



E C L A C



FINAL ASSESSMENT REPORT

December 2017

ASSESSMENT OF DEVELOPMENT ACCOUNT PROJECT 14/15 AI

Strengthening statistical capacities for building
macroeconomic and sustainable development indicators
in Latin American, Caribbean and Asia-Pacific countries



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This report was prepared by Lenard Pareja, an external consultant, who led the evaluation. Mr. Pareja worked under the overall guidance of Raul García-Buchaca, Chief of the Programme Planning and Operations Division of the Economic Commission for Latin America and the Caribbean (ECLAC), and Sandra Manuelito, Chief of the Programme Planning and Evaluation Unit of ECLAC, and under the direct supervision of Irene Barquero, Programme Management Officer of the same Unit, who provided strategic and technical guidance, coordination, methodological and logistical support.

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All comments on the evaluation report by the Evaluation Reference Group and the evaluation team of the Programme Planning and Evaluation Unit were considered by the evaluator and duly addressed in the final text of the report, where appropriate. The views expressed in this report are those of the author and do not necessarily reflect those of ECLAC.

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ACRONYMS

ACRONYM	DEFINITION
ECLAC	Economic Commission for Latin America and the Caribbean
ESCAP	Economic and Social Commission for Asia and the Pacific
ERG	Evaluation Reference Group
FAO	Food and Agriculture Organization of the United Nations
IADG	Internationally agreed development goal
NSO	National statistical office
SNA	System of National Accounts
SEEA	System of Environment-Economic Accounting
SDG	Sustainable Development Goal
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme

EXECUTIVE SUMMARY

I. THE PROJECT

1. This report assesses the implementation of Development Account Project ROA-291-9 “Strengthening statistical capacities for building macroeconomic and sustainable development indicators in Latin American, Caribbean and Asia-Pacific countries”, which was undertaken between 2014 and 2017 by the Statistics Division of ECLAC, in partnership with the Statistics Division of ESCAP.
2. With regard to the accomplishment of the project’s objective, which was “to strengthen the production and use of economic and environmental indicators derived from the 2008 SNA and the 2012 SEEA in the design of public policies, with the specific goal of ensuring sustainable development in Latin American, Caribbean and Asia-Pacific countries”, it was found that the project surpassed some aspects, such as the number of participant countries and the efficiency with which financial resources were used thanks to synergies. However, the 2008 SNA and the 2012 SEEA activities are still being implemented, even though the project has ended. This indicates that some of the project’s expected accomplishments are in the process of being attained, particularly expected accomplishment 3. So, although the project had a time frame of three years, the limited budget available to ESCAP and ECLAC meant that some of the project’s expected results were unrealistic given the time frame and available resources.
3. Initially, the project selected 10 pilot countries (6 in the region of Latin America and the Caribbean, and 4 in the Asia-Pacific) where the 2008 SNA and the 2012 SEEA activities would be carried out, with a budget of US\$ 862,000. At the end of the implementation period, 42 of the 58 Asia-Pacific countries and 15 Latin American and Caribbean countries had benefitted from the activities of the project, particularly the subregional workshops. In Latin America and the Caribbean, 8 countries benefited directly from the project, strengthening their statistical capacities in national accounts. This was largely thanks to the social capital that was invested by experts and technical advisors from both regional commissions and their partners. By the end of January 2018, 96% of the project’s budget had been executed.

II. PURPOSE AND SCOPE OF THE ASSESSMENT

4. The main objective of the assessment was to review the relevance, efficiency, effectiveness and sustainability of the project implementation and, more particularly, to document the project results in relation to its overall objectives and expected accomplishments, as defined in the project document. This objective was met, with the assessment carried out between October and December 2017.

III. METHODOLOGY

5. During that period, the assessment process started with a secondary information review. The main findings, evaluation method and data collection instruments were presented in an inception report.
6. The assessment methodology followed the evaluation guidelines of ECLAC, which defines assessments as brief end-of-project evaluation exercises aimed at assessing the relevance, efficiency, effectiveness and sustainability of the project activities. In the light of the first findings and the guidelines, an evaluation matrix was designed, identifying investigation variables and triangulating three data collecting methods.
7. The data collection phase comprised eight interviews with managers and technical advisors from ESCAP (4) and ECLAC (4). A total of 22 interviews were scheduled with key informants from participating countries, (12 from Latin America and the Caribbean, 10 from the Asia-Pacific), of those 22 countries’ representatives, 15 (68%) responded and actually participated in the interviews.

8. Two surveys were conducted, one on SEEA activities and one on SNA activities. A total of 112 participants responded to the survey related to SEEA activities, of which 52 (46%) were from the Asia-Pacific region and 60 (54%) were from Latin America and the Caribbean. Conversely, only 8 participants from Latin America and the Caribbean completed the survey on SNA activities.
9. Since the project was recently finalized (November 2017), the main limitation during the data collection phase was that a number of documents had not been finalized (or updated or draft versions were not available). With regard to the interviews, the only limitations was the number of potential interviewees in both regions who did not participate (32%), and one issue with the surveys was that some respondents skipped questions. According to the outcome of the interviews, this was because not all the survey respondents participated in all the project's activities.

IV. FINDINGS

Relevance

10. It is important to consider how relevant the project was for the participant countries, which were represented by technical and senior staff from ministries, central banks, NSOs and other similar institutions, working on environmental-economic or national accounts. For most participants, the project was in line their national priorities and requirements, as well as the mandates of ECLAC and ESCAP. It should also be noted that the regional commissions adapted the project in response to countries' statistical needs, setting regional priorities on the basis of earlier discussions with countries and the need to optimize resources. As a result, ESCAP prioritized the SEEA component of the project for the Asia-Pacific region, while ECLAC addressed both systems.

Efficiency

11. Technical assistance was provided to all pilot countries and the other participant countries, despite the limited time and financial and human resources. Those countries that received technical assistance rated it as highly efficient and timely. The online platforms, webinars and direct online consultations were also considered useful for specific accounts in both systems. In addition, synergies were created and resources were optimized in more participant countries than was originally planned, thanks in particular to the workshops. As a result, 42 Asia-Pacific countries and 15 Latin American and Caribbean countries benefited from the SEEA activities, and 8 countries benefited directly from the project's SNA activities. Depending on which specific environmental accounts they were working on, countries participated in the project's activities in different ways. For example, Latin American and Caribbean countries worked towards their action plans for 2008 SNA, focusing on specific technical requirements.
12. The major challenge identified by most countries was the need for permanent staff at the national level to implement both the SEEA and SNA systems, who should receive regular training. In addition, interinstitutional coordination at the local level depends on variables such as when work began on designing plans for national accounts and economic-environmental accounts. Consequently, considering that participant countries still require support with their national accounts and economic-environmental accounts, it is expected that technical assistance will continue to be provided through other projects and using other resources.
13. The strategies that were used to promote participation in the project proved to be efficient, as technical staff working on environmental or national accounts and decision makers were involved. Plus, representatives of local authorities participated in the workshops.

Effectiveness

14. As the project addressed specific technical requirements and the participating countries had implemented the SNA and the SEEA to different degrees, most participants agreed that national statistical capacities were and are still in the process of being strengthened since many countries had

started to implement both systems before the project and would continue to do so now the project had ended. The project contributed to the strengthening of countries' statistical capacities through different activities, such as workshops, country missions, online consultations, digital communities, horizontal cooperation activities and other activities depending on countries' specific needs and priorities. Moreover, more activities were carried out than initially planned as part of the project, such as inter-institutional committees and online communities, which promoted capacity-building in economic-environmental accounts and national accounts.

15. With regard to the project's expected accomplishments, they were mostly achieved. All pilot countries plus some of the additional ones that participated in the project have national account plans and economic-environmental account action plans, which incorporate the SNA and the SEEA recommendations. Nevertheless, it was ambitious to expect that those plans would be fully implemented or updated given the particular contexts of each country and the project's time frame. Given that the project was only recently completed, it may be too soon to assess the project's impact on policymaking. However, attention is drawn to the strategies that the two regions implemented to engage national decision makers, such as inviting different ministries to send representatives to participate in the workshops, in order to raise awareness. Supporting this kind of engagement is critical to promoting use of economic-environmental and national accounts in decision-making, but the extent to which countries are using these accounts was not measurable within the framework of this evaluation.
16. The assessment reveals that regional strategies were developed gradually, according to the priorities of each country and region. SEEA activities identified specific accounts to work on, which led to the development of specific strategies, including setting up regional environmental working groups. The activities were organized at the countries' request (for example, country missions or horizontal cooperation activities), so they were not the same for all participants. The regional commissions responded by adapting the activities to countries' different needs. Hence, the activities differed from the original project design and its expected accomplishments, since countries had their own strategies and pace of implementation.
17. The representatives of countries that were involved in horizontal cooperation activities said that they were an effective way to learn from peers that were more advanced in the implementation of the SEEA and SNA.
18. Possibly because the project ended so recently and because of the different activities carried out in two regions, there was limited awareness of the SEEA and SNA publications and tools in the Asia-Pacific and Latin American and Caribbean countries. For example, most country representatives said they were not fully aware of the tool kit, even though they were using the online platform, Unite Connections, which is, in fact, one of the tools. Similarly, many survey respondents did not refer to the diagnostic tool, but they are using it to prioritize environment accounts.

Sustainability

19. The assessment confirms that the project's activities helped to strengthen the statistical capacities of the participant countries. Capacity-building was the stated aim of specific workshops, country missions and digital communities, among other activities. The result will be more national plans aligned with the 2008 SNA and more environmental accounts aligned with the 2012 SEEA. Therefore, the sustainability of this outcome might depend on the continued implementation of both systems, which will require using countries greater capacity in upcoming activities, including workshops, publications and online communities, as it is understood that capacity-building is a process that will require more technical support.

Cross-cutting issues

20. Project managers and country representatives acknowledged that gender and human rights perspectives had been implicitly incorporated into economic-environmental accounts and, more particularly, national accounts, which allow gender issues such as empowerment and equality to be identified.

21. Even though none of the project's activities purposely integrated these cross-cutting issues, all activities were considered inclusive, with men and women participating equally. However, some countries in the Asia-Pacific region encouraged more women to participate (Myanmar), while others urged men to get involved. This is just an example of how the project respected each country's preferences. Overall, most country representatives said that the equal participation of women in the project's activities was not overlooked, but neither was it encouraged, since it was a decision taken by the national authorities.

V. CONCLUSIONS

22. The project objective to strengthen the production and use of economic and environmental indicators derived from the 2008 SNA and 2012 SEEA in the design of public policies, with the specific goal of ensuring sustainable development in Latin American, Caribbean and Asia-Pacific countries, was achieved in more than 10 pilot countries, but in different ways. For example, activities related to the SEEA were carried out with representatives from 42 Asia-Pacific countries and 15 from Latin America and the Caribbean. SNA-related activities involved representatives from 8 Latin American and Caribbean countries. Within the framework of this project, the Asia-Pacific region only implemented the 2012 SEEA. At the national level, not all participating countries from the two regions achieved the same level of progress in implementing their national accounts and economic-environmental accounts plans, as this is a process that extends beyond the project's time frame.

Relevance

23. The project was relevant to the participant countries since it was designed in response to their prioritized environmental accounts statistical needs under the 2012 SEEA and their national plans in relation to the 2008 SNA. It also complied with the mandates of ECLAC and ESCAP, specifically with their biennial programme of work. As part of the project, activities were undertaken with the participation of technical staff and decision makers. This strategy ensured the wider relevance of the project among stakeholders (central banks, NSOs and different ministries).

Efficiency

24. Bearing in mind that different activities were carried out in the regions of the Asia-Pacific and Latin America and the Caribbean to implement the 2012 SEEA and the 2008 SNA, technical assistance was considered one of the most efficient and timely activities. Such assistance did not only take the form of the missions to the countries, which were welcomed but limited, but also comprised other activities and resources, such as online platforms, webinars and direct online consultations with the technical advisors and experts of ECLAC and ESCAP, which helped to create synergies and optimize resources. In addition, partnerships, workshops and digital communities allowed more countries and more stakeholders from those countries to participate. This strategy was efficient because more than 10 pilot countries participated in the activities, such as workshops and training. The pilot countries in the region of Latin America and the Caribbean were Brazil, Colombia, Guatemala, Jamaica, Paraguay and Uruguay, while the pilot Asia-Pacific countries were the Federated States of Micronesia, the Maldives, Nepal and Vanuatu. The project budget was US\$ 862,000, which was used to finance activities that benefited more than 50 countries in both regions, with a budget execution of 96% by the end of January 2018. However, a number of requests for technical assistance were unmet, as many country representatives said that they did not receive a country mission or technical assistance that is needed for other environmental or national accounts, owing to limited time and financial and technical resources.
25. At the national level, the efficiency of inter-institutional coordination varies depending on national priorities and when either system was implemented; however, the main challenge is the need for more permanent staff who receive ongoing training on the SNA and the SEEA.

Effectiveness

26. With regard to the project's expected accomplishments, more than 10 pilot countries drew up national accounts plans and action plans for prioritized environmental accounts. Technical support, based on the international recommendations of the SNA and the SEEA, was provided in response to countries requests and priorities. Thus, there was not a specific regional plan for Asia-Pacific or for Latin America and the Caribbean, rather strategies were adapted to countries' needs through activities, such as horizontal cooperation, country missions, online platforms, specialized workshops and direct technical consultations. Expected accomplishment 3, "increased awareness by policymakers of national and environmental accounts to inform the design of public policies aimed at ensuring sustainable development", was ambitious and it might be too early to evaluate it, since the project just finished in December 2017. Still, progress was made, as the relevant ministries and planning offices were involved throughout the project's implementation.
27. The implementation of the 2012 SEEA and the 2008 SNA is an ongoing process; activities will continue to be organized even though the project has finished, according to countries priorities. The project activities were effectively adapted to diverse contexts, given that it addressed two systems in countries on two different continents.
28. This situation affected the project positively, since more activities were undertaken and results achieved thanks to synergies. It also indicates that consideration should have been given to some aspects of the project design, because the expected accomplishments were ambitious and not easy to measure; the scope covered two different operative components (national accounts - economic-environmental accounts) in two global regions (Asia-Pacific and Latin America and the Caribbean); and the budget was limited given the expected accomplishments.
29. While not all the countries participated in all the activities, the most cited benefit was the building of specific capacities, such as data compilation, through technical assistance, horizontal cooperation between countries, online communities and working groups.
30. With regard to the tools developed as part of the project, such as the tool kit, the diagnostic tool and specific web publications, participants did not refer to them or use them often, although some are interacting through online platforms such as Unite Connections.

Sustainability

31. The project is sustainable because it has contributed to the statistical capacity of the participating countries. It is understood that capacity-building is a process that will require more technical support and dialogue to tackle challenges such as the high staff turnover rate. In addition, the ongoing efforts to implement both the SNA and SEEA will require using those capacities in upcoming activities, such as workshops, publications and online communities. Similarly, national accounts plans are still being developed and more work needs to be done on environmental accounts at the national level.

Cross-cutting issues

32. The mainstreaming of gender and human rights perspectives are critical for statistics produced under the SNA and SEEA, as gender statistics are defined as those that adequately reflect differences and inequalities in the situation of women and men in all areas of life¹ and the same is true of human rights statistics. These considerations were acknowledged by the project managers and country representatives, who said that gender and human rights were implicitly incorporated into national and environmental statistics. Given that the SDGs call for an end to discrimination against women, and that both national accounts and environmental accounts contribute to the successful implementation of the 2030 Agenda and the SDGs, the collection and reporting of statistics must address these issues.

¹ See United Nations, *The World's Women 2005: Progress in Statistics* (ST/ESA/STAT/SER.K/17), New York, 2006.

33. With regard to the mainstreaming of gender and human rights perspectives into the project's activities, participants considered all activities to be inclusive, with men and women participating equally. Although, gender and human rights issues were not explicitly included in the project design, most country representatives said that the equal participation of women in the project's activities was not overlooked, but neither was it encouraged, since it was a decision taken by the national authorities.

VI. LESSONS LEARNED

34. The lessons learned within the framework of this project were identified during the data collection phase. The project created synergies by grouping countries with the same technical needs, which proved an innovative way to transfer knowledge and strengthen statistical capacities.
35. Ongoing technical and capacity-building assistance can be provided through online means, such as virtual knowledge-exchange communities with common technical interests.
36. ESCAP and ECLAC teams optimized resources through the participation of strategic partners. As a result, more countries and more stakeholders from those countries were able to participate. Partnerships were established at regional and national levels, evidence of the management efforts of ECLAC.
37. The interregional workshop held in Santiago in 2017 showed that countries share common needs and challenges related to their statistical accounts, regardless of their regional and cultural differences.
38. Horizontal cooperation, as a capacity-building strategy, could be replicated in more countries.

VII. RECOMMENDATIONS

39. The project was designed in 2013 and the assessment's outcomes show it could have been divided into different projects, one to implement the SEEA and another on the SNA. In fact, ESCAP decided to undertake only the SEEA activities since it had another project on national accounts. Ultimately, this fostered more efficiency. Thus, new projects should be designed taking into account how other projects are working towards the same goals.
40. Partnerships were established at national, subregional, regional and global levels, enabling more stakeholders to participate, capacity-building activities and other benefits. The Statistics Divisions of ECLAC and ESCAP should maintain these partnerships to create more synergies for future projects.
41. Given that the countries will continue to implement the 2012 SEEA and the 2008 SNA, more technical assistance will be required. This should be taken into account in the planning process of the Statistics Divisions of ECLAC and ESCAP.
42. Technical assistance has been also provided online, but some tools have not been widely used, because they were developed recently or for other reasons. Thus, the Statistics Divisions of both commissions must continue to encourage statisticians to use the tool kit and to identify local tools that could serve as a benchmark for other countries.
43. The Statistics Divisions of both commissions must facilitate and promote access to online tools in the light of the ongoing need for statistical support and changes in NSOs, such as hiring new technical staff.
44. The project's designers from both commissions should include the expected outcome, increased awareness by policymakers of national and environmental accounts to inform the design of public policies aimed at ensuring sustainable development, in up-coming projects and activities.
45. Participating countries contributed their own resources (human, financial and knowledge). For example, Uruguay is developing its own accounts conciliation software and digital communities have been established in both regions to discuss specific technical issues. The project appears to be sustainable,

but the relevant divisions of ECLAC and ESCAP can assess the sustainability of the national capacities acquired in due course to inform future actions or projects, such as training the trainers programmes.

46. Several representatives and survey respondents skipped some evaluation questions because they did not participate in all the project activities or were not aware of specific outputs, despite the clarifications that were given. The evaluator and other interested stakeholders should therefore be informed of other similar projects that are being implemented in order to avoid confusion.
47. The Statistics Divisions of both commissions should analyse to what extent gender and human rights perspectives have been mainstreamed into environmental and economic statistics, including how those statistics are collected, compiled and reported, particularly if they will underpin policymaking.

1. INTRODUCTION

1. This document assesses the implementation of Development Account Project ROA 291-9 “Strengthening statistical capacities for building macroeconomic and sustainable development indicators in Latin American, Caribbean and Asia-Pacific countries”, which was undertaken between 2014 and 2017 by the Statistics Division of ECLAC, in partnership with the Statistics Division of ESCAP. This report was prepared by Lenard Pareja.
2. The assessment evaluates the extent to which the project's objective was achieved. The objective was to strengthen the production and use of economic and environmental indicators derived from the 2008 SNA and the 2012 SEEA in the design of public policies, with the specific goal of ensuring sustainable development in Latin American, Caribbean and Asia-Pacific countries.
3. The assessment process was undertaken from October to December 2017, in accordance with the established terms of reference (see annex 1). Its main objective was to review the relevance, efficiency, effectiveness and sustainability of the project's implementation and, more particularly, document the project's results in relation to its main objective and expected accomplishments, as set out in the project document template.
4. The assessment methodology combined a quantitative-qualitative approach, triangulating information in response to the evaluation questions, which were grouped according to the evaluation criteria of relevance, efficiency, effectiveness, sustainability² and cross-cutting issues, and then sorted into an evaluation matrix (see annex 3). As a result, the assessment includes a secondary data review, which provides a general understanding of the project's context; surveys that were sent to the participants of the project's activities; and interviews with key informants from the participating countries and the project managers.
5. The assessment's scope is limited to the stated expected accomplishments and the project activities implemented between 2014 and 2017. It does not cover a budget execution analysis or a benefit-cost analysis.

² See UN ECLAC Programme Planning and Operations Division “Evaluation policy and strategy” (LC/L.3724/Rev.2), Santiago, Economic Commission for Latin America and the Caribbean (ECLAC), 2017. [On-line] <https://www.cepal.org/en/publications/35507-evaluation-policy-and-strategy>.

2. PROJECT DESCRIPTION AND OBJECTIVES

2.1 BACKGROUND AND CONTEXT

2.1.1 THE UNITED NATIONS DEVELOPMENT ACCOUNT

6. The United Nations Development Account was established to fund capacity development projects of the economic and social entities of the Organization, promoting the exchange and transfer of knowledge, skills and good practices. The Account has a medium- to long-term approach to helping countries to better integrate economic, environmental and social policies and strategies. Development Account projects are implemented by 10 regional and global entities of the United Nations, ECLAC being one of them.
7. The overarching theme of the ninth tranche of Development Account projects was “supporting Member States in designing and implementing strategies and policies towards sustainable, equitable and inclusive development. This theme is closely aligned with the Rio+20 outcomes and the Development Account’s overall objective of ‘enhancing capacities of developing countries in the priority areas of the United Nations development agenda’.” Development Account Project ROA 291-9 was implemented by the Statistics Division of ECLAC, in partnership with ESCAP.

2.1.2 PROJECT BACKGROUND

8. The project was initially designed in 2013 to be executed by ECLAC. It was subsequently decided that ESCAP should be included, in the light of the actions that the regional commission was taking to implement the 2012 SEEA and the 2008 SNA.
9. Before the project was implemented, a regional economic-environmental accounts strategy had been drawn up for Latin America and the Caribbean, led by the United Nations Statistics Division. It was then decided to boost the development of environmental indicators. In 2013, ECLAC published two documents³ setting out a SEEA implementation plan, which outlined how to create synergies among local institutions with regard to environment statistics. Finally, US\$ 800,000 were approved for 10 pilot countries.
10. The project’s expected accomplishments⁴ were:
 - Expected accomplishment 1: Elaboration/enhancement of national plans for the implementation of the 2008 SNA and the 2012 SEEA, in line with the regional action plans, by pilot countries.
 - Expected accomplishment 2: Implementation by the target countries of the main international recommendations contained in the of 2008 SNA and the 2012 SEEA.
 - Expected accomplishment 3: Increased awareness by policymakers of national and environmental accounts to inform the design of public policies aimed at ensuring sustainable development.
11. The activities undertaken to achieve the project’s objective of strengthening the production and use of economic and environmental indicators derived from the 2008 SNA and the 2012 SEEA in the design of public policies, with the specific goal of ensuring sustainable development in Latin America, Caribbean and Asia-Pacific countries, and the three expected accomplishments included in-depth assessments, regional and subregional workshops, advisory missions to the participating countries,

³ See J. Oleas-Montalvo, “El Sistema de Cuentas Ambientales y Económicos (SCEA) 2012: fundamentos conceptuales para su implementación” *Statistical Studies series*, No. 84 (LC/L.3752), Santiago, Economic Commission for Latin America and the Caribbean (ECLAC), 2013; and ECLAC (Economic Commission for Latin America and the Caribbean) (2012), “Una propuesta regional de estrategia de implementación del Sistema de Cuentas Ambientales y Económicas (SCAE) 2012 en América Latina”, *Statistical Studies series*, No.86 (LC/L.3786), Santiago.

⁴ See project document template.

horizontal cooperation activities, tool kits and documents. Thus, the project had a logical and sequential process, which should be put it in the context of the national priorities of and progress made in each participating country.

12. At first, the selected pilot countries were four from the Asia-Pacific and six from the Latin America and Caribbean regions, to implement the regional strategy, and to develop/enhance national plans. The pilot countries selected for the Latin America and the Caribbean region were Brazil, Colombia, Guatemala, Jamaica, Paraguay and Uruguay, while the Asia-Pacific pilot countries were the Federated States of Micronesia, the Maldives, Nepal and Vanuatu. Later, thanks to the optimization of the project budget and the partnerships created, more countries were added.
13. Within the framework of the project, activities undertaken by ESCAP focused only on the 2012 SEEA, since it was already implementing a similar project on national accounts, while ECLAC activities covered both the SEEA and SNA.
14. The project budget was allocated to ESCAP and ECLAC, which gave them autonomy and allowed them to identify the regional priorities. To complement that autonomy, a committee was set up to examine methodological needs and adjust them where necessary at monthly meetings. Since ESCAP focused on the SEEA, that portion of the budget was reallocated to more strategic activities.

2.1.3 PROGRESS MADE IN THE IMPLEMENTATION OF THE 2008 SNA AND THE 2012 SEEA

15. National processes of implementing the SNA and the SEEA started before the project and will continue after it. However, in order to determine the activities' contributions, it is important to understand the progress made in the implementation of both systems.
16. For monitoring the implementation of the 1993 SNA there was a set of six milestones to assess the scope of accounts that were compiled by countries. These were supplemented by three data sets for 2008 SNA which describe (a) a minimum set of accounts that need to be compiled; (b) a recommended set of accounts; and (c) a desired set of accounts.
17. The vast majority of Member States (184 out of a total of 193) reported their national accounts to the United Nations Statistics Division on an annual basis between 2011 and 2015. However, there were challenges related to meeting the deadline and to the different levels of implementation. Some countries had opted to introduce certain aspects of 2008 SNA gradually, such as the minimum requirement data set. For example, 53% of Member States' reports were based on the 1993 SNA and 37% were based on the 2008 SNA.⁵
18. This rate needs to be improved through implementation road maps that extend beyond the project's time frame, since the expected outcome of the global initiative to assist countries in developing statistical and institutional capacity was to make the changeover from the 1968 or 1993 SNA to the 2008 SNA and to improve the scope, detail and quality of national accounts and supporting economic statistics, mainly based on strategic planning, information structure, modalities of statistical capacity-building and stages of implementation.
19. The integrated statistics approach adopted to implement the 2008 SNA moves towards a cross-functional holistic model. It is based on implementation stages to adapt frameworks, so countries can take more ownership. The modalities of statistical capacity-building are training and technical cooperation, research, advocacy and the publication of manuals and handbooks.

⁵ See United Nations, "Implementation of SNA and SEEA at global level and current activities", paper presented at the interregional workshop on strengthening statistical capacities for building macroeconomic and sustainable development indicators in Latin American, Caribbean and Asia-Pacific countries, Santiago, 10-12 July 2017, [online] https://www.cepal.org/sites/default/files/presentations/2017-07_6_3-unsd.pdf.

20. A comprehensive approach based on the SDGs is advocated for the implementation of the 2012 SEEA. The SEEA can be used as an underlying statistical framework to support other policy frameworks, such as sustainable consumption and production, natural capital accounting and the Aichi Targets, among others.
21. In 2014, 84 countries responded to the global assessment on environmental economic accounting, of which, 54 had a SEEA programme. The targets for 2020 are to have 100 countries with ongoing programmes on the SEEA Central Framework, with 50 countries initiating work on SEEA Experimental Ecosystem Accounting, comparable global baseline data, programmes and material to build capacity, and an updated version of SEEA Experimental Ecosystem Accounting.

2.1.4 PROBLEMS

22. The project sought to address the problem that the national institutions involved in environment statistics and NSOs of Latin American, Caribbean and Asia-Pacific countries do not comply with the latest statistical standards for economic and environmental statistics, which are the 2008 SNA and the 2012 SEEA.
23. The main causes that impede the consolidation of national accounts systems are NSOs lack of experience and capacity to apply the SNA and SEEA, of roadmaps or methodologies to implement recommendations, and of institutional coordination to share knowledge. The disparity identified in statistical development among countries means that countries still do not have access to comparable, updated statistics for policymaking and other development needs.
24. Finally, the project was conceived to address the growing demand for high-quality economic and environmental statistics to analyse economies and make the necessary policymaking forecasts, and in line with the two main objectives of the global initiative to assist countries in developing statistical and institutional capacity, namely (a) make the conceptual changeover from the 1968 or 1993 SNA to the 2008 SNA and (b) improve the scope, detail and quality of national accounts and supporting economic statistics.

2.2 PROJECT OBJECTIVES

2.2.1 OBJECTIVE

25. The project's objective was to strengthen the production and use of economic and environmental indicators derived from the 2008 SNA and the 2012 SEEA in the design of public policies, with the specific goal of ensuring sustainable development in Latin American, Caribbean and Asia-Pacific countries. The objective tree analysis reveals that strengthened economic and environmental indicators would provide governments with access to more homogeneous and up-to-date statistics, allowing the design of better informed policies.
26. According to the objective tree analysis, the anticipated outcome of the project's objective was the production of homogeneous information among countries, through compliance with standards for economic and environmental statistics. Even though homogeneity promotes comparability, data exchange and policymaking, among other benefits, it is difficult to achieve because it depends on the countries' priorities and contexts.

2.2.2 EXPECTED ACCOMPLISHMENTS

27. The expected accomplishments of the project were:
 - Expected accomplishment 1: Elaboration/enhancement of national plans for the implementation of the 2008 SNA and the 2012 SEEA, in line with the regional action plans, by pilot countries.
 - Expected accomplishment 2: Implementation by the target countries of main international recommendations of 2008 SNA and 2012 SEEA.
 - Expected accomplishment 3: Increased awareness by policymakers of national and environmental accounts to inform the design of public policies aimed at ensuring sustainable development.

28. The expected accomplishments underline the project's logical and sequential process, which had to be put in the context of the priorities of and progress made in each participating country. The assumptions underpinning each expected accomplishment also had to be analysed.
29. The project started in the last quarter of 2014 and was completed in late 2017, with most of its activities executed. Some activities were prioritized, such as technical assistance and the regional and subregional workshops, which allowed countries to integrate SNA and SEEA recommendations into their national plans.

3. EVALUATION OBJECTIVES AND SCOPE

3.1 EVALUATION METHODOLOGY

30. This assessment was prepared in accordance with the Secretary-General's bulletin ST/SGB/2000/8, which sets out the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation. It is a discretionary internal evaluation, produced under the guidance of the Programme Planning and Evaluation Unit of the Programme Planning and Operations Division of ECLAC.
31. The assessment methodology is based on the Development Account requirements that underpin the internal assessments that ECLAC undertakes for each of its Development Account projects. It also follows the evaluation methodology guidelines of ECLAC, which defines assessments as brief end-of-project evaluations aimed at assessing the relevance, efficiency, effectiveness, sustainability and cross-cutting issues (human rights and gender equality perspectives) of project activities.

3.1.1 ASSESSMENT OBJECTIVE

32. According to the terms of reference, the main objective of the assessment is to review the relevance, efficiency, effectiveness and sustainability of the project implementation and, more particularly, document the results attained in relation to the overall objectives and expected accomplishments as defined in the project document.

3.1.2 EVALUATION CRITERIA

33. The evaluation matrix and the outcomes are organized according to the following criteria:
 - Relevance: the extent to which the project objectives and activities are suited to countries' requirements and the mandates and programmes of work of ECLAC and ESCAP.
 - Efficiency: a measure of how economically resources and inputs (such as funds, expertise, time) are converted into results.
 - Effectiveness: the extent to which the activities attained the objectives, or are expected to do so, taking into account their relative importance.
 - Sustainability: the extent to which the benefits of the project are likely to continue after the activities have been completed.
34. In an effort to comply with the Development Account criteria as defined in the terms of reference the assessment triangulates information.
35. The assessment takes into account the fact that the project was implemented by the Statistics Divisions of ECLAC and ESCAP across the two regions, the Asia-Pacific and Latin America and the Caribbean. Specific activities were undertaken on environmental accounts and national accounts. Environmental account activities were implemented in the Asia-Pacific region and national and environmental account activities were undertaken in Latin America and the Caribbean. As a result, two surveys were conducted —one that was sent to those who participated in environmental account activities and one for national account activities. However, the two surveys included questions on both types of account since the project was designed considering the integrality of both accounts.
36. The processes of implementing the SNA and SEEA started before the project. Thus, the specific contributions of the project will be considered as part of these ongoing processes, meaning that the assessment neither measures nor excludes the impact of other externalities.

37. To gauge the contribution of the project activities, surveys and interviews were conducted. Surveys were completed by those who participated in the project workshops and training and technical advice activities, as they were the main beneficiaries. Interviews were conducted with the project managers and technical advisors as they were directly involved in the project.
38. The assessment was structured around a matrix⁶ that sets out the evaluation questions, grouped by the aforementioned criteria, and indicates who the questions are aimed at, possible variables, type of question, the data collection method and the sample size, based on representativeness and accessibility criteria.
39. The evaluation matrix includes 54 questions for three different groups of respondents, to be answered through secondary analysis, surveys and interviews.
40. The matrix questions are grouped by the evaluation criteria, namely general information, relevance, efficiency, effectiveness, sustainability and other important variables such as gender and human rights.
41. There are some questions that seek to understand the integration of the SNA and the SEEA, while others focus on the specific activities that were implemented in each region. Thus, specific questions on the SEEA were posed to participants from the relevant Asia-Pacific countries, while questions on both the SNA and the SEEA were included in surveys and interviews with participants from Latin American and Caribbean countries.

3.1.3 GUIDING PRINCIPLES

42. The assessment was consultative, encouraging the participation of the project beneficiaries. In general, it considered whether the activities undertaken by ESCAP and ECLAC treated beneficiaries as equals and safeguarded and promoted the rights of minorities, thus helping to empower civil society. It considered the extent to which the activities and outputs respected and promoted human rights. These aspects were addressed by asking the country representatives, project managers and technical advisors whether due consideration had been given to human rights issues during the project activities. The surveys were evaluated to gauge the level of agreement on these issues and the interviewees were asked why and how human rights were promoted.
43. Regarding gender, the assessment considered whether the project design and implementation took into account women's needs and priorities.

3.1.4 LIMITATIONS

44. A number of factors, specifically linked to the evaluation sample and the project impact and scope, hindered the assessment.
45. Though the assessment was designed to gather feedback from as many respondents as possible, the final sample had intrinsic limitations because some respondents participated in only one activity (for example, a regional workshop), while others participated in more than one activity (country missions and workshops). As a result, many may have skipped questions on the surveys or not answered in the interviews.
46. Given that the project had just been completed when the assessment was undertaken, the evaluator was unable to ascertain the long-term effect of some variables such as policymakers' awareness, even though representatives of ministries and other policymakers were invited to participate in project activities, such as workshops. In addition, some project activities (publications and environmental account workshops) were scheduled to be carried out in January 2018.
47. Work began on the design of national plans or action plans for economic-environmental accounts and national accounts before the project began and will continue after its finalization. Other actions were also undertaken at the national and regional levels that had an indirect effect on the project. Consequently, it was difficult for the respondents to separate the project activities from those other actions.

⁶ See annex 3.

3.1.5 THE EVALUATION PROCESS

48. The assessment comprised various phases, including the inception phase and data collection phases. The first consisted of a review of documents provided by the Programme Planning and Operations Division of ECLAC. The results of the review formed the basis for the evaluation methodology, and allowed the data collection instruments to be tailored to each region (Asia-Pacific or Latin America and the Caribbean) and to the area of implementation (SEEA or SNA). The phase was implemented in October 2017.
49. The second phase was implemented between the second half of November and the first week of December. It was undertaken in close coordination with the Programme Planning and Operations Division and the project managers, who provided contextualized information, validated by the interviewees. In an effort to facilitate participation in the interviews, the evaluator arranged them at times that would suit the interviewees.
50. Data was triangulated using information from different sources, including project managers, technical advisors and country representatives. The surveys were designed to answer the question “what”, and the interviews and secondary data review provided responses to “why and how”.⁷
51. Lastly, interviews were conducted with two groups, managers and technical advisors from ESCAP (4) and ECLAC (4) and key informants from participating countries. A total of 22 interview requests were sent (12 to participants from Latin America and the Caribbean, and 10 to participants from the Asia-Pacific region). In the end, 15 out of 22 (68%) were interviewed (10 from Latin America and the Caribbean, and 5 from Asia-Pacific).
52. With the support of the Programme Planning and Operations Division, surveys were collected from country representatives who participated in project activities. The surveys were categorized by account system (SEEA or SNA) and by region (Asia-Pacific or Latin America and the Caribbean). A total of 112 participants responded to the surveys on SEEA activities, 52 (46%) from the Asia-Pacific region and 60 (54%) from Latin America and the Caribbean. Meanwhile, just 8 participants from Latin America and the Caribbean completed the surveys on SNA activities as, within the framework of the project, SNA activities were only held in that region.
53. The number of survey respondents was not the result of probability sampling, since the evaluator contacted as many participants as possible, whose details were provided by the Programme Planning and Operations Division.
54. During the data analysis phase, the interview results were analysed and coded, meaning that similar statements or ideas from respondents were identified and grouped together. The findings were grouped by evaluation variable and triangulated with the survey and secondary data analysis results.
55. At the same time, surveys were sent to participants from the pilot and other countries who participated in project activities, such as workshops. The results of that survey were compared to the interview results and other assessment findings.

3.1.5 PARTICIPANT COUNTRIES

56. Initially, the project was designed to be implemented in 10 pilot countries (six-Latin American and Caribbean, and four Asia-Pacific countries).⁸ However, thanks to budget optimization and partnerships more participating countries were able to be included. The survey respondents and interviewees came from a number of countries from the two regions, as a result of the partnerships and synergies that were created and allowed more participants to engage in project activities, such as workshops. See table 1.

⁷ See annex 5.

⁸ The pilot countries in Asia-Pacific region were the Federated States of Micronesia, the Maldives, Nepal and Vanuatu. Later, the project activities were extended to Afghanistan, Bangladesh, Fiji, Indonesia, Mongolia, Myanmar, Lao People's Democratic Republic, Palau and Samoa, with representatives mainly participating in subregional workshops, some of which were financed by other ESCAP project funds. In Latin America and the Caribbean, the pilot countries were Brazil, Colombia, Guatemala, Jamaica, Paraguay and Uruguay.

Table 1

Survey response rate of those from Asia-Pacific, Latin American and Caribbean countries who participated in SEEA activities and Latin American and Caribbean countries who participated in SNA activities

A. Survey response rate of those from Asia-Pacific countries who participated in SEEA activities		
Country	Response rate (percentages)	Number of responses
Bangladesh	3.85	2
Federated States of Micronesia	3.85	2
Fiji	1.92	1
Indonesia	11.54	6
Malaysia	7.69	4
Maldives	0	0
Mongolia	0	0
Myanmar	3.85	2
Nepal	5.77	3
Palau	1.92	1
Samoa	0	0
Vanuatu	1.92	1
Other	57.69	30
<i>Total number of surveys completed</i>		52

B. Survey response rate of those from Latin American and Caribbean countries who participated in SEEA activities		
Country	Response rate (percentages)	Number of responses
Brazil	8.33	5
Colombia	15.00	9
Dominican Republic	13.33	8
Ecuador	1.67	1
Paraguay	16.67	10
Uruguay	8.33	5
Other	36.67	22
<i>Total number of surveys completed</i>		60

C. Survey response rate of those from Latin American and Caribbean countries who participated in SNA activities		
Country	Response rate (percentages)	Number of responses
Brazil	37.5	3
Colombia	12.5	1
Curaçao	12.5	1
Dominican Republic	0	0
Ecuador	0	0
El Salvador	0	0
Paraguay	12.5	1
Uruguay	25.0	2
<i>Total number of surveys completed</i>		8

Source: Prepared by the author.

3.1.6 PARTICIPANT INSTITUTIONS

57. With regard to the surveys on SEEA activities, respondents mainly came from government ministries, NSOs and central banks (86.54% in Asia-Pacific and 83.34% in Latin America and the Caribbean). The SNA activity surveys and interviews were mainly completed by representatives of central banks and NSOs. See table 2.

Table 2
Survey response rate of participant institutions by region

A. Survey response rate of participant institutions from the Asia-Pacific region			B. Survey response rate of participant institutions from Latin America and the Caribbean		
Institution	Response rate (percentage)	Number of responses	Institution	Response rate (percentages)	Number of responses
National statistical office or institute	55.77	29	National statistical office or institute	36.67	22
Government ministry or department	26.92	14	Government ministry or department	36.67	22
Central bank	3.85	2	Central bank	10.00	6
Partner agency (WAVES, other)	7.69	4	Partner agency (WAVES, other)	5.00	3
Other	5.77	3	Other	11.67	7
<i>Total number of surveys completed</i>		52	<i>Total number of surveys completed</i>		60

Source: Prepared by the author.

4. MAIN RESULTS AND FINDINGS

4.1 RELEVANCE

FINDING 1: The project results are in line with the priorities of the participant countries, and with the mandates of ECLAC and ESCAP. The project activities on the SEEA were somewhat or highly aligned with national priorities according to 84% of survey respondents from the Asia-Pacific region and 86% from Latin America and the Caribbean, while 75% of respondents said that the SNA activities were highly aligned with national priorities. These responses show how much the project was valued in both regions.

58. The project implementation proved to be in line with the mandates of ECLAC and ESCAP, since the proposed programme budget for the biennium 2016-2017⁹ for ECLAC states that the overall purpose of the programme is to promote economic, social and environmentally sustainable development of Latin America and the Caribbean and that the main guidelines for the formulation of the strategic framework for the biennium were drawn from IADGs. In turn, the mandate of ESCAP is to promote regional cooperation for inclusive and sustainable development in the Asia and the Pacific.¹⁰ Both regional commissions are tasked with assisting member States in their efforts to implement the 2030 Agenda for Sustainable Development and achieving the SDGs.
59. For the purposes of this project, it is also important to consider subprogramme 11 of ECLAC on statistics, under which the second expected accomplishment was “Increased technical capacity of Latin American and the Caribbean countries to monitor economic, environmental and social trends and to formulate evidence-based policies”,¹¹ and ESCAP subprogramme 7 on statistics under which the second expected accomplishment was “Increased capacity of member States in Asia and the Pacific to produce, disseminate and use statistics in accordance with internationally agreed standards and good practices in support of progress towards inclusive and sustainable development, including gender equality, in Asia and the Pacific.”¹² Therefore, the project contributes to the expected accomplishments of both regional commissions.
60. It was found that the project objectives were in line with the mandates of ESCAP and ECLAC, thus the project contributed to and helped to coordinate actions for the economic and social development of both regions, reinforcing economic relationships among the countries of the region and around the world.

4.1.1 ALIGNMENT WITH NATIONAL PRIORITIES

61. With regard to the SEEA activities, survey respondents from 44 out of 52 Asia-Pacific countries (84%) and 52 out of 60 Latin American and Caribbean countries (86%) considered them to be somewhat or highly aligned with their national priorities. Project managers and advisors from both regions said in interviews that countries had been involved in the project because of their technical needs and interests, which led to the expansion of the project activities beyond the initial 10 pilot countries. Survey respondents from six out of eight countries (75%) considered the SNA activities to be highly aligned to their national priorities. See figure 1.

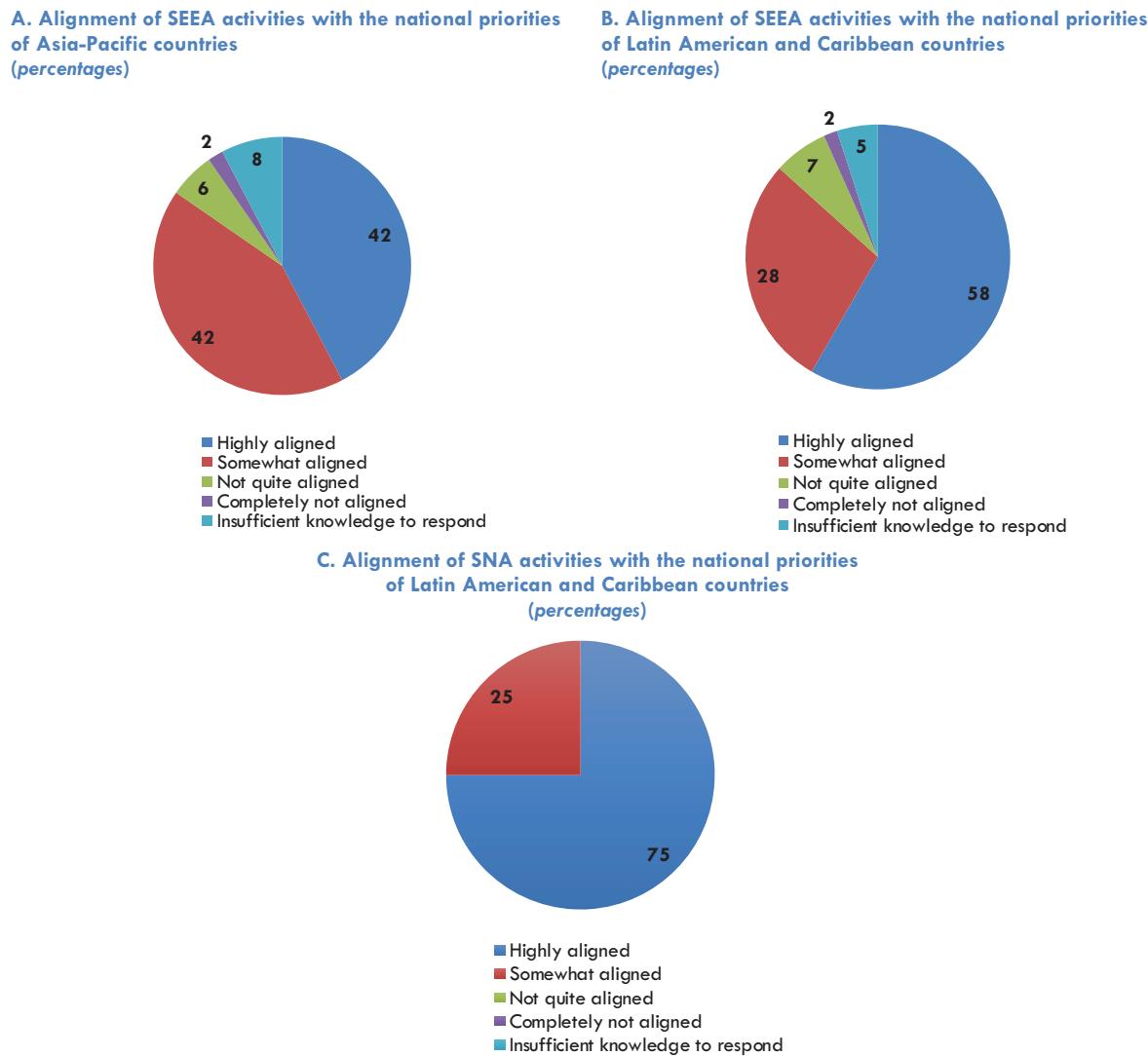
⁹ See A/70/6 (Sect. 21).

¹⁰ See A/70/6 (Sect. 19).

¹¹ See Economic Commission for Latin America and the Caribbean (ECLAC), “Draft programme of work of the ECLAC system, 2016-2017” (LC/G.2588(SES.35/6), Santiago, 2014).

¹² See Economic and Social Commission for Asia and the Pacific (ESCAP), “Proposed strategic framework for the period 2016-2017” (E/ESCAP/CTR(4)/CRP.1), Bangkok, 2014.

Figure 1
Alignment with national priorities



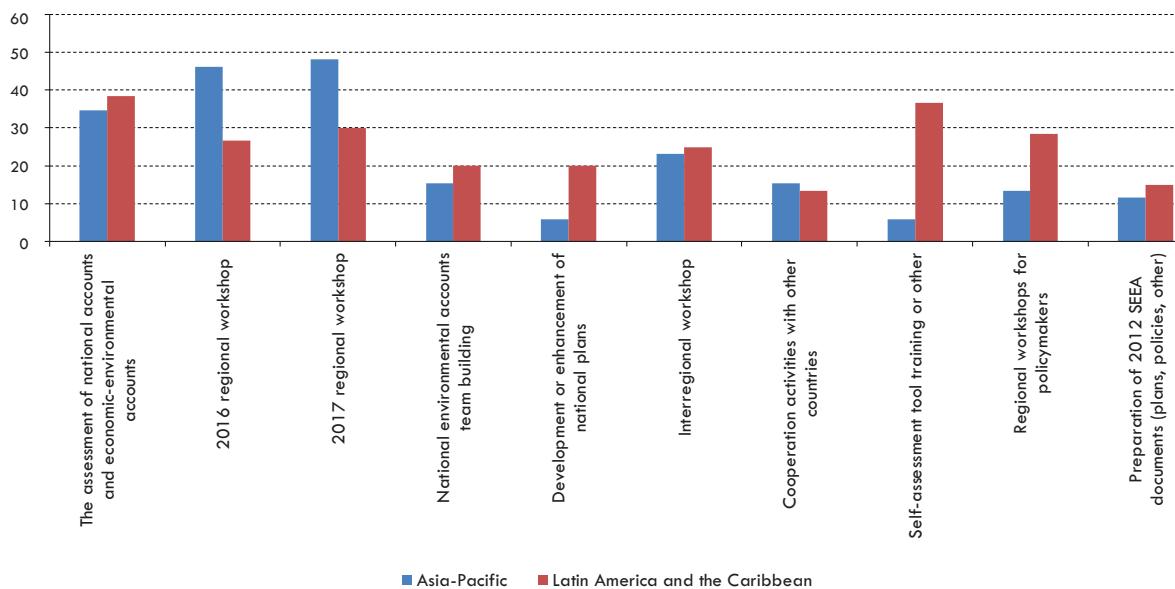
Source: Prepared by the author.

4.1.2 PARTICIPATION IN ACTIVITIES

62. The main SEEA activities that countries participated in were regional training workshops and technical assistance. Of those, the interregional workshop held in Santiago in 2017 stood out as one of the most important strategic activities, as five of the eight country representatives referred to it during the interviews as a learning opportunity.
63. Country representatives also participated in specific workshops on energy, water and forest accounts, among other topics, depending on their national priorities.
64. The results of the surveys reveal some differences. For example, 47% of the 52 respondents from the Asia-Pacific region drew attention to their participation in regional workshops, while of the 60 respondents from Latin America and the Caribbean, 37% participated in training activities on how to use the self-assessment or other tools, and 38% took part in activities on assessing national accounts and economic-environmental accounts. See figure 2.

65. With regard to SNA activities, participants from countries, such as Brazil and Portugal, mentioned the importance of horizontal cooperation activities. A significant activity in this area was the visit by representatives from Uruguay to Brazil, in order to learn about SNA software, which led to the creation of a Uruguayan system. However, this kind of activity was rare in other countries.

Figure 2
Project activities that survey respondents participated in, by region
(Percentages)



Source: Prepared by the author.

4.2 EFFICIENCY

4.2.1 PROJECT MANAGEMENT

66. The main project manager was located in Santiago and there were regional managers in charge of the implementation of the SEEA activities in the Asia-Pacific region and SNA and SEEA activities in Latin America and the Caribbean. In addition, each region had specific technical advisors for each system. This shaped the management style, whereby the project was adapted to each region and the regional teams worked independently of each other, with their own resources, context and strategy. Six of the eight project managers interviewed were of the opinion that there was little interregional coordination, besides the interregional workshop held in Santiago in July 2017, which was successful not only because of the benefits that the participant countries reaped, but also because of the coordination that it fostered between the two regions.
67. Two project managers said that a coordination committee was set up between ECLAC and ESCAP, which interacted online. Although the time differences caused some difficulties, monthly meetings were held to coordinate and monitor the project implementation. This reveals that there was a level of coordination between the regional commissions. It also indicates that it was not necessary to centralize the decisions or regional strategies that each commission undertook to implement the project, as they worked more independently of each other, evidenced by the partnerships that were established and the fact that the technical advisors addressed the specific needs of the countries in their respective region. Technical advice was the main social capital that the project provided, which allowed countries to address specific technical issues in both systems.

68. Despite the challenges intrinsic to the project management approach, it was efficient, as each regional commission maximized their limited financial resources to benefit as many countries as possible, by establishing partnerships and optimizing activities. For example, in connection with economic-environmental accounts, the Institute for Agriculture, Natural Resources and Environment (IARNA) of the Rafael Landivar University of Guatemala trained country representatives in forest accounts, and the Wuppertal Institute for Climate, Environment and Energy of Germany provided training on energy accounts to a group of country representatives in the Dominican Republic. Meanwhile, all the project managers from the Asia-Pacific region acknowledged the technical contribution of the United Nations Statistics Division to the subregional workshops.
69. Nevertheless, a stronger follow-up strategy could have been adopted, as there was a lack of documentary evidence and regular reporting that could be used to inform this assessment. Thus, from a results-based management point of view, closer monitoring might have improved the project's effectiveness, mainly because the results needed to be measured.

4.2.2 BUDGET EXECUTION EFFICIENCY

70. A total of US\$ 862,000 was allotted for the project implementation in the 10 pilot countries (4 in the Asia-Pacific region and 6 in Latin America and the Caribbean). By the end of the project, the results show that more than 50 countries benefited directly or indirectly in both regions, mainly in terms of partnerships and other strategies.
71. The preliminary financial report,¹³ compiled from data from the Integrated Management Information System (IMIS) and Umoja, indicates that some accounting adjustments will be made before the final financial report is produced. Thus, the analysis is based on the preliminary financial report.
72. The project budget was divided by regional commission (ECLAC and ESCAP), consequently each region managed their own resources.
73. The overall project execution was 96% (100% for ECLAC and 88% for ESCAP, although this figure is still unconfirmed).
74. Analysis of the project budget reveals that 53% of the US\$ 862,000 was spent on grants and contributions, which was the main area of expenditure and had an execution rate of 98%.
75. In addition, 20% of the project funds were allocated to providing technical advice for the participant countries. Meanwhile, just 1% of the original budget was used to pay general operating costs, which had a budget execution rate of 94%.
76. According to the preliminary financial report, the overall execution rate for contractual services was 79% (US\$ 41,591.94 out of US\$ 59,973), but the execution rate for those services was 99% for ECLAC and 55% for ESCAP.

4.2.3 COMPLEMENTARITIES AND SYNERGIES

77. Owing to the characteristics of the SEEA and the SNA, ECLAC and ESCAP implemented the project independently of each other, with separate budget allocations for the planned activities. ESCAP focused on SEEA activities, while ECLAC implemented both SEEA and SNA activities.
78. Most project managers and country representatives said that there was coordination at the strategic level, but not necessarily at the operative level, because the two regions face different contexts. The main example of operative and strategic coordination was the interregional workshop held in Santiago in 2017, where participants evaluated the common needs and lessons learned on the SEEA that countries in both regions were facing.

¹³ See annex 4.

4.2.4 IMPLEMENTATION OF REGIONAL ACTIVITIES

79. SEEA activities were undertaken independently from SNA activities, since, in most countries, economic-environmental statistics tend to be produced by institutions separate from central banks or NSOs, which are in charge of compiling statistics at the national level. Likewise, each regional commission had its own budget and activities, in order to address regional and national needs. Both account systems are being implemented progressively.

FINDING 2: The manner in which the project was implemented allowed its benefits to be extended to more participant countries than the initial 10 pilot countries. This was possible thanks to the creation of partnerships, reallocation of resource and prioritization of activities in line with countries' requests. ESCAP prioritized the SEEA component of the project for the Asia-Pacific region, while ECLAC focused on both account systems. As a result of this prioritization and other strategies, such as the budget optimization, 42 Asia-Pacific countries and 8 Latin American and Caribbean countries participated in SEEA activities, and those same 8 Latin American and Caribbean countries were involved in SNA activities over the course of the three years of the project. In addition, the project's efficiency was improved by the partnerships that were established at the regional, subregional and national levels, creating synergies between the countries' technical requirements on specific accounts and related initiatives launched by other organizations, such as the Wealth Accounting and the Valuation of Ecosystem Services (WAVES) programme of the World Bank in Latin America and the Caribbean and the International Centre for Integrated Mountain Development (ICIMOD) in the Asia-Pacific region.

80. The project managers said that the project sought to foster dialogue at the regional level, then at the subregional level, eventually involving more countries than the initial pilot ones. In addition, each regional commission identified and evaluated other related projects and activities in order to prioritize which activities to implement, create synergies, attract more participants and, ultimately, make more progress in the implementation of the SNA and SEEA.
81. ESCAP prioritized the SEEA component in response to countries' increasing demands for help to improve environment statistics (including implementation of the SEEA to support national development priorities and efforts to achieve the SDGs). Moreover, ESCAP had already launched a funded regional programme on economic statistics, which included activities related to the implementation of the SNA, so this component of the project was not deemed a priority.
82. In Latin America and the Caribbean, part of the strategy was to involve, through the relevant ministries, high-level authorities from the statistical, environmental and planning sectors.

4.2.5 PARTNERSHIP OUTCOMES

83. Both regional commissions identified other projects or national initiatives that contributed to the project, creating synergies, attracting more participants and, ultimately, making more progress in the implementation of the SNA and SEEA.
84. Latin America and the Caribbean has strong technical assets, such as experts in specific accounts, tools, training materials and other resources, but financial resources were limited, which is why ECLAC had to look for strategic partners, such as the World Bank WAVES programme. As a result of that partnership, more countries and individuals were able to participate in the project activities. Unfortunately, this partnership could not be extended to the Asia-Pacific region. Digital communities were established to support implementation of the SEEA and SNA. These platforms allow stakeholders to hold virtual meetings and webinars, and exchange experiences.
85. ESCAP also collaborated with regional organizations (notably ICIMOD) and other United Nations agencies (such as UNEP). At the national level, other counterparts were identified, such as the World Wildlife Fund for Nature in Myanmar.

86. In addition to its partnership with WAVES programme, ECLAC worked on the project with the German Agency for International Cooperation (GIZ) in 2015 and the Inter-American Development Bank (IDB), which provided technical tools and training.
87. Guatemalan stakeholders received training on forest accounts from IARNA and participants from a number of countries attended the energy accounts training course run by the Wuppertal Institute for Climate, Environment and Energy in the Dominican Republic.
88. The United Nations Department of Economic and Social Affairs also collaborated on SNA activities, given its interest in these strategic accounts.

4.2.6 BENEFICIARIES

FINDING 3: The main beneficiaries of the project were the technical statistics staff and decision makers, from national and local authorities, who participated in the activities and hold positions related to economic-environmental accounts or national accounts in their countries, or who can influence policymaking.

89. The interviews were conducted with project beneficiaries, as they participated in activities such as the workshops. Of those interviewees who had participated SEEA activities in the Asia-Pacific region and Latin America and the Caribbean, eight held leadership positions in environmental statistics institutions, such as director or head statistician.
90. Of the eight interviewees who participated in SNA activities, four held leadership positions in economic statistics institutions, such as coordinators and managers.
91. Interviews were also conducted with the technical advisors and project managers of the technical teams of ECLAC and ESCAP.
92. With regard to the SEEA surveys, 30 out of 52 respondents (57.69%) from the Asia-Pacific region were technical statistics staff and 22 (42.31%) were directors or held other senior positions. In Latin America and the Caribbean, out of 60 respondents, 40(66.67%) were directors and 20 (33.33%) were technical statistics staff. Of the 8 SNA survey respondents from Latin America and the Caribbean, 25% (2) were technical statistics staff and 75% were directors or held other senior positions.

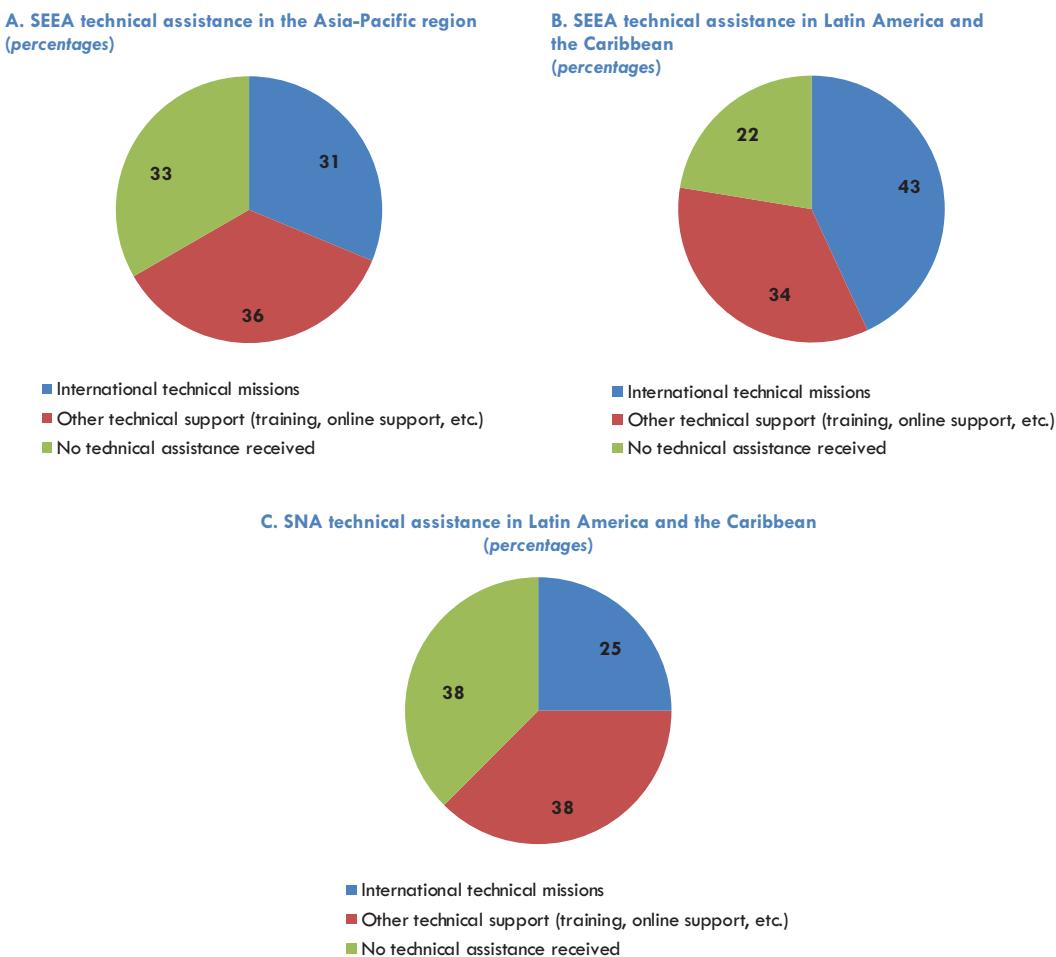
4.2.7 TECHNICAL ASSISTANCE PROVIDED

FINDING 4: ESCAP and ECLAC carried out different activities to implement the 2012 SEEA and the 2008 SNA. Countries prioritized specific accounts of the SEEA according to their needs and requested technical assistance on specific issues related to the SNA. This approach allowed the regional commissions to respond to countries' specific needs. According to six of the eight project managers interviewed, technical assistance was provided to all pilot countries, plus some other participant countries, despite limited time and financial and human resources. However, participant countries still need support to implement the SNA and SEEA, so it is expected that they will continue to request technical assistance. The project managers agreed that there is more to be done within that process.

93. The technical assistance was different because ESCAP and ECLAC carried out activities on implementing the 2012 SEEA based on specific environmental accounts in line with countries' requests. Project managers and country representatives confirmed this.
94. Countries from both regions reported they had received technical assistance on specific environmental accounts such as energy (Colombia, Costa Rica, the Federated States of Micronesia and Paraguay), water (Curaçao), forests (Myanmar and Nepal) and land (Nepal and Vanuatu). Training on their prioritized accounts was also provided during the regional and subregional workshops, as well as the in-country technical assistance missions.

95. Of the SEEA survey respondents from the Asia-Pacific region, 31% said that their countries had received international technical missions, 36% had received technical support through other means, such as online platforms, which was confirmed by the interviewees. More SEEA technical assistance missions were undertaken in Latin America and the Caribbean, as 43% of survey respondents confirmed that their country had received such assistance. In both regions, an average of 39% of respondents said that they had not received SEEA technical assistance. This may indicate an unsatisfied demand. The percentages were similar for SNA technical assistance. The interviews with country representatives indicate that the Latin American and Caribbean countries valued the technical assistance they received to tackle methodological aspects, such as harmonization, which is changing the calculation of the base year for the balance of payment accounts and the rest of the world account, notably in Brazil, Paraguay and Uruguay. See figure 3.

Figure 3
Technical assistance received, by region



Source: Prepared by the author.

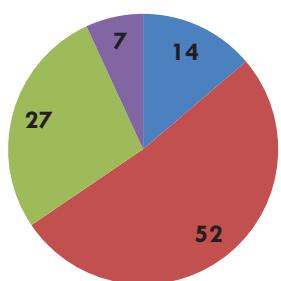
4.2.8 TECHNICAL SUPPORT EFFICIENCY

FINDING 5: Representatives of those countries that received technical assistance said that it was timely and efficient. Countries in both regions also received technical assistance through online platforms (such as the digital cooperation community led by Uruguay hosted on Unite Connections), webinars and direct online consultations with ESCAP and ECLAC advisors.

96. Countries in both regions received technical assistance, not only through country missions, but also through online platforms, webinars and direct online consultations. SNA technical assistance provided by ECLAC was considered highly efficient and timely, despite limited funding per country. Likewise, the SEEA assistance missions undertaken by ECLAC were tailored to countries specific technical requirements. In the Asia-Pacific region, technical requirements were met through subregional workshops and specific consultations with the Statistical Division of ESCAP.
97. According to 48.5% of SEEA survey respondents from both regions technical assistance was provided in a timely and efficient manner. SNA technical assistance was rated as efficient and timely by four out of five survey respondents (80%). This means that 59% of all survey respondents (SNA and SEEA surveys in both regions) considered the technical assistance provided to be efficient and timely. If the two highest ratings (very timely and efficient and timely and efficient) are considered, then 71.3% of respondents are of the view that the technical support that was provided to participant countries was of a high quality. See figure 4.

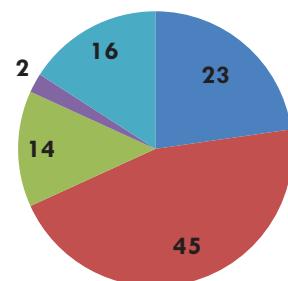
Figure 4
Timeliness and efficiency of technical support provided, by region

A. Timeliness and efficiency of SEEA technical assistance in the Asia-Pacific region (percentages)



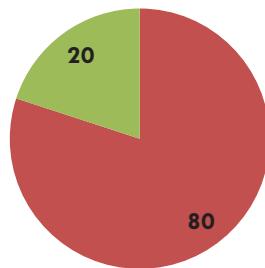
- Very timely and efficient
- Timely and efficient
- Somewhat timely and efficient
- It was not provided in a timely or efficient manner
- Insufficient knowledge to respond

B. Timeliness and efficiency of SEEA technical assistance in Latin America and the Caribbean (percentages)



- Very timely and efficient
- Timely and efficient
- Somewhat timely and efficient
- It was not provided in a timely or efficient manner
- Insufficient knowledge to respond

C. Timeliness and efficiency of SNA technical assistance in Latin America and the Caribbean (percentages)



- Very timely and efficient
- Timely and efficient
- Somewhat timely and efficient
- It was not provided in a timely or efficient manner
- Insufficient knowledge to respond

Source: Prepared by the author.

4.2.9 NATIONAL INSTITUTIONS RESPONSIBLE FOR IMPLEMENTING THE SNA AND SEEA

98. The main institution responsible for implementing the SNA in many countries is the central bank. In some specific cases, such as Colombia, there is a coordination with the NSO.
99. In both regions, responsibility for implementing the SEEA lies with various different institutions, ranging from local committees or working groups to NSOs or environmental-economic units. In the Asia-Pacific region, some countries participated in an environmental statistics working group, which serves as a platform where stakeholders can discuss strategies and share guidelines.

4.2.10 INTER-INSTITUTIONAL COORDINATION

FINDING 6: Most countries reported that they have a high level of inter-institutional coordination with regard to the SEEA, although more staff dedicated to environmental accounts are still needed. A majority of Latin American and Caribbean country representatives (63% of respondents) reported that SNA coordination is basic, this is possibly due the fact that some countries started to implement the SNA earlier than others.

100. In the Asia-Pacific region, 26 out of 44 survey respondents (59%) reported that there was a sufficient or high level of inter-institutional coordination. For example, in the Federated States of Micronesia, Fiji, Myanmar and Vanuatu, statistics are shared and verified before they are published. Generally, NSOs collect and compile the data.
101. In Latin America and the Caribbean, 34 of 56 SEEA survey respondents (61%) said that there was a high or sufficient level of coordination, although it depends on many variables, such as the number of staff dedicated to environmental statistics, the extent to which institutions are well established and clearer formal channels of communication between the producers and users of economic-environmental statistics. For example, there are no staff dedicated to producing environmental statistics in Paraguay, while coordination is more efficient in Curaçao, owing to its smaller size.
102. However, five out of eight SNA survey respondents (63%) from Latin America and the Caribbean said that there was a basic level of coordination, while, 37% said there was a high level of coordination. According to the project managers who were interviewed, inter-institutional coordination is more formal in countries that started to implement the 2008 SNA earlier, such as Brazil and Uruguay, while countries that only recently began to introduce the SNA, such as Paraguay, have a basic level of coordination. See figure 5.

Figure 5
Inter-institutional coordination, by region

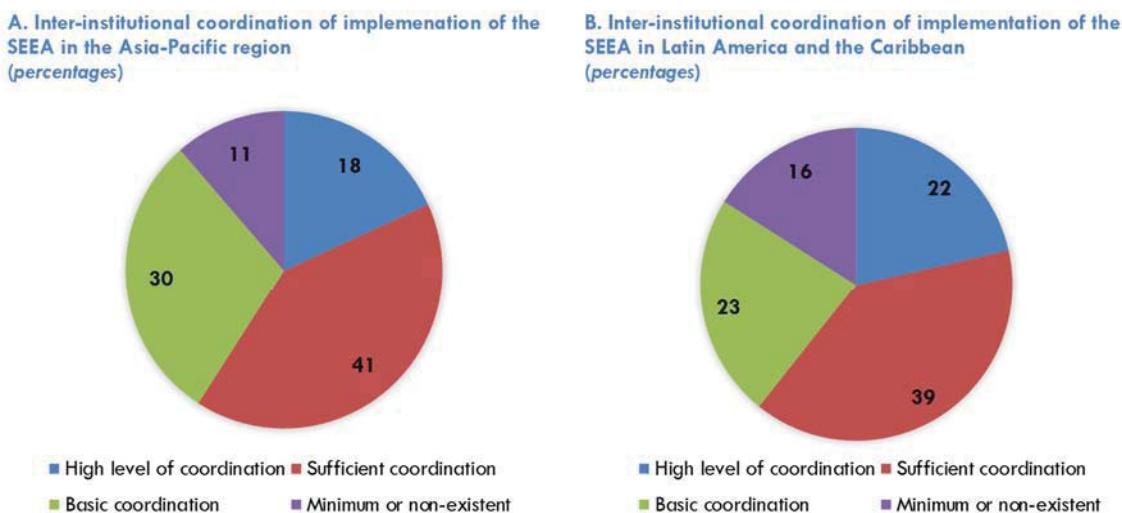
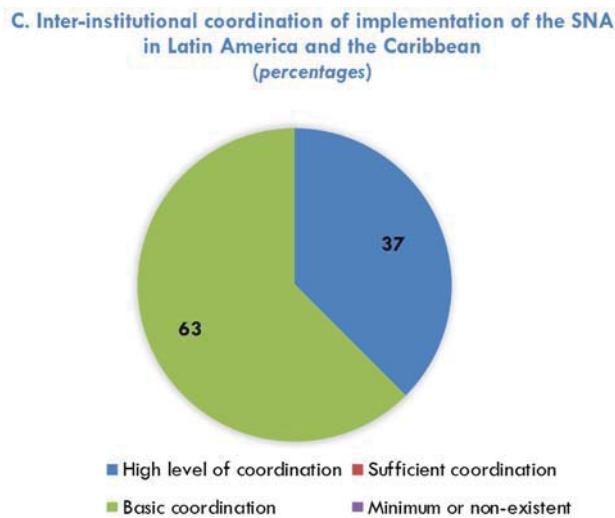


Figure 5 (conclusion)



Source: Prepared by the author.

4.2.11 CHALLENGES

FINDING 7: For both account systems, SEEA and SNA, one challenge is the need for more permanent staff who receive ongoing training. Another challenge is the comparability of SNA data among countries, according to three of the eight country representatives interviewed. Hence there is a need for a common understanding of how to compile national accounts, as even minor differences in how they are calculated and compiled could produce statistical disparities.

FINDING 8: Most country representatives and project managers agreed that more activities and follow-up is needed to assess how countries are actually using economic and environmental indicators to inform public policymaking. Many said that the project failed to meet specific technical requests to raise awareness of the 2008 SNA and 2012 SEEA among policymakers, and that the advocacy activities undertaken during the last phase of the project in 2017 were limited or pending. Though indicators are needed for policymaking, there is little evidence of how the project activities contributed to this expected accomplishment. However, a soon-to-be-published document, produced as part of the project, shows how the indicators and information derived from the 2008 SNA and the 2012 SEEA can be used to formulate socioeconomic policies. Therefore, it might be too soon to evaluate the project's effectiveness in terms of policymaking, given that the project only recently ended. Nevertheless, both regional commissions adopted noteworthy strategies to engage countries' decision makers in the project, such as inviting representatives from different ministries to attend the awareness-raising workshops.

103. During the interviews, five out of eight Asia-Pacific country representatives identified the need for sufficient human resources and ongoing technical support as the main challenges at the national level. Other challenges are the systems' capacity to access and compile statistics, and the inter-agency coordination.

104. One of the main challenges to the implementation of the 2008 SNA is also the need of more permanent staff. A specific challenge identified by the country representative of Uruguay is the need for more training on how to calculate and compile data to ensure that all countries are following the same procedures and that the statistics are therefore comparable. Meanwhile, five out of eight project managers from both regions said advocacy also remained a challenge, because more technical support is needed and those activities only began to be implemented at the end of the project. Budget constraints meant that advisors could respond only to specific technical requests and the secondary data review¹⁴ revealed that advocacy activities to raise awareness among policymakers were still pending by the end of 2016.

¹⁴ Project progress report 2016.

4.3 EFFECTIVENESS

4.3.1 PROGRESS MADE TOWARDS THE EXPECTED ACCOMPLISHMENTS

FINDING 9: Most participants were of the opinion that the project's expected accomplishments were mostly achieved, as evidenced by the fact that 15 Latin American and Caribbean countries now have national accounts plans. However, others noted that the process of implementing the 2012 SEEA and 2008 SNA will continue after the project has ended, and there is therefore still a need to strengthen their national statistical capacities as countries are at different stages of implementing the accounts systems.

Countries in both regions are working on specific environmental accounts in connection with the 2012 SEEA, and Latin American and Caribbean countries developed their action plans for the 2008 SNA, focusing on specific technical requirements that were addressed through the project's technical missions, online consultations, digital communities, and horizontal cooperation and capacity-building initiatives, among other means.

Table 3
Expected accomplishments, indicators of achievement and results

Expected accomplishments	Indicators of achievement	Results
(EA1) Elaboration/enhancement of national plans for the implementation of the 2008 SNA and the 2012 SEEA, in line with the regional action plans, by pilot countries.	(IA1.1) The regional action plan for the development of basic statistics in national and environmental accounts is adopted by Latin American, Caribbean and Asia-Pacific countries participating in the project.	The indicator refers to the adoption of the regional action plan, but the expected accomplishment refers to the elaboration or enhancement of national plans. Regional action plans: there were regional strategies for both regions, rather than a regional plan produced by ESCAP or ECLAC.
	(IA1.2) At least 10 countries in the two regions develop/enhance national implementation plans with a view to strengthening basic statistics and compile national and environmental accounts in line with international recommendations (2008 SNA and/or 2012 SEEA).	SEEA: All pilot countries in both regions completed their self-assessments. SEEA - Latin America and the Caribbean: Curaçao, the Dominican Republic, Jamaica, Paraguay and Uruguay are the main pilot accounts' implementers; 9 countries have started to work on their first environmental accounts. Only 4 Latin American and Caribbean countries have environment accounting institutions (Chile, Colombia, Costa Rica and Mexico)

Table 3 (conclusion)

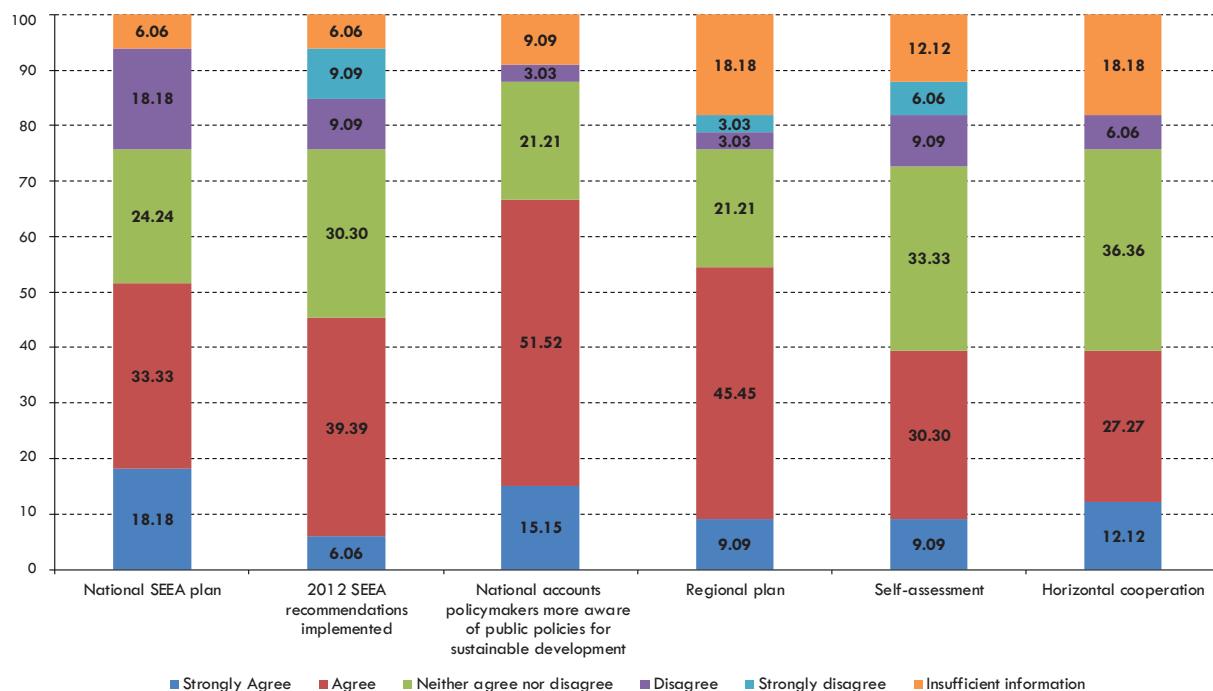
Expected accomplishments	Indicators of achievement	Results
		<p>SEEA - Asia-Pacific: To date 32 countries completed the self-assessments, 9 have work plans and 5 have developed specific accounts.</p> <p>SNA - Latin America and the Caribbean: 15 countries have national plans, but only 8 of these have evidence that these plans were developed within the framework of this project</p>
(EA2) Implementation by the target countries of main international recommendations of 2008 SNA and 2012 SEEA.	(IA2.1) At least 12 countries in the two regions have integrated elements of the 2008 SNA and/or the 2012 SEEA into the compilation of their national and environmental accounts, and have started the implementation of these standards.	<p>All pilot countries are implementing their workplans following the SEEA framework.</p> <p>Individual countries undertook horizontal cooperation on the SNA.</p>
(EA3) Increased awareness by policymakers of national and environmental accounts to inform the design of public policies aimed at ensuring sustainable development.	(IA3.1) At least eight countries in the two regions have used economic and environmental indicators derived from national and environmental accounts for policy analysis.	<p>Partial progress was made on policymaking. There is little evidence of how many countries have used economic and environmental indicators for policy analysis.</p> <p>The emphasis is on the strategy. This is part of the progress made with regard to this expected accomplishment.</p>

105. The project activities were tailored to national and local priorities, including policy concerns, data availability and capacity to manage statistical systems. Two of the four project managers from Latin America and the Caribbean said that 15 countries have national plans.

106. On average, 38% of survey respondents from the Asia-Pacific region agreed that the project's main outputs were accomplished. If those who responded "strongly agree" are included the average is 49.49%. Meanwhile, 28% of respondents neither agreed nor disagreed that the outputs had been accomplished, which may be because the activities are still being implemented, a theory that is supported by the interviewees. With regard to national SEEA plans, 18% of participants disagreed that their countries had a national plan, while 51.51% agreed or strongly agreed. Interviews with country representatives and project managers confirmed that there are work plans for specific environmental accounts. See figure 6.

107. During the interviews with the eight project managers and technical advisors from both regions, one technical advisor from the Asia-Pacific region pointed out that nine countries have pilot tested SEEA accounts and that all the pilot countries and some of the additional ones have implemented some the international recommendations on environment statistics.

Figure 6
Were the project outputs accomplished in the Asia-Pacific region
(Percentages)



Source: Prepared by the author.

108. According to the technical advisors from the Asia-Pacific region, the statisticians and policymakers from 42 countries who participated in the project workshops built capacity and increased their awareness of environment statistics, including assessments and work planning. Awareness of the use of environmental statistics was increased, particularly among environment and planning ministries which oversee national development plans.
109. While it might be too early to assess the project's impact on policymaking, given that it was only finalized recently, some countries, such as Fiji, Myanmar and Nepal, are taking steps to adopt policies in connection with their pilot environment accounts. This is as a result of relevant ministries' and planning offices' participation in project activities.
110. Countries have implemented their own work plans using their own strategies. These local initiatives contributed to the project implementation. For example, Myanmar has a national development strategy that includes 10 clusters. This structure formed the basis for the application of technical recommendations by the working groups that are developing pilot accounts. Nepal is a member of ICIMOD, which is a regional intergovernmental learning and knowledge sharing centre serving the eight regional member countries of the Hindu Kush Himalayan region (Afghanistan, Bangladesh, Bhutan, China, India, Myanmar, Nepal and Pakistan), based in Kathmandu. The Centre seeks to enable sustainable and resilient mountain development.

4.3.2 PROJECT IMPLEMENTATION IN LATIN AMERICA AND THE CARIBBEAN

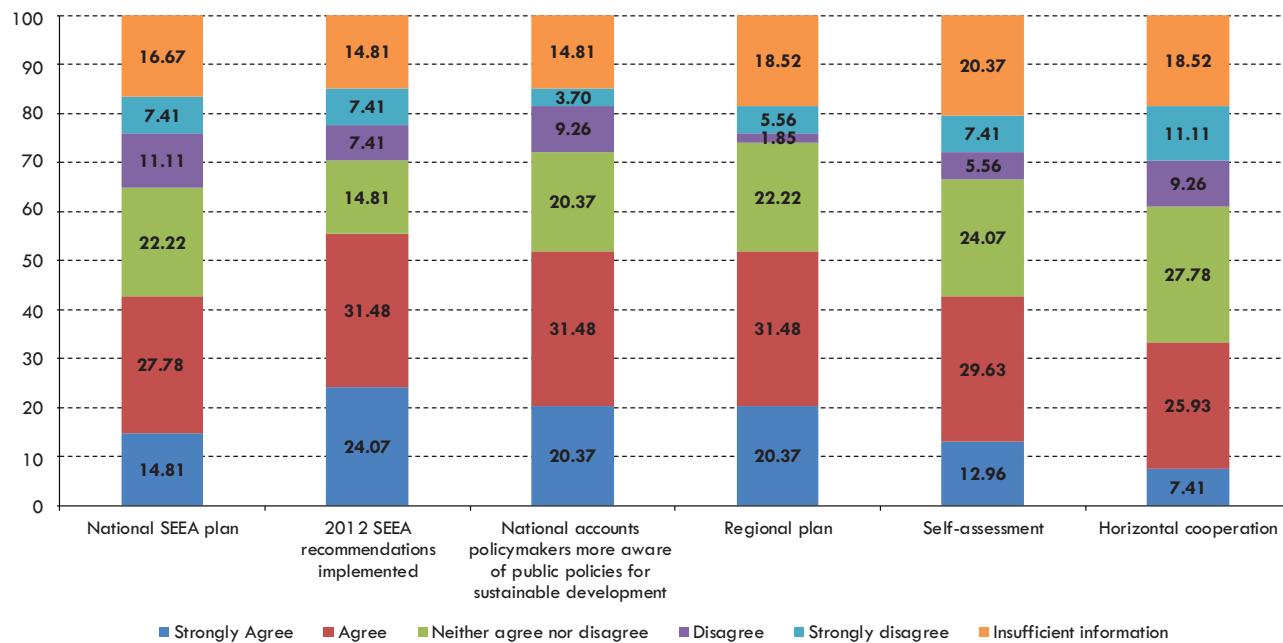
111. Initially, six pilot Latin American and Caribbean countries were selected to participate in the SEEA component of the project and, by the end of 2017, those countries had completed their environmental accounts work plans.

112. One of the main outcomes of the project was that it allowed participant countries to build capacity, as evidenced by the fact that they are prioritizing environmental strategies and accounts. Each country worked on specific accounts.

113. According to most country representatives and project managers some progress was made with regard to policymaking, thanks to the technical assistance that was provided through country missions, which involved statisticians and high-level authorities who could influence policymaking. Representatives of the ministries of environment and planning were invited to attend the subregional workshops.

114. Figure 7 shows that the Asia-Pacific region and Latin America and the Caribbean followed a similar trend, with a total of 46.3% of respondents agreeing or strongly agreeing that the project's outputs were accomplished. Meanwhile 21.91% neither agreed nor disagreed, which would indicate that those countries are still in the process of implementing the SEEA and the SNA, in accordance with the results of the interviews with country representatives and project managers, many of whom said that respondents had participated in some activities or were still in the process of completing their plans.

Figure 7
Were the project outputs accomplished in Latin America and the Caribbean
 (Percentages)



Source: Prepared by the author.

115. In the Asia-Pacific region and Latin America and the Caribbean, progress made towards the expected accomplishments was not uniform among countries. The interviews with country representatives indicate that this was because the countries that are implementing the SEEA, have identified one or two accounts (such as water, environment, energy or forests) to implement within the 2012 SEEA framework. Project managers also said that the project was adapted to the needs of each country, which ultimately resulted in more statistical capacity-building for the prioritized environmental accounts and work plans, but meant that each participating country did not necessarily have the same plan. With regard to the 2008 SNA, the project managers attribute the different rates of progress to the fact that some countries, such as Brazil, Uruguay and Colombia, had already started implementing the system before the project, while other countries, such as Paraguay, had completed specific activities, such as the self-assessment and basic statistics training.

116. With regard to the third expected accomplishment, some country representatives reported that national authorities were considering using indicators in policymaking, but that comment could be understood as too general since it was not possible to evaluate how indicators were used or in which policies. For example, the representative of Paraguay reported that, given the importance of the SDGs and their indicators, public policies were being considered but not measured. That is why the Paraguayan authorities consider it important to strengthen the NSO to continue working not only on economic-environmental accounts, but also on the SDGs. While Paraguay has said that it is using indicators for policymaking, no evidence was found of how other implementing countries were using indicators in policymaking within the framework of the project.
117. The project comprised four implementation phases, but country representatives did not report on the progress made in each of these phases, instead they described a differentiated and more individual implementation, which went beyond the scope of the project.
118. With regard to the 2008 SNA, survey respondents said that Latin American and Caribbean countries had carried out planned activities, such as self-assessments, workshops and technical assistances. During interviews with country representatives, eight out of 10 respondents drew particular attention to the specific technical assistance they received, including workshops, and to the knowledge they acquired through exchanges on the digital forums that were set up. Many countries continued to align their national plans with the 2008 SNA, because they had started working on them before the project was launched, and the technical assistance they received helped to increase their statistical capacity for compiling and reporting on these accounts.
119. One important accomplishment linked to the project's efficiency was the budget optimization, which allowed project activities to be extended to more than the 10 initial pilot countries over the course of three years. Most countries have completed the self-assessments and prioritized accounts, although this varies from country to country.
120. Another activity that was not specifically stated in the project design was the harmonization working group, which was an important outcome of the 2008 SNA implementation within Latin America and the Caribbean. The aim of the group is to harmonize the balance of payments and national accounts. As a result of the effectiveness of this working group, some countries (specifically Brazil and Uruguay) indicated that they would like to continue to participate in and benefit from this forum. The working group is comprised of representatives from Brazil, Colombia and Uruguay, while representatives from Costa Rica and Nicaragua joined later.
121. Regarding policymaking in Latin America and the Caribbean, despite government representatives' participation, it is too early to assess whether activities have influenced policymaking or not. Most project managers and technical advisors said this.

4.3.3 PROGRESS MADE ON THE REGIONAL STRATEGIES

FINDING 10: With regard to indicator IA1.1 of the expected accomplishments, which was the development of regional action plans, project managers and technical advisors from ECLAC and ESCAP said that regional strategies had been drawn up, instead of regional plans. The strategies were constructed gradually, according to the priorities of each country and region, which introduced some flexibility into the project activities and meant that project managers were not solely focused on the strict completion of activities. However, it also meant that the project implementation differed from the original project design, since countries had their own strategies and pace of implementation. The project design proposed regional plans, yet the survey respondents referred to specific activities and technical staff cited strategies.

122. During the interviews, country representatives put their participation in other project activities in the context of other local and regional initiatives related to national accounts and economic-environmental accounts. The starting and finishing points of this project were not clearly identified, since implementing the 2008 SNA and 2012 SEEA requires actions that go beyond the scope of the project. However, this contributed to the attainment of the project's expected accomplishments, because more actions have had a positive influence on the implementation of both systems.
123. Most representatives of the Asia-Pacific, Latin American and Caribbean countries agreed that their countries had benefited from workshops, technical assistance and, in some cases, horizontal cooperation and access to digital platforms and working groups, in others. This would suggest that the goals of the project were accomplished, namely strengthening statistical capabilities with regard to the 2008 SNA and the 2012 SEEA.
124. The outputs and effects of the project contributed to the pursuit of the United Nations strategy for the implementation of 2012 SEEA, which was launched before the project and will continue now that the project is finished. According to project managers and country representatives, one of the most important and effective activities was the interregional workshop, which provided an opportunity to mainstream capacity-building through the sharing of experiences and needs. The same respondents also noted the contribution of the digital forums on specific SEEA accounts, and the SNA harmonization working group, which seeks to make the balance of payments compatible with national accounts.

4.3.4 RESULTS ACHIEVED AS A RESULT OF IMPLEMENTING THE REGIONAL STRATEGIES

FINDING 11: One of the main outcomes was the institutional capacity that was built in the participant countries, mainly as a result of the technical assistance provided. The process of building institutional capacity has been strengthened by regional strategies and enabled by inter-institutional committees, at the country level, and online communities, at the subregional level. However, according to interviews with country representatives, not all the countries received the technical support requested. Some said that national authorities still needed to implement other environmental accounts besides the ones they had been working on.

125. ESCAP technical advisors said that most countries had started to compile their environmental statistics. To date, 32 countries had completed the self-assessments, 9 had work plans and 5 had pilot accounts.
126. Environmental committees or working groups were set up to create coordination mechanisms and compile environmental statistics, although they tended to focus on specific environmental accounts. It is expected that this practice will be applied to other economic-environmental accounts, including the same requests for technical assistance.
127. In Latin America and the Caribbean, one of the main project outcomes was institutional capacity-building, as a result of the technical assistance provided to countries. Technical advisors said that rather than just assisting them, dialogue was fostered with countries, resulting in a joint learning process. Dialogue and technical assistance might have contributed to raising awareness of environmental statistics at the national level.
128. In addition, a digital SEEA community of 14 Latin American and Caribbean countries was set up, which also coordinates through webinars. This platform allowed participants to discuss critical aspects of strengthening environmental statistics. Undoubtedly, this kind of resource enables more coordination and cooperation among countries. In addition, pilot countries have improved their capacities and started working on more environmental statistics accounts.

4.3.5 CASE STUDIES

129. In both regions, case studies tended to be self-assessment plans for identifying at least three priorities per participant country, taking into account budget constraints. All pilot countries in both regions completed these self-assessments, as was confirmed by five of the eight project managers during the interviews.

4.3.6 HORIZONTAL (COUNTRY-TO-COUNTRY) COOPERATION

FINDING 12: Not all participant countries participated in horizontal cooperation activities, but those that did considered them to be an efficient and effective way to learn from countries that were more advanced in the implementation of the SEEA and the SNA. Horizontal cooperation usually focused on specific accounts and interests, such as the energy workshop held in the Dominican Republic, or the horizontal cooperation activities that were undertaken, for example between the Philippines and Nepal, Vanuatu and Fiji, and Uruguay, Colombia and Brazil.

130. In the Asia-Pacific region, most horizontal cooperation activities were undertaken during subregional workshops. Moreover, representatives from Nepal undertook a visit to the Philippines, which provided a learning experience. The NSO of Vanuatu also worked with its peer in Fiji to develop water and land accounts.
131. During the energy workshop in the Dominican Republic, countries were invited to share their experiences in order to improve their perspective on energy at the regional level. Participant countries created a forum to support each other. This activity benefited from the technical cooperation with ECLAC.
132. Some Latin American and Caribbean countries participated in SNA horizontal cooperation activities that participants rated as an efficient and effective way to learn from more advanced countries.
133. Uruguay participated in horizontal cooperation activities with Colombia and Brazil. Representatives from Uruguay also visited Brazil to learn from their experience with the national accounts software. As a result, Uruguay has been developing its own national accounts system.
134. Colombia is part of a digital cooperation platform coordinated by Uruguay, which allows participants to share best practices for calculating specific indexes.
135. A major horizontal cooperation activity was the visit undertaken by representatives from Brazil to Portugal to see how they compile institutional quarterly accounts.

4.3.7 DID PARTICIPANTS APPLY THE KNOWLEDGE ACQUIRED?

136. The knowledge acquired through the project was used in various ways in the two regions. Countries of both regions shared technical knowledge, which complemented the efforts of the inter-institutional capacity-building committees and digital forums.
137. Table 4 reveals that 69.75% of SEEA survey respondents from both regions said that they had applied the project's technical knowledge and tools in their workplace, while 31.6% said they had not. This can be explained by the fact that not all participants were involved in technical support activities and some took part in specific activities only, such as regional workshops, according to the project managers and country representatives. With regard to the SNA, five out of six respondents from Latin America and the Caribbean said that they had used the technical knowledge and tools.

Table 4
Did participants apply the project's technical knowledge and tools in their workplace?

Did you have the chance to apply the SEEA technical knowledge and tools in your work place as a result of your participation in the workshops, trainings or other activities organized within the framework of this project? Respondents from Asia-Pacific countries		
	Percentages	Number of responses
Yes	70.27	22
No	32.43	8
Total number of responses		30
Number of respondents who did not answer this question		22

Did you have the chance to apply the SEEA technical knowledge and tools in your work place as a result of your participation in the workshops, trainings or other activities organized within the framework of this project? Respondents from Latin American and Caribbean countries		
	Percentages	Number of responses
Yes	69.23	36
No	30.77	16
Total number of responses		52
Number of respondents who did not answer this question		8

Did you have the chance to apply the SNA technical knowledge and tools in your work place as a result of your participation in the workshops, trainings or other activities organized within the framework of this project? Respondents from Latin American and Caribbean countries		
	Percentages	Number of responses
Yes	83.33	5
No	16.67	1
Total number of responses		52
Number of respondents who did not answer this question		22

Source: Prepared by the author.

138. Respondents from Asia-Pacific said that they had put their technical knowledge to various uses, including designing and implementing economic censuses, working on specific accounts, designing specific statistics actions (metadata design, big data in statistics), undertaking feasibility studies and sharing knowledge with colleagues. Meanwhile, in Latin America and the Caribbean it was used as input for environmental statistics publications and decision-making processes, and to improve communication between producers and users of statistics and coordination among national institutions.

139. SNA knowledge was used mainly to develop statistical standards and harmonize the balance of payments with national accounts.

4.3.8 IMPACT ON POLICYMAKING

140. While it might be too early to assess the impact of the project on policymaking, some progress was made, particularly in the Asia-Pacific region. For example, the local policymaking authorities in Fiji and Myanmar are using the publication on environmental statistics, while in the Federated States of Micronesia, the energy account is in line with the national strategic development plan, which also contributes to the SDGs indicators.

141. It is too early to assess the impact of SNA activities on policymaking, because the recommendations are technical and specific. However, some Latin American and Caribbean countries have identified policymaking needs. For example, Paraguay has identified the need to strengthen its NSO in order to continue developing national statistics capacity among both statistics producers and users.

4.3.9 THE REGIONAL COOPERATION PROGRAMME

142. According to project managers and technical advisors from Latin America and the Caribbean, one of the most relevant partnerships of the project was the World Bank programme on Wealth Accounting and the Valuation of Ecosystem Services (WAVES), which aims to promote sustainable development by ensuring that natural resources are mainstreamed in development planning and national economic accounts. That partnership led to the development of the regional cooperation programme, the objectives of which are: (i) to strengthen the implementation and use of economic-environmental accounts for policymaking; (ii) to promote cooperation mechanisms between the participating countries; and (iii) to develop a community of environmental accounting professionals and experts to share knowledge and experiences.
143. Only ECLAC had a partnership with WAVES. Initially, only two of the project's pilot countries from the region, Costa Rica and Colombia, participated in activities or received technical assistance as part of that partnership, but the goal was to extend those benefits to more of the countries that had participated in the workshops, which was done. Another notable output from this partnership will be the report on the status of environmental accounts in Latin America and the Caribbean, which was expected to be completed by the end of December 2017. In addition, other publications were produced that share national experiences in connection with specific environmental accounts.¹⁵
144. ESCAP worked closely with UNDP and UNEP on policy issues, and with the International Energy Agency (IEA), FAO and the Economic Commission for Europe on different environmental accounts, including energy and forests.

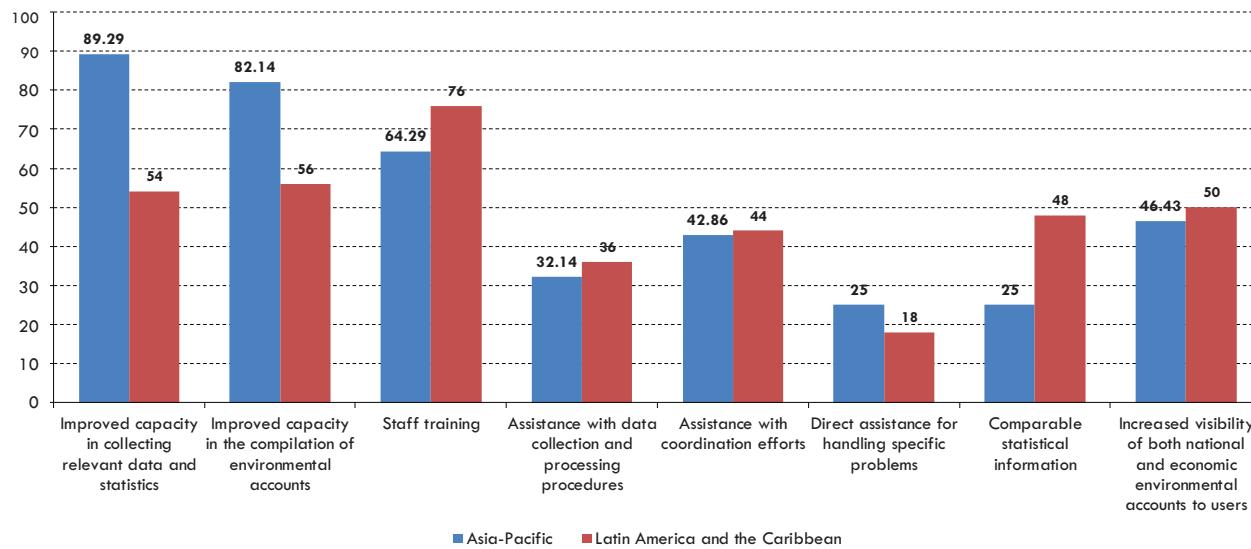
4.3.10 MAIN BENEFITS OF THE PROJECT IDENTIFIED BY PARTICIPATING COUNTRIES

FINDING 13: Participants from both regions identified the project's benefits as the national capacities that had been built in the areas of data collection (89% from the Asia-Pacific, 54% from Latin America and the Caribbean), data compilation (82% from the Asia-Pacific, 56% from Latin America and the Caribbean) on specific environmental accounts, and staff training (64% from the Asia-Pacific, 76% from Latin America and the Caribbean). Other project outputs benefited fewer countries. Interviews with project managers and country representatives highlighted the increased awareness of environmental statistics, particularly among planning ministries, and the establishment of a more solid statistical framework. Interviewees also agreed that the processes of implementing the SNA and the SEEA are ongoing; it is therefore unrealistic to expect that the expected accomplishment 1 would be fully achieved, given particular national contexts and the time frame of the project.

145. Surveyed participants from both regions had similar opinions on what their countries gained from the project. According to interviewees, one of the major benefits of the project was the capacity-building for data compilation on specific environmental accounts.
146. Figure 8 shows that in the Asia-Pacific region, the major perceived benefits were improved capacity in collecting relevant data and statistics (89%); improved capacity in the compilation of environmental accounts (82%) and staff training (64%). The same benefits were among the top gains identified by participants from Latin America and the Caribbean, albeit with lower percentages for the first two gains. Staff training was the major gain according to participants from Latin America and the Caribbean (76%). Meanwhile, participants from the two regions disagreed on whether countries had gained access to more comparable information as a result of the project (48% from Latin America and the Caribbean compared to 25% from the Asia-Pacific).

¹⁵ See F. Carvajal, "Avances y desafíos de las cuentas económico-ambientales en América Latina y el Caribe", *Statistical Studies series*, No. 95 (LC/TS.2017/148), Santiago, Economic Commission for Latin America and the Caribbean (ECLAC), 2017.

Figure 8
What countries in both regions have gained from the project activities
(Percentages)



Source: Prepared by the author.

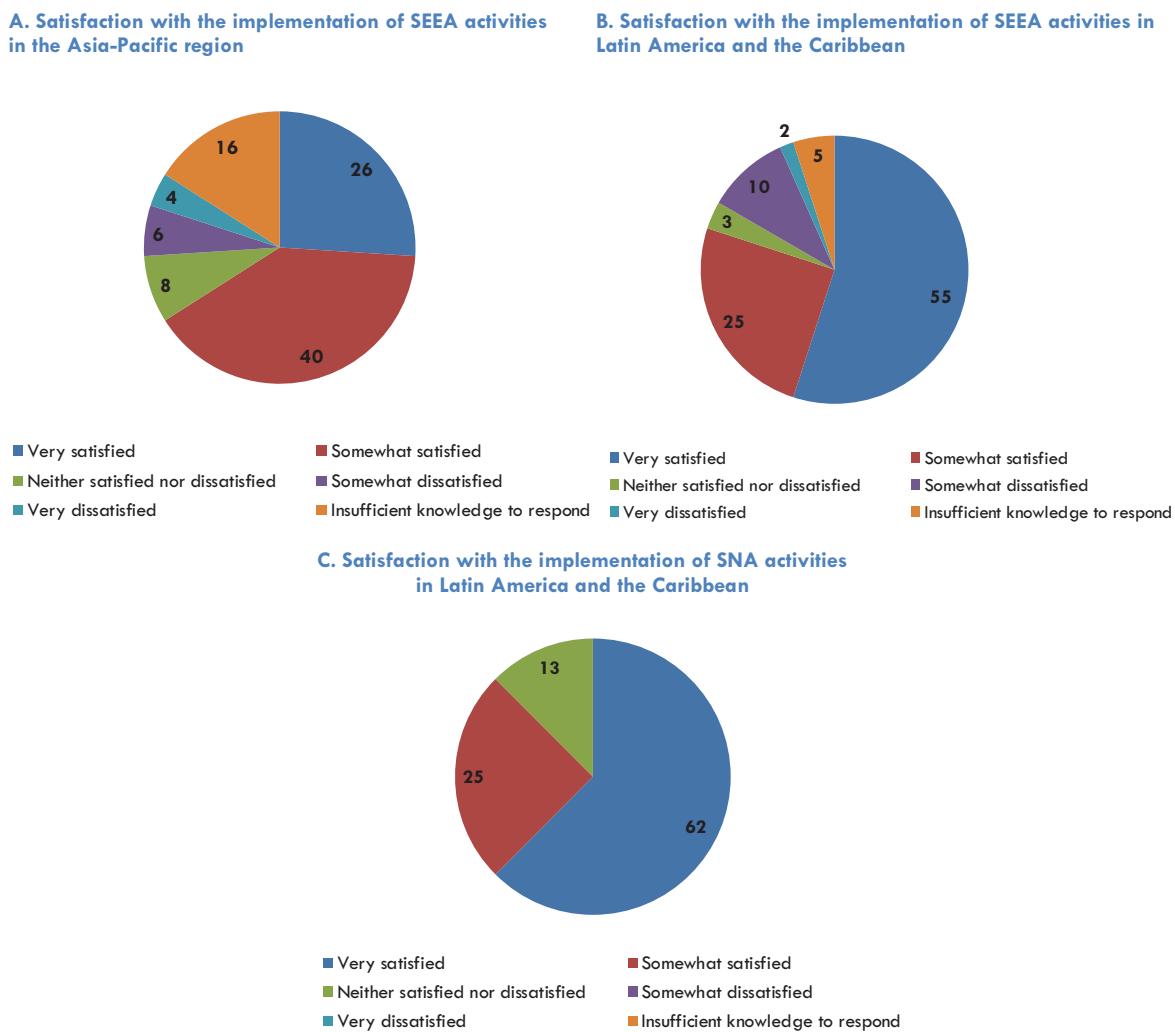
147. The project managers and country representatives from the Asia-Pacific region who were interviewed said that the major changes made to the SEEA component of the project were the self-assessment tool used by pilot countries; increased awareness of environmental statistics, particularly among planning ministries; and the establishment of a solid statistical framework. Plus, economic-environmental statistics have started to be published. The representatives of the Federated States of Micronesia, Fiji and Myanmar were of the opinion that the project's effects would not be seen until institutions began to use those published statistics.
148. A regional platform on environmental statistics was set up in Latin America and the Caribbean, which contains various training materials, among other tools. In addition, an implementation community for environmental accounts was set up for Latin American and Caribbean countries.
149. The processes of implementing the 2012 SEEA and the 2008 SNA are ongoing; thus it is unrealistic to expect either accounting system to be fully implemented in any of the participating countries. Countries that have not completed a national survey, had limited access to technical assistance. Yet, there were tangible results, such as the harmonization working group (see section 4.3.2), which provides participant countries with a collaboration platform and has four subgroups to coordinate working plans.
150. Other noted benefits for participant countries were centred around training, technical assistance and shared experiences, which helped to optimize the project's implementation. For example, a virtual community was set up for sharing experiences and common solutions. However, the limited financial resources restricted the number of technical missions that could be undertaken, which is probably why only 25% of respondents from the Asia-Pacific and 18% from Latin America and the Caribbean cited direct assistance as one of the project's gains (see figure 8).
151. During interviews, most country representatives said that national authorities had produced specific reports on the progress made in implementing SNA. Some countries have made more progress than others, because they benefited from some specific activities, such as experience-sharing with other countries, workshops or online platforms. In addition, technical advisors said that technical assistance had helped countries to map their main needs.

152. Lastly, another benefit that project managers mentioned was connected with the national production of the next annual statistical books, which would improve with more statistics. For example, gross domestic product (GDP) would be more comparable. This information was supplemented with economic-environmental accounts and national accounts statistics.

4.3.11 PARTICIPANT COUNTRIES' SATISFACTION

153. With regard to SEEA activities, 33 out of 50 survey respondents from the Asia-Pacific region (66%) said that they were very satisfied or somewhat satisfied with the project's implementation. Meanwhile, in Latin America and the Caribbean the satisfaction rate was significantly higher, with 48 out of 60 respondents (80%) saying that they were very satisfied or somewhat satisfied. Seven out of eight (87%) SNA survey respondents said that they were very satisfied or somewhat satisfied. In general, it would seem that participants were satisfied with the project's implementation. See figure 9.

Figure 9
Participants level of satisfaction with the project's implementation in their country
(Percentages)



Source: Prepared by the author.

4.3.12 SNA AND SEEA INTEGRATION BASED ON IMPLEMENTATION

FINDING 14: Interviews with project managers revealed that both systems have been integrated into some accounts. Follow-up of the SDGs will show this integration clearly. Three out of eight country representatives from both regions, who work for the authorities responsible for either system, agreed with the assessment of the project managers. Meanwhile, economic-environmental accounts and national accounts have been compiled separately for operative reasons.

154. Countries have made gradual progress on the process for calculating national accounts, including GDP, which helps to harmonize the different statistical systems and improve comparability.
155. Meanwhile, because the SEEA accounts are still new, they have not been fully integrated into the national accounts, although countries do agree that they should be.
156. The survey results indicated that 52% of respondents from the Asia-Pacific region and 49% from Latin America and the Caribbean said that their countries had started or were in the process of integrating the SNA and SEEA recommendations into their national plans. In addition, 21% of respondents from the Asia-Pacific region and 23% from Latin America and the Caribbean said that their countries had an integrated plan for the SNA and SEEA, although this was not confirmed by the interviews with project managers and country representatives, as all countries have work plans for specific environmental accounts. See table 5.

Table 5
The extent to which the 2008 SNA and 2012 SEEA have been implemented in both regions

A. SNA and SEEA integration in the Asia-Pacific region		
	Percentages	Number of responses
There is an integrated national plan for SNA and SEEA	20.69	6
The SNA and SEEA recommendations are in the process of being integrated into the national plans.	41.38	12
The recommendations have started to be implemented in one system (SNA or SEEA)	10.34	3
The recommendations have not yet started to be implemented	27.59	8
<i>Total number of responses</i>	29	
<i>Number of respondents who did not answer this question</i>	23	

B. SNA and SEEA integration in Latin America and the Caribbean		
	Percentages	Number of responses
There is an integrated national plan for SNA and SEEA	22.64	12
The SNA and SEEA recommendations are in the process of being integrated into the national plans.	35.85	19
The recommendations have started to be implemented in one system (SNA or SEEA)	13.21	7
The recommendations have not yet started to be implemented	28.30	15
<i>Total number of responses</i>	53	
<i>Number of respondents who did not answer this question</i>	7	

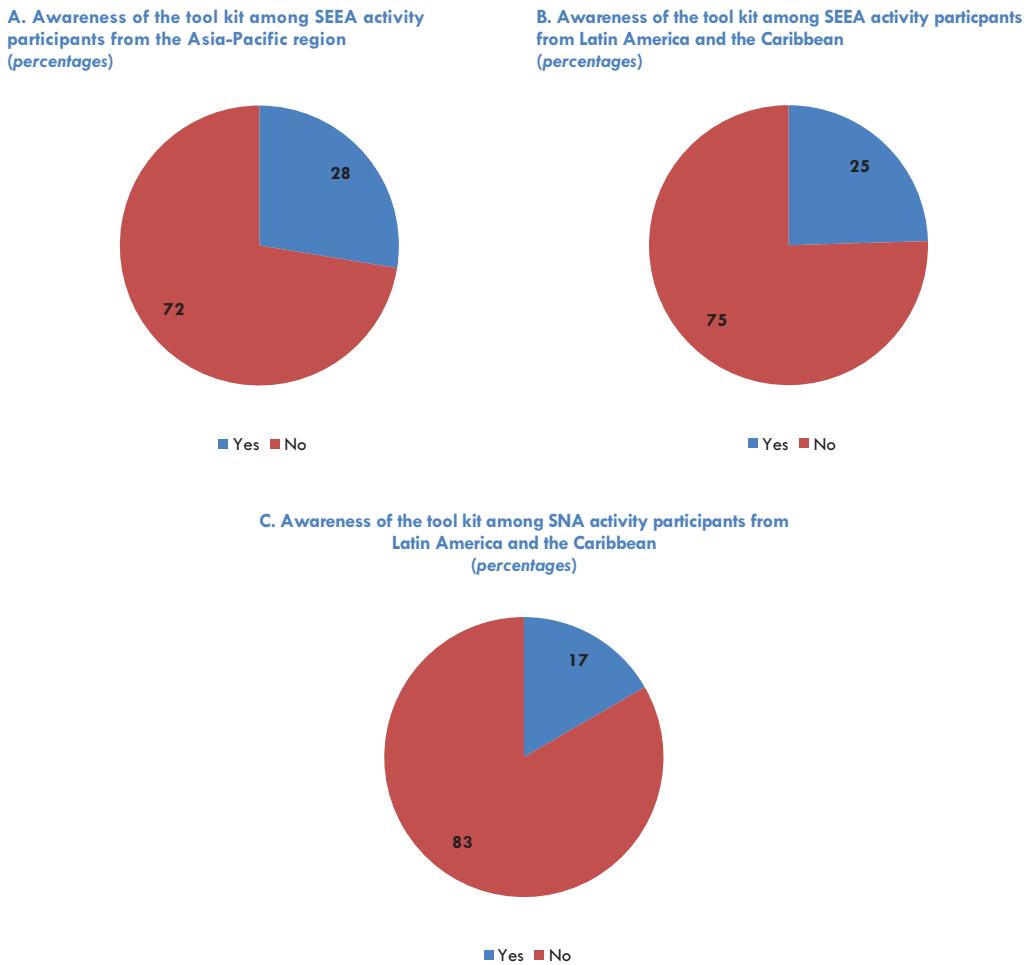
Source: Prepared by the author.

4.3.13 AWARENESS, RELEVANCE AND USE OF THE TOOL KIT

FINDING 15: Most countries' statistical authorities are still not aware of the tool kit and it is therefore not widely used, although some country representatives said that they are using it, specifically, the online platform Unite Connections, which is one of the tools provided. Respondents did not specifically cite the diagnostic tool, but regional technical advisors reported that it was used to prioritize environmental accounts. This may indicate that the tools are gradually being used, although users may not be aware of their specific names.

157. The tool kit was designed during the last phase of the project in 2017 and, though it was presented at the interregional workshop in Santiago, participants considered that it was not complete, there is a lack of awareness about it (an average of 77% of participants in project activities said they were not aware of it) and it is not widely used by national authorities. However, participants did mention the Unite Connections platform, which includes the tools provided by ECLAC to foster communication with and support capacity-building in participant countries.¹⁶ So while respondents were not sufficiently aware of the tool kit, many of them had accessed the Unite Connections platform. See figure 10.

Figure 10
Participants' awareness of the tool kit

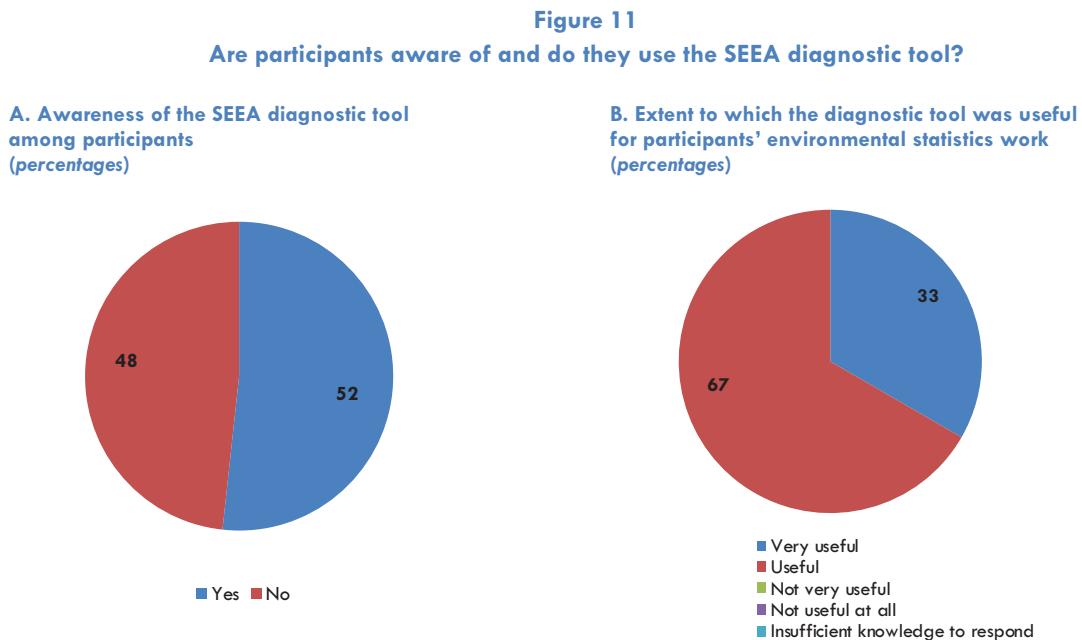


Source: Prepared by the author.

¹⁶ See United Nations, "Unite Connections" [online] <https://connections.unite.un.org/homepage/login/>.

4.3.14 AWARENESS, RELEVANCE AND USE OF THE DIAGNOSTIC TOOL

158. While survey respondents were not all aware of the diagnostic tool, it was used to prioritize environmental accounts. In the Asia-Pacific region, 52% of respondents said that they were aware of the tool and, of those respondents, all considered it to be useful or very useful. During the interviews, even though not all country representatives cited the specific tool, they did say that it was used to prioritize environmental accounts. Awareness levels were similar in Latin America and the Caribbean. See figure 11.



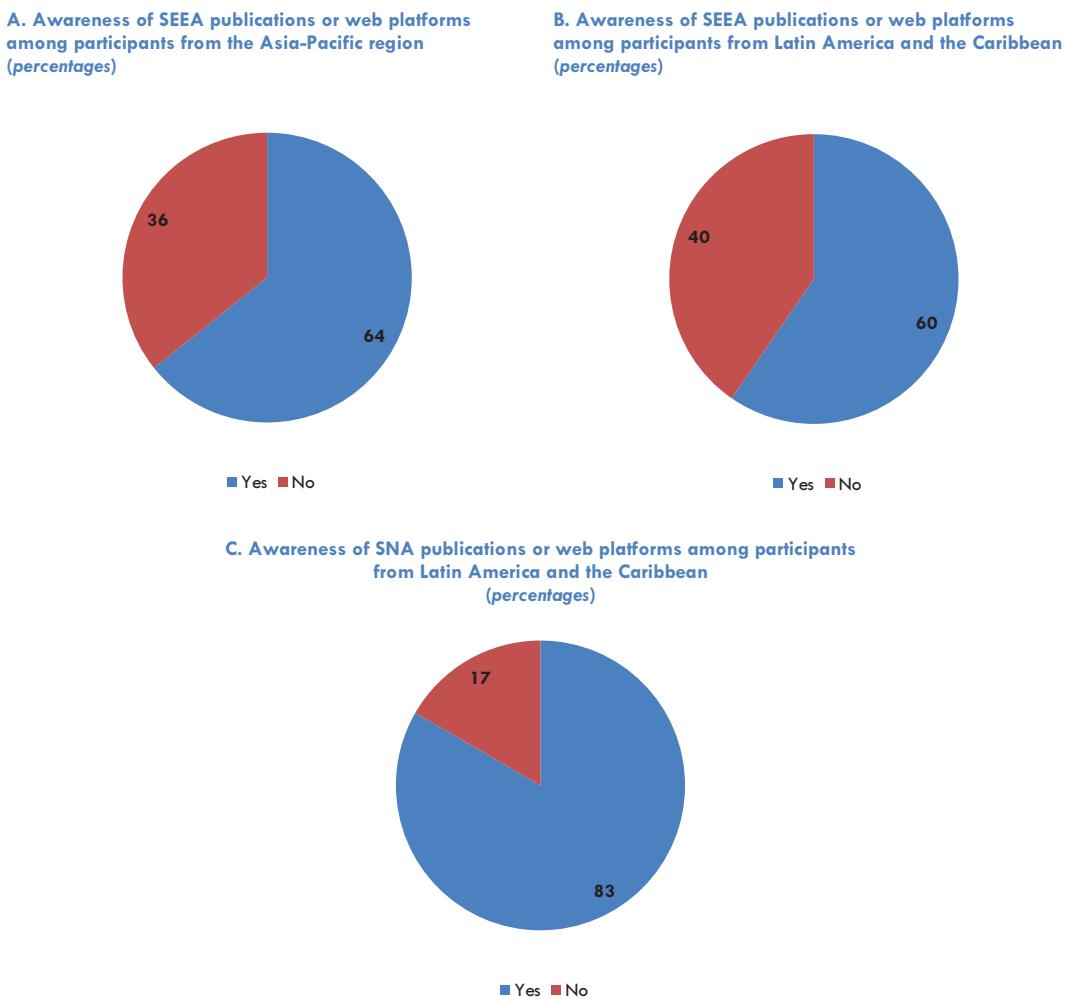
Source: Prepared by the author.

4.3.15 AWARENESS, RELEVANCE AND USE OF SEEA AND SNA PUBLICATIONS AND WEB PLATFORMS

FINDING 16: There was limited awareness of the SEEA and SNA publications in the Asia-Pacific, Latin American and Caribbean countries. This is because users access information when they have specific queries.

159. Of the survey respondents from the Asia-Pacific region, 64% said they were aware of some of the publications or web platforms related to the SEEA, and a similar percentage in Latin America and the Caribbean (60%) said that they were. National authorities accessed these publications occasionally for consultation purposes. Regarding SNA publications or web platforms, five out of eight survey respondents from Latin America and the Caribbean said that they were aware of them. Many cited their use of the United Nations digital platform, Unite Connections, and said that they use it to access technical advice and consult other countries. See figure 12.

Figure 12
Are participants aware of SEEA and SNA publications or web platforms?



Source: Prepared by the author.

4.4 SUSTAINABILITY

FINDING 17: There is evidence of the project's sustainability. First, it has contributed to the statistical capacity of participant countries, which is in the process of being applied to the national accounts and economic-environmental accounts. For example, most of the country representatives from both regions pointed to the fact that the working groups on cooperation and capacity-building would continue to operate. Second, the implementation of both systems is an ongoing process that extends beyond the project's time frame, thus the countries will continue to request more activities and capacity-building, which is a process that will require more technical assistance and dialogue.

FINDING 18: Project managers and technical advisors reported that a number of activities linked to the SNA and the SEEA, such as workshops and publications, would be undertaken in the near future, but outside the project's time frame and budget.

160. Bearing in mind that there was already a United Nations implementation strategy for the 2012 SEEA before the project was launched, the outcomes and effects of the implementation of that strategy is still an ongoing process, since implementation of the two systems started before the project and will

continue after it. During the interviews, technical advisors and project managers reported that more activities were expected to be completed, although it is clear that those will be outside the project's budget and time frame. Again, this confirms that countries are at different stages of implementing the SNA and the SEEA.

161. The SEEA survey results show that the countries of 67% of respondents from the Asia-Pacific region and 62% from Latin America and the Caribbean have planned future projects, current activities or partnerships as a result of the project. In the case of the SNA, three out of eight respondents said they did. While the limited number of respondents means that this result is not conclusive, interviews proved countries are in progress of implementing the 2008 SNA. See table 6.

Table 6
National SEEA and SNA future actions, current activities or partnerships developed pursuant to the project

National SEEA future projects, current activities or partnerships developed pursuant to the project's implementation in the Asia-Pacific region			National SEEA future projects, current activities or partnerships developed pursuant to the project's implementation in Latin America and the Caribbean		
	Percentages	Number of responses		Percentages	Number of responses
Yes	66.67	18	Yes	61.7	29
No	36.36	7	No	38.3	18
Total number of responses			Total number of responses	47	
Number of respondents who did not answer this question			Number of respondents who did not answer this question	13	
National SNA future projects, current activities or partnerships developed pursuant to the project's implementation in Latin America and the Caribbean?					
	Percentages	Number of responses		Percentages	Number of responses
Yes	75	3	Yes	75	3
No	25	1	No	25	1
Total number of responses			Total number of responses	4	
Number of respondents who did not answer this question			Number of respondents who did not answer this question	4	

Source: Prepared by the author.

162. The Asia-Pacific countries will continue to publish their prioritized environmental accounts (water, forests, land and energy). In fact, they will start working on other accounts, as they are aware that environmental statistics are necessary for SDGs indicators.
163. Regarding the project's influence on policymaking, ECLAC will publish a report on how some Latin America and Caribbean countries are using environmental accounts to formulate new policies. This will be a tangible output of regional cooperation efforts, particularly with the WAVES programme. Countries are continuing to hold regular virtual meetings and webinars with the environmental communities on Unite Connections.
164. One project manager said that a workshop on forest accounts would be held in February 2018, which will be attended by experts on other environmental accounts in an effort to share detailed knowledge.
165. An annual meeting will be held on the SNA, which together with follow-up activities, will provide an opportunity to design future actions to further strengthen statistical capacities.

166. Moreover, the SNA harmonization working group, set up in Latin America and the Caribbean, will continue to undertake activities based on quarterly statistics reports to change the base year for calculations and strengthen the digital platform.

4.4.1 USE OF RESULTS AFTER THE PROJECT

167. The results of the SEEA activities undertaken in the Asia-Pacific region, such as methodologies developed for the calculation of certain accounts, were used to resolve technical issues. For example, these led to the compilation of the land account in Vanuatu, which were due to be published shortly after December 2017. Environmental accounts have been used in policymaking, even though they have only recently been compiled within the framework of this project.
168. Most of the project managers and technical advisors from ESCAP said that the outcomes of the project were integral to the work of the regional commission and that the activities were in line with the region's statistical needs and priorities.
169. Two virtual communities were created for participants from the Latin American and Caribbean countries, one on environmental indicators and statistics and one on environmental accounts that will continue to offer online technical support from ECLAC. Providing more efficient and effective follow-up to activities through means such as these digital communities could be considered one of the lessons learned from the project, although it is a well-known practice.
170. There is a need to continue to design suitable tools for the countries, such as virtual communities based on common technical interests where knowledge could be shared. In addition, online courses could also be offered to continue to build and maintain knowledge. During the interviews, it was also mentioned that the remaining budget was efficiently utilized to fund additional activities, such as the meeting that was held in the first week of December 2017 (it should be noted that the results of this activity fall outside the scope of this assessment).
171. The SNA results have already been incorporated into and form an integral part of the programme of work of the Statistical Division of ECLAC. The Unite Connections tool, which serves as a forum to build knowledge and exchange experiences, is a clear example of the Division's contribution to the project.

4.5 CROSS-CUTTING ISSUES

4.5.1 GENDER AND HUMAN RIGHTS CONSIDERATIONS DURING THE IMPLEMENTATION OF THE PROJECT

FINDING 19: Participants reported that project activities were inclusive, with men and women participating equally. Both systems implicitly incorporated gender and human rights consideration in some environmental and economic statistics. As these statistics will be used in the follow-up to the SDGs and 2030 Agenda, which call for an end to discrimination against women, these issues must be taken into consideration when calculating and reporting the statistics. However, a number of technical advisors explained that some statistics are global and could not be easily disaggregated by gender.

172. SEEA survey respondents generally considered gender to be implicitly incorporated in environmental statistics. SNA survey respondents said that all activities were inclusive, with men and women participating equally. The participants from the Asia-Pacific region acknowledged that the 2030 Agenda addresses gender and human rights issues, and as such they should be mainstreamed in all activities related to the SEEA.
173. Project managers and technical advisors said that environmental statistics cannot be easily disaggregated. Environmental aspects are also cross-cutting issues and difficult to measure.
174. Not all statisticians are involved in producing population statistics, but the follow-up of the SDGs will require all types of statistics, including those on matters related to gender and human rights, because achieving sustainable development will also depend on ending all forms of discrimination. Statistics can be used to measure how women are being empowered and given equal consideration.

175. According to the project managers and technical advisors, gender aspects were purposely included in the design of the project and its strategies, as the SEEA and SNA frameworks produce statistics that can be used to follow up the 2030 Agenda and the SDGs. Most of the SDG indicators include gender and human rights aspects.

176. During the implementation of the project activities, equal participation was promoted, in accordance with countries' preferences. In the Asia-Pacific region, 56% of the SEEA survey respondents were women and 48% were in Latin America and the Caribbean, while, three out of the eight SNA survey respondents were men. See table 7.

Table 7.
Participants gender by region and system to be implemented

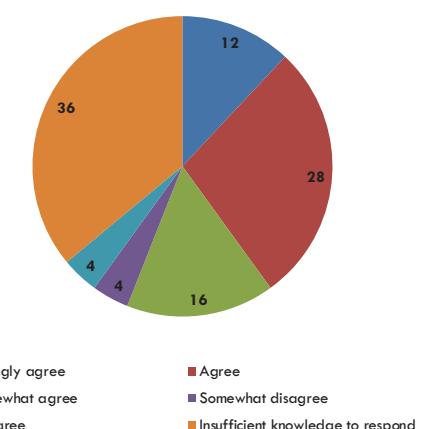
SEEA activities in the Asia-Pacific region			SEEA activities in Latin America and the Caribbean			SNA activities in Latin America and the Caribbean		
	Percentages	Number of responses		Percentages	Number of responses		Percentages	Number of responses
Female	55.77	29	Male	51.67	31	Male	37.50	3
Male	44.23	23	Female	48.33	29	Female	62.50	5
Total responses	52		Total responses	60		Total responses	8	

Source: Prepared by the author.

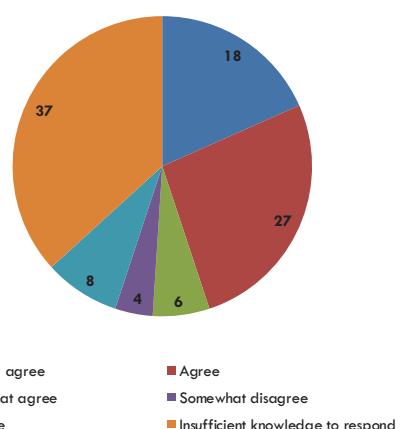
177. However, there is less consensus among participants in response to the question of whether gender issues were effectively taken into consideration during the implementation of the project activities. Most chose the answer "insufficient knowledge to respond" (36% of respondents from both regions), which might indicate that they did not believe that it was necessary to refer to specific human rights or gender issues during the activities in which they participated, a theory that was confirmed by most of the project managers and country representatives. See figure 12.

Figure 13
Did the project SEEA activities effectively take into consideration gender issues?

A. Did project activities in the Asia-Pacific region effectively take into consideration gender issues? (percentages)



B. Did project activities in Latin America and the Caribbean effectively take into consideration gender issues? (percentages)



Source: Prepared by the author.

178. Project managers said that human rights were implicitly incorporated into environmental statistics, since most of the issues addressed by environmental statistics affect humans' quality of life and activities (such

as access to clean water). Still, most country representatives were unable to explain how human rights were linked to the project, although that does not mean that human rights were not raised during the project implementation.

179. Participants in SNA activities considered that all the activities addressed human rights considerations, from the collection methodologies to the reporting of statistics. Respondents said the same of gender issues.

5. CONCLUSIONS

5.1 RELEVANCE

180. (Based on finding 1) The project was relevant to the participant countries since it was tailored to their needs, as well as to the mandates of ECLAC and ESCAP. Relevant participants, technical staff and decision makers, who are working on environmental accounts and national accounts, were successfully selected. They noted the importance of the regional or subregional training workshops and technical assistance