaluations of different areas of ECLAC's work. This is therefore a discretionary internal evaluation managed by the Programme Planning and Evaluation Unit (PPEU) of ECLAC's Programme Planning and Operations division (PPOD).

II. Assessment Topic

2. This assessment is an end-of-cycle review of an interregional project aiming at promoting social protection policies and institutional arrangements that could contribute to reducing poverty, inequality and social exclusion, in accordance with the first Millennium Development Goal (MDG 1). Through the development of a toolkit of policy and programme options, knowledge sharing and the provision of technical advice, the project sought to strengthen the capacity of governments to implement and sustain effective and long-term social policies as part of inclusive social protection systems, based on social rights and politically supported by fiscal or social covenants. It also sought to enhance knowledge and cooperation on monitoring and evaluation of social policy/social protection systems reforms and institutionalized support required for such reforms, through the exchange of experiences and good practices among countries of the Latin American and Caribbean region, as well as selected countries in the Western Asia and the Asia-Pacific regions.

III. Objective of the Assessment

3. The objective of this assessment is to review the efficiency, effectiveness, relevance, and sustainability of the project implementation and more particularly document the results the project attained in relation to its overall objectives and expected results as defined in the project document.

4. The project objective was to promote social protection policies and institutional arrangements in countries of the Latin America and Caribbean, the Western Asia and the Asia-Pacific regions, aimed at reducing poverty, inequality and social exclusion in accordance with Millennium Development Goal 1. The evaluation will place an important emphasis in identifying lessons learned and good practices that derive from the implementation of the project, its sustainability and the potential of replicating them to other countries.

5. The lessons learned and good practices in actual project implementation will in turn be used as tools for the future planning and implementation of ECLAC projects.

IV. Background

The Development Account

6. The Development Account (DA) was established by the General Assembly in 1997, as a mechanism to fund capacity development projects of the economic and social entities of the United Nations (UN). By building capacity on three levels, namely: (i) the individual; (ii) the organizational; and (iii) the enabling environment, the DA becomes a supportive vehicle for advancing the implementation of internationally agreed development goals (IADGs) and the outcomes of the UN conferences and summits. The DA adopts a medium to long-term approach in helping countries to better integrate social, economic and environmental policies and strategies in order to achieve inclusive and sustained economic growth, poverty eradication, and sustainable development.

7. Projects financed from the DA aim at achieving development impact through building the socio-economic capacity of developing countries through collaboration at the national, sub-regional, regional and inter-regional levels. The DA provides a mechanism for promoting the exchange and transfer of skills, knowledge and good practices among target countries within and between different geographic regions, and through the cooperation with a wide range of partners in the broader development assistance community. It provides a bridge between in-country capacity development actors, on the one hand, and UN Secretariat entities, on the other. The latter offer distinctive skills and competencies in a broad range of economic and social issues that are often only marginally dealt with by other development partners at country level. For target countries, the DA provides a vehicle to tap into the normative and analytical expertise of the UN Secretariat and receive on-going policy support in the economic and social area, particularly in areas where such expertise does not reside in the capacities of the UN country teams.

8. The DA's operational profile is further reinforced by the adoption of pilot approaches that test new ideas and eventually scale them up through supplementary funding, and the emphasis on integration of national expertise in the projects to ensure national ownership and sustainability of project outcomes.

9. DA projects are being implemented by global and regional entities, cover all regions of the globe and focus on five thematic clusters.[127] Projects are programmed in tranches, which represent the Account's programming cycle. The DA is funded from the Secretariat's regular budget and the Economic Commission for Latin America and the Caribbean (ECLAC) is one of its 10 implementing entities. The UN Department of Economic and Social Affairs (DESA) provides overall management of the DA portfolio.

10. ECLAC undertakes internal assessments of each of its DA projects in accordance with DA requirements. Assessments are defined by ECLAC as brief end-of-project evaluation exercises aimed at assessing the relevance, efficiency, effectiveness and sustainability of project activities. They are undertaken as desk studies and consist of a document review, stakeholder survey, and a limited number of telephone-based interviews.

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[127] Development Account projects are implemented in the following thematic areas: advancement of women; population/ countries in special needs; drug and crime prevention; environment and natural resources; governance and institution building; macroeconomic analysis, finance and external debt; science and technology for development; social development and social integration; statistics; sustainable development and human settlement; and trade. See also UN Development Account website: http://www.un.org/esa/devaccount/projects/active/theme.html.

<u>The project</u>

11. The project under evaluation is part of the projects approved under this account for the 8th Tranche (2012-2015). It was implemented by the Economic Commission for Latin America and the Caribbean (ECLAC), specifically its Social Development Division, jointly with the United Nations Economic and Social Commission for Asia and the Pacific (ESCAP) and United Nations Economic and Social Commission for Western Asia (ESCWA).

12. The original duration of this project was of 2.5 years (2013-2015), having started activities in May 2013 and has been extended until September 2016 to ensure the implementation of all planned activities and consolidation of the final project report.

13. The overall logic of the project against which results and impact will be assessed contains an overall objective and a set of expected accomplishments and indicators of achievement that will be used as signposts to assess its effectiveness and relevance.

14. The project's objective as stated above is "to promote social protection policies and institutional arrangements in countries of the Latin America and Caribbean, the Western Asia and the Asia-Pacific regions, aimed at reducing poverty, inequality and social exclusion in accordance with Millennium Development Goal 1."[128]

15. The expected accomplishments were defined as follows:

(a) Strengthened capacity of governments to institutionalize and sustain effective and long-term social policies as part of rights-based inclusive social protection systems.

(b) Enhanced knowledge and cooperation on monitoring and evaluation of social policy/social protection systems reforms.

16. To achieve the expected accomplishments above, the following activities were originally planned:

- Development of a toolkit of policy and programme options for social protection systems based on analysis of good practices.

- Preparation of comparative studies that analyse new challenges and allow a better understanding and knowledge of selected countries from Latin America and the Caribbean (2 countries), the Asia-Pacific (1 country) and Western Asian (1 country) regions regarding experiences in defining long-term priorities and commitments in relation to social protection policies that contribute to reduce poverty, inequalities and exclusion, and supporting monitoring and evaluation systems for such policies, within the framework of poverty/inequality IADGs and MDG 1.

- Updating, and expanding, as appropriate for stakeholders, the bilingual (Spanish/English) web-based database of social assistance programmes and transfers in Latin America and the Caribbean available online at http://dds.cepal.org/bdptc/.

- Advisory services to: (i) Sponsor "horizontal" technical cooperation (study tours) through which governmental and non-governmental organizations from Latin America and the Caribbean support other organizations within and outside of the region with respect to social protection reforms, promotion of equality and social right based approach to poverty reduction. At least 4 countries will participate in horizontal technical cooperation. (ii) Carry out technical cooperation activities in at least 6 countries (4 in Latin America and the Caribbean, 1 in Western Asia and 1 in Asia-Pacific) in policy and programme design and management to promote inclusive social protection systems.

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[128] See Annex 1: Project Document.

- Three national workshops (one in each region) to disseminate the toolkit, discuss with public and private authorities the role of rights-based inclusive social protection systems, and defining challenges for adopting long-term and sustainable commitments regarding social protection reforms, consistent with MDG 1 and IADGs.

- Inter-regional expert group meeting to exchange experiences, including the presentation and discussion of studies to be published within the framework of the project.

- Three regional and/or sub-regional workshops in Latin America and the Caribbean (in South America, Central America, and the Caribbean, respectively) to present and debate among government staff the recommendations on social protection reforms and the evaluation and monitoring of social policies that emerge from the project.

- To establish an electronic network of key stakeholders of at least 18 countries of Latin America and the Caribbean related with social protection, MDG 1 and IADGs, with a view to facilitate knowledge sharing on monitoring and evaluation of social policy and the adoption of initiatives aimed at long-term commitments and consensuses on the orientation of social protection reforms.

17. The budget for the project totalled US$ 661,000. Progress reports were prepared on a yearly basis. The project was implemented in three regions: Latin America and the Caribbean, Asia- Pacific and Western Asia (i.e. ECLAC, ESCAP and ESCWA).

Stakeholder Analysis

18. Project beneficiaries included high-level public sector decision makers and senior advisers in the ministries of social development and planning in the regions represented by the implementing Regional Commissions.

19. Other stakeholders included experts, practitioners, academics and members of civil society organizations related to the specific areas and topics selected, which will bring useful additional perspectives and insights into the needs of the poor and vulnerable population.

V. Guiding Principles

20. The assessment will seek to be independent, credible and useful and adhere to the highest possible professional standards. It will be consultative and engage the participation of a broad range of stakeholders. The unit of analysis is the project itself, including its design, implementation and effects. The assessment will be undertaken in accordance with the provisions contained in the Project Document. The assessment will be conducted in line with the norms, standards and ethical principles of the United Nations Evaluation Group (UNEG).[129]

21. Although this exercise should not be considered a fully-fledged evaluation (e.g. less extensive data collection and analysis involved, etc.), it is expected that ECLAC's guiding principles to the evaluation process are applied.[130] In particular, special consideration will be taken to assess the extent to which ECLAC's activities and outputs respected and promoted human rights.[131] This includes a consideration of whether ECLAC interventions treated beneficiaries as equals, safeguarded and promoted the rights of minorities, and helped to empower civil society.

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[129] Norms and Standards for Evaluation, UNEG, June 2016. http://www.unevaluation.org/document/detail/1914. UNEG Ethical Guidelines for Evaluation, UNEG, March 2008. http://www.unevaluation.org/document/detail/102.

[130] See ECLAC, "Preparing and Conducting Evaluations: ECLAC Guidelines" (2009) and ECLAC, "Evaluation Policy and Strategy"(2014) for a full description of its guiding principles.

[131] For further reference see UNEG "Integrating Human Rights and Gender Equality in Evaluations" (2014). http://www.unevaluation.org/document/detail/1616.

22. The assessment will also examine the extent to which gender concerns were incorporated into the project —whether project design and implementation incorporated the needs and priorities of women, whether women were treated as equal players, and whether it served to promote women's empowerment.

23. Moreover, the evaluation process itself, including the design, data collection, and dissemination of the evaluation report, will be carried out in alignment with these principles.[132]

24. Evaluators are also expected to respect UNEG's ethical principles as per its "Ethical Guidelines for Evaluation":[133]

- <u>Independence</u>: Evaluators shall ensure that independence of judgment is maintained and that evaluation findings and recommendations are independently presented.

- <u>Impartiality</u>: Evaluators shall operate in an impartial and unbiased manner and give a balanced presentation of strengths and weaknesses of the policy, programme, project or organizational unit being evaluated.

- <u>Conflict of Interest</u>: Evaluators are required to disclose in writing any past experience, which may give rise to a potential conflict of interest, and to deal honestly in resolving any conflict of interest which may arise.

- <u>Honesty and Integrity</u>: Evaluators shall show honesty and integrity in their own behaviour, negotiating honestly the evaluation costs, tasks, limitations, scope of results likely to be obtained, while accurately presenting their procedures, data and findings and highlighting any limitations or uncertainties of interpretation within the evaluation.

- <u>Competence</u>: Evaluators shall accurately represent their level of skills and knowledge and work only within the limits of their professional training and abilities in evaluation, declining assignments for which they do not have the skills and experience to complete successfully.

- <u>Accountability</u>: Evaluators are accountable for the completion of the agreed evaluation deliverables within the timeframe and budget agreed, while operating in a cost effective manner.

- <u>Obligations to Participants</u>: Evaluators shall respect and protect the rights and welfare of human subjects and communities, in accordance with the UN Universal Declaration of Human Rights and other human rights conventions. Evaluators shall respect differences in culture, local customs, religious beliefs and practices, personal interaction, gender roles, disability, age and ethnicity, while using evaluation instruments appropriate to the cultural setting. Evaluators shall ensure prospective participants are treated as autonomous agents, free to choose whether to participate in the evaluation, while ensuring that the relatively powerless are represented.

- <u>Confidentiality</u>: Evaluators shall respect people's right to provide information in confidence and make participants aware of the scope and limits of confidentiality, while ensuring that sensitive information cannot be traced to its source.

- <u>Avoidance of Harm</u>: Evaluators shall act to minimize risks and harms to, and burdens on, those participating in the evaluation, without compromising the integrity of the evaluation findings.

- <u>Accuracy, Completeness and Reliability</u>: Evaluators have an obligation to ensure that evaluation reports and presentations are accurate, complete and reliable. Evaluators shall explicitly justify judgments, findings and conclusions and show their underlying rationale, so that stakeholders are in a position to assess them.

- <u>Transparency</u>: Evaluators shall clearly communicate to stakeholders the purpose of the evaluation, the criteria applied and the intended use of findings. Evaluators shall ensure that stakeholders

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[132] *Human rights and gender perspective.*
[133] *UNEG Ethical Guidelines for Evaluation, UNEG, March 2008* (http://www.unevaluation.org/document/detail/102).

have a say in shaping the evaluation and shall ensure that all documentation is readily available to and understood by stakeholders.

- <u>Omissions and wrongdoing</u>: Where evaluators find evidence of wrong-doing or unethical conduct, they are obliged to report it to the proper oversight authority.

VI. Scope of the assessment

25. In line with the assessment objective, the scope of the assessment will more specifically cover all the activities implemented by the project. The assessment will review the benefits accrued by the various stakeholders in the five regions, as well as the sustainability of the project interventions. The assessment will also assess and review the interaction and coordination modalities used in its implementation within ECLAC and between/among other implementing partners, especially with the other two Regional Commissions participating in the implementation of the project.

26. In summary, the elements to be covered in the assessment include:

- Actual progress made towards project objectives.

- The extent to which the project has contributed to outcomes in the identified countries whether intended or unintended.

- The efficiency with which outputs were delivered.

- The strengths and weaknesses of project implementation on the basis of the available elements of the logical framework (objectives, results, etc) contained in the project document.

- The validity of the strategy and partnership arrangements. Coordination among the different Regional Commissions, and other implementing partners.

- The extent to which the project was designed and implemented to facilitate the attainment of the goals.

- Relevance of the project's activities and outputs towards the needs of Member States, the needs of the region and the mandates and programme of work of ECLAC, ESCAP and ESCWA.

27. It will also assess various aspects related to the way the project met the following Development Account criteria:

- Result in durable, self-sustaining initiatives to develop national capacities, with measurable impact at field level, ideally having multiplier effects;

- Be innovative and take advantage of information and communication technology, knowledge management and networking of expertise at the sub regional, regional and global levels;

- Utilize the technical, human and other resources available in developing countries and effectively draw on the existing knowledge/skills/capacity within the UN Secretariat;

- Create synergies with other development interventions and benefit from partnerships with non-UN stakeholders.

VII. Methodology

28. The assessment will use the following data collection methods to assess the impact of the work of the project:

    (a) **Desk review and secondary data collection analysis:** of programmes of work of the three RCs, DA project criteria, the project document, annual reports of advance, workshops and meetings reports and evaluation surveys, other project documentation such as project methodology, country reports, consolidated report, webpage, etc.

    (b) **Self-administered surveys:** Surveys to beneficiaries in the different participating countries of the three regions covered by the project should be considered as part of the methodology. Surveys to implementing partners and stakeholders within the United Nations and the countries participating in the project should be considered if applicable and relevant. PPEU can provide support to manage the online surveys through SurveyMonkey. In the case, this procedure is agreed upon with the evaluator, PPEU will distribute the surveys among project beneficiaries to the revised lists facilitated by the consultant. PPEU will finally provide the evaluator with the consolidated responses.

    (c) **Semi-structured interviews and focus groups** to validate and triangulate information and findings from the surveys and the document reviews, a limited number of interviews (structured, semi-structured, in-depth, key informant, focus group, etc.) may be carried out via tele- or video-conference with project partners to capture the perspectives of managers, beneficiaries, participating ministries, departments and agencies, etc. PPEU will provide assistance to coordinate the interviews, including initial contact with beneficiaries to present the assessment and the evaluator. Following this presentation, the evaluator will directly arrange the interviews with available beneficiaries and project managers within the three implementing Regional Commissions.

    (d) **Field visits:** In addition to undertaking data collection efforts in Santiago at ECLAC's headquarters, and will visit and meet key stakeholders in some of the countries which have been involved in piloting the methodology proposed by the project with a view to gauge the opinion of High level officials and authorities with regards to the impact, relevance and efficiency of the project.

29. Methodological triangulation is an underlying principle of the approach chosen. Suitable frameworks for analysis and evaluation are to be elaborated — based on the questions to be answered. The experts will identify and set out the methods and frameworks as part of the *inception report*.

VIII. Evaluation Issues/ Questions

30. This assessment encompasses the different stages of the given project, including its design, process, results, and impact, and is structured around four *main criteria*: relevance, efficiency, effectiveness, and sustainability. Within each of these criteria, a set of *evaluation questions* will be applied to guide the analysis.[134] The responses to these questions are intended to explain "the extent to which," "why," and "how" specific outcomes were attained.

31. The questions included hereafter are intended to serve as a basis for the final set of evaluation questions, to be adapted by the evaluator and presented in the inception report.

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[134] The questions included here will serve as a basis for the final set of evaluation questions, to be adapted by the evaluator and presented in the inception report.

Efficiency

    (a) Collaboration and coordination mechanisms between and within the three Regional Commissions that ensure efficiencies and coherence of response;

    (b) Provision of services and support in a timely and reliable manner, according to the priorities established by the project document;

Effectiveness

    (a) How satisfied are the project's main beneficiaries with the services they received?

    (b) How much more knowledgeable are the participants in workshops and seminars?

    (c) What are the results identified by the beneficiaries?

    (d) Has the project made any difference in the behaviour/attitude/skills/ performance of the clients?

    (e) How effective were the project activities in enabling capacities and influencing policy making?

    (f) Are there any tangible policies that have considered the contributions provided by the Regional Commissions in relation to the project under evaluation?

Relevance:

    (a) How in line were the activities and outputs delivered with the priorities of the targeted countries?

    (b) How aligned was the proposed project with the activities and programmes of work of the RCS, specifically those of the subprogrammes in charge of the implementation of the project?

    (c) Were there any complementarities and synergies with the other work being developed in the three RCs?

Sustainability

With beneficiaries:

    (a) How did the project utilize the technical, human and other resources available in developing countries?

    (b) How have the programme's main results and recommendations been used or incorporated in the work and practices of beneficiary institutions after completion of the project's activities? What were the multiplier effects generated by the programme?

    (c) What mechanisms were set up to ensure the follow-up of networks created under the project?

Within the Regional Commissions:

    (a) How has the programme contributed to shaping / enhancing the implementing RCs programmes of work / priorities and activities? The work modalities and the type of activities carried out? How has RCs built on the findings of the project?

IX. Deliverables

32. The assessment will include the following outputs:

    (a) **Work Plan.** No later than five days after the signature of the contract, the consultant must deliver to PPOD a detailed Work Plan of all the activities to be carried out related to the evaluation of project ROA/235-8, schedule of activities and outputs detailing the methodology to be used, etc.

    (b) **Inception Report.** No later than 4 weeks after the signature of the contract, the consultant should deliver the inception report, which should include the background of the project, an analysis of the Project profile and implementation and a full review of all related documentation as well as

project implementation reports. Additionally, the inception report should include a detailed evaluation methodology including the description of the types of data collection instruments that will be used and a full analysis of the stakeholders and partners that will be contacted to obtain the evaluation information. First drafts of the instruments to be used for the survey, focus groups and interviews should also be included in this first report.

(c) Draft final evaluation Report. No later than 12 weeks after the signature of the contract, the consultant should deliver the preliminary report for revision and comments by PPOD which should include the main draft results and findings, conclusions of the evaluation, lessons learned and recommendations derived from it, including its sustainability, and potential improvements in project management and coordination of similar DA projects.

(d) Final Evaluation Report. No later than 16 weeks after the signature of the contract, the consultant should deliver the final evaluation report which should include the revised version of the preliminary version after making sure all the comments and observations from PPOD and the ERG, which includes representatives of the implementing substantive Divisions of each Regional Commission have been included. Before submitting the final report, the consultant must have received the clearance on this final version from PPOD, assuring the satisfaction of ECLAC with the final evaluation report.

(e) Presentation of the results of the evaluation. A final presentation of the main results of the evaluation to ECLAC and other Regional Commissions staff involved in the project will be delivered at the same time of the delivery of the final evaluation report.

All documents related to the present evaluation should be delivered by the consultant in its original version, two copies and an electronic copy.

X. Payment schedule and conditions

33. The duration of the consultancy will be initially for 16 weeks during the months of October 2016 - February 2017. The consultant will be reporting to and be managed by the Programme Planning and Evaluation Unit (PPEU) of the Programme Planning and Operations Division (PPOD) of ECLAC. Coordination and support to the evaluation activities will be provided by the Social Development Division in Santiago.

34. The contract will include the payment for the services of the consultant as well as all the related expenses of the evaluation. Payments will be done according to the following schedule and conditions:

(a) 30% of the total value of the contract will be paid against the satisfactory delivery of the inception report which should be delivered as per the above deadlines.

(b) 30% of the total value of the contract will be paid against the satisfactory delivery of the draft final evaluation report which should be delivered as per the above deadlines.

(c) 40% of the total value of the contract will be paid against the satisfactory delivery and presentation of the Final Evaluation Report which should be delivered as per the above deadlines.

35. All payments will be done only after the approval of each progress report and the final report from the Programme Planning and Evaluation Unit (PPEU) of the Programme Planning and Operations Division (PPOD) of ECLAC.

XI. Profile of the Evaluator

36. The evaluator will have the following characteristics:

Education

- MA in political science, public policy, development studies, sociology, business administration, or a related social science.

Experience

- At least seven years of progressively responsible relevant experience in programme/project evaluation are required.
- At least two years of experience in areas related to social policies, social protection and/or related areas.
- Experience in at least three evaluations with international (development) organizations is required. Experience in Regional Commissions and United Nations projects, especially Development Account projects is highly desirable.
- Proven competency in quantitative and qualitative research methods, particularly self-administered surveys, document analysis, and informal and semi-structured interviews are required.
- Working experience in Latin America and the Caribbean, Asia- Pacific and Western Asia is desirable.

Language Requirements

- Proficiency in English and Spanish is required.

XII. Roles and responsibilities in the evaluation process

37. Commissioner of the evaluation

- (ECLAC Executive Secretary and PPOD Director)
  - Mandates the evaluation
  - Provides the funds to undertake the evaluation
  - Safeguards the independence of the evaluation process

38. Task manager

- (PPEU Evaluation Team)
- Drafts evaluation TORs
- Recruits the evaluator/evaluation team
- Shares relevant information and documentation and provides strategic guidance to the evaluator/evaluation team
- Provides overall management of the evaluation and its budget, including administrative and logistical support in the methodological process and organization of evaluation missions
- Coordinates communication between the evaluator/evaluation team, implementing partners and the ERG, and convenes meetings
- Supports the evaluator/evaluation team in the data collection process
- Reviews key evaluation deliverables for quality and robustness and facilitates the overall quality assurance process for the evaluation
- Manages the editing, dissemination and communication of the evaluation report
- Implements the evaluation follow-up process

39. Evaluator/Evaluation team

- (External consultant)

- Undertakes the desk review, designs the evaluation methodology and prepares the inception report

- Conducts the data collection process, including the design of the electronic survey and semi-structured interviews

- Carries out the data analysis

- Drafts the evaluation report and undertakes revisions

40. Evaluation Reference Group (ERG)

- (Composed of representatives of each of the implementing partners)

- Provides feedback to the evaluator/evaluation team on preliminary evaluation findings and final conclusions and recommendations

- Reviews draft evaluation report for robustness of evidence and factual accuracy

XIII. Other Issues

41. Intellectual property rights. The consultant is obliged to cede to ECLAC all authors rights, patents and any other intellectual property rights for all the work, reports, final products and materials resulting from the design and implementation of this consultancy, in the cases where these rights are applicable. The consultant will not be allowed to use, nor provide or disseminate part of these products and reports or its total to third parties without previously obtaining a written permission from ECLAC.

42. Coordination arrangements. The evaluation team comprised of the consultant and the staff of the Programme Planning and Evaluation Unit of ECLAC will confer and coordinate activities on an on-going basis, ensuring a bi-monthly coordination meeting/teleconference to ensure the project is on track and that immediate urgencies and problems are dealt with in a timely manner. If any difficulty or problem develops in the interim the evaluation team member will raise it immediately with the rest of the team so that immediate solutions can be explored and decisions taken.

XIV. Assessment use and dissemination

43. This assessment seeks to identify best practices and lessons learned in the implementation of development account projects and specifically the capacity of the countries to regularly and appropriately measure violence against women. The evaluation findings will be presented and discussed to ECLAC and if possible, with the participation of the implementing Divisions of the other two Regional Commissions participating in the implementation of the project. An Action Plan will be developed to implement recommendations when appropriate in future development account projects. The evaluation report will also be circulated through regional commissions' intranet (and other knowledge management tools), including circulating a final copy to DESA, as the programme manager for the Development Account, so as to constitute a learning tool in the organization.

ANNEX 2

EVALUATION MATRIX

Questions and sub-questions	Indicators	Data Collection Methods	Information and Data Sources
RELEVANCE: *At the time of the formulation of the project, the extent to which the project expected accomplishments and activities were in line with the following: (i) the international and regional development agenda, (ii) regional commissions work programmes/subprogrammes and (iii) the needs and priorities of the beneficiary countries of the three regions*			
R_P1. To what extent were the project's expected accomplishments and activities aligned with the international development agenda and the Regional Commissions' mandate, programmes/ subprogrammes and activities?	R_I1.1. Level of alignment of the project objective and expected accomplishments with the regional and the international development agenda R_I1.2. Level of alignment of the project objective and expected accomplishments with regional commission's mandate and sub-programmes R_I1.3. Level of satisfaction of the three regional commissions with the design and content of the project R_I1.4. Level of active involvement of the three regional commissions in the project design	• Document review • Interview • Survey	• Project Document • Annual Progress Reports • Final Project Report • RC Programme work plan • Documents from external sources Interviewed: • ECLAC – Project Coordination, regional commissions Project Managers and Representatives from co-operating agencies
R_P2. To what extent did the project design properly address the needs and priorities of the stakeholders in the beneficiary countries of the project?	R_I2.1. Evidence of alignment of objective and expected accomplishments with the region and countries' needs and priorities R_I2.2. Level of satisfaction of ministries and national agencies with the design and content of the project R_I2.3. Evidence of involvement of ministries and national agencies /civil society organizations in the project design	• Document review • Interview • Focus group • Survey	• Project Document • Annual Progress Reports • Final Project Report • Meeting/Workshops Reports • Mission Reports • Documents from external sources Interviewed: • ECLAC – Project Coordination ,regional commissions Project Managers, ministries' and national agencies' representatives and civil society organizations' representative from selected countries

Questions and sub-questions	Indicators	Data Collection Methods	Information and Data Sources
R_P3. To what extent did the analysis of the objective demonstrate the logic and plausibility of the means-end relationship?	R_I3.1. Quality of the problem tree analysis R_I3.2. Quality of the objective analysis R_I3.3. Evidence that the project design took into consideration human rights and gender issues R_I3.4. Level of consistency between the activities and outputs with the objective and the attainment of the expected accomplishments R_I3.5. Evidence of a result-based monitoring and evaluation strategy that is useful and reliable	• Document review • Interview	• Project document • Annual Progress Reports • Final Project Report Interviewed: • ECLAC – Project Coordination and regional commissions Project Managers
2. EFFECTIVENESS: *To what extent did the Project's activities attain the objective and expected accomplishments, as well as other outcomes identified for the stakeholders?*			
E_P1. To what extent has the project contributed to positioning within the countries/regions the role of inclusive social protection in the policies and strategies to reduce poverty, inequality and social exclusion?	E_I1.1. Level of satisfaction of ministries' and national agencies' decision-makers and technical staff with the quality and effectiveness of project activities and outputs. E_I1.2 Percentage of participating policy-makers, practitioners and experts who are aligned with the conception of social protection proposed by the project. E_I1.3. Evidence of usage by beneficiaries and other stakeholders of the outputs generated by the project (i.e., toolkit/toolbox; databases; web-based portal, studies and technical assistance recommendations, meeting materials). E_I1.4. Level of consistency between the project activities and outputs and the beneficiary countries needs and priorities (related to the criteria of relevance).	• Document Review • Survey • Interview • Focus group	• Annual Progress Reports • Final Project Report • Meeting/Workshops Reports • Mission Reports • Ministries and national agencies websites from selected countries • Technical assistance reports Interviewed: • ECLAC – Project Coordination ,regional commissions Project Managers, ministries' and national agencies' representatives from selected countries, representatives from civil society organizations -Academic institutions, representative from cooperation agencies
E_P2. To what extent has the project contributed to strengthening the capacity of beneficiary country governments to implement and sustain effective social policies as part of inclusive social protection systems based on social rights? *expected accomplishment1*	E_I2.1. Percentage of participating policy-makers, practitioners and experts indicating that they have improved their knowledge and skills to strengthen social protection systems (Logical Framework) *E_I1.2. Level of satisfaction of ministries' and national agencies' decision-makers and technical staff with the quality and effectiveness of project activities and outputs.*	• Document Review • Survey • Interview • Focus group	• Annual Progress Reports • Final Project Report • Meeting/Workshops Reports • Project web-based databases • Online portals on social protection • Technical assistance reports • Mission Reports • Capacity building documents

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Questions and sub-questions	Indicators	Data Collection Methods	Information and Data Sources
	E_I2.2. Percentage of ministries' and national agencies' decision-makers and technical staff from government institutions who feel they have improved their ability to design and manage policies, instruments and/or social protection mechanisms in line with the project's proposal.		• Ministries' and national agencies' websites from selected countries • Documents from external sources Interviewed: • ECLAC – Project Coordination, regional commissions Project Managers, ministries' and national agencies' representatives from selected countries, representatives from civil society organizations -Academic institutions; Representative from cooperation agencies
	E_I1.3. Evidence of usage by beneficiaries and other stakeholder groups of the outputs generated by the project		
	E_I2.3. Number of countries generating and reporting systematic quantitative and qualitative data utilizing project's policy outlines (Logical Framework)		
	E_I2.4. Number of participants who report having used the ECLAC toolkit/ESCAP toolbox to orient the design and/or implementation of social protection policies, programmes or instruments, using its guidelines on social protection.		
	E_I2.5. Evidence of use of the ECLAC toolkit/ESCAP toolbox.		
	E_I2.6. Evidence of implementation of ECLAC recommendations by country governments subsequent to technical assistance to the country.		
	E_I2.7. Evidence of tangible policies/programmes/initiatives that have taken into account the contributions provided by the regional commissions in relation to the project		
	E_I2.8. Evidence of good practices, success stories and/or lessons learned.		
E_P3. To what extent has the project contributed to improving knowledge and cooperation for the monitoring and evaluation of the reforms of both social policy and the social protection system? expected accomplishment2	E_I3.1. Increased number of policy-makers, law-makers, national experts and civil society organizations collaborating and sharing information and best practices on social protection reforms (Logical Framework)	• Document Review • Survey • Interview • Focus group	• Annual Progress Reports • Final Project Report • Meeting/Workshops Reports • Project web-based databases • Online portals on social protection • Technical assistance reports • Mission Reports • Capacity building documents • Ministries' and national agencies' websites from selected countries • Documents from external sources
	E_I3.2. Level of satisfaction of ministries' and national agencies' decision-makers and technical staff with the quality and effectiveness of meeting and workshops.		
	E_I3.3. Number of participants in project meetings and workshops who report having used the information and skill facilitated by these to inform decision-making and/or their work.		
	E_I3.4. Evidence of stakeholder use of the recommendations and debates promoted in the project's meetings and workshops.		

Questions and sub-questions	Indicators	Data Collection Methods	Information and Data Sources
	E_I3.5. Evidence of tangible initiatives that have taken into account the project's contributions in the area of monitoring and evaluation		Interviewed: • ECLAC – Project Coordination ,regional commissions Project Managers, ministries' and national agencies' representatives from selected countries, representatives from civil society organizations -Academic institutions; Representative from cooperation agencies.
	E_I3.6. Number of countries which have formally committed to participating in the electronic network		
	E_I3.7. Number of active participants in the electronic network		
	E_I3.8.Number of countries with an updated and periodical database on the web,		
	E_I3.9. Number of countries with information systems that are adjusted to local and national needs and aligned with the project's proposal.		
	E_I3.10. Evidence of good practices, success stories and/or lessons learned		
E_P4.To what degree were result-based management and human rights-based and gender approaches coherently mainstreamed into the programming? *Related to the criteria of efficiency*	E_I4.1. Evidence that human rights based approach to programming was understood and pursued coherently	• Document review • Interviews	• Project Document • Annual Progress Reports • Final Project Report • Meeting Reports • terms of references (consultancies) • Project's outputs Interviewed: • ECLAC – Project Coordination, regional commissions Project Managers, ministries' and national agencies' representatives from selected countries and consultants
	E_I4.2. Evidence that gender considerations were taken into account throughout the project		
	E_I4.3. Evidence that gender considerations were mainstreamed into project implementation		
	E_I4.4. Number of reports and publication materials demonstrating gender mainstreaming and participation of civil society and vulnerable groups from the population.		
	E_I4.5. Existence and quality of results-based management design document		
	E_I4.6. Existence of a reliable monitoring and evaluation strategy that helped measure results.		
EFFICIENCY: *To what extent was the project coordination and implementation timely, cost-effective and continuously supportive of the objective and theexpected accomplishments of the project?*			
EF_P1.To what extent did organizational factors contribute to effective implementation of the project and support the effective coordination within and between regional commissions?	EF_I1.1. Extent to which governance and management structures of the project contributed to its implementation	• Document review • Survey • Interview • Focus Group	• Project Document • Annual Progress Reports • Final Project Report • Meeting Reports • Management manuals and/or written procedure related to the Project
	EF_I1.2. Type of processes/procedures that were enacted to improve the implementation of the project		
	EF_I1.3. From the beginning of the project, evidence of clarity in the definition of roles and responsibilities of the three regional commissions in the project's implementation		

Questions and sub-questions	Indicators	Data Collection Methods	Information and Data Sources
Related to the criteria of sustainability (EF....6)	EF_I1.4. Level of satisfaction of the regional commissions with how they coordinated internally and with each other EF_I1.5. Evidence of internal coordination between the three regional commissions and within each regional commission, between subprogrammes and offices		Interviewed: • ECLAC – Project Coordination, regional commissions Project Managers
EF_P2. Were there any complementarities and synergies with work being developed? *Question also related to criteria of relevance and sustainability*	EF_I2.1. Level of satisfaction of cooperating agencies and regional commissions with the type of interagency coordination carried out during the project's execution EF_I2.2. Evidence of the effective coordination between the regional commissions and the cooperating agencies EF_I2.3. Evidence of cost sharing between institutions to elaborate outputs/activities related to the project planned outputs EF_I2.4. Evidence of joint programming or initiatives with other partners or institutions related to the project planned outputs EF_I2.5. Evidence of the degree to which the project developed complementarities/ synergies with the other work being carried o within the respective regional commissions, by other development agencies and/or by institutions in the beneficiary countries EF_I1.6. Number of joint initiatives, strategies and explicit alliances with governments and other agencies which the project's activities have contributed. Examples	• Document review • Interview • Focus group • Survey	• Annual Progress Reports • Final Project Report • Meeting Reports • Mission Reports • Project financial documents • Ministries' and national agencies' websites from selected countries • Project's internal memo • Documents from external sources Interviewed: • RCs Project Managers, Representative from co-operation agencies, ministries' and national agencies' representatives from selected countries, representatives from civil society organizations –Academic institutions; Representative from cooperation agencies
EF_P3. Were the needed resources available in a timely manner and utilized as planned?	EF_I3.1. Consistency between the approved plan of work (including timeline) versus the actual plan of work and timeline EF_I3.2. Consistency between the project's budget distributions among the regional commissions and the regional commissions' budget execution capacity. EF_I3.3. Nature of delays that affected the work plan/ timeline EF_I3.4. Degree to which project beneficiaries feel that project activities were delivered in a timely manner EF_I3.5. Evidence of implementation delays due to lack of resource allocation timeliness EF_I3.6. Responses and actions taken to expedite processes	• Document review • Interviews • Surveys	• Project Document • Final Project Report • Annual Progress Reports • Mission Reports • Project's internal memos • Project's financial documents Interviewed: • ECLAC – Project Coordination, regional commissions Project Managers, ministries' and national agencies' representatives from selected countries

Questions and sub-questions	Indicators	Data Collection Methods	Information and Data Sources
SUSTAINABILITY: *To what extent are the benefits of the project likely to continue after the completion of the project's activities and financing?*			
S_P1. To what extent have the project's outputs had a lasting impact at the national and regional level such that governments move towards social protection systems/policies/ instruments aligned with the positioning and approach of the project? *Related to effectiveness*	S_I1.1. Perception by the decision-makers and senior advisers of an environment that is conducive carrying on the initiatives promoted by the project S_I1.2. Evidence of the existence of a conducive environment the regional commissions and/or other actors to move on to a second phase of the project based on its results S_I1.3. Level of satisfaction of representative social policy M&ANs from country beneficiaries with their involvement in the implementation of the project S_I1.4. Percentage of country government beneficiaries who report using the knowledge and tools acquired through the project S_I1.5. Evidence on the utilization of the outputs developed by the project by different countries and/or by different actors S_I1.6. Funds committed by beneficiary countries to activities related to the findings of the project	• Document review • Interviews • Survey	• Final Project Report • Meeting Reports and related documents • Ministries' and national agencies' country websites • Document from external sources Interviewed: • ECLAC – Project Coordination, regional commissions Project Managers, ministries' and national agencies' representatives from selected countries, representatives from civil society organizations –Academic institutions, Representative from cooperation agencies
S_P2. To what extent has the project taken adequate measures to strengthen the sustainability conditions of its results?	S_I2.1. Evidence of an Exit Strategy or plan addressing various risks to sustaining project benefits in those countries in which technical assistance was carried out. S_I2.2. Upon completion of the project, the number of the planned activities/outputs in line with the initiatives promoted by the project S_I2.3. Number of follow-up support activities that have been discussed or formalized at the country level related with the project'sexpected accomplishments S_I2.4. Mechanisms were set up to ensure the follow-up of networks created under the project S_I2.5. Mechanisms were set up to ensure the follow-up on the implementation of recommendations made to governments during technical assistance. S_I2.6. Evidence of the project's contribution to the enhancement of the work modalities, coordination and/or the type of activities carried out within and between regional commissions. S_I2.7. Existence of correspondence between the outputs of the	• Document review • Interview • Survey	• Final Project Report • Meeting Reports • Ministries' and national agencies' country websites • Document from external sources Interviewed: • ECLAC – Project Coordination,regional commissions Project Managers, ministries' and national agencies' representative from selected countries, Representative from cooperation agencies

Questions and sub-questions	Indicators	Data Collection Methods	Information and Data Sources
	project and anregional commissions' current work and activities on social protection		
S_P3. Did the project demonstrate the potential for replicating and scaling up successful practices?	S_I3.1. Identification by stakeholders of lessons learned from the project S_I3.2. Identification by stakeholders of best practices for the replication/expansion of the project to other countries or contexts S_I3.3. Existence of similar needs in other countries/regions (technical assistance) S_I3.4. Availability of human and financial resources to replicate the projects (or same of its relevant activities) elsewhere S_I3.5. Beneficiaries are seeking more detailed, in-depth support to continue increasing their knowledge on the matter of inclusive social protection with a rights approach.	• Document review • Interview • Focus group • Survey	• Final Project Report • Meeting Reports • Ministries' and national agencies' country websites • Mission reports • Document from external sources Interviewed: • ECLAC – Project Coordination, regional commissions Project Managers, ministries' and national agencies' representatives from selected countries, Representative from cooperation agencies

ANNEX 3

INTERVIEW PROTOCOL

Questions	Beneficiaries	Implementing Partners	Cooperating Agencies
At the time of the formulation of the Project, the extent to which the projectexpected accomplishments and activities in were line with the following: (i) the international development agenda, (ii)regional commissions work programmes/subprogrammes and (iii) the needs and priorities of the beneficiary countries of the five regions			

1. To what extent did the project design properly address the needs and priorities in the beneficiary countries of the project?
 	
   a. Was the project design carried out with the participation of the ministries' and national agencies'/CSO?
 	
   b. Has any relevant social protection issue been identified in the beneficiary countries which could have not been addressed by the project?
	✓ (b)	✓	

2. To what extent do you consider that the activities in which you participated were relevant to your country context?	✓		✓

3. To what extent do you feel that the project design, objective andexpected accomplishments align with ECLACs mandate and the relevant subprogrammes?
 	
   a. Was the project design carried out with the participation of the regional commissions?
 	
   b. Did the project design include both gender and human rights considerations from the onset?
		✓	

To what extent did the project's activities attain the objective and expected accomplishments, as well as other outcomes identified for the stakeholders?			

4. In your opinion, to what extent has the project contributed to positioning within the countries/regions the role of inclusive social protection in the policies and strategies to reduce poverty, inequality and social exclusion?
 	
   a. To your knowledge, what factors have facilitated/hampered the project's ability to position this conception of social protection within the countries/regions?
 	
   b. Do you consider the combination of the strategies of knowledge generation and technical cooperation was effective in contributing to position this conception of social protection?
	✓ (all)	✓ (all)	✓ (a)

5. In your opinion, to what extent has the project contributed to strengthening the capacity of beneficiary country governments to implement and sustain effective social policies as part of inclusive social protection systems based on social rights?
 	
   a. To your knowledge, have any of the beneficiary countries acknowledged having expanded and improved their knowledge on the political, instrumental, institutional and financial options available in designing and managing social protection systems aligned with the approach and positioning advocated by the project?
 	
   b. Did the project contribute to the strengthening of the technical and institutional capacities of M&NA's to carry out reforms of their social protection systems by applying this approach? Examples of contributions to changes in behaviour, attitude, skills and / or performance
	✓ (all)	✓ (a,d, e, f, g & h)	✓ (g & h)

Questions	Beneficiaries	Implementing Partners	Cooperating Agencies
c. What is done differently within your institutions as a result of participating in the activities implemented within the framework of this project? Please provide examples			
d. How effective were the ECLAC toolkit of policy and programme options for social protection or the ESCAP Social Protection Toolbox to the broadening of governments' political, technical and financial options on social protection?			
e. With regard to technical cooperation activities directed at beneficiary countries, how effective were these activities at promoting reforms in the social protection systems that are aligned with the project's proposal?			
f. To what extent did the outputs of the project contribute to the achievement of project's objective andexpected accomplishments?			
g. To your knowledge, are there any tangible policies/programmes/initiatives that have taken into account the contributions provided by the regional commissions in relation to the project under evaluation? Examples.			
h. Were there any unintended outcomes?			
6. To your knowledge, has the project contributed to improving knowledge and cooperation for the monitoring and evaluation of the reforms of both social policy and the social protection system? a. Has the project improved the knowledge of beneficiaries regarding the role of monitoring and evaluation in social policies and/or in the reforms of social protection systems? b. Did the project contribute to enhancing the behaviour, attitude, skills and/or performance of M&NA and/or other institutions in the area of the monitoring and evaluation of public policies and/or social protection systems? c. Has the project increased knowledge-sharing among key stakeholders related to social protection, MDG 1, IADGs to facilitate social protections reforms? d. How effective was the dissemination and exchange of knowledge for the achievement of theirexpected accomplishments? e. Did the project's web tools contribute to greater access to information, technical skills and resources on social policy/social protection systems reforms among the beneficiary group? f. Were there any unintended outcomes?	✓ (all)	✓ (a, c & f)	✓ (c, d, e, & f)
7. Have you identified any good practices, success stories or lessons learned?	✓	✓	✓
8. To your knowledge, what factors contributed to the achievement or lack thereof of the intendedexpected accomplishments? (challenges)	✓	✓	
9. Taking into consideration the activities in which you have participated, to what extent do you feel that your overall knowledge on inclusive social protection has increased?	✓		✓
10. Were the activities and outputs of this project consistent with the overall objective?	✓		✓

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Questions	Beneficiaries	Implementing Partners	Cooperating Agencies
11. Was a human rights-based approach understood and pursued throughout the project? a. Were gender considerations mainstreamed throughout the implementation of the project?	✓	✓	
To what extent was the project coordination and implementation timely, cost-effective and continuously supportive of the objective and theexpected accomplishments of the project?			
12. In your opinion, did organizational factors contribute to effective implementation of the project and support the effective coordination within and between regional commissions? a. Were roles and responsibilities clearly established at the beginning of the project? b. To what extent did the regional commissions successfully coordinate with other agencies or institutions during the implementation of project activities? c. Were any processes or procedures established to improve implementation? d. Did the project use results-based monitoring and reporting?		✓ (all)	✓ (b)
13. In regards to project procedures, did they contribute to or jeopardize the effective implementation of the project?		✓	
14. To your knowledge, did this project develop any complementarities or synergies with other work that was being developed	✓	✓	✓
15. How satisfied were you with the coordination within and between the regional commissions during the implementation of project activities? a. How could this coordination have been improved? b. Did coordination within and/or between the regional commissions contribute to the achievement of the project outcomes? Why or why not? c. Did coordination between the regional commissions with other partners contribute to the achievement of the project outcomes? Why or why not?		✓	✓ **(c)**
16. Were the needed resources available in a timely manner? a. In your opinion, have the invested resources been used efficiently to produce the planned outcomes? b. Were project activities delivered in a timely manner and outcomes achieved on time? c. Could the same results have been achieved with fewer resources – or much more with slightly more investment? d. To what extent did the project have a useful and reliable monitoring and evaluation strategy that helped measure results?	✓ (b)	✓	✓
To what extent are the benefits of the project likely to continue after the completion of the project's activities and financing?			
17. To what extent has the project's output had a lasting impact at the national and regional level such that governments move towards inclusive social protection systems and instruments aligned with the positioning of the project?	✓	✓	✓

Questions	Beneficiaries	Implementing Partners	Cooperating Agencies
18. Do you feel that the project was successful in creating a continuous capacity strengthening process, jointly with country authorities, over the lifetime of the project? a. To what extent are you satisfied with your level of involvement in the project implementation? b. Do you feel you could potentially continue carrying out some of the activities implemented by the project	✓	✓ (a)	
19. To what extent do you feel that the activities/outputs delivered by the project will be sustained by project beneficiaries after project completion?		✓	
20. To what extent do you feel that the activities in which you were involved will have provided you with increased access to knowledge and technical capacity in the medium-long term?	✓		✓
21. Has follow-up support after the end of the activities been discussed and formalized?	✓	✓	✓
22. In your opinion, does the project demonstrate potential for replication and scale-up of successful practices? a. What do you see as being some of the lessons learned and/or best practices for replication/expansion of the project? b. Any recommendations?		✓	
23. In your opinion, do any of the activities in which you have participated demonstrate potential for replication and scale-up of successful practices? a. What do you see as being some of the key elements that could be replicated or expanded upon? b. Do you have any recommendations for future activities?	✓		✓

ANNEX 4

QUESTIONNAIRES

Survey 1a. Project beneficiaries and cooperating agencies
Evaluación del Proyecto de la Cuenta de Desarrollo 235-8:
"La hora de la igualdad: fortalecimiento del marco institucional
de las políticas sociales"

La Comisión Económica para América Latina y el Caribe (CEPAL) está realizando actualmente la evaluación del Proyecto interregional "*La hora de la igualdad: fortalecimiento del marco institucional de las políticas sociales*". Financiado por la Cuenta de Desarrollo de Naciones Unidas y ejecutado entre los años 2014 y 2016 por la Comisión Económica para América Latina y el Caribe (CEPAL), Comisión Económica y Social para Asia y el Pacífico (CESPAP) y Comisión Económica y Social para Asia Occidental (CESPAO). El Proyecto dedicó sus esfuerzos a promover políticas de protección social y las reformas institucionales necesarias para contribuir a reducir la pobreza, la desigualdad y la exclusión social, de conformidad con el primer Objetivo de Desarrollo del Milenio (ODM 1).

Mediante el desarrollo de un conjunto de herramientas de opciones de políticas y de programas, el intercambio de conocimientos y la prestación de asesoramiento técnico, el proyecto buscó fortalecer las capacidades de los gobiernos para desarrollar y dotar de sostenibilidad políticas sociales eficaces de largo plazo dentro de sistemas de protección social inclusivos. Con la suma de estas acciones, el proyecto buscaba contribuir a un doble resultado: i) fortalecer las capacidades de los gobiernos para institucionalizar y sostener políticas sociales eficaces y sostenibles como parte de los sistemas de protección social inclusivos basados en los derechos, y; ii) mejorar de los conocimientos y la cooperación en el seguimiento y la evaluación de las reformas de las políticas sociales y de los sistemas de protección social.

Nuestros registros muestran que usted participó en algunas de las actividades realizadas en el marco del proyecto. Por este motivo, le solicitamos su colaboración para responder la encuesta adjunta y darnos a conocer tanto su opinión sobre las actividades en las que usted participó, como el posible efecto que estas actividades han tenido en su ámbito de influencia y de trabajo. Asimismo, no dude en facilitarnos e incluir información y documentos adicionales para ejemplificar o explicar algunas de sus respuestas a las preguntas.

La encuesta le tomará, aproximadamente, 10-20 minutos de su tiempo y nos ayudará a identificar resultados concretos y áreas donde puede mejorar la asistencia a los países que brindan las Comisiones Regionales a los países de sus respectivas regiones. **Le agradeceríamos recibir sus respuestas antes del 23 de diciembre de 2016.** Si tiene alguna pregunta relacionada con el cuestionario, por favor envíe en correo electrónico a evaluation@cepal.org.

La evaluadora a cargo de la evaluación fue quien diseño la encuesta y la CEPAL únicamente está encargada de gestionar el envío y la recogida de las respuestas. Le garantizamos que todos sus aportes serán manejados de forma estrictamente confidencial y que los datos recogidos se analizarán de forma agregada garantizando el anonimato de las contestaciones.

Agradecemos de antemano su respuesta al cuestionario y su participación en este importante proceso evaluativo.

Evaluación del Proyecto de la Cuenta de Desarrollo 235-8:
"La hora de la igualdad: fortalecimiento del marco institucional de las políticas sociales"

SECCIÓN A: Información sobre la PERSONA que completa el cuestionario

1. ¿Dónde trabaja actualmente? *Elija solo una respuesta*
   a) Institución gubernamental - Institución o Agencia Nacional con responsabilidad en la política de desarrollo social de su país
   b) Otra institución gubernamental distinta a los dos anteriores (favor especificar): _____
   c) Agencia del Sistema de las Naciones Unidas
   d) Institución académica
   e) Organización de la sociedad civil
   f) Otros

2. ¿Cuál es su cargo actual?
   a) Decisor/a político/a
   b) Directivo/a
   c) Asesor/a
   d) Técnico/a
   e) Académico/a
   f) Consultor/a
   g) Otro (favor especificar): _____

3. Favor indicar su sexo
   ○ Hombre
   ○ Mujer

4. Por favor, especifique en qué país trabaja: *Especificar país de América Latina y el Caribe*_____

SECCIÓN B: Seminarios y encuentros

5. Por favor, indique si ha participado en alguna de las siguientes actividades:
   ○ SÍ (seguir cuestionario en pregunta 6)
   ○ No (seguir cuestionario en la Sección C)

- Taller internacional "La primera infancia en el marco de la protección social universal en El Salvador: avances, retos y oportunidades", San Salvador, 19 y 20 de marzo, El Salvador.
- Seminario Taller para la Proyección del Sistema de Protección Social Universal (SPSU), El Salvador, 8 y 9 de abril de 2014, Secretaría Técnica de la Presidencia de El Salvador
- Conferencia Internacional sobre Protección Social en Haití, 27-29 de mayo de 2015, Puerto Príncipe, Haití
- Seminario "Abordajes para la salida de la pobreza en América Latina y la República Dominicana", 16 de Junio de 2015, Santo Domingo, República Dominicana
- Seminario "Instrumentos de protección social: Caminos latinoamericanos hacia la universalización", 12 de agosto de 2015, Santiago, Sede de la CEPAL, Chile
- Coloquio "Caminos para la Inclusión Social y Productiva", 16 de octubre de 2015, Bogotá, Colombia.
- Seminario técnico. "Institucionalidad social: experiencias de reformas en América Latina y perspectivas para la República Dominicana", 1 de diciembre de 2015, Santo Domingo, República Dominicana
- Reunión interregional de Expertos «Políticas públicas para la igualdad y la Agenda 2030», 9 y 10 de diciembre de 2015, Santiago, Sede de la CEPAL. Chile

> - Seminario Internacional "Optimizando la respuesta en emergencias desde lo social", CEPAL, Ministerio de Desarrollo Social de Chile, 22 de junio de 2016 , Santiago, Sede de la CEPAL, Chile
> - WEBEX: Seminario Internacional "Optimizando la respuesta en emergencias desde lo social", CEPAL, Ministerio de Desarrollo Social de Chile, 22 de junio de 2016 , Santiago, Sede de la CEPAL, Chile

RESPUESTA "SÍ"

6. Por favor, marque <u>todas las actividades</u> implementadas por el Proyecto en las que participó:
Desplegable con el listado de actividades. Marcar todas las que correspondan

a) Taller internacional "La primera infancia en el marco de la protección social universal en El Salvador: avances, retos y oportunidades", San Salvador, 19 y 20 de marzo, El Salvador.

b) Seminario Taller para la Proyección del Sistema de Protección Social Universal (SPSU), El Salvador, 8 y 9 de abril de 2014, Secretaría Técnica de la Presidencia de El Salvador

c) Conferencia Internacional sobre Protección Social en Haití, 27-29 de mayo de 2015, Puerto Principe, Haití

d) Seminario "Abordajes para la salida de la pobreza en América Latina y la República Dominicana", 16 de Junio de 2015, Santo Domingo, República Dominicana

e) Seminario "Instrumentos de protección social: Caminos latinoamericanos hacia la universalización", 12 de agosto de 2015, Santiago, Sede de la CEPAL, Chile

f) Coloquio "Caminos para la Inclusión Social y Productiva", 16 de octubre de 2015, Bogotá, Colombia.

g) Seminario técnico. "Institucionalidad social: experiencias de reformas en América Latina y perspectivas para la República Dominicana", 1 de diciembre de 2015, Santo Domingo, República Dominicana

h) Reunión interregional de Expertos «Políticas públicas para la igualdad y la Agenda 2030», 9 y 10 de diciembre de 2015, Santiago, Sede de la CEPAL. Chile

i) Seminario Internacional "Optimizando la respuesta en emergencias desde lo social", CEPAL, Ministerio de Desarrollo Social de Chile, 22 de junio de 2016 , Santiago, Sede de la CEPAL, Chile

j) WEBEX: Seminario Internacional "Optimizando la respuesta en emergencias desde lo social", CEPAL, Ministerio de Desarrollo Social de Chile, 22 de junio de 2016 , Santiago, Sede de la CEPAL, Chile

6. ¿Hasta qué punto le parece que las <u>actividades</u> en las que participó fueron <u>relevantes</u> al contexto de su país o de la región?

Muy relevante/ Relevante/ Algo relevante/ No relevante/ Sin conocimiento suficiente para poder responder

Comentarios, detalles, explicaciones: _____

7. ¿Hasta qué punto está usted <u>satisfecho/a</u> con las actividades en las que participó?

Muy satisfecho/ satisfecho/ Algo satisfecho/ No satisfecho/ Sin conocimiento suficiente para poder responder

Comentarios, detalles, explicaciones: _____

8. En su opinión, ¿las actividades en las que participó fueron de <u>calidad y se desarrollaron eficazmente</u> para cumplir con los objetivos que se propusieron?

Completamente/ En gran medida/ No completamente/ No/ Sin conocimiento suficiente para poder responder

Comentarios, detalles, explicaciones: _____

9. ¿Considera que su participación en estas actividades contribuyeron a mejorar su comprensión y/o capacidad técnica para abordar aspectos de diseño, monitoreo ejecución y/o evaluación de políticas y programas dentro de una concepción de la protección social inclusiva y basada en un enfoque de derechos?

Completamente/ En gran medida/ No completamente/ No/ Sin conocimiento suficiente para poder responder

10. En su opinión ¿las actividades en las que participó tomaron en consideración la perspectiva de género?

Completamente/ En gran medida/ No completamente/ No/ Sin conocimiento suficiente para poder responder

11. ¿Tuvo oportunidad <u>de aplicar en su institución o lugar de trabajo</u> los conocimientos y las herramientas técnicas adquiridas en estas actividades?

Completamente/ En gran medida/ No completamente/ No/ Sin conocimiento suficiente para poder responder

Podría proporcionarnos <u>ejemplos concretos</u> de su utilización

_____

12. ¿Puede proporcionarnos ejemplos específicos sobre cómo lo aprendido en estas actividades ha apoyado actuaciones, iniciativas y/o <u>procesos de toma de decisiones</u> en su institución o lugar de trabajo?

13. ¿En qué medida considera de los conocimientos y aprendizajes proporcionados por estas actividades han sido apropiados/incorporados a las prácticas de su institución?

Completamente/ En gran medida/ No completamente/ No/ Sin conocimiento suficiente para poder responder

Comentarios, detalles, explicaciones: _____

14. ¿La institución en la cual trabaja ha propuesto iniciativas y/o implementado acciones dentro de la línea de las propuestas y contenidos presentados en las actividades en la cual usted participó?

Sí/ No/ Sin conocimiento suficiente para poder responder

14.1. **(SÍ)** Podría proporcionarnos ejemplos concretos que muestren esta continuidad

15. ¿En su opinión, algunas de las actividades implementadas o resultados de las actividades en las que usted ha participado podría ser replicada en otros países o contextos?

Sí/ No/ Sin conocimiento suficiente para poder responder

15.1. **(SÍ)** ¿Podría indicarnos cuáles? _____

16. Después de participar en las actividades del Proyecto ¿ha continuado asistiendo a foros de intercambio o ha promovido actividades vinculadas a la protección social inclusiva desde un enfoque de derechos?

Sí/ No/ Sin conocimiento suficiente para poder responder

16.1. **(SÍ)** ¿Puede indicarnos qué tipo de actividades? *(Señale todas las opciones que aplica)*

a) He asistido a encuentros nacionales, regionales y/o internacionales en este mismo ámbito
b) He continuado formándome sobre este concepción de la protección social (cursos presenciales, online o autoformación)
c) He actualizado periódicamente mis conocimientos accediendo a web especializadas en protección social.
d) He participado en el diseñado/ejecución de instrumentos/actuaciones que aplican este enfoque

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e) He contribuido a difundir dentro de mi institución y ámbito de influencia materiales sobre protección social dentro de este enfoque

f) Otros (especificar)_____

16.2 (NO) ¿Por qué? *(Señale todas las opciones que aplica)*

a) Menor interés en la temática
b) Trabajo actualmente en un área no vinculada con esta temática.
c) Pérdida de relevancia entre las prioridades de trabajo de la institución
d) Falta de voluntad política en la institución/país para aplicar este concepción de la protección social
e) Se requiere de una mayor capacitación técnica para trabajar esta concepción de la protección social dentro de las instituciones
f) Insuficiente financiación para aplicar cabalmente esta concepción de la protección social.
g) Otros (especificar) _____

Comentarios, detalles, explicaciones: _____

17. ¿Tiene usted alguna recomendación para futuras actividades que se desarrollen en la región con el propósito de mejorar las capacidades de las instituciones en la aplicación de un enfoque de protección social inclusiva basado en derechos?

Comentarios, detalles, explicaciones: _____

SECCIÓN C. Segunda pasantía.

18. ¿Participó en el Programa de Pasantía para Servidores Públicos del Sector Social de Centroamérica y República Dominicana celebrada entre el 18 al 22 de abril de 2016 en Ciudad de Panamá?

o Sí (seguir cuestionario en pregunta 18)
o No (seguir el cuestionario en la sección D)

RESPUESTA "SÍ"

19. ¿Hasta qué punto los objetivos y el contenido de la pasantía fueron <u>relevantes</u> al contexto de su país o de la región?

Muy relevante/ Relevante/ Algo relevante/ No relevante/ Sin conocimiento suficiente para poder responder

Comentarios, detalles, explicaciones: _____

20. ¿Hasta qué punto está usted <u>satisfecho/a</u> con cómo se desarrolló la pasantía?

Muy satisfecho/ satisfecho/ Algo satisfecho/ No satisfecho/ Sin conocimiento suficiente para poder responder

Comentarios, detalles, explicaciones: _____

21. ¿En su opinión, la pasantía fue una actividad de <u>calidad y desarrollada eficazmente</u> para cumplir con los objetivos que se propusieron?

Completamente/ En gran medida/ No completamente/ No/ Sin conocimiento suficiente para poder responder

Comentarios, detalles, explicaciones: _____

22. Por favor, valore en qué medida la pasantía le permitió mejorar su conocimiento y/o habilidades sobre los siguientes aspectos.

1 Completamente / 2 En gran medida / 3 No completamente / 4 No / 5 Sin conocimiento suficiente para poder responder

	1	2	3	4	5
A. Mejoró mis conocimientos de base sobre la conceptualización de la protección social inclusiva, las políticas y programas de protección social, sus principales instrumentos, buenas prácticas y desafíos que enfrentan su desarrollo tanto en América Latina y el Caribe, como otros países a nivel internacional.					
B. El intercambio con otros países sobre diversas experiencias y propuestas en el abordaje de los distintos componentes de la protección social, me proporcionó el conocimiento y los aprendizajes necesarios para posteriormente utilizarlo en mi institución.					
C. Amplió mi comprensión del papel de la protección social como estrategia de reducción de la pobreza y la desigualdad, como instrumento para la realización de los DESC del conjunto de la ciudadanía y, por lo tanto, de su valor estratégico para el cumplimiento de los ODS.					
DMe facilitó herramientas y experiencias prácticas útiles para mi institución sobre las implicaciones políticas y los arreglos institucionales que conlleva ejecutar procesos de reforma de los sistemas de protección social dentro de un enfoque "protección social como garantía ciudadana.					
E. Mejoró mis conocimientos sobre la utilización de los mecanismos de monitoreo y evaluación para mejorar la efectividad de las estrategias de salida de la pobreza.					

22.1 Otras áreas de mejora no contempladas en el listado anterior

_____

23. ¿Tuvo oportunidad <u>de aplicar en su institución o lugar de trabajo</u> los conocimientos y las herramientas técnicas adquiridas durante la pasantía?

Completamente/ En gran medida/ No completamente/ No/ Sin conocimiento suficiente para poder responder

24. Podría proporcionarnos <u>ejemplos concretos</u> de su utilización

_____

25. ¿Puede proporcionarnos ejemplos específicos sobre cómo lo aprendido durante la pasantía ha apoyado actuaciones, iniciativas y/o <u>procesos de toma de decisiones</u> en su institución o lugar de trabajo?

Ejemplos: _____

26. ¿En qué medida considera de los conocimientos y aprendizajes proporcionados durante la pasantía han sido apropiados/incorporados a las prácticas de su institución?

Completamente/ En gran medida/ No completamente/ No/ Sin conocimiento suficiente para poder responder

¿Podría proporcionarnos ejemplos concretos que reflejen este nivel de apropiación institucional?

Ejemplos: _____

27. ¿La institución en la cual trabaja ha propuesto iniciativas y/o implementado acciones dentro de la línea de las propuestas y contenidos presentados en la pasantía?

Sí/ No/ Sin conocimiento suficiente para poder responder

27.1. **(SÍ)** Podría proporcionarnos ejemplos concretos que muestren esta continuidad

28. Después de participar en la pasantía ¿ha continuado asistiendo a foros de intercambio o ha promovido actividades vinculadas a la protección social inclusiva desde un enfoque de derechos?

Sí/ No/ Sin conocimiento suficiente para poder responder

28.1. (SÍ) ¿Puede indicarnos qué tipo de actividades? *(Señale todas las opciones que aplica)*

a) He asistido a encuentros nacionales, regionales y/o internacionales en este mismo ámbito
b) He continuado formándome sobre este concepción de la protección social (cursos presenciales, online o autoformación)
c) He actualizado periódicamente mis conocimientos accediendo a web especializadas en protección social.
d) He participado en el diseñado/ejecución de instrumentos/actuaciones que aplican este enfoque
e) He contribuido a difundir dentro de mi institución y ámbito de influencia materiales sobre protección social dentro de este enfoque
f) Otros (especificar)_____

28.2 (NO) ¿Por qué? *(Señale todas las opciones que aplica)*

a) Menor interés en la temática
b) Trabajo actualmente en un área no vinculada con esta temática.
c) Pérdida de relevancia entre las prioridades de trabajo de la institución
d) Falta de voluntad política en la institución/país para aplicar este concepción de la protección social
e) Se requiere de una mayor capacitación técnica para trabajar esta concepción de la protección social dentro de las instituciones
f) Insuficiente financiación para aplicar cabalmente esta concepción de la protección social.
g) Otros (especificar) _____

Comentarios, detalles, explicaciones: _____

29. ¿Tiene usted alguna recomendación para futuras pasantías que se desarrollen en la región relacionadas con el fortalecimiento de las capacidades de los gobiernos en relación a garantizar sistemas de protección social sostenibles, inclusivos y con enfoque de derechos?

Comentarios, detalles, explicaciones: _____

SECCIÓN D. Herramientas web (accesible tras completar la opción "sí" del bloque 1 o el bloque 2)

30. ¿Conoce alguna de las siguientes herramientas web del Proyecto?
    - ○ Sí (continuar cuestionario pregunta 30)
    - ○ No (continuar cuestionario bloque E)

- Base de datos de programas de protección social no contributiva en América Latina y el Caribe *http://dds.cepal.org/bpsnc/index.php#es*
- Herramienta web: Web de Protección Social de la CEPAL *http://dds.cepal.org/proteccionsocial/*
- Herramienta web: ToolBox en Protección Social (ESCAP) *http://www.socialprotection-toolbox.org/*

RESPUESTA "SÍ"

31. Por favor, marque todas las herramientas web del Proyecto que conoce. *Marcar todas las que correspondan.*

Desplegable con el listado de herramientas web y publicaciones del Proyecto.

a) Base de datos de programas de protección social no contributiva en América Latina y el Caribe *http://dds.cepal.org/bpsnc/index.php#es*
b) Herramienta web: Web de Protección Social de la CEPAL, *http://dds.cepal.org/proteccionsocial/*
c) Herramienta web: ToolBox en Protección Social (ESCAP), *http://www.socialprotection-toolbox.org/*

32. ¿Hasta qué punto considera relevantes las herramientas web del Proyecto?

Muy relevante/ Relevante/ Algo relevante/ No relevante/ Sin conocimiento suficiente para poder responder

Comentarios, detalles, explicaciones: _____

33. ¿Hasta qué punto está usted satisfecho/a con la calidad y la eficacia de las herramientas web del Proyecto?

Muy satisfecho/ Satisfecho/ Algo satisfecho/ No satisfecho/ Sin conocimiento suficiente para poder responder

Comentarios, detalles, explicaciones: _____

34. ¿Ha utilizado la *Base de datos de programas de protección social no contributiva en América Latina y el Caribe?*

Sí____
No _____ (pasa a la pregunta 35)

34.1. En los últimos dos años, ¿ha utilizado la *Base de datos de programas de protección social no contributiva en América Latina y el Caribe?*

Sí, muy a menudo/ Frecuentemente/ En alguna ocasión/ Solo la conozco, pero no la he utilizado/Otros

34.2. ¿Podría indicarnos con que finalidad utilizó usted el contenido ofertado por estas herramientas web?
a) Personal
b) Académica y/o actividades de investigación
c) Actividades de formación
d) Profesional. Aplicación de su contenido en el trabajo que realiza
e) Político-institucional. Utilización de su contenido en procesos de toma de decisión en la institución donde trabajo
f) Otras especificar) _____

Comentarios, detalles, explicaciones: _____

34.3 ¿Podría aportar ejemplos concretos de uso?

_____

35. ¿Ha utilizado el *portal de la CEPAL sobre Protección Social de la CEPAL, albergado en la Red de Desarrollo Social de América Latina y el Caribe (ReDeSoc)*?

Sí ____
No _____ (pasa a la pregunta 36)

35.1 En los últimos dos años, ¿ha utilizado el *portal de la CEPAL sobre Protección Social de la CEPAL, albergado en la Red de Desarrollo Social de América Latina y el Caribe (ReDeSoc)*?

Sí, muy a menudo/ Frecuentemente/ En alguna ocasión/ Solo la conozco, pero no la he utilizador/ Otros

35. 2 ¿Podría indicarnos con que finalidad utilizó usted el contenido ofertado por estas herramientas web?
   a) Personal
   b) Académica y/o actividades de investigación
   c) Actividades de formación
   d) Profesional. Aplicación de su contenido en el trabajo que realiza
   e) Político-institucional. Utilización de su contenido en procesos de toma de decisión en la institución donde trabajo
   f) Otras especificar) _____

   Comentarios, detalles, explicaciones: _____

35. 3 ¿Podría aportar ejemplos concretos de uso?

_____

36. ¿Ha utilizado el ToolBox en Protección Social (ESCAP)?

Sí ____
No _____ (pasa a la pregunta 38)

36.1 En los últimos dos años, ¿ha utilizado el ToolBox en Protección Social (ESCAP)?

Sí, muy a menudo/ Frecuentemente/ En alguna ocasión/ Solo la conozco, pero no la he utilizador/Otros

36.2 ¿Podría indicarnos con que finalidad utilizó usted el contenido ofertado por estas herramientas web?
   a) Personal
   b) Académica y/o actividades de investigación
   c) Actividades de formación
   d) Profesional. Aplicación de su contenido en el trabajo que realiza
   g) Político-institucional. Utilización de su contenido en procesos de toma de decisión en la institución donde trabajo
   e) Otras especificar) _____

   Comentarios, detalles, explicaciones: _____

36.3 ¿Podría aportar ejemplos concretos de uso?

_____

37. Por favor, identifique áreas de mejora en las herramientas web del Proyecto (si las hubiera)

SECCIÓN E. Publicaciones:

38. ¿Conoce alguna de las siguientes publicaciones del Proyecto?

- ○ Sí (continuar cuestionario en pregunta 39)
- ○ No (continuar cuestionario en sección F)

> - Naranjo, M. Sistemas de Protección Social en América Latina y el Caribe: Ecuador (CEPAL, 2014) *http://www.cepal.org/es/publicaciones/4097-sistemas-proteccion-social-america-latina-caribe-ecuador*
> - "Confronting Inequalities in Asia and the Pacific: The Role of Social Protection" (ESCAP, 2014)
> - "Sistemas de protección social en América Latina y el Caribe Una perspectiva comparada" (CEPAL, 2014), *http://www.cepal.org/es/publicaciones/36831-sistemas-proteccion-social-america-latina-caribe-perspectiva-comparada*
> - Protection et promotion sociales en Haïti: La stratégie nationale d´assistance sociale (SNAS/EDE PEP), enjeux stratégiques et institutionnels (CEPAL, 2015) *http://repositorio.cepal.org/handle/11362/38232*
> - Perfil país sobre sistemas de protección social en América Latina y el Caribe. One Pager Publications: Social protection systems *http://dds.cepal.org/socialprotection/social-protection-systems/one-pager-publications*
> - Time for Equality: the role of social protection in reducing inequality in Asia and the Pacific. (ESCAP,2015), *http://www.unescap.org/sites/default/files/SDD%20Time%20for%20Equality%20report_final.pdf*
> - Instrumentos de protección social: caminos latinoamericanos hacia la universalización (CEPAL, 2015). *http://www.cepal.org/es/publicaciones/38821-instrumentos-proteccion-social-caminos-latinoamericanos-la-universalizacion*

RESPUESTA "SÍ"

39. Por favor, marque todas las publicaciones del Proyecto que conoce. *Marcar todas las que correspondan. Desplegable con el listado de herramientas web y publicaciones del Proyecto.*

a) Naranjo, M. Sistemas de Protección Social en América Latina y el Caribe: Ecuador (CEPAL, 2014) *http://www.cepal.org/es/publicaciones/4097-sistemas-proteccion-social-america-latina-caribe-ecuador*

b) "Confronting Inequalities in Asia and the Pacific: The Role of Social Protection" (ESCAP, 2014)

c) "Sistemas de protección social en América Latina y el Caribe Una perspectiva comparada" (CEPAL, 2014) *http://www.cepal.org/es/publicaciones/36831-sistemas-proteccion-social-america-latina-caribe-perspectiva-comparada*

d) Protection et promotion sociales en Haïti: La stratégie nationale d´assistance sociale (SNAS/EDE PEP), enjeux stratégiques et institutionnels (CEPAL, 2015) *http://repositorio.cepal.org/handle/11362/38232*

e) Perfil país sobre sistemas de protección social en América Latina y el Caribe. One Pager Publications: Social protection systems *http://dds.cepal.org/socialprotection/social-protection-systems/one-pager-publications*

f) Instrumentos de protección social: caminos latinoamericanos hacia la universalización (CEPAL, 2015), http://www.cepal.org/es/publicaciones/38821-instrumentos-proteccion-social-caminos-latinoamericanos-la-universalizacion

g) No conozco ninguna de las anteriores herramientas web ni publicaciones

40. ¿Hasta qué punto considera relevantes las publicaciones que conoce del Proyecto?

Muy relevante/ Relevante/ Algo relevante/ No relevante/ Sin conocimiento suficiente para poder responder

41. ¿Considera las publicaciones del Proyecto documentos útiles para mejorar el conocimiento y promover el debate en torno a la construcción de sistemas de protección social inclusivos, con enfoque de derechos y cobertura universal?

Muy útil/ Útil/ Poco útil/ Nada Útil/ Sin conocimiento suficiente para poder responder

Por favor, justifique su respuesta (opcional): _____

42. Ha utilizado las publicaciones en su ámbito de trabajo
   o Sí
   o No

42.1. En caso afirmativo, ¿podría indicarnos con que finalidad utilizó las publicaciones?

a) Personal
b) Académica y/o actividades de investigación
c) Actividades de formación
d) Profesional. Aplicación de su contenido en el trabajo que realiza
e) Político-institucional. Utilización de su contenido en procesos de toma de decisión en la institución donde trabajo
f) Otras especificar) _____

42.2. ¿Podría proporcionarnos ejemplos sobre qué publicación y para qué uso concreto?
_____

43. Por favor, identifique áreas de mejora en el contenido y la difusión de las publicaciones, así como de cualquier otro elemento vinculado a la gestión del conocimiento del Proyecto

SECCIÓN E. Valoración global de la contribución del Proyecto al fortalecimiento de capacidades

44. En relación al conjunto de las actividades en las que usted ha participado y de los productos del Proyectos que usted conoce o ha utilizado, indique por favor su grado de acuerdo o desacuerdo con las siguientes afirmaciones:

1. Ampliamente de acuerdo; 2. Algo de acuerdo; 3. Algo en desacuerdo; 4. Nada de Acuerdo, 5. Sin conocimiento suficiente para poder responder

	1	2	3	4	5
A. Las actividades y productos del Proyecto contribuyeron a asentar en los gobiernos de la región una visión compartida sobre la relevancia de institucionalizar la conceptualización de la protección social inclusiva basada en derechos.					
B. Las actividades y productos del Proyecto contribuyeron a fortalecer las capacidades de los gobiernos para articular su oferta de servicios del sector social y económico, en beneficio de la inclusión laboral y productiva, en el marco de los sistemas de protección social.					
C. Las actividades y productos del Proyecto proporcionaron en su conjunto opciones e instrumentos políticos, programáticos y operativos para que los gobiernos identifiquen las oportunidades y desafíos de sus sistemas de protección social en apoyo a una estrategia sostenida de combate a la pobreza.					
D. Las actividades y productos del Proyecto contribuyeron a mejorar las capacidades de los gobiernos para pensar críticamente sobre las características de la institucionalidad de su sistema de protección social para que ésta responda de modo más eficiente y eficaz a las demandas de su población, especialmente, especialmente de aquellas en situación de mayor vulnerabilidad.					
E. Las actividades y productos del Proyecto contribuyeron a qué los gobiernos de la región posicionaran de manera más estratégica las prácticas y mecanismos de monitoreo y evaluación que desarrollan para así mejorar la efectividad de las estrategias de salida de pobreza y su capacidad real de influencia en las políticas públicas.					
F. Las actividades y productos del Proyecto incrementaron el nivel de concienciación entre decisores políticos, técnicos, funcionarios y expertos sobre el rol y la relevancia de los sistemas de protección social inclusivos como una estrategia para acelerar el progreso hacia las metas de los ODS.					

45. ¿Sabe si su institución difunde, utiliza o piensa utilizar los productos y herramientas desarrollados por el Proyecto?

   Comentarios, detalles, explicaciones: _____

46. ¿Puede proporcionarnos ejemplos específicos sobre qué hace de modo diferente usted o su institución gracias a lo que ha aprendido con el conjunto de conocimientos, habilidades y herramientas proporcionados por el proyecto?

   Comentarios, detalles, explicaciones: _____

47. ¿En su opinión, algunas de las actividades implementadas o resultados de las actividades en las que usted ha participado podría ser replicada en otros países o contextos?

Si/ No/ Sin conocimiento suficiente para poder responder

    47.1. (SÍ) ¿Podría indicar que acciones y por qué? _____

48. ¿Tiene alguna recomendación para futuras acciones de la CEPAL en apoyo al fortalecimiento de los gobiernos de la región en el ámbito de la protección social inclusiva?

El cuestionario ha llegado a su fin.
Muchas gracias por su colaboración

Survey 1b. Project beneficiaries and cooperating agencies (ESCWA)
Assessment of Development Account Project ROA 235-8
Time for equality: Strengthening the Institutional Framework of Social Policies

The United Nations Economic Commission for Latin America and the Caribbean (ECLAC) is currently conducting an evaluation of the interregional project **"Time for equality: Strengthening the Institutional Framework of Social Policies**". Funded by the United Nations Development Account, the Project was implemented between 2014 and 2016 by three of the five regional commissions: the Economic and Social Commission for Asia and the Pacific (ESCAP), the Economic and Social Commission for Western Asia (ESCWA) and ECLAC. In countries within the regions of Latin America and the Caribbean, Western Asia, and Asia and the Pacific, the project devoted its efforts to promoting social protection policies and institutional arrangements aimed at reducing poverty, inequality and social exclusion in accordance with Millennium Development Goal 1.

Several activities were implemented within the framework of this project, including meetings, technical workshops, publications and web-based tools. The objective of these activities were twofold: (i) strengthened capacity of governments to institutionalize and sustain effective and long-term social policies as part of rights-based inclusive social protection systems, and; (ii) enhanced knowledge and cooperation on the monitoring and evaluation of social policy/social protection systems reforms, through the exchange of experiences and good practices among countries of the Latin American and Caribbean region, as well as selected countries in the Western Asia and the Asia-Pacific regions.

Our records indicate that you participated in an activity or activities carried out as part of this project. It would be tremendously helpful if you could answer the questions in the attached survey, giving us your views on these activities and meetings and their contribution to your area of work.

The survey should take approximately 5 to 10 minutes to complete. Your responses will help us to identify specific outcomes and areas in which we could improve the support that the regional commissions provide to member countries. **We would be very grateful if you could complete and return the survey by 6 January 2017 at the latest.** If you have any questions, comments or suggestions regarding this survey, please email them to the following address: evaluacion@cepal.org.

Rest assured that any information you provide will be held in the strictest confidence. This information will be received and managed by the Programme Planning and Evaluation Unit which will then share it with the evaluator. The Unit will ensure that all responses are anonymous and the analytical process of aggregating the results will also ensure anonymity. We would be most pleased to receive responses by 6 January 2017.

We appreciate your response to the questionnaire and your participation in this important evaluation process.

Survey 1b. Project beneficiaries and cooperating agencies (ESCWA)
Assessment of Development Account Project ROA 235-8
Time for equality: Strengthening the Institutional Framework of Social Policies

Section A. Information about the person completing the questionnaire

1. Where do you currently work? *Please choose only one response*
   (a) Government institution (Ministries and national agencies/institutions responsible for the country's social development policy)
   (b) Other government institution (please specify): _____
   (c) United Nations agency
   (d) Civil society organization
   (e) Other

2. What is your current position?
   (a) Political decision maker
   (b) Adviser
   (c) Manager
   (d) Specialist
   (e) Academic
   (f) Consultant
   (g) Other (please specify): _____

3. Please specify your gender:
   o Female
   o Male

4. Please specify the country in which you work.

SECTION B: Seminars and meetings

5. Did you participate in or attend the regional workshop on conditional cash transfer programmes in the Arab region (Beirut, 19-20 July 2016)?
   o Yes (continue questionnaire at question 6)
   o No (end of questionnaire)

6. To what extent do you feel that the regional workshop was relevant to the context of your country/region?

   Very relevant / Relevant / Somewhat relevant / Irrelevant / Insufficient knowledge to be able to respond

   Comments, details, explanations: _____

7. To what extent are you satisfied with the regional workshop?

   Very satisfied / Satisfied / Somewhat satisfied / Unsatisfied / Insufficient knowledge to be able to respond

   Comments, details, explanations: _____

8. In your opinion, was the regional workshop implemented efficiently and effectively?

   Yes / No/ Insufficient knowledge to be able to respond

   Comments, details, explanations: _____

9. How would you rate the quality of the regional workshop and its outputs?

Very High / High / Low / Very low / Insufficient knowledge to be able to respond

Comments, details, explanations: _____

10. How would you rate the usefulness of the regional workshop and its outputs?

Very Useful / Useful / Not useful / Not very useful / Insufficient knowledge to be able to respond

Comments, details, explanations: _____

11. Regarding the regional workshop, please indicate your level of agreement or disagreement with the following statements:

1. Strongly agree; 2. Somewhat agree; 3. Somewhat disagree; 4. Strongly disagree, 5. Insufficient knowledge to be able to respond

	1	2	3	4	5
A. The regional workshop made it possible to identify and exchange both good practices and regional and international experiences regarding the design and implementation of (conditional) cash transfer schemes which were very useful for the context of social protection in the countries of the region.					
B. The regional workshop made it possible to identify specific opportunities and challenges which policymakers in the Arab region should bear in mind when implementing (conditional) cash transfer schemes.					
C. The regional workshop has contributed to broadening the understanding of the potential impact of co-responsibility transfer programmes. In particular, the potential impact of those programmes as specific social protection instruments that, properly articulated and under a rights-based approach, allow access to other sectoral and/or social promotion policies and programmes.					
D. The regional workshop has contributed to: (a) the establishment of preliminary regional networks among policymakers involved in (conditional) cash transfer programmes, and (b) to the identification of potential areas for further cooperation and capacity-building.					

12. Do you feel that a human rights-based approach was present throughout the regional workshop?

Completely / To a large extent / Not completely / No / Not enough knowledge to be able to respond

Comments, details, explanations: _____

13. Were gender considerations mainstreamed throughout the implementation of the regional workshop?

Completely / To a large extent / Not completely / No/ Not enough knowledge to be able to respond

Comments, details, explanations: _____

14. Did you have the opportunity to apply at your institution or workplace the knowledge and technical tools acquired in these activities?

Completely/ To a large extent/ Not completely/ No/ Not enough knowledge to be able to respond

Please provide concrete examples of their use_____

15. Can you provide specific examples of how what you learned in the regional workshop has supported decision-making processes in your country or place of work?

    Comments, details, explanations: _____

16. Has the institution in which you work proposed initiatives and/or implemented actions based on exchanges resulting from and/or on the results of the regional workshop?

    Yes / No/ Insufficient knowledge to be able to respond

    16.1. (IF YES) Please provide concrete examples

17. In your opinion, could the regional workshop or its results be replicated in other countries or settings?

    Yes / No / Insufficient knowledge to be able to respond
    Comments, details, explanations: _____

18. Since participating in the regional workshop, have you continued attending or promoting activities related to inclusive social protection or unconditional and conditional cash transfers programmes?

    Yes / No / Insufficient knowledge to be able to respond

    18.1. (IF YES) Please indicate the type of activities: *(Check all the options that apply)*

        (a) Attending international, regional, or national meetings
        (b) Participating in training
        (c) Participating in working groups
        (d) Visiting web portals specialized in social protection or cash transfers programmes
        (e) Participating in the design and/or implementation of instruments and/or actions related to social protection or cash transfers programmes
        (f) Within my institution, I have contributed to disseminating information about social protection or cash transfers programmes
        (g) Other (please specify)

    Comments, details, explanations: _____

    18.2 (IF NO) Please indicate why? *(Check all the options that apply)*

        (a) Less interest in the topic
        (b) I am currently working in an area not related to this topic
        (c) No longer of relevance to the priorities of the institution and/or country
        (d) Lack of opportunities for further training
        (e) Lack of political will in the institution and/or country to continue with these issues
        (f) Further technical training is required to continue working on these issues.
        (g) Lack of funding to continue this work
        (h) Other (please specify)

    Comments, details, explanations: _____

19. Do you have any recommendations for future activities to be developed in the region on promoting activities related to inclusive social protection or unconditional and conditional cash transfers programmes?

Comments, details, explanations: _____

The questionnaire has come to an end. Thank you very much for your collaboration.

Survey 1c. Project beneficiaries and cooperating agencies (ESCAP)
Assessment of Development Account Project ROA 235-8
Time for equality: Strengthening the Institutional Framework of Social Policies

The United Nations Economic Commission for Latin America and the Caribbean (UNECLAC) is currently conducting an evaluation of the interregional project **"Time for equality: Strengthening the Institutional Framework of Social Policies**". Funded by the United Nations Development Account, the Project was implemented between 2014 and 2016 by three of the five UN Regional Commissions (RCs): Economic and Social Commission for Asia and the Pacific (ESCAP), Economic and Social Commission for Western Asia (ESCWA) and ECLAC. In countries within the regions of Latin America and Caribbean, Western Asia, and the Asia-Pacific, the project devoted its efforts to promoting social protection policies and institutional arrangements aimed at reducing poverty, inequality and social exclusion in accordance with Millennium Development Goal 1.

Several activities were implemented within the framework of this project, including meetings, technical workshops, publications and web-based tools. The objective of these activities were twofold: (i) strengthened capacity of governments to institutionalize and sustain effective and long-term social policies as part of rights-based inclusive social protection systems, and; (ii) enhanced knowledge and cooperation on the monitoring and evaluation of social policy/social protection systems reforms.

Our records indicate that you participated in an activity or activities carried out as part of this project. It would be tremendously helpful if you answered the questions in the attached survey, giving us your views on these activities and meetings and their contribution to your area of work.

The survey should take approximately 10 to 20 minutes to complete. Your responses will help us to identify specific outcomes and areas in which we could improve the support that the UN Regional Commissions provide to regional countries. **We would be very grateful if you completed and returned the survey by 6 January 2017 at the latest.** If you have any questions, comments or suggestions regarding this survey, please email them to the following address: evaluacion@cepal.org

Rest assured that any information you provide will be held in strict confidence. This information will be received and managed by the PPEU which will then share it with the evaluator. Anonymity of responses will be enforced by the PPEU; the analytical process of aggregating the results will further ensure anonymity. We would be most pleased to receive responses by 6 January 2017.

We appreciate your response to the questionnaire and your participation in this important evaluation process.

<div align="center">
Survey 1c. Project beneficiaries and cooperating agencies (ESCAP)
Assessment of Development Account Project ROA 235-8
Time for equality: Strengthening the Institutional Framework of Social Policies
</div>

Section A. Information about the person completing the questionnaire

1. Where do you currently work? *Please choose only one response*
   (a) Governmental Institution (Ministries and National Agencies/Institutions responsible for the country's social development policy)
   (b) Governmental Institution different from the previous ones (please specify):
   _____
   (c) Agency of the United Nations system
   (d) Civil Society Organization
   (e) Other

2. What is your current position?
   (a) Political decision maker
   (b) Adviser
   (c) Manager
   (d) Specialist
   (e) Academic
   (f) Consultant
   (g) Other (please specify): _____

3. Please specify your gender:
   o Female
   o Male

4. Please specify the country in which you work.

Section B: Meetings and Workshops

The following events and workshops were organized within the framework of this project:

- Stakeholder Meeting on Poverty Alleviation and Social Protection ''(Suva, Fiji, 23 January 2014)
- Workshop on Social Protection in South and South-West Asia ''(Thimphu, Bhutan, 2 April 2014)
- National consultation on reducing inequality (Tarawa, Kiribati, June 17, 2016).

5. Did you participate in any of the events/workshops/meetings/seminars that fall within the framework of this project?
   Yes_____
   No_____ (section C)

6. Please identify all the activities in which you participated:

   (a) Stakeholder Meeting on Poverty Alleviation and Social Protection ''(Suva, Fiji, 23 January 2014)
   (b) Workshop on Social Protection in South and South-West Asia ''(Thimphu, Bhutan, 2 April 2014)
   (c) National consultation on reducing inequality (Tarawa, Kiribati, June 17, 2016).

7. To what extent do you feel that the activity in which you participated was relevant to the context of your country/region?

Very relevant /Relevant/Somewhat relevant/Irrelevant/Insufficient knowledge to be able to respond

Comments, details, explanations: _____

8. To what extent are you satisfied with the activity in which you participated?

Very satisfied /Satisfied/Somewhat satisfied/Unsatisfied/Insufficient knowledge to be able to respond
Comments, details, explanations: _____

9. In your opinion, was the activity in which you participated implemented efficiently and effectively?

Yes/ No/ Insufficient knowledge to be able to respond
Comments, details, explanations: _____

10. How would you rate the quality of the project activities in which you participated?

Very High / High / Low / Very low / Insufficient knowledge to be able to respond
Comments, details, explanations: _____

11. How would you rate the usefulness of the project activity in which you participated?

Very Useful/ Useful / not useful / not very useful / Insufficient knowledge to be able to respond
Comments, details, explanations: _____

12. Do you feel that a human rights-based approach was present throughout the project activity in which you participated?

Completely/ To a large extent/ Not completely/ No/ Not enough knowledge to be able to respond
Comments, details, explanations: _____

13. Were gender considerations mainstreamed throughout the implementation of the project activity in which you participated?

Completely/ To a large extent/ Not completely/ No/ Not enough knowledge to be able to respond
Comments, details, explanations: _____

14. Did you have the opportunity <u>to apply at your institution or workplace</u> the knowledge and technical tools acquired in the activity in which you participated?

Completely/ To a large extent/ Not completely/ No/ Not enough knowledge to be able to respond
Please provide <u>concrete examples</u> of their use_____

15. Can you provide specific examples of how what you learned in the project activity has supported decision-making processes in your country or place of work?

Comments, details, explanations: _____

16. Has the institution in which you work proposed initiatives and/or implemented actions based on exchange and/or on the results of the project activities in which you participated?

Yes/ No/ Insufficient knowledge to be able to respond
16.1. (YES) Pleas provide concrete examples:_____

17. Since participating in this activity, have you continued attending or promoting activities related to the links between social protection and the alleviation of poverty?

    Yes/ No/ Insufficient knowledge to be able to respond

    17.1. (YES) Please indicate the type of activities. *(Check all the options that apply)*

    (a) Attending international, regional, or national meetings
    (b) Participating in training
    (c) Participating in working groups
    (d) Visiting web portals specialized in social protection or cash transfers programmes
    (e) Others (specify)_____

    Comments, details, explanations: _____

    17.2 (NO) Please indicate why not *(Check all the options that apply)*

    (a) Less interest in the topic
    (b) I am currently working in an area not related to this topic.
    (c) Loss of relevance among the priorities of the institution/country
    (d) Lack of opportunities for further training
    (e) Lack of political will in the institution/country to continue with these issues
    (f) Further technical training is required to continue working on these issues.
    (g) Lack of funding to continue this work
    (h) Others (specify)_____

    Comments, details, explanations: _____

SECTION C. Databases and web tools

18. Are you familiar with the UNESCAP Social Protection Toolbox (http://www.socialprotection-toolbox.org)?

    Yes ____
    No _____ (Section D)

19. (yes) To what extent do you consider this tool relevant?

    Very relevant /Relevant/Somewhat relevant/Irrelevant/Insufficient knowledge to be able to respond
    Comments, details, explanations: _____

20. To what extent are you satisfied with the quality and effectiveness of this tool?

    Very satisfied /Satisfied/Somewhat satisfied/Unsatisfied/Insufficient knowledge to be able to respond

    Comments, details, explanations: _____

    20.1 Have you used the UNESCAP Social Protection Toolbox within the last two years?

    Yes, very often / Frequently / Occasionally / I know of it, but I have never used it / Other

20.1 Please indicate the purpose for which you used the UNESCAP Social Protection Toolbox.

    (a) Personal
    (b) Academic and/or research activities
    (c) Training activities
    (d) Professional application of its content to the work that I carry out
    (e) Political-institutional use of its content in the decision-making processes at the institution where I work
    (f) Others, please specify) _____

    Comments, details, explanations: _____

21.3 Please provide concrete examples of its use.

    _____

21.4. Please identify areas of improvement (if any) for the UNESCAP Social Protection Toolbox.

SECTION D. Publications

The following publications were produced and disseminated within the framework of this project:

    (a) ''Confronting Inequalities in Asia and the Pacific: The Role of Social Protection ''(working paper) (ESCAP, 2014)
    (b) Time for Equality: the role of social protection in reducing inequality in Asia and the Pacific '' (ESCAP, 2015)

22. Are you familiar or have you contributed to any of these publications?

Yes __
No ____(section E)

23. Please identify from the following list those publications with which you are familiar.

    (a) ''Confronting Inequalities in Asia and the Pacific: The Role of Social Protection ''(working paper) (ESCAP, 2014)
    (b) Time for Equality: the role of social protection in reducing inequality in Asia and the Pacific '' (ESCAP, 2015)

24. To what extent do you consider relevant the project publications with which you are familiar?

Very relevant /Relevant/Somewhat relevant/Irrelevant/Insufficient knowledge to be able to respond

25. Do you consider these publications useful for the promotion of social protection as part of an overall strategy for reducing inequality and alleviating poverty?

Very Useful/ Useful / not useful / not very useful / Insufficient knowledge to be able to respond

(Optional) Please provide justification for your response:
_____

26. Have you used the publications in your area of work?

    (a) Yes
    (b) No

26.1. If yes, please indicate your purpose for doing so.

(a) Personal
(b) Academic and/or research activities
(c) Training activities
(d) Professional application of its content to the work that I carry out
(e) Political-institutional use of its content in the decision-making processes at the institution where I work
(f) Others, please specify) _____

26.2. Please provide concrete examples regarding their use. _____

27. Please identify areas for improvement in the content and dissemination of the publications.

28. Do you know whether your institution disseminates, uses or intends to use the publications and/or the UNESCAP Social Protection Toolbox?

Yes/ No/ Insufficient knowledge to be able to respond

Comments, details, explanations: _____

Section E. Overall assessment of the project's contribution to capacity building

29. In relation to the full range of project activities that you know about or have used which have been executed in the region within the framework of this project, please indicate your degree of agreement or disagreement with the following statements:

1. Strongly agree; 2. Somewhat agree; 3. Somewhat disagree; 4. Strongly disagree, 5. Insufficient knowledge to be able to respond

	1	2	3	4	5
A. The project's activities and outputs contributed to embedding a shared vision in the governments of the region on the relevance of institutionalizing the conceptualization of rights-based inclusive social protection.					
B. The project's activities and outputs contributed to strengthening the capacities of governments to articulate their offer of social and economic services, to the benefit of labor and productive inclusion, within the framework of social protection systems.					
C. As a whole, the project's activities and outputs provided political, programmatic and operational instruments and options for governments to identify the opportunities and challenges of their social protection systems in support of a sustained strategy to combat poverty.					
D. The project's activities and outputs contributed to improving the capacity of governments to think critically about the characteristics of the institutional framework of their social protection systems so that said systems respond more efficiently and effectively to the demands of their populations, especially those in more vulnerable situations.					
E. The project's activities and outputs helped regional governments to more strategically position their monitoring and evaluation practices and mechanisms, thus improving the effectiveness of poverty exit strategies and the real capacity of these strategies to influence public policy.					
F. The project's activities and outputs increased the level of awareness among policymakers, specialists, officials and experts on the role and relevance of inclusive social protection systems as a strategy to accelerate progress towards the SDGs.					

30. Please provide specific examples of what you or your institution do differently based on what you have learned from the pool of knowledge, skills and tools provided by the project.

    Comments, details, explanations: _____

31. In your opinion, could some of the implemented activities or the results of the activities in which you participated be replicated in other countries or contexts?

    Yes/ No/ Insufficient knowledge to be able to respond

    31.1. (YES) Please indicate the actions and the reason why
    _____

32. Do you have any recommendations for future actions by ESCAP in support of the strengthening of governments in the region in the area of social protection?

The questionnaire has come to an end. Thank you very much for your collaboration.

Sondage 1d. Bénéficiaires de Projet et agences de cooperation (CEPALC-Haiti)
Évaluation du projet du compte de développement 235-8: "L'heure de l'égalité: renforcement du cadre institutionnel des politiques sociales"

La Commission Économique pour l'Amérique Latine et les Caraïbes (CEPALC) est actuellement en train de réaliser l'évaluation du Projet inter-régional "Le temps de l'égalité: renforcement du cadre institutionnel des politiques sociales", financé par le Compte de Développement des Nations Unies et exécuté entre 2014 et 2016 par la Commission Économique pour l'Amérique Latine et les Caraïbes (CEPALC), Commission Économique et Sociale pour l'Asie et le Pacifique (CESPAP) et la Commission Economique et Sociale pour l'Asie Occidentale (CESPAO). Le projet a pour objectif la promotion de politiques de protection sociale et les réformes institutionnelles nécessaires pour contribuer à réduire la pauvreté, l'inégalité ainsi que l'exclusion sociale, en accord avec le premier Objectif du Millénaire pour le développement (OMD1).

A travers le développement d'un ensemble d'outils d'options politiques et de programmes, l'échange de connaissances et la prestation d'assistance technique, le projet cherche à renforcer les capacités des gouvernements à développer et doter de durabilité les politiques sociales efficaces à long terme dans des systèmes de protection sociale inclusifs. Avec toutes ces actions le projet cherchait à contribuer à un double résultat: i) renforcer les capacités des gouvernements à institutionnaliser et soutenir des politiques sociales efficaces et durables comme partie des systèmes de protection sociale inclusifs basés sur les droits, et ii) améliorer les connaissances et la coopération dans le suivi et l'évaluation des réformes des politiques sociales et des systèmes de protection sociale.

Selon nos registres, vous avez participé à la Conférence Internationale de Port-au-Prince en partenariat avec la CEPALC "La protection sociale en Haïti: vers l'élaboration d'une nouvelle politique?" (27-29 mai 2015). C'est pour cette raison que nous sollicitons votre collaboration pour répondre au questionnaire ci-dessous et nous donner votre opinion sur cette Conférence et son possible effet dans votre environnement de travail et d'influence. N'hésitez pas à inclure toute information et documents additionnels pour illustrer ou expliquer certaines de vos réponses.

Répondre à ce questionnaire vous prendra de 10 à 20 minutes et nous aidera à identifier les résultats concrets et les zones d'actions où nous pouvons améliorer l'assistance aux pays où il y a une Commission Régionale active pour leur région respective. Nous vous saurions gré de nous envoyer vos réponses avant le 6 janvier 2017. Si vous avez des questions concernant le questionnaire, envoyez-nous un courrier électronique à evaluacion@cepal.org.

La responsable de l'évaluation a aussi dirigé le sondage et la CEPALC est seulement responsable de l'envoi et de la collecte de celui-ci. On vous garantit une gestion strictement confidentielle de vos apports ainsi qu'une gestion anonyme de toutes les réponses reçues.

Sondage 1d. Bénéficiaires de Projet et agences de cooperation (CEPALC-Haiti)
Évaluation du projet du compte de développement 235-8: "L'heure de l'égalité: renforcement du cadre institutionnel des politiques sociales"

SÉCTION A: Information sur la PERSONNE qui répond au questionnaire.

1. Ou travaillez-vous actuellement? SVP choisissez une seule réponse
   (a) Institution Gouvernementale (Ministères et Agences Nationales/ Institutions responsables des politiques sociales de développement du pays)
   (b) Institution Gouvernementale différentes de celles ci-dessus (spécifiez svp)
   (c) Agence du système des Nations Unies
   (d) Organisation de la Société Civile
   (e) Autre (spécifier svp) _____

2. Quel poste occupez-vous actuellement?
   (a) Preneur de décision politique
   (b) Conseiller
   (c) Gérant
   (d) Spécialiste
   (e) Académique
   (f) Consultant
   (g) Autre (spécifier svp) _____

3. Spécifiez votre sexe:
   o Femme
   o Homme

4. Avez-vous participé dans ou êtes-vous allé à la Conférence Internationale de Port-au-Prince en partenariat avec la CEPALC "la protection sociale en Haïti: vers l'élaboration d'une nouvelle politique? (27-29 mai 2015)?
   (a) Oui
   (b) Non (allez à la question 17)

5. Jusqu'à quel point pensez-vous que la Conférence a été pertinente pour le contexte de votre pays/région?

   Très pertinente/pertinente/peu pertinente/insignifiante/vous n'avez pas assez de connaissance pour pouvoir répondre
   Commentaires, détails, explications: _____

6. Jusqu'à quel point êtes-vous satisfait de la Conférence?

   Très satisfait/satisfait/un peu satisfait/ pas satisfait/pas assez d'information pour pouvoir répondre
   Commentaires, détails, explications: _____

7. À votre avis est-ce que la Conférence a été exécutée efficacement et de façon efficiente?

   Oui/non/pas assez d'information pour pouvoir répondre.
   Commentaires, détails, explications: _____

8. Comment qualifiez-vous la qualité de la Conférence et ses résultats?

   Très utile/ utile/pas utile/pas très utile/pas assez d'information pour pouvoir répondre.
   Commentaires, détails, explications: _____

9. Comment qualifiez-vous l'utilité de la Conférence et ses résultats?

   Très utile/utile/pas utile/ pas très utile/ pas assez d'information pour pouvoir répondre
   Commentaires, détails, explications: _____

10. Est-ce que vous avez senti une approche basée sur les droits de l'homme durant la Conférence?

Complètement/ beaucoup/pas vraiment/non/pas assez d'information pour pouvoir répondre.
Commentaires, détails, explications: _____

11. Est-ce que les considérations de genre ont été dominantes au cours de la Conférence Internationale?

Complètement/assez répandue/pas vraiment/ non/ pas assez d'informations pour pouvoir répondre
Commentaires, détails, explications: _____

12. Avez-vous eu l'opportunité d'appliquer dans votre institution ou lieu de travail le savoir et les outils technique acquis au cours de la Conférence?

Totalement/à grande échelle/pas vraiment/non/pas assez d'information pour pouvoir répondre
Donnez des exemples concrets de leur utilisation: _____

13. Pouvez-vous donner des exemples de comment ce que vous avez appris à la Conférence a aidé à la prise de décision dans votre pays ou lieu de travail?

Oui/Non/ pas assez d'information pour pouvoir répondre

14. Est-ce que l'institution dans laquelle vous travaillez a proposé des initiatives et/ou a appliqué des actions basées sur l'échange et/ou les résultats de la Conférence?

Oui/Non/ pas assez d'information pour pouvoir répondre

14.1. (Oui), donnez des exemples concrets svp. _____

15. Dans votre opinion, est-ce que la Conférence ou ses résultats peuvent être reproduits dans d'autres pays ou environnements?

Commentaires, détails, explications: _____

16. Depuis votre participation à la Conférence, continuez-vous à aller ou à promouvoir des activités liées à la protection sociale inclusive et/ou aux liens entre protection sociale et la réduction de la pauvreté?

Oui/Non/ pas assez d'information pour pouvoir répondre

16.1.(OUI) indiquez les types d'activités svp. (Cochez toutes les options applicables)
   (a) Participer à des réunions internationales, régionales et nationales
   (b) Participer à des formations
   (c) Participer à des groupes de travail
   (d) Visiter des pages internet spécialisées en protection sociale
   (e) Participer à l'élaboration/application d'instruments/actions liés à la protection sociale
   (f) Dans mon institution j'ai contribué à la diffusion d'information sur la protection sociale.
   (g) Autres (spécifiez)

16.2. (NON) Veuillez indiquer pourquoi? (Cochez toutes les options applicables)
   (a) Intérêt moindre sur le sujet
   (b) Je travaille actuellement dans un département non lié à ce sujet.
   (c) Perte d'importance dans les priorités de l'institution/pays
   (d) Manque d'opportunité pour un entrainement plus poussé.
   (e) Manque de volonté politique dans l'institution/pays pour poursuivre ses problèmes
   (f) Un entrainement technique plus poussé est nécessaire pour continuer à travailler sur ces sujets
   (g) Manque de budget pour poursuivre cette tache
   (h) Autres (spécifiez) _____

17. Connaissez-vous la publication de CEPALC "Protection et promotion sociales en Haïti". La stratégie nationale d'assistance sociale (SNAS/EDE PEP), enjeux stratégiques et institutionnels", (http://repositorio.cepal.org/bitstream/handle/11362/38232/S1500501_fr.pdf?sequence=1

(a) Oui
(b) Non (allez à la question 24)

18. Jusqu'à quel point considérez-vous cette publication comme importante pour le contexte du pays/région?

Très important/important/un peu important/ pas important/ pas assez d'information pour pouvoir répondre

19. ¿Considérez-vous que la publication est utile pour l'élaboration d'une stratégie nationale d'assistance sociale?

Très utile/Utile/pas inutile) pas très utile) pas assez d'information pour pouvoir répondre

SVP, justifiez votre réponse (optionnelle): _____

20. Avez-vous utilisé cette publication dans votre environnement de travail ?

(a) Oui
(b) Non (allez a la question 24)

20.1. En cas de réponse affirmative, pouvez-vous nous indiquer à quelle fin vous l'avez utilisée?

(a) Personnel
(b) Académique et/ou activité d'investigation
(c) Activité de formation
(d) Professionnel. Application de son contenu dans le travail que vous réalisez
(e) Politico-institutionnel. Utilisation de son contenu dans des processus de prise de décision dans l'institution ou vous avez travaillez.
(f) Autres (spécifiez)

20.2. Pouvez-vous donner des exemples concrets de son utilisation?

23. Veuillez identifier des zones d'amélioration dans le contenu et la diffusion des publications.

24. En relation à l'ensemble des activités du Projet exécutées dans le pays (Conférence et publication) - que vous connaissez ou que vous utilisez- veuillez indiquer à quel point vous êtes en accord ou en désaccord avec les affirmations suivantes:

1. Largement d'accord ; 2.Un peu d'accord ; 3. Pas très d'accord ; 4. En désaccord ; 5. Pas assez d'information pour pouvoir répondre.

	1	2	3	4	5
A. L'application du projet dans le pays a contribué à renforcer une vision partagée sur le besoin d'avancer vers une plus grande institutionnalisation du concept de la protection sociale inclusive basée sur des droits.					
B. L'application du projet dans le pays a contribué à renforcer les capacités du gouvernement à articuler son offre de services du secteur social et économique, qui bénéficie l'inclusion au travail et productive, dans le cadre du système de protection sociale.					

C. L'application du Projet dans le pays proportionne dans son ensemble des options et instruments politiques, programmatiques et opératifs pour que les différentes institutions du gouvernement puissent identifier les opportunités et défis dans le cadre de la protection sociale en support à une stratégie qui soutient la lutte contre la pauvreté.					
D. L'application du Projet dans le pays contribue à l'amélioration des capacités du gouvernement pour penser de façon critique aux caractéristiques de l'institutionnalisation de son système de protection sociale, afin que celui-ci réponde de façon efficace aux demandes de leur population, spécialement celles en situation de grande vulnérabilité.					
E. L'application du Projet dans le pays a contribué pour que le gouvernement positionne de façon stratégique les pratiques et mécanismes d'évaluation développés, pour ainsi améliorer l'efficacité des stratégies de sortie de la pauvreté et leur capacité réelle d'influencer les politiques publiques.					
F. L'application du projet dans le pays a contribué à l'augmentation du niveau de prise de conscience entre preneurs de décisions politique, technique, fonctionnaires et experts sur le rôle et la relevance des systèmes de protection sociale inclusifs comme une stratégie pour accélérer le progrès vers les buts des Objectifs de Développement Durable.					

25. Savez-vous si votre institution diffuse, utilise ou pense utiliser les produits et outils développés par le Projet?

Oui/ Non/ Pas assez d'informations pour pouvoir répondre

26. Pouvez-vous donner des exemples spécifiques sur ce que vous faites de façon différente vous ou votre institution grâce à ce que vous avez appris avec l'ensemble de connaissances, capacités et outils proportionnés par le projet ?

Commentaires, détails, explication: _____

27. Avez-vous une recommandation pour les projets futurs de la CEPALC en appui au renforcement des gouvernements de la région dans le cadre de la protection sociale?

C'est la fin du questionnaire. Merci de votre collaboration.

Survey 2. Project Managers from the regional commissions
Assessment of Development Account Project ROA 235-8
Time for equality: Strengthening the Institutional Framework of Social Policies

Dear Project Manager,

As you may already know, the United Nations Economic Commission for Latin America and the Caribbean (UNECLAC) has commissioned an internal assessment of the Development Account Project 235-8 "Time for equality: Strengthening the Institutional Framework of Social Policies". María Sarabia is the evaluator conducting this assessment on behalf of the Programme Planning and Evaluation Unit (PPEU).

The current questionnaire is part of a collection of data tools to be applied to this evaluation. It has been designed by the evaluator, but is managed by the PPEU (i.e., storage, dissemination and sharing). It is fundamental to the objective of this assessment to gather the views and perceptions of the Project Managers from the Regional Commissions and implementing partners who were involved in the design and implementation of Project ROA 235-8. The assessment covers the period from 2014 to 2016 and the responses should reflect experiences with the project. Please feel free to include additional qualitative information explaining your responses to questions (where this option exists).

Rest assured that any information you provide will be held in the strictest confidence. This information will be received and managed by the PPEU which will then share it with the evaluator. Anonymity of responses will be enforced by the PPEU and the analytical process of aggregating the results will further ensure this. We would be most pleased to receive responses by 16 December 2016.

If you have any questions regarding this survey, please send your comments and suggestions to the following address: evaluation@cepal.org

PPEU and the evaluator would like to thank you in advance for your valuable contribution to this survey process.

Survey 2. Project Manager and implementing partners
Assessment of Development Account Project ROA 235-8
Time for equality: Strengthening the Institutional Framework of Social Policies

Section A. Information about the person completing the questionnaire

1. Please indicate your connection to the project "Time for equality: Strengthening the Institutional Framework of Social Policies". *(Please choose only one answer)*
   (a) I participated in the organization/production of some of the project's activities/products
   (b) I attended some project activities, but I did not participate directly in the organization of these activities
   (c) I participated as a speaker at some of the project's activities
   (d) A and C
   (e) B and C
   (f) Other (specify) _____

2. Please identify all the activities in which you participated and/or attended *Drop-down list of activities from the Annex*
   (a) ESCAP: Stakeholder Meeting on Poverty Alleviation and Social Protection", Suva, Fiji, 23 January 2014
   (b) ECLAC: International workshop, "Early childhood in the framework of universal social protection in El Salvador: progress, challenges and opportunities", March 19-20, 2014, San Salvador, El Salvador
   (c) ESCAP: "Workshop on Social Protection in South and South-West Asia", Thimphu, Bhutan, 2 April 2014
   (d) ECLAC: Seminar-Workshop on the Future of the Universal Social Protection System (SPSU), April 8-9, 2014, San Salvador, El Salvador
   (e) ECLAC: "Rural poverty, food and nutritional security and inclusive social protection systems in South America "course with FAO, Training Centre of the Spanish Cooperation Agency (AECID), Montevideo, Uruguay, December 1-3, 2014
   (f) ECLAC: International Conference on Social Protection in Haiti, Port-au-Prince, Haiti, May 27-29, 2015
   (g) ECLAC: Seminar "Abordajes para la salida de la pobreza en América Latina y la República Dominicana", Santo Domingo, Dominican Republic, June 16, 2015
   (h) ECLAC: Seminar "Instrumentos de protección social: Caminos latinoamericanos hacia la universalización", Santiago, Chile, August 12, 2015.
   (i) ECLAC: Workshop "Caminos para la Inclusión Social y Productiva", Bogotá, Colombia, October 16, 2015
   (j) ECLAC: International Technical Seminar "Hacia la reforma de la institucionalidad social en la República Dominicana", Santo Domingo, Dominican Republic, December 1, 2015.
   (k) ECLAC / FAO / SEDESOL course on "Rural poverty, food security and inclusive social protection systems in Central America "and international seminar "Social Protection and Productive Policies", Mexico City, December 1-4, 2015
   (l) ECLAC / ESCAP / ESCWA: Inter-regional Expert Group meeting, "Public policies for equality and the Agenda 2030, Santiago, Chile", December 9-10, 2015
   (m) ECLAC: Videoconference with the Social Policy Coordination Cabinet of the Dominican Republic on social protection concepts and institutions, 23/2/2016.
   (n) ECLAC: Socialprotection.org webinar, "Towards universal social protection: Latin American pathways and policy tools", March 10, 2016
   (o) ECLAC: Second Internship Programme for civil servants from the social sector in Central America and the Dominican Republic, "La complementariedad de la política económica y la política social

en los sistemas de protección social y en las estrategias de salidas de la pobreza", Ciudad de Panamá, 18- 22 April 2016

    (p) ESCAP: National consultation on reducing inequality, Tarawa, Kiribati, June 17, 2016 ECLAC: Seminario internacional, "Optimizando la respuesta en emergencias desde los social", Santiago de Chile, 22 June 2016

    (q) ESCWA: Regional Workshop on Conditional Cash Transfer Programmes in the Arab Region, Beirut, 19-20 July 2016.

3. Where do you currently work? *(Please choose only one answer)*
    (a) ECLAC
    (b) ESCAP
    (c) ESCWA

4. Please specify your gender:
    o Male
    o Female

Section B. Project design

5. To what extent do you agree or disagree with the following statements?
    1. Completely agree; 2. Somewhat agree; 3. Somewhat disagree; 4. Completely disagree; 5. Don't know

	1	2	3	4	5
A. All relevant project's stakeholders were consulted in the process of the project design (i.e., regional commissions (ECLAC/ESCAP/ESCWA), Ministries and National Agencies/Institutions responsible for their country's social development policy, social policy decision-making groups, CSO).					
B. The project responded to the needs and opportunities that had arisen in the region with regard to addressing social protection as a country strategy for the reduction of poverty, inequality and vulnerability within the populace.					
C. The project responded to the needs and opportunities that had arisen in the international agenda regarding the role of social protection for the realization of ECONOMIC, SOCIAL AND CULTURAL RIGHTS and the fight against poverty (MDG 1)					
D. The project design took into consideration the specificities of countries/regions in relation to their capacities and challenges for the promotion of both institutional reforms and inclusive rights-based social protection policies.					
E. The project design (objective/expected accomplishments/activities) addressed a relevant issue identified in the region regarding social protection and progress towards fulfilling IADGs					
F. The project design took in consideration human rights and the gender perspective					

6. Would you like to add anything regarding the design and relevance of the project?

6.1. Please give specific examples to illustrate your views.

_____

Section C: project's contribution to the achievement of the project objective and its expected accomplishments

7. To what extent do you agree or disagree with the following statements?

1. Completely agree; 2. Somewhat agree; 3. Somewhat disagree; 4. Completely disagree; 5. Don't know

	1	2	3	4	5
A. The project contributed to improving the capacities of governments to advance the institutionalization of effective and sustainable social policies as part of rights-based inclusive social protection systems.					
B. The project increased the level of awareness among policymakers, specialists, officials and experts on the role of policy and inclusive social protection in reducing poverty and inequalities, and in fulfilling the sustainable development goals.					
C. The information available through the project web tools and publications was relevant for the promotion of technical capacities and/or governments' decision-making processes on policy options and instruments available for the development of more robust and comprehensive social protection coverage.					
D. The project made it possible to identify and exchange both good practices and regional and international experiences about the reforms of, innovations in and instruments for rights-based social protection with an inclusive and comprehensive vision of social protection.					
E. The project broadened the understanding of the potential impact of transfer programmes with co-responsibility. In particular, the impact potential of said programmes as specific social protection instruments that, properly articulated and under a rights approach, allow access to other sectoral and/or social promotion policies and programmes.					
F. The project familiarized governments with and broadened their understanding of the technical aspects of applying cross-cutting themes for the universalization of social protection (i.e., the life-cycle and rights-based approach, social pacts, coordination of institutions, monitoring and evaluation, and the funding of and investment in social protection).					
G. The project improved governments' knowledge and level of familiarization with technical tools for aspects involving the design, financing, implementation, and monitoring and evaluation of inclusive social protection programmes and policies in which the rights-based approach and life-cycle perspective are applied.					

8. To your knowledge, are there any countries where the project has contributed to promoting or consolidating reforms to a social protection system that is aligned with a comprehensive, rights-based conception of inclusive social protection?

Yes/ No/ Do not Know

8.1. If yes, please specify which countries and the specific contribution of the project:

9. To your knowledge, have any of the beneficiary countries acknowledged having used the information distributed by the project to inform their decision-making?

Yes/ No/ Do not Know

9.1. If yes, please specify which countries/situation: _____

10. To your knowledge, have any tangible policies or initiatives in any of the beneficiary countries in the region taken into account the contributions made by the project?

Yes/ No/ Do not Know
Comments, details, explanations: _____

11. Were the activities and outputs of this project consistent with the overall objective?

Yes/ No/ Do not Know
*Co*mments, details, explanations: _____

12. Do you feel that a human rights-based approach was understood and pursued throughout the project?

Yes/ No/ Do not Know
Comments, details, explanations: _____

13. Were gender considerations mainstreamed throughout the implementation of the project?

Yes/ No/ Do not Know
Comments, details, explanations: _____

Section D: Project Implementation Efficiency

14. In your opinion, did the governance and management structures established for the implementation of the project contribute to effective implementation?
Yes/ No/ Do not Know

15. Were roles and responsibilities clearly established at the beginning of the project?
Yes/ No/ Do not Know

16. Were any processes or procedures established to improve implementation?
Yes/ No/ Do not Know
Comments, details, explanations: _____

17. In regards to general project procedures, did they contribute to or hinder the effective implementation of the project? (Yes, No, Do not know)
Comments, details, explanations: _____

18. How effective was the coordination between the regional commissions (ECLAC, ESCAP and ESCWA) during the project's implementation?

Very effective, Effective, Somewhat effective, Very ineffective, Do not know

18.1. In your opinion, is there some aspect of coordination that could have been better?_____

19. How effective was the coordination within the regional commissions during the project's implementation?

Very effective, Effective, Somewhat effective, Very ineffective, Do not know

19.1. In your opinion, is there some aspect of coordination that could have been better?_____

20. 1. In the case of ECLAC, how effective was the coordination and joint work between the Regional Headquarters, the subregional offices and the national offices?

Very effective, Effective, Somewhat effective, Very ineffective, Do not know

20.1. In your opinion, is there some aspect of coordination that could have been better?_____

21. How effective was the coordination between the regional commissions and the implementing partners during the project implementation?

Very effective, Effective, Somewhat effective, Very ineffective, Do not know

21.1. In your opinion, is there some aspect of coordination that could have been better?_____

Comments, details, explanations: _____

22. To your knowledge, did this project develop any complementarities or synergies with other work that was being carried out in the region? (i.e., social protection initiatives, capacity building of Ministries and National Agencies/Institutions responsible for their country's social development policy, technical assistance to reform processes, etc.?

Yes/ No/ Do not Know

22.1. (YES) Could you please provide concrete examples?

23. In your opinion, have the invested resources been used efficiently to produce the planned outcomes?

Yes/ No/ Do not Know
Comments, details, explanations: _____

24. Were project activities delivered in a timely manner and outcomes achieved on time?

Yes/ No/ Do not Know
Comments, details, explanations: _____

Section E: Medium to Longer Term Impacts

25. In your consideration, was the project successful in creating a continuous and participative capacity strengthening process over the lifetime of the project?

Yes/ No/Do not know
Comments, details, explanations: _____

26. To what extent do you consider that the activities/outputs delivered by the project have been sustained by project beneficiaries or other partners beyond project's completion?

(Very sustained, Sustained, Somewhat sustained, Not sustained at all, Do not know)
Comments, details, explanations: _____

27. Has follow-up support after the end of the activities been discussed and formalized?

(Yes, No, Do not know)
Comments, details, explanations: _____

28. In your opinion, does the project demonstrate potential for replication and scale-up of successful practices?
(Yes/ No/Do not know)

28.1. In which aspects?_____

29. What do you see as being some of the lessons learned and/or best practices for replication/expansion of the project?
_____

30. Any recommendations? _____

The questionnaire has come to an end. Thank you very much for your collaboration.

ANNEX 5

LIST OF STAKEHOLDERS CONSULTED THROUGH INTERVIEWS OR FOCUS GROUPS

	Country	Name	Position	Organization	Type
Economic Commission for Latin America and the Caribbean					
1	Chile	Ms. Virginia Anabalón	Programas Sociales de la División de Promoción y Protección Social	Ministerio de Desarrollo Social	Governmental
2	Chile	Ms. Carolina Echeverria Moya	Asesora del Subsecretario de Servicios Sociales	Ministerio de Desarrollo Social	Governmental
3	Colombia	Ms. Marilyn Jiménez Chaves	Jefa Oficina Asesora de Planeación	Programa Prosperidad Social	Governmental
4	Ecuador	Mr. José Antonio Martínez Dobronsky	Secretario Técnico de Economía Popular y Solidaria	Ministerio de Coordinación de Desarrollo Social	Governmental
5	El Salvador	Mr. Juan Meléndez	Director de Programas Estratégicos	Secretaría Técnica de la Presidencia	Governmental
6	Guatemala	Ms. Mayra Lisseth Chaicoj Pinto	Experta/Asesora en políticas para adultos mayores	Secretaría de Planificación y Programación de la Presidencia - Segeplán-	Governmental
7	Mexico	Ms. Alida Marcela Gutiérrez Landeros	Consejo Nacional de Evaluación de la Política de Desarrollo Social (Coneval)	Consejo Nacional de Evaluación de la Política de Desarrollo Social (CONEVAL)	Governmental
8	Mexico	Ms. Elvia Ramírez	Directora Ejecutiva	Red mujeres, desarrollo, justicia y paz, a.c.	CSO
9	Uruguay	Ms. Cecilia Rossel	Investigadora- Universidad de la República	Universidad Católica	Academia
10	Staff	Mr. Randolph Gilbert	Coordinador y Punto Focal para Haití Oficina de CEPAL en México	CEPAL	International organization
11	Staff	Mr. Rodrigo Martínez	Oficial de Asuntos Sociales Coordinador proyecto CEPAL-GIZ División de Desarrollo Social	CEPAL	International organization
12	Staff	Ms. Lais Abramo	Directora División de Desarrollo Social	CEPAL	International organization
13	Staff	Ms. Nieves Rico	Directora División de Género (ex Directora División de Desarrollo Social)	CEPAL	International organization

	Country	Name	Position	Organization	Type
14	Staff	Mr. Simone Cecchini	Oficial de Asuntos Sociales Coordinador del Proyecto ROA 235-8 División de Desarrollo Social	CEPAL	International organization
15	Staff	Mr. Humberto Soto	Oficial de Asuntos Sociales Oficina de CEPAL en México	CEPAL	International organization
16	Staff	Mr. Carlos Maldonado	Oficial de Asuntos Sociales División de Desarrollo Social	CEPAL	International organization
17	Staff	Ms. Olga Lucía Acosta	Asesora Oficina de CEPAL en Bogotá	CEPAL	International organization
18	Staff	Mr. Bernardo Atuesta	Consultor	CEPAL	International organization
19	Staff	Ms. Beatriz Morales	Consultora.	CEPAL	International organization
20	Dominican Republic	Mr. Andiel Galván Abreu	Coordinador de Políticas Públicas e Innovación	Dirección Técnica del GCPS Coordinador de Políticas Sociales de República Dominicana	Governmental
21	Dominican Republic	Mr. Ayacs Mercedes	Subdirector Técnico	Dirección General de Programas Especiales de la Presidencia (DIGEPEP)	Governmental
22	Dominican Republic	Ms. Angela Rodriguez	Subdirectora	Dirección General de Programas Especiales de la Presidencia (DIGEPEP)	Governmental
23	Dominican Republic	Mr. Nicolás Guevara	Director de la Dirección Quisqueya Somos Todos	Dirección General de Programas Especiales de la Presidencia (DIGEPEP)	Governmental
24	Dominican Republic	Mr. Joan Guerrero	Coordinador Unidad de Monitoreo y Evaluación.	Gabinete de Coordinación de Políticas Sociales (GCPS)	Governmental
25	Dominican Republic	Ms. Elianny Medina	Especialista Evaluación de Programas	Gabinete de Coordinación de Políticas Sociales (GCPS)	Governmental
26	Dominican Republic	Mr. Jacobo Acosta	Director de planificación	PROCOMUNIDAD	Governmental
27	Dominican Republic	Mr. Rosa Chanel	Director ejecutiva	Seguro Nacional de Salud (SENASA)	Governmental
28	Dominican Republic	Mr. Jeffrey Lizardo	Gerente Financiero	SENASA	Governmental
29	Dominican Republic	Ms. Leticia Ayuso	Consultora para la CEPAL		Academia CSO
30	Dominican Republic	Ms. Gilda Solano	Analista Política Pública. Funcionaria	Gabinete de Políticas Sociales, Vicepresidencia de la República	Governmental

	Country	Name	Position	Organization	Type
31	Dominican Republic	Ms. Altagracia Mendoza Reyes	Especialista en Protección social	Ministerio de Economía Planificación y Desarrollo	Governmental
32	Dominican Republic	Mr. Antonio Morillo Pérez	Sistema de Indicadores Sociales (SISDOM)	Ministerio de Economía Planificación y Desarrollo	Governmental
33	Dominican Republic	Mr. Ramon Gonzalez	Director General Administradora de Subsidios Sociales (ADESS)	Vicepresidencia	Governmental
34	Dominican Republic	-	Analista Senior (ADESS)	Vicepresidencia	Governmental
35	Dominican Republic	-	Analista. Medición (ADESS)	Vicepresidencia	Governmental
36	Dominican Republic	Mr. Angel Melo Feliz	Director General (ADESS)	Vicepresidencia	Governmental
37	Dominican Republic	Ms. Diana Mejía de Vargas	Encargada Políticos Publicas	Consejo Nacional de la Persona Envejeciente (CONAPE)	Governmental
38	Dominican Republic	Ms. Evangelista Cornelio	Directora de Vinculación Institucional - PROSOLI	Vicepresidencia	Vicepresidencia
39	Dominican Republic	Mr. Luis Madera	Encargado de la División de Estadística. Sistema de Nacional de Indicadores para el Desarrollo (SINID)	Oficina Nacional de Estadística (ONE)	Governmental
40	Dominican Republic	Ms. Cristina Francisco,	Presidenta ONG • Círculo de Mujeres con Discapacidad	Consejo Consultivo de la Sociedad Civil de la GCPS	CSO
41	Haiti	M. Jonas Coffy	Directeur Général	Ministère des affaires socales et du travail (MAST)	Governmental
42	Haiti	M. Pierre Ricot Odney	Directeur de la Planification	Ministère des affaires socales et du travail (MAST)	Governmental
43	Haiti	M. Ely Thelot	Conseiller en Protection Sociale	Ministère des affaires socales et du travail (MAST)	Governmental
44	Haiti	M. Jean Robert Brutus	Consultant Coordonnateur Kore Lavi (CARE programme)	Ministère des affaires sociales et du travail (MAST)	Governmental
45	Haiti	M. Victor Benoit	ex Ministre	Ministère des affaires sociales et du travail (MAST)	Governmental
46	Haiti	M. Jean Robert Vaval	ex Chef de cabinet	Ministère des affaires sociales et du travail (MAST)	Governmental
47	Haiti	M. Lucien Francoeur	Directeur général	Fonds d'Assistance Economique et Sociale (FAES)	Governmental
48	Haiti	Mme Carmithe Israna Germain	Directrice générale adjointe	Fonds d'Assistance Economique et Sociale (FAES)	Governmental

	Country	Name	Position	Organization	Type
49	Haiti	Dr. Hans Thomas	Ex Coordonnateur Programme Kore Lavi	Fonds d'Assistance Economique et Sociale (FAES)	Governmental
50	Haiti	Dr Gabriel Thimothé	Directeur général	MSPP	Governmental
51	Haiti	Mme Magaly Bien-Aimé	Diectrice générale	Ministère de la Planification et de la coopération externe (MPCE)	Governmental
52	Haiti	Mme Leonne Prophete	Directrice Direction de la Planification Économique et Sociale	Ministère de la Planification et de la coopération externe (MPCE)	Governmental
53	Haiti	M. Pierre Hérold Etienne	Directeur Général	Ministère de l'Economie et des Finances (MEF)	Governmental
54	Haiti	M. Brandly Eugene	Coordonnateur	Observatoire National de la Pauvreté et de l'Exclusion Sociale (ONPES)	Governmental
55	Haiti	M. Mérat Pierre Jorès	Coordonnateur Adjoint	ONPES	Governmental
56	Haiti	M. Charles Jean Jacques	Ex Ministre. Coordonnateur National du Fonds Européen de Développement.	MAST	Governmental
57	Haiti	M. Michel Chancy	Professeur. Fondateurs de "Veterimed",	L'Université Quisqueya	Academia
58	Haiti	Mme. Rose Anne Auguste	Ex Ministre Chargé des Droits Humains et la Lutte contre la Pauvreté Extreme	Ministère des Droits Humains et la Lutte contre la Pauvreté Extreme	Governmental
59	Haiti	M. Renold Telfort	Ex Directeur Général	Ministère de l'éducation nationale et de la formation professionnelle (MENFP)	Governmental
60	Haiti	Mme. Marie Elise Brisson Gélin	Directrice Générale	Ministere de la Condition Feminine et du Droit des Femmes (MCFDF)	Governmental
61	Haiti	M. Félix-Antoine Véronneau	Directeur adjoint Programme Kore Lavi	Programme Alimentaire Mondial/World Food Programme	International organization
62	Haiti	Mme. Nathalie Lamaute-Brisson	Consultant		Civil society / Academia
63	Haiti	M. Daniel Dorsainvil	Consultant		Civil society / Academia
Economic and Social Commission for Asia and the Pacific					
64	Staff	Mr. Patrik Andersson	Chief Social Integration Section Social Development Division	ESCAP	International organization
65	Staff	Ms. Ermina Sokou	Social Integration Section Social Development Division	ESCAP	International organization
66	Fiji	Mr. Nilesh Prakash	Chief Economic Planning Officer. Strategic Planning Office	Ministry of Finance	Governmental

	Country	Name	Position	Organization	Type
67	Bhutan	Mr. Pema Chhogyel	Senior Programme Officer	Ministry of Education	Governmental
Economic and Social Commission for Western Asia					
68	Staff	Ms. Gisela Nauk	Chief Social Policy Section	Social Development Division ESCWA	International organization
69	Egypt	Mrs Nivine Kabbagh,	Assistant Minister	Ministry of Social Affairs	Governmental
70	Palestine	Mr. Khalid Abukhattab	Deputy Director General for poverty reduction	Ministry of Social Development	Governmental
Others					
71	Staff	Ms. Adriana Velasquez	Coordinadora del Observatorio Centroamericano de Desarrollo Social	SISCA	International organization
72	Staff	Ms. Alexandra Barrantes,	Especialista en protección social	OEA	International organization

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ANNEX 6

LIST OF SECONDARY SOURCES

A. Project Documents
- Project document for the 8th Tranche of the development account (April 2013)
- Project Annual Progress Report (31.12.2014)
- Project Annual Progress Report (31.12.2015)
- Project Terminal Report (preliminary) (11.2016)

B. Project Outputs

- **Meetings and workshops reports and related documents:**

  Economic Commission for Latin America and the Caribbean
  - Seminar-Workshop on the Future of the Universal Social Protection System (SPSU) (San Salvador, El Salvador, April 8-9, 2014)
  - La protection sociale en Haïti: vers l'élaboration d ìune nouvelle politique? (Port-au-Prince 27-29 May, 2015)
  - Seminar "Approaches for getting out of poverty in Latin America and in the Dominican Republic" (Santo Domingo, June 16, 2015)
  - Regional Seminar "Towards universal social protection: Latin American pathways and policy tools " (Santiago de Chile, August 12, 2015)
  - Coloquio Caminos para la Inclusión Social y Productiva (Bogotá, October 15, 2015)
  - International Technical Seminar "Towards the reform of social institutions in the Dominican Republic" (Santo Domingo, December 1, 2015)
  - Inter-regional workshop "Public Policies for Equality and the 2030 Agenda" (Santiago, Chile, 9-10 December, 2015)
  - Videoconference with the Social Policy Coordination Cabinet of the Dominican Republic on social protection concepts and institutions (23 February, 2016)
  - Segunda edición del programa de pasantía para servidores públicos del sector social de Centroamérica y República Dominicana "La complementariedad de la política económica y la política social en los sistemas de protección social y en las estrategias de salidas de la pobreza" (Ciudad de Panamá, 18- 22 April, 2016)
  - Seminario internacional "Optimizando la respuesta en emergencias desde los social" (Santiago de Chile, 22 June, 2016)

  Economic and Social Commission for Asia and the Pacific
  - Stakeholder Meeting on Poverty Alleviation and Social Protection" (Suva, Fiji, 23 January 2014) "Workshop on Social Protection in South and South-West Asia" (Thimphu, Bhutan, 2 April 2014) National consultation on reducing inequality (Tarawa, Kiribati, June 17, 2016).

  Economic and Social Commission for Western Asia
  - Regional Workshop on Conditional Cash Transfer Programmes in the Arab Region (Beirut, 19-20 July, 2016)

- **Databases**
  - Database of non-contributory social protection programmes in Latin America and the Caribbean [online] http://dds.cepal.org/bpsnc/index-en.php.
  - Conditional Cash Transfer Programmes [online] http://dds.cepal.org/bdptc/en/.
  - Social Pensions [online] http://dds.cepal.org/bdps/en/.
  - Labour and Productive Inclusion Programmes [online] http://dds.cepal.org/bdilp/en/.
  - ESCAP's Social Protection Toolbox [online] http://www.socialprotection-toolbox.org/.

- **Websites:**
  - http://www.regionalcommissions.org
  - http://www.cepal.org
  - http://redproteccionsocial.org
  - http://www.unescap.org
  - http://www.escwa.un.org
  - http://www.socialprotectionet.org
  - http://dds.cepal.org/proteccionsocial/actividades.php
  - http://socialprotection-humanrights.org
  - https://www.un.org/development/desa/en
  - http://www.ilo.org
  - http://www.worldbank.org/en/topic/socialprotectionlabor
  - https://www.wfp.org/social-protection

ANNEX 7

AGENDA FOR THE EVALUATION MISSION

Santiago de Chile, Chile 5 – 6 de diciembre 2016

Lunes, 05 de diciembre	
Hora	**Reunión**
09.30 – 10.30	*Reunión con UPEP* • Sandra Manuelito, *Jefa de UPEP* • Irene Barquero, *Oficial de Programas* • María Victoria Labra, *Asistente de programas*
11.00 – 12.00	*División de Asuntos de Género* Entrevista: Nieves Rico, *Directora*
12.30 – 13.30	*Videoconferencia con Sede Subregional de México* Entrevista: Humberto Soto
16.00 – 17.00	*Ministerio de Desarrollo Social* Entrevista: Virginia Anabalón, *Programas Sociales de la División de Promoción y Protección Social*
17.30 – 18.30	*Ministerio de Desarrollo Social* Entrevista: Carolina Echeverría Moya, *Asesora del Subsecretario de Servicios Sociales*
Martes, 06 de diciembre	
Hora	**Reunión**
09.00 – 10.00	*División de Desarrollo Social* Entrevista: Rodrigo Martínez, *Oficial de Asuntos Sociales*
10.00 – 12.00	*División de Desarrollo Social* Entrevista: Simone Cecchini, *Coordinador del proyecto*
14.00 – 15.00	*Oficina Nacional de CEPAL en Bogotá* Entrevista: Olga Lucia Acosta, *Asesora Regional*
15.00 – 16.00	*División de Desarrollo Social* Entrevista: Lais Abramo, *Directora*
17.00 – 18.00	*Reunión de cierre con UPEP*

Port-au-Prince, Haiti 7-10 décember 2016

Temps	Réunion
Mercredi, 7 décember	
Temps	**Réunion**
19.30 – 21.00	*Reunión preparación de la misión de evaluación* Interview: Randolph Gilbert, Coordonnateur at Point Focal pour Haiti (CEPALC)
Jeudi, 8 décember	
Temps	**Réunion**
09.00 – 10.00	*Unité d'Observation de la Pauvreté et de l'Exclusion Sociale (UOPES) Ministère de la Planification et de la Coopération Externe* Interview: M. Branly Eugene. Coordonnateur M. Pierre Jorès Mérat Coordonnateur Adjoint
11.30 – 12.30	*Ministère des Affaires Sociales et du Travail (MAST)* Interview: M. Jonas Coffy, Directeur Général M. Pierre Ricot ODNEY, M. Jean Robert Brutus. Consultant. Coordonnateur Kore Lavi (CARE programme)
13.00-14.00	*Ministère de la santé publique et de la population (MSPP)* Interview: Dr Gabriel Thimoté
15.30-16.30	*Ministère des Affaires Sociales et du Travail (MAST)* Interview: M. Ely Thélot, Conseiller en Protection Sociale
17.00-18.00	*Ministère des Affaires Sociales et du Travail (MAST)* Interview: Sr. Victor Benoit. Ex Ministre Sr. Jean Robert Vaval. Ex Chef de Cabinet.
19.00-20.00	*Reunión con consultora del proyecto* Interview: Sr. Daniel Dorsainvil. Consultor estudio CEPAL sobre "financiamiento de la política social"
Vendredi, 9 décember	
Temps	**Réunion**
10.00 – 11.00	*Ministère de l'Economie et des Finances (MEF)* Interview: M. Erold Etienne. Directeur Général
11.30 – 12.30	*Ministère des Affaires Sociales et du Travail (MAST)* Interview: M. Charles Jean Jacques. Ex Ministre. Coordonnateur National du Fonds Européen de Développement.
12.45 – 13.30	*Ministère de la Planification et de la Coopération Externe (MPCE)* Interview: - Mme. Magaly Bien-Aimé. Diectrice Générale - Mme. Léonne Prophete. Directrice. Direction de la Planification Économique et Sociale
14.00-15.00	*Programme Alimentaire Mondial (PAM). Programme Kore Lavi* Interview: Sr. Félix Véronneau. Directeur adjoint
15.30-17.00	*Fonds d'Assistance Economique et Sociale (FAES)* Interview: M. Lucien Francoeur, Directeur Général - Mme. Carmithe Israna Germain. Directrice Générale Adjointe - Dr. Hans Thomas. Ex Coordonnateur Programme Kore Lavi
18.30 – 20.00	*Ministère de l'Education Nationale et de la Formation Professionnelle (MENFP)* Interview: M. Rénold Telfort. Ex Directeur général.

Samedi, 10 décember	
Hora	**Reunión**
8.00 – 09.00	*L'Université Quisqueya*
	Interview: M. Michel Chancy. Professeur. Fondateurs de "Veterimed", une ONG haïtien.
10.30 – 12.00	*Ministre Déléguée auprès du Premier Ministre Chargée des Droits Humains et la Lutte contre la Pauvreté Extrême*
	Interview: Mme. Rose Anne Auguste. Ex Ministre
12.00 – 13.00	*Ministère à la Condition Féminine et aux Droits des Femmes (MCFDF)*
	Interview: Mme. Marie Elise Brisson Gélin. Directrice Générale

Santo Domingo, República Dominicana 12 – 15 de diciembre 2016

Hora	Reunión
Lunes, 12 de diciembre	
Hora	Reunión
09.30 – 10.00	*Reunión con consultora del proyecto* Entrevista: Leticia Ayuso, Consultora CEPAL-RD
11.00 – 12.00	*PROCOMUNIDAD* Entrevista: Jacobo Acosta, Director de planificación
12.30 – 13.30	*Dirección General de Programas Especiales de la Presidencia (DIGEPEP)* Entrevista: • Ayacx Mercedes, Subdirector Técnico • Nicolás Guevara, Director de la Dirección Quisqueya Somos Todos
13.30 – 14.30	*Dirección General de Programas Especiales de la Presidencia (DIGEPEP)* Entrevista: Angela Rodríguez, Subdirectora General Administrativa
16.30 – 17.30	*Progresando con Solidaridad (PROSOLI)* Entrevista: Evangelista Cornelio, Directora
Martes, 13 de diciembre	
Hora	Reunión
09.30 – 10.30	*Consejo Nacional de la Persona Envejeciente (CONAPE)* Entrevista: Diana Mejía de Vargas, Encargada Políticos Publicas
16.30 – 18.00	*Gabinete de Coordinación de Políticas Sociales (GCPS)* Focus Group: • Elianny Medina, Especialista Evaluación de Programas • Gilda Solano, Analista Política Pública. Funcionaria • Estafani Jerez, Coordinadora de la Unidad de Políticas Públicas e Innovación
Miércoles, 14 de diciembre	
Hora	Reunión
08.00 – 09.00	*Círculo de Mujeres con Discapacidad (CIMUDIS)* Entrevista: Cristina Francisco, Presidenta
09.30 – 10.30	*Oficina Nacional de Estadística (ONE)* Entrevista: Luis Madera, Encargado de la División de Estadísticas Continua
11.00 – 12.00	*Administradora de Subsidios Sociales (ADESS)* Focus Group: • Ramón González, Director General • Angel Melo Feliz. Director • Staff (2 analistas)
13.30 – 14.30	*Ministerio de Economía Planificación y Desarrollo* Entrevista: Altagracia Mendoza Reyes, Especialista en Protección social
14.30 – 15.30	*Ministerio de Economía Planificación y Desarrollo* Entrevista: Antonio Morillo, Especialista Sectorial de la UAAES-MEPyD
16.30 – 17.30	*Gabinete de Coordinación de Políticas Sociales (GCPS)* Entrevista: Joan Guerrero, Coordinador Unidad de Monitoreo y Evaluación
Jueves, 15 de diciembre	
Hora	Reunión
08.30 – 09.30	*Seguro Nacional de Salud (SeNaSa)* Entrevista: Jeffrey Lizardo, Gerente Financiero.
09.30 – 10.30	*Seguro Nacional de Salud (SeNaSa)* Entrevista: Chanel Rosa, Director ejecutivo

ANNEX 8

SIMPLIFIED LOGICAL FRAMEWORK

Objective: To promote social protection policies and institutional arrangements in countries of the Latin America and Caribbean, the Western Asia and the Asia-Pacific regions, aimed at reducing poverty, inequality and social exclusion in accordance with Millennium Development Goal 1

Intervention Logic	Indicators	Means of Verification	Risks and Assumptions
Expected accomplishment 1 Strengthened capacity of governments to institutionalize and sustain effective and long-term social policies as part of rights-based inclusive social protection systems.	**I.A.1.1** Percentage of participating policy-makers, practitioners and experts indicating that they have improved their knowledge and skills to strengthen social protection systems **I.A.1.2** Number of countries generating and reporting systematic quantitative and qualitative data utilizing project's policy outlines	Questionnaires. Review of ECLAC non-contributory social protection database; Review of documents.	**Assumption:** project partners and stakeholders are committed to the project and participate actively in project activities. **Assumption:** Project partners and stakeholders are committed to the project and participate actively in Project activities.
A1.1. Development of a toolkit of policy and programme options for social protection systems.			
A1.2. Preparation of comparative studies that analyse new challenges and allow a better understanding and knowledge of selected countries from Latin America and the Caribbean (2 countries), the Asia-Pacific (1 country) and Western Asian (1 country) regions regarding experiences in defining long-term priorities and commitments in relation to social protection policies that contribute to reduce poverty, inequalities and exclusion, and supporting monitoring and evaluation systems for such policies, within the framework of poverty/inequality IADGs and MDG 1.			
A1.3. Updating and expanding the bilingual (Spanish/English) web-based database of social assistance programmes and transfers in Latin America and the Caribbean.			
A1.4. Advisory services to: (i) Sponsor "horizontal" technical cooperation in at least 4 countries) through which governmental and non-governmental organizations from Latin America and the Caribbean support other organizations within and outside of the region with respect to social protection reforms, promotion of equality and social right based approach to poverty reduction. (ii) Carry out technical cooperation activities in at least 6 countries (4 in Latin America and the Caribbean, 1 in Western Asia and 1 in Asia-Pacific) in policy and programme design and management to promote inclusive social protection systems.			
A1.5. Three national workshops (one in each region) to disseminate the toolkit, discuss with public and private authorities the role of rights-based inclusive social protection systems, and defining challenges for adopting long-term and sustainable commitments regarding social protection reforms, consistent with MDG 1 and the IADGs.			

Objective: To promote social protection policies and institutional arrangements in countries of the Latin America and Caribbean, the Western Asia and the Asia-Pacific regions, aimed at reducing poverty, inequality and social exclusion in accordance with Millennium Development Goal 1

Intervention Logic	Indicators	Means of Verification	Risks and Assumptions
Expected accomplishment 2 Enhanced knowledge and cooperation on monitoring and evaluation of social policy/social protection systems reforms.	**I.A. II.1** Increased number of policy-makers, law-makers, national experts and civil society organizations collaborating and sharing information and best practices on social protection reforms.	Review of postings on the RISALC site.	**Assumption:** Availability of information technology infrastructure and ease of use of electronic network.
A2.1. Inter-regional expert group meeting to exchange experiences, including the presentation and discussion of studies published within the framework of the Project.			
A2.2. Three regional and/or sub-regional workshops in Latin America and the Caribbean (in South America, Central America, and the Caribbean, respectively) to present and debate among government staff the recommendations on social protection reforms and the evaluation and monitoring of social policies that emerge from the project.			
A2.3. To establish an electronic network of key stakeholders of at least 18 countries of Latin America and the Caribbean related with social protection, MDG 1, and IADGs, with a view to facilitate knowledge sharing on monitoring and evaluation of social policy and the adoption of initiatives aimed at long-term commitments and consensuses on the orientation of social protection reforms.			
Final project evaluation.			

ANNEX 9

THE RIGHT TO SOCIAL SECURITY IN INTERNATIONAL HUMAN RIGHTS INSTRUMENTS

International treaties	Provisions
Universal Declaration of Human Rights (1948)	▪ Article 22 guarantees the right to social security. ▪ Article 25 recognizes that everyone has the right to a standard of living adequate for the health and well-being of himself and of his family, including food, clothing, housing and medical care and necessary social services, and the right to security in the event of unemployment, sickness, disability, widowhood, old age or other lack of livelihood in circumstances beyond his control. Motherhood and childhood are entitled to special care and assistance. All children, whether born in or out of wedlock, shall enjoy the same social protection.
International Convention on the Elimination of All Forms of Racial Discrimination (1965)	▪ Article 5 e) (iv) recognizes the duty of States parties to prohibit and eliminate racial discrimination in the exercise of, among others, the right to social security and social services.
International Covenant on Economic, Social and Cultural Rights (1966)	▪ Article 9 recognizes the right of everyone to social security. ▪ Article 10 (2) recognizes the right of working mothers to receive "adequate social security benefits". ▪ Article 10 (3) requires State parties to take special measures of protection and assistance on behalf of children and young persons
Convention on the Elimination of All Forms of Discrimination against Women (1979)	▪ Article 11 (1) e) provides that States parties shall take all appropriate measures to eliminate discrimination against women in the field of employment in order to ensure, on a basis of equality of men and women, the same rights, in particular:... the right to social security, particularly in cases of retirement, unemployment, sickness, invalidity and old age and other incapacity to work, as well as the right to paid leave. ▪ Article 11(2), b), requires States parties to introduce maternity leave with pay or with comparable social benefits. ▪ Article 14 (2) proclaims the duty of States parties to eliminate discrimination against women in rural areas and, in particular, to ensure to such women the right ... to benefit directly from social security programmes
Convention on the Rights of the Child (1989)	▪ Article 26 recognizes for every child the right to benefit from social security, including social insurance. ▪ Article 27 (1) recognizes the right of every child to a standard of living adequate for the child's physical, mental, spiritual, moral and social development. By virtue of paragraphs 2 and 3 of article 27, States parties are obliged, in accordance with national conditions and within their means, to take appropriate measures to assist parents and others responsible for the child to implement this right and shall in case of need provide material assistance and support programmes, particularly with regard to nutrition, clothing and housing.
International Convention on the Protection of the Rights of All Migrant Workers and Their Families (1990)	▪ Article 27 provides that, with respect to social security, migrant workers and members of their families shall enjoy in the State of employment the same treatment granted to nationals in so far as they fulfil the requirements provided for by the applicable legislation of that State and the applicable bilateral and multilateral treaties. The competent authorities of the State of origin and the State of employment can at any time establish the necessary arrangements to determine the modalities of application of this norm. Where the applicable legislation does not allow migrant workers and members of their families a benefit, the States concerned shall examine the possibility of reimbursing interested persons the amount of contributions made by them with respect to that benefit on the basis of the treatment granted to nationals who are in similar circumstances.

International treaties	Provisions
	▪ Article 54 provides that migrant workers who are documented or who are in a regular situation shall enjoy equal treatment with nationals of the State of employment, in relation, inter alia, to unemployment benefits.
Convention on the Rights of Persons with Disabilities (2006)	▪ Article 28 declares that States Parties recognize the right of persons with disabilities to social protection and to the enjoyment of that right without discrimination on the basis of disability, and shall take appropriate steps to safeguard and promote the realization of this right.
Additional Protocol to the American Convention on Human Rights in the area of economic, social and cultural rights, "Protocol San Salvador"	▪ Article 9 provides that everyone shall have the right to social security protecting him from the consequences of old age and of disability which prevents him, physically or mentally, from securing the means for a dignified and decent existence. In the event of the death of a beneficiary, social security benefits shall be applied to his dependents. As well. It provides that, in the case of persons who are employed, the right to social security shall cover at least medical care and an allowance or retirement benefit in the case of work accidents or occupational disease and, in the case of women, paid maternity leave before and after childbirth.

Source: Magdalena Sepúlveda. The rights-based approach to social protection in Latin America. ECLAC - Social Policy Series No. 189.

Functions of a comprehensive social protection system and its normative framework in international human rights law

Functions	Normative framework
I. Guarantee an income sufficient to sustain the basic quality of life essential for personal development.	Obligation to respect, protect and fulfil the right to social security/social protection ▪ International Covenant on Economic, Social and Cultural Rights (art. 9 ICESCR) ▪ Convention on the Elimination of All Forms of Discrimination against Women (art. 11 CEDAW) ▪ Convention on the Rights of the Child (art. 26 CRC) ▪ International Convention on the Rights of Persons with Disabilities (art. 28 CRPD) ▪ Obligation to ensure continuous improvement in living conditions (art. 11 ICESCR)
II. Identify unmet demand and guarantee access to social services (such as health, education and housing) and promotion services to boost people's human capital and self-reliance	Take steps, to the maximum of available resources, to ensure progressive satisfaction of at least a minimum essential levels (art. 2(1) ICESCR, art. 4 CRC) of the following rights: ▪ Right to an adequate standard of living, including housing, clothing and food (art.11 ICESCR, art. 27 CRC) ▪ Right to health (art. 12 ICESCR, art. 12 CEDAW, art. 24 CRC) ▪ Right to education (art. 13 ICESCR, art. 10 CEDAW, art. 28 CRC)
III. Foster decent work by promoting better labour policies to help overcome labour market risks, ensuring the realization of workers' rights and progressively integrating into the formal labour market the bulk of a country's economically active population	Respect, protect and fulfil: ▪ Right to work and rights at work (arts. 6 y 7 ICESCR, art. 11 CEDAW) Inclusion of women. Ensure gender equality in enjoyment of the right to work and economic, social and cultural rights (art. 2 ICESCR, art. 1 CEDAW) ▪ Eliminate stereotyped roles and prejudices that impede women's incorporation into the labour (art. 5 CEDAW) ▪ Inclusion of persons with disabilities: Protect and ensure the full and equal enjoyment of the right to work and the other rights of persons with disabilities (art. 1 CRPD) ▪ Ensure full and effective participation and inclusion in society for persons with disabilities (art. 3 CRPD)

Source: Magdalena Sepúlveda. The rights-based approach to social protection in Latin America. ECLAC-Social Policy Series No. 189. Prepared by the author on the basis of Cecchini and Martínez (2011).

ANNEX 10

PROJECT ACTIVITIES, PARTICIPANTS AND EVALUATIONS

Meeting/Workshop/National Consultation	Date	Country	RC Participant	Act.	Participants	Evaluation
First International Congress on Social Protection.	November 11-12 2014	Argentina	ECLAC	1.4.	*	*
"Workshop on Social Protection in South and South-West Asia"	2 April 2014	Bhutan	ESCAP	1.5.	66	4 27
Multi-sectoral consultation aimed at developing a Plan of Action for the implementation of the ASEAN Declaration on Strengthening Social Protection	8-9 December 2014	Cambodia	ESCAP	2.2.	*	*
Debate FOSIS, Human rights and universalization of social protection	5 August, 2014	Chile	ECLAC	1.4.	*	*
Regional Seminar "Towards universal social protection: Latin American pathways and policy tools"	12 August 2015	Chile	ECLAC	2.2.	56	4 18
Inter-regional Expert Group meeting "Public policies for equality and the Agenda 2030"	9-10 December 2015	Chile	ECLAC ESCAP ESCWA	2.1.	27	4 6
International Seminar "Optimizando la respuesta en emergencias desde los social"	22 June 2016	Chile	ECLAC	1.4.	177	4 16
International Seminar "Optimizando la respuesta en emergencias desde los social" Santiago, WEBEX	22 June 2016	Chile	ECLAC	1.4.	378	*
Workshop " Pathways towards Social and Productive Inclusion"	16 October 2015	Colombia	ECLAC	1.5.	56	4 13
National University's International School on Public Policies and Social Inclusion	October 2015	Colombia	ECLAC	1.4.	*	*
First internship programme for civil servants in the social sector in Central America and the Dominican Republic (Dominican Republic, 13-14 October 2014)	13-17 October 2014	Dominican Republic	ECLAC	1.4.	*	*
Forum "Perspectives on Social Protection in Latin America" Forum	17-18, June 2014	Dominican Republic	ECLAC	2.2.	*	*
Seminar "Approaches for getting out of poverty in Latin America and in the Dominican Republic	June 16, 2015	Dominican Republic	ECLAC	1.5.	77	*
International Technical Seminar "Towards the reform of social institutions in the Dominican Republic"	December 1, 2015	Dominican Republic	ECLAC	1.5.	*	*

Meeting/Workshop/National Consultation	Date	Country	RC Participant	Act.	Participants	Evaluation
First International Seminar "Ciencias políticas, políticas públicas y protección social"	April 2016	Dominican Republic	ECLAC	1.4.	*	*
International workshop "Early childhood in the framework of universal social protection in El Salvador: progress, challenges and opportunities"	March 19-20, 2014	El Salvador	ECLAC	1.5.	*	4 77
Seminar-Workshop on the Future of the Universal Social Protection System (SPSU)	April 8-9, 2014	El Salvador	ECLAC	1.4.	19	*
Launch of the Conditional Transfer Programme of Egypt: Takaful and Karama Programmes	26-29 May 2016	Egypt	ESCWA	1.4.	*	*
National Consultation on Reducing Inequality	15 June 2016	Fiji	ESCAP	1.5.	*	4 N/a
International Conference on Social Protection in Haiti: La protection sociale en Haïti: vers l'élaboration d ìune nouvelle politique?	May 27-29, 2015	Haiti	ECLAC	2.2.	248	4 Not tabulated
UNDG Arab States Theme Group on Social Protection. Second Meeting (Amman)	August 28, 2016	Jordan	ESCWA		*	*
National consultation on reducing inequality	June 17, 2016	Kiribati	ESCAP	1.5.		4 N/a
"The role of Economic and Social Councils and Similar Social Dialogue Institutions in promoting Social Protection Floors for All"	20-21 November 2014	Korea	ESCAP	2.2	*	*
12th Training Course on Social Health Insurance	26 May to 5 June 2015	Korea	ESCAP	1.4.	*	*
Regional Workshop on Conditional Cash Transfer Programmes in the Arab Region	19-20 July 2016	Lebanon	ESCWA	1.5.	46	4 27
Participation in the Regional Seminar "Towards an intersectoral focus on social protection in the Americas: labor, social development and social security"	10-12 December 2014	Mexico	ECLAC	1.4.	*	Only available qualitative data
International Seminar on "Protección social y políticas productivas: lecciones y aprendizajes para la renovación de una agenda de desarrollo en América Latina y el Caribe	03 December 2015	Mexico	ECLAC	1.4.	*	*

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Meeting/Workshop/National Consultation	Date	Country	RC Participant	Act.	Participants	Evaluation
ECLAC / FAO / SEDESOL course on "Rural poverty, food security and inclusive social protection systems in Central America" and international seminar "Social Protection and Productive Policies"	December 1-4, 2015	Mexico	ECLAC	1.4.	*	*
Primer Congreso Internacional para la Construcción de Indicadores de Derechos Humanos organizado por la Comisión de Derechos Humanos del Distrito Federal	04-06 April 2016	Mexico	ECLAC	1.4.	*	*
International Symposium "La contribución de los programas de transferencias condicionadas a la construcción de un sistema de protección social con enfoque de derechos"	27-29 September 2016	Mexico	ECLAC	1.4.	*	*
Second internship programme for civil servants in the social sector in Central America and the Dominican Republic "La complementariedad de la política económica y la política social en los sistemas de protección social y en las estrategias de salidas de la pobreza"	18-22 April 2016	Panama	ECLAC	1.4.	65	4 a.34 b. 41
Technical Workshop on "Designing Social Protection Interventions for Developing Countries"	2-3 September 2014	Philippines	ESCAP	1.4.	*	*
Technical Workshop on Updating and Improving the Social Protection Index"	3-4 April 2014	Philippines	ESCAP	1.4.	*	*
Empowering Families: A Pathway to Development' organizada por DIFI	14-19 April 2014	Qatar	ECLAC	1.4.	*	*
Primer Congreso Iberoamericano de Relaciones Laborales y Recursos Humanos	26-29 January 2016	Spain	ECLAC	1.4.	*	*
"7th Meeting of the Standing Committee for Economic and Commercial Cooperation of the Organization of Islamic Cooperation (COMCEC) Poverty Alleviation Working Group"	11 February 2016	Turkey	ESCAP	1.4.	*	*
Course "Rural poverty, food and nutritional security and inclusive social protection systems in South America"	December 1-3, 2014	Uruguay	ECLAC	1.4.	*	*

Meeting/Workshop/National Consultation	Date	Country	RC Participant	Act.	Participants	Evaluation
Participation in Expert Group Meeting 'Strategies for eradicating poverty to achieve sustainable development for all'	01-03 June 2016	United States	ECLAC		*	*
Participation in Expert Group Meeting on 'Data Disaggregation'	26-30 June 2016	United States	ECLAC		*	*
Socialprotection.org webinar "Towards universal social protection: Latin American pathways and policy tools"	March 10, 2016	WEB	ECLAC	1.4.	*	*

Source: Prepared by the Evaluator

ANNEX 11

EVALUATOR'S REVISION MATRIX

A. ERG COMMENTS

SOCIAL DEVELOPMENT DIVISION - ECLAC

GENERAL COMMENTS		

REPORT SECTION (if applicable)	COMMENTS ERG	EVALUATOR'S RESPONSE
	We commend the evaluator's effort to thoroughly understand the issue of social protection, and to appreciate the human rights approach to it.	
	We appreciate this rigorous, extensive and well researched report, although we would appreciate to take into account our specific comments (see below).	

SPECIFIC COMMENTS		

PARAGRAPH NUMBER	COMMENTS ERG	EVALUATOR'S RESPONSE
Page 5	The evaluator asserts that "While the project was an intervention involving a total of 1.029 participants, the participation of these individuals was limited to a single project-executed activity in 98% of the cases (i.e., 1.007 out of 1.029 participants)." We believe this is probably an underestimation of those who took advantage of more than one project activity, according to what noted in the report itself (pages 40-41) on knowledge dissemination. How was the number of participants who only took part in one activity calculated? Was it possible to assess for instance whether a participant had, say, besides participating in a workshop, accessed the database, social protection web site and read one of the project publications? Possibly it would be good to specify that the cited number of participants and percentage of "repeaters" only refers to in-person activities, and also to recognize the limitations of this assessment, as project activities were not limited to in-person workshops.	• Comment has been incorporated into the report. See paragraph 55 • To determine the number of people who attended more than one in-person activity, the available lists of participants in the project's meetings were crossed checked. • Through the questionnaire, an attempt was made to collect information on beneficiaries who had been in contact with the different project products (i.e., meetings, publications and web tools). The results of the survey are not representative, but the data obtained from these are used to illustrate what some of the beneficiaries of the project think about the whole of the project's production.

PARAGRAPH NUMBER	COMMENTS ERG	EVALUATOR'S RESPONSE
Page 10 paragraph 3	*Editorial comment.* Please use numeral iv) for "raise awareness among policy makers of successful…"	Corrected
Page 14 (figure) and 17	The factors that have been called "missing middles" should be called differently (for instance, "difficult or complex middles"). If a theory of change included from the onset "missing" middle factors, it would automatically means that it is flawed from the onset. Given evolving social, economic and political conditions those factors that have been termed as "missing" (eg. political will, financing, etc.) could be present and not necessarily be missing or absent.	Comment has been incorporated into the report. See Figure 1 and paragraph 89 ("conditioning factors").
Page 17	*Editorial comment.* Please close the parenthesis (i.e., strengthening the governments' capacities to and interest in institutionalizing the inclusive and rights-based approach in their national social protection systems, specifically its non-contributory component).	Corrected
Page 18	Where the report affirms, under finding 1, that "However, the fragility of the verification source in EA1 and the lack of reference values in both EAs (i.e., baseline and targets) weaken the internal coherence of the project's planning at the horizontal level", we believe it would be more correct to say "weaken the coherence of the monitoring and evaluation framework". The criticism on the limitations of the sources of verification of indicator IA1.1 are well taken, but we believe that what is weakened is monitoring and evaluation, rather than "the internal coherence of the project's planning at the horizontal level". It is not clear why planning would be flawed and also it is unclear what is meant exactly with horizontal level.	Comment has been incorporated into the report. See paragraphs 91.

PARAGRAPH NUMBER	COMMENTS ERG	EVALUATOR'S RESPONSE
Page 24	Under finding 7, rather than speaking generically about "Weakness in the design", which remits to the overall design of the project, we suggest saying "Limitations in the monitoring and evaluation design", which specifically refers to indicators. Also, please note that it is not correct to say that baseline and goals are not specified. Goals have been specified for both indicators IA1.1 and IA1.2 (see below comment to page 25). Baseline is identified for indicator IA1.2. For indicator IA1.1 there was no baseline as we did not have reference data on the percentage of participating policy makers, practitioners and experts indicating that the substantive issues addressed in the project are useful to their ongoing work, as the project had not started.	Comment has been incorporated into the report. See Finding 7, paragraphs 113-121 and Tables 2&3.
Page 25	Footnote 62 reads: "Goal recorded in the project's Final Report; however, it does not appear in the planning documents". This is incorrect, as the project document clearly states in relation to indicator IA1.1 that "The target is that at least 65% of participating policy-makers, practitioners and experts indicate that the substantive issues addressed in the project are useful to their ongoing work" (page 13). Similarly, no goal is reported for indicator IA1.2, while the project document states that the target is that all countries of the region that have social protection instruments in place provide information for inclusion in the database. To the best of our knowledge, we believe we have achieved this goal (this could be checked against external sources, eg. IADB publications on conditional cash transfers, HelpAge International database on social pensions and ILO publications on labour and productive inclusion programmes). The main text and footnote 64 refer to survey results received. Results of the San Salvador survey are missing, with 77 responses (please find attached). Encuestas de Evaluación PrimeraInf	• Deleted footnote 62. • Comment on indicator IA1.1. has been incorporated into Table 2. • Comment on indicator IA1.2. has been incorporated into the report. See paragraph 116 and Table 2. • The results of the San Salvador Survey have been incorporated. See footnote 57

PARAGRAPH NUMBER	COMMENTS ERG	EVALUATOR'S RESPONSE
Page 31	*Editorial comment.* Please refer to Table 6 in the text (not table X).	Corrected
Page 36	*Editorial comment.* Need to translate into English the following text: "Posicionar la relevancia de la creación de un Sistema nacional de protección social basado en derechos en un momento de posible transición gubernamental, involucrando a partidos de la oposición en un tema para que entendieran que no "la protección social no era un tema de partidos, sino de derechos humanos y de bienestar de los salvadoreños".	Corrected
Page 39	*Editorial comment.* Need to translate into English the legends of the chart.	Corrected
Page 45	*Editorial comment.* Possibly, with TICs the evaluator is referring to ICTs (information and communication technologies). Also in the last line, correct "protection Social" (it should be social protection).	Corrected
Page 46	Where the evaluator states that "no evidence has been found indicating the generation of an electronic network between social protection policy makers and advisers who, in a collaborative way, exchanged information and good practices about provisions or reforms on social protection" we would like to point out that the SISCA/ ECLAC virtual meetings following up to the internships (mentioned in page 39) are also devoted to monitoring and evaluation issues. Indeed, we will have another virtual meeting in March 2017, where M&E is one of the topics of discussion. Although it is true that we did not end up using ReDeSoc for this purpose, we did set up exchanges between policy makers, in collaboration with Sisca, and would appreciate mentioning it also in this section.	Comment has been incorporated into the report. See paragraph 168.
Page 48	*Editorial comment.* Possibly where the report states "This format was developed in support of national already underway" it is meant "This format was developed in support of national processes already underway".	Corrected
Page 53	When the evaluator asserts that "The incorporation of the gender approach is less clearly identifiable in the meetings and technical assistance" and that "there may have been "gender blindness" when it came to thinking about social protection as tool that was either empowering or limiting for gender equality and women's empowerment", we feel	Comment has been incorporated into the report. See Finding 19, paragraph 189.

PARAGRAPH NUMBER	COMMENTS ERG	EVALUATOR'S RESPONSE
	that the interpretation about "gender blindness is incorrect. Just to give a couple of concrete examples, in the technical cooperation to Haiti, the study and seminar presentations by Nathalie Brisson Lamaute always explicitly took into account the gender issue and made concrete recommendations on the gender and human rights focus. Similarly, in the Dominican Republic, Leticia Ayuso included gender in her recommendations (e.g. a gender-based social protection floor in the document "Propuesta de reforma de la institucionalidad del sector de protección social en la República Dominicana"). We ask to please revise this assessment.	
Page 55	Please note that the collaboration highlighted (and referenced in note 155) is between ECLAC and ESCWA (not ESCAP).	Corrected
Page 56	*Editorial comment*. Please correct ECLAC staff member (not "membe").	Corrected
Page 64	Please revise data in table 10, as it seems that some data have been inserted in the wrong cell. For instance, total staff travel budget was USD110,000 (not 20,400) and vice versa for contractual services.	Reviewed
Page 64	ECLAC executed ESCWA's budgetary surplus, not ESCAP's.	Corrected
Page 65	Number of countries missing where the report reads "These beneficiaries represented X countries."	Corrected
Page 65 & 75	*Editorial comment*. Where the text refers to ODS, it should say SDG.	Corrected
Page 71	In light of comments above (on pages 24-25) please consider revising the statement "the lack of reference values (baseline and achievement goals) in both EAs.." as well as the statement "the lack of initial references and specific achievement goals hinders a precise and rigorous assessment.."	Comment has been incorporated into the report. See paragraphs 224 and 227.
Page 80	*Editorial comment*. Where the text reads "At the technical level would also be appropriate..", it should be "At the technical level it would also be appropriate..."	Corrected

PARAGRAPH NUMBER	COMMENTS ERG	EVALUATOR'S RESPONSE
Page 82	When the text mentions "Another important element, as has already happened in the meeting organized by ESCWA, would be the incorporation of the support of web tools to promote a continuity of the exchange dynamics between countries that transcends the forum itself.", please note that ECLAC together with SISCA has also organized virtual exchanges after the Internships (see above, comment to page 46).	Comment has been incorporated into the report. See paragraph 168.
Page 146	*Editorial comment.* If the sorting is by country, please reorder information on the Philippines. Please change the country name to Argentina (not Argentine), Philippines (not Philines) and Jordan (not Jordania).	Corrected
Page 146	Evaluation of International workshop "Early childhood in the framework of universal social protection in El Salvador: progress, challenges and opportunities" is available, with a total of 77 responses (see attached). Encuestas de Evaluación PrimeraInf	Corrected
Page 147	21 countries attended the Regional Seminar "Towards an intersectoral focus on social protection in the Americas: labor, social development and social security" (see attached Results of the workshop file) ResultsWorkshop_Dec2014.pdf	Corrected
Annex 5	*Please correct the list of stakeholders consulted through interview or focus group as follows:* Randolph Gilbert, Coordinador y punto focal para Haití, oficina de CEPAL en México/ CEPAL Humberto Soto, Oficial de asuntos sociales, oficina de CEPAL en México/ CEPAL	Corrected

SOCIAL DEVELOPMENT DIVISION–ESCWA

SPECIFIC COMMENTS		

REPORT SECTION (if applicable)	COMMENTS ERG	EVALUATOR'S RESPONSE
1.3 , bullet 1	*"….interview two stakeholders from ESCAP and ESCAP"* – you mean ESCAP and ESCWA?	Corrected
3.2.2	*"In some ESCWA member states, the elaboration of studies with the characterization of social protection policies was costly work; to finally be able to be carried out, said elaboration came to be reconceptualized on three occasions."* I am not sure this description reflects the situation correctly. The fact is that we had developed a concept (to study zakat as a social protection tool), but this had to be abandoned due to political sensitivity in the course of political instability and the evolving and partly violent controversy about policy and religion in the region which made partners withdraw from their initial cooperation committments. This forced us to re-conceptualize, but only once (not thrice as mentioned). This change together with the need to change some of the partner countries due to evolving civil wars of course resulted in delays. However, very fortunately the new focus on cash transfers and social protection profiles was as relevant to the new priorities of member countries as the old focus (on zakat) had been to the initial priorities.	Comment has been incorporated into the report. See paragraph 123 and footnote 63.
	At the time of the closure of this report, only one of the studies has been published (Tunisia[79]). The rest are scheduled to be published in 2017 Not fully correct as the zakat study in Morocco also has been published as well as the report on the CCT workshop.	Corrected
3.3	*"…the prolonged absence of the P-5 staff who maintained primary responsibility for the Project153 compounded the difficulties of implementing the activities planned for the region."* I am not sure where this information comes from as FN 153 is not available. As a matter of fact that the team responsible for the project has been reduced by management decision leaving the P5 mainly responsible. However, during my absence, my position had been filled by another staff member and thus my absence	Corrected The data presented in quotation marks was obtained from the Annual Report 2014, page 14.

REPORT SECTION (if applicable)	COMMENTS ERG	EVALUATOR'S RESPONSE
	was a lesser reason for delays that the other factors (instability, political changes and civil war in the region).	
Finding 24	*"…participate in the ESCWA cash transfer programme regional "*	Corrected
	It needs to read CCT regional workshop	
B deviations	"Three reconceptualizaciones of this activity were identified prior to the one which was ultimately adopted" Maybe this is a misunderstanding: There has been one reconceptualization (the first concept was zakat, the second CCTs and country profiles). The other changes mainly involved changes in partner countries due to evolving civil war and instability.	Comment has been incorporated into the report. See paragraph 124 and footnote 63

SOCIAL DEVELOPMENT DIVISION – ESCAP

SPECIFIC COMMENTS		
REPORT SECTION (if applicable)	**COMMENTS ERG**	**EVALUATOR'S RESPONSE**
Page 5	Typo: "The Evaluator was only able to interview two stakeholders from ESCAP and ESCAP".	Corrected
Footnote 6, page 25	"For the meeting in Bhutan there is no data disaggregated by percentages in each response, only a graph with aggregated values that add up to 100%." (please see attached). Bhutan Evaluation chart and feedback 2	In the current version of the document, it has been excluded the graphs with the results of the surveys carried out on the Project's meetings.
Footnote 6, page 25	There is no information on the "Stakeholder Meeting on Poverty Alleviation and Social Protection" (Fiji, 2014): Please note that we had not previously included evaluation findings of the Fiji 2014 workshop because it was financed by and reported under the previous ESCAP-led DA project: "Strengthening Social Protection in Asia and the Pacific". For the purpose of this evaluation, we believe it should be excluded.	The mentioned meeting has been excluded for the purpose of this evaluation
Page 48	typo: "Within this same format, but with regional scope, is the technical assistance provided collectively by ESCAP to 8 Arab countries ..."	Corrected

B. PPOD COMMENTS

GENERAL COMMENTS		
REPORT SECTION (if applicable)	**COMMENTS PPOD**	**EVALUATOR'S RESPONSE**
	We would like to commend the evaluator for a very well-structured, clear and informative evaluation report. We would however, like to raise your attention to the length of report, which surpasses the estimated length of these types of reports. We normally expect short, executive reports of approximately 40-50 pages (max. 60) to increase the probabilities of its use and to focus the attention to its main findings, lessons learned and recommendations, presenting of course enough evidence to substantiate the presented results. In this sense, we recommend revising the report to shorten it as much as possible without losing its essence. Some suggestions were substantive reductions cam be made is the project background sections (chapter 2) and maybe not to lose the great work done to profile the project pass the more lengthy information as an annex. We are also recommending re-structuring certain findings by merging those that are closely linked between each other (specific suggestions included in the specific comments section). We understand that findings have been arranged based on evaluation questions, but we still believe that to reduce some space we can address more than one evaluation question in each finding.	The comments have been incorporated into the report. Background section has been reduced Mergers of suggested findings have been made. The current document has been reduced from 83 to 59 pages.
	Please for ease of reference, number each paragraph.	All paragraphs have been numbered.
	Please provide all the tables and graphics contained the report in an independent excel file to facilitate the editing and diagramming of the final report.	All table and graphics contained in the current report have been facilitated to PPOD.
Executive Summary	Please make sure than when drafting the executive summary it is written as a stand-alone section, having a clear structure along the key elements of the report, in particular subject, purpose and objectives of the evaluation, methodology, main results, conclusions and recommendations.	Executive summary is included. PPPO indications are included in the executive summary.

REPORT SECTION (if applicable)	COMMENTS PPOD	EVALUATOR'S RESPONSE
Findings	We highly recommend making reference to the level to representativeness of any given finding or result related to information gather through interviews to provide substantial evidence that the result presented is not based on the comments of 1-2 interviewees. Or, if this is the case and the mention is being made as a good example considered relevant enough to be highlighted even when it was only expressed by 1-2 people, this should also be clarified.	References are included on the level of representativeness related to data collected through interviews. To include these references "qualifiers" have been used, such as: "the prevalent feeling was that . . .,"or "several participants strongly felt that . . ., " or even "most participants agreed that "…
Findings	We recommend that the evaluator analyses the possibility of restructuring the findings section by: Structuring the section around each criteria. Including an overall assessment of the criteria backed-up by the individual findings, listed within the "summary" section. See example below: **3.2 EFFECTIVENESS** **Include overall assessment here.** 3.2 (a) The project activities and studies were generally appreciated by the respondents and led to the attainment of the majority of the expected achievements, with some minor limitations. One of the main impediments was that project information and results were not systematically shared. 3.2 (b) The project was a victim of its own success: many respondents said they would have appreciated more specific capacity-building activities, such as the trade and technology mission, which, compared to other events and studies, provided the most opportunities for learning. 3.2 (c) Most of the project results were generated under EA 2, but EA 3, linked to policies and programmes that address SME constraints regarding financial services, in coordination with the private sector, was the component under which the least satisfactory results were achieved. It should be noted that it is an area considered by many to be challenging in any context. 3.2 (d) One of the most important results was the adoption of the project's methodologies by TPOs. Careful analysis must be done to avoid repetitions with the information presented in the conclusions section.	It is the evaluator's estimation that the preliminary report already included the presentation of the different findings structured by criteria (relevance, effectiveness, efficiency and sustainability). In the "conclusions" section, there is an overall assessment of the project by criteria; it is based on the finding contained in the document. It has been verified that there is no duplication of information between the "findings" and "conclusions" sections.

REPORT SECTION (if applicable)	COMMENTS PPOD	EVALUATOR'S RESPONSE
Lessons Learned	We recommend thoroughly reviewing the lessons learned sections. By the way it has been drafted it is not clear to us what exactly the lesson learned being presented is, especially in the cases of lessons learned 1, 2, 3 and 5 which are not stated as lessons learned. Furthermore, the link between the lessons learned and the project in general and the evaluation findings in particular, should be clearly and explicitly detailed in this section. We also think that lesson learned 4 should be referenced to as an identified best practice.	Lessons learned have been reviewed.
Recommendations	In the recommendations section, after the main text of each recommendation reference should be made to the specific findings and/or conclusions from where the said recommendation derives from.	Specific findings from which each of the recommendations is derived have been identified and incorporated into the document.

SPECIFIC COMMENTS		
PARAGRAPH NUMBER	**COMMENTS ERG**	**EVALUATOR'S RESPONSE**
Page 1 Paragraph 1	Please correct the months in which the assessment was conducted, by replacing February 2017 with March 2017.	Corrected
Page 4 Paragraph 5	We recommend presenting the data on the surveys in a table format to increase clarity.	Table incorporated. See Table 1.
Page 5 Paragraph 4	Please correct line 4 where ESCAP is mentioned two times, instead of ESCWA.	Corrected
Page 9 Paragraph 1	Please correct the text as follows: As is the case at the international level, social protection has been increasingly recognized by Latin America and the Caribbean countries, as well as other developing countries in the Asia-pacific and Western Asia regions, as an effective tool to address the alleviation of poverty, inequality and social exclusion.	Corrected
Whole document	Please make sure to use the English acronym for Regional Commissions (RCs) not CRs as it currently appears in the document.	Corrected
Page 9 Paragraph 4	Please correct the text as follows: (iv) specific measures to ensure access by persons with disabilities to the social protection system, and (v) in some countries, in an incipient manner, the establishment of comprehensive care systems.	Corrected
Page 9 Paragraph 10	Please correct the text as follows: In particular, specific population groups were not making sufficient progress towards meeting Millennium Development Goal 1 targets and other internationally agreed development goals (IADGs).	Corrected

PARAGRAPH NUMBER	COMMENTS ERG	EVALUATOR'S RESPONSE
Page 11 Paragraph 2	Please also include information on the indicators set for each EA.	A footnote has been included referring to the planning matrix in Annex 8. This annex presents detailed information on each EA, including its indicators and verifications sources. See footnote 25.
Page 14 Figure 1	Please send us the figure in an editable format.	Requested figure has been sent.
Page 14 Paragraph 1	Please correct the text as follows: i) generating and/or strengthening the capacities of governments to design and manage national non-contributory social protection policies taking an approach that is comprehensive, inclusive and rights-based.	Corrected
Page 22 Paragraph 1	Please correct the text as follows: (iii) serve as regional platforms for horizontal cooperation between governments; and also for the exchange of ideas in the area of social development both among policy-makers and between policy-makers and other regional actors.	Corrected
Page 23 Paragraph 1	Please correct the text as follows: The project adopts this approach within its planning; herein, incorporated in its analysis and working premises, is the notion that social protection systems can only be truly inclusive if gender issues are integrated at all its operational levels.	Corrected
Page 24. Paragraph 2.	Is there any data for the surveys and interviews that could be used to support this finding and make evident the triangulation process? If so, please include.	Comment has been incorporated into the report. See paragraph 110
Page 24 Paragraph 5	Please correct the text as follows: Based on the planned indicators, the assessment of the project's level of progress towards the planned EAs presents difficulties linked to the weakness of the design and the lack of information to feed the indicators in the strict sense indicated in these.	Corrected
Page 26 Paragraph 2	Please correct the text as follows: in three years, said database went from not having country-level data to having information on 27 programmes in 15 countries in 2014 and 66 programmes in 22 countries in 2016.	Corrected
Page 28 Paragraph 4	Please correct the text as follows: Although it was not developed within the framework of the project, and given that the studies are in the ESCWA collection, it is plausible to assume that this reflection has simply been deferred to be realized in the short term.	Corrected
Pages 27-32	Please consider merging Findings 8 & 9.	Findings 8 & 9 merged. See finding 8.

PARAGRAPH NUMBER	COMMENTS ERG	EVALUATOR'S RESPONSE
Page 31 Paragraph 4	Please correct the text as follows: Table 6 shows the main uses of the three regional publications.	Corrected
Page 31 Table 6	Please maintain uniformity in the way data is presented for each criterion. First column for number of responses and second columns for percentages.	Corrected
Page 32 Paragraph 1	Please correct the text as follows: More precisely, over the course of the evaluation concrete usage examples have been identified:	Corrected
Page 32 Paragraph 1	If there were any specific usage examples obtained from the surveys or interviews worth highlighting to exemplify the finding, please include them in this paragraph.	▪The wording has been modified to make it clear that there are no specific examples.There are, however, testimonies of the generic uses of the publications. The current wording reflects these generic uses. ▪See paragraph 128. Bullet point #5
Page 32 Finding 10	Why is this finding only making reference to the Latin America and the Caribbean countries? We would recommend at least stating why the this finding does not apply to the work of the otherregional commissions.	▪Comment has been incorporated into the report. ▪See footnote 75 for an explication of why finding 10 only refers to Latin America and the Caribbean countries.
Page 32 Paragraph 6	Please spell out the acronym BBDD.	Translated. BBDD is the Spanish acronym Data Base
Page 32-33 Last paragraph page 32 and first paragraph page 33	Could we at least provide some kind of "hard" data to back-up the information herewith presented (such as survey responses or representativeness of the issue in the interview responses).	▪Comment has been incorporated into the report. Qualifiers are introduced to indicate the type of representativeness of the responses obtained in interviews on this topic. The survey gathered explicit data on this subject.
Page 36 Table 7. Colombia section.	Please spell out the acronym CTPs.	Acronym CTPs has been spelled out.
Page 36. Table 7. El Salvador section.	Please translate to English.	Translated
Page 36. Table 7. Mexico section.	Please spell out the acronym CCT.	Acronym CCT has been spelled out.
Pages 33-39.	Please consider merging findings 11 and 12.	Findings 11 & 12 merged. See finding 10.
Page 39. Box.	▪Presence of a moderator with an active role in the debates to channel these towards the object of the proposed reflection and provide feedback to the participants.	Corrected
Page 39. Graph 2.	Please translate the table information to English.	Graphic deleted in the current document.

PARAGRAPH NUMBER	COMMENTS ERG	EVALUATOR'S RESPONSE
Page 40 Paragraph 2	▪ The strategic approach in the gradual construction of universal social protection systems that aim at the effective fulfillment of economic, social and cultural rights, taking into account the elements of the institutional architecture which gives public action greater quality, effectiveness and sustainability.	Corrected
Page 40 Paragraph 5	Please correct the text as follows: On the other hand, the large number of activities/products that were developed within the framework of the project (foreseen in the PRODOC) or in collaboration with other stakeholders meant that the project also coexisted with the risk of eroding its potential impact on the generation of government capacities; that is, if the project ultimately became a sum of activities aimed at dispersed beneficiaries who had an occasional link with one or some of its activities.	Corrected
Page 42 Paragraph 1	Please correct the text as follows: and the Non-contributory social protection programmes in the Latin America and the Caribbean database) and the specialized social protection portals of those international organizations – OAS, UNDP-IPG or UNRISD with which the project collaborated with specific content and to expand the scope of its dissemination.	Corrected
Page 41 First paragraph	Please correct the text as follows: within the structure itself and consistent with the design of two web portals well-known by policy makers and high-level technical officials in the Latin America and the Caribbeansocial field (i.e., the ECLAC website and the website for the Latin American and Caribbean Network on Social Development (ReDeSoc), led by the Social Development Division of ECLAC.	Corrected
Page 42 Paragraph 4	Please correct the text as follows: The above data should be considered alongside another of the questionnaire's responses, where it is stated that the main way for the respondents to get training after the meetings is precisely the self-training through specialized web portals.	Corrected
Pages 42-44	Please consider merging Findings 14, 15 and 16.	Findings 14 & 15 merged. See Finding 12 Because of the regional relevance and pioneering nature of the Data Base of Non-Contributory Social Protection Programmes in Latin America and the Caribbean, the evaluator has opted to maintain it as an individual finding. See Finding 13.

PARAGRAPH NUMBER	COMMENTS ERG	EVALUATOR'S RESPONSE
Page 43 Paragraph 1	Please correct the text as follows: The three databases are fed with information from official sources in the countries of the region and its contents are disseminated in Spanish and English.	Corrected
Page 44 Paragraph 1	Please correct the text as follows: (iv) the information provided is not limited to hard quantitative up-to-date data, but also qualitative elements, characterizations and additional documentation from official sources, which is highly valued by those consulted.	Corrected
Page 45 Paragraph 6	Please correct the text as follows: The project was just one part of a package of varied initiatives put in place by theregional commissions, and in particular ECLAC, to provide countries with a *basic infrastructure* from which to advance in the monitoring and evaluation of social policies, including those of social protection.	Corrected
Page 46 Finding 18	Please correct the text as follows: The exchange and collaboration between countries in the area of monitoring and evaluation has been evident in meetings between countries to exchange experiences; however, this has not been the case through specialized web sites or portals, among them ReDeSoc.	Corrected
Page 48 Finding 3	Please correct the text as follows: *Technical assistance to countries*, ECLAC (10), ESCAP (3) and ESCWA (1)- This format was developed in support of national activities already underway or in support of the positioning in the countries of the inclusive rights-based approach to social protection.	Corrected
Page 49 Paragraph 2	Please correct the text as follows: In the Dominican Republic a proposal, which is currently on hand, was prepared for the reform of social assistance in the country that was to be taken into consideration by the current government.	Corrected
Page 49 Paragraph 4	Please correct the text as follows: If these frameworks were consolidated in the coming years, it would facilitate the construction of a more stable national consensus on the priority of having a rights-based social protection system.	Corrected
Pages 47-52	Please consider merging findings 19-21.	As they are related to aspects different in nature, the evaluator considers it pertinent to maintain both findings differentiated.

PARAGRAPH NUMBER	COMMENTS ERG	EVALUATOR'S RESPONSE
Page 51 Paragraph 2	Please correct the text as follows: Although the pace of progress of technical cooperation was mediated by the change in the Haitian political context starting in 2015 and the pre-election/electoral climate in both countries during 2016, consulted sources indicate, with a high level of agreement, that the studies are fully valid proposals that are being taken up as benchmarks and material for reflection and discussion among various national actors, sometimes by the government itself	Corrected
Page 51. Box Paragraph 1	Please spell out the acronym GCPS.	Acronym GCPS has been spelled out.
Page 52 Paragraph 2	Please correct the text as follows: The high technical level of the ECLAC, its credibility and regional prestige made it possible to overcome the resistance of the different actors and to convene diverse institutions to discuss the state of affairs and the need to consolidate a social protection policy and a policy on the social institutional framework, policies with a strategic vision and the capacity to be effective and sustainable in the long term.	Corrected
Page 52 Paragraph 4	Please correct the text as follows: Finally, ECLAC was recognized for its active engagement in the advisory processes, its listening skills and the respect it showed to national processes. ("Other organizations come and go; they deliver the product to you and they are off.	Corrected
Page 52 Finding 22	We recommend including this finding in a separate section related to the incorporation of human rights and gender mainstreaming, as it is currently included in the technical cooperation section which is actually not related.	Comment has been incorporated into the report. See finding 19.
Page 53 Paragraph 2	Please correct the text as follows: Included in these documents are the cost of women's relegation to care and how gender inequalities place women at a disadvantaged position in gaining access to decent work, a salary that is equal to that of men, social security coverage, and equal access to productive resources (e.g., land, capital, credit, technologies, extension services, etc.).	Corrected
Page 55 Paragraph 2	Please correct the text as follows: Of note is the interregional coordination between ESCWA (please confirm) and ECLAC, who, within the budget and the modality of the planned activities, collaborated on two activities to promote interregional learning.	Corrected

PARAGRAPH NUMBER	COMMENTS ERG	EVALUATOR'S RESPONSE
Page 55 Paragraph 3	Please correct the text as follows: In Latin America and the Caribbean, the project's overall efficiency benefited from this good intra-institutional coordination supported by good communication and an agile and adaptive governance structure.	Corrected
Page 56 Paragraph 3	Please correct the text as follows: ESCAP and ESCWA also collaborated on the latter proposal[135]; although an ECLAC staff member was one of twelve experts on the Advisory Group of the Social Protection and Human Rights platform.	Corrected
Page 57 Paragraph 1	Please correct the text as follows: Regional coordination is identified as having clear merit for its maximization of the project's budget by strategically articulating cooperation with different stakeholders and complementing financing.	Corrected
Page 59 A1.4 4th column	More activities carried out than initially planned ECLAC *(I) Study Tour in collaboration with SISCA* In collaboration with SISCA, two study tours were conducted involving a total of 13 countries, nine more than originally planned. In addition, the study tours involved agencies and actors with experience and work proposals in the area of social protection. Please confirm the reference to the participation of 13 countries, as there are much less than 13 countries in the whole Central American region.	Footnotes 141 and 142 include all the countries that participated in the study tours (first and second edition)
Page 64 Bullet point 3	Please correct the text as follows: ECLAC executed ESCWA's budgetary surplus, which was used to strengthen the implementation of the project in Latin America and the Caribbean (consultants and contractural services). This implementation of the budget in a time and in due form circumvented the suffering of elements of inefficiency by the project.	Corrected
Page 64 Bullet point 4		Corrected
Pages 63-65	Please consider merging findings 26 and 27.	Findings 26 & 27 merged
Page 65 Paragraph 4	Line 2. Please substitute the "X" in *represented x countries* with the correct number of countries.	In the current version of the document, information about "number of countries" is not presented under the criterion of efficiency.
Page 65 Last sentence	Please correct the text as follows: The approach and products are aligned with the said agenda; one that is defined by the achievement of the SDGs and that advocates more holistic.	Corrected

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[135] ECLAC, ESCAP and ESCWA collaborated with ILO, OHCHR, UNRISD and other United Nations agencies in setting up the "Social Protection and Human Rights "Platform.

PARAGRAPH NUMBER	COMMENTS ERG	EVALUATOR'S RESPONSE
Page 66. Paragraph 1.	Please confirm if you area referring to the 2016-2017 biennial programme of work or the one related to the 2018-2019 biennium, as there is no 2017-2018 biennium and revise the text accordingly.	Corrected. See paragraph 212.
Page 66. Paragraph 2.	Could you please provide more details on what recommendation 202 refers to or where it emanates from?	Prior to this paragraph, detailed information on the recommendation No. 202 is presented in paragraphs 64, 103 & 117, and in footnotes 23 & 41
Page 66. Paragraph 2.	Please correct the text as follows: the wealth of experiences and good practices, captured over the course of the project's execution, on the different types of transfer programs and how they relate to access to basic services.	Corrected
Page 67. Graphic 34.	Please translate to English.	Translated
Page 67. Paragraph 1.	Please correct the text as follows: The noted link between the use of and access to the project's outputs renders highly significant for the sustainability of the project's results. (please state why) Those measures taken by theregional commissions to ensure access to the publications, web tools and meetings' content developed during the project's execution:	Corrected
Page 68. Paragraph 1. Final sentence.	Please correct the text as follows: Revisited therein is the expansion of the toolkits and databases[136] that were part of the project's activities and that continue through the spaces of exchange between countries on the role of equality in development, a tangential issue in the inclusive social protection approach.	Corrected
Page 68. Paragraph 5.	Please correct the text as follows: Based on the findings and assessment of those consulted, the following project actions are identified as having the potential to be replicated both by theregional commissions themselves and by other stakeholders with initiatives aimed at strengthening the institutional capacities of the countries in the area of social protection:	Corrected
Page 69. Paragraph 5.	Please correct the text as follows: This level of appropriation is detectable in the discourse of those interviewed, the testimonies about the value they attach to this approach for their work, and the concrete examples of the use of this approach when the occasion arose.	Corrected
Page 71. Title.	Please correct the text as follows: CONCLUSIONS, LESSONS LEARNED AND RECOMENDATIONS	Corrected

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[136] The database is also currently being expanding with the framework funding for the Project "Strengthening the institutional framework for a universal and sustainable social protection - Program to promote the implementation of the 2030 Agenda for Sustainable Development in Latin America and the Caribbean, 2016-2018", within the framework of the cooperation program between ECLAC and the Government of Germany (BMZ-GTZ).

PARAGRAPH NUMBER	COMMENTS ERG	EVALUATOR'S RESPONSE
Page 74. Paragraph 2.	Please correct the text as follows: Also identified was a certain awareness of both the need for a "paradigm shift" that revalues the use of information in social protection policies and the fact that this will pose a challenge for the coming years.	Corrected
Page 74. Paragraph 4.	Please correct the text as follows: There are indications about the significant potential of use of the project's publications and web tools when they become more known - especially the BBDD.	Corrected
Page 75. Paragraph 8.	Please correct the text as follows: A fundamental pillar of the sustainability of the project's results is linked with the relevance of social protection as an essential strategy for the fulfillment of the SDGs goals.	Corrected
Page 76. Paragraph 4.	Based on the project's results, the total budget and its distribution by Regional Commission,	Corrected
Page 76. Title 4.2	Please correct the text as follows: Lessons Learned	Corrected
Page 82. Paragraph 1.	Please correct the text as follows: It is recommended that there be a continued promotion of the face-to-face forums for the exchange of lessons learned and good practices, incorporating new methodological elements, promoting interregional exchange and prolonging the dynamics of exchange between countries once the forum has concluded.	Corrected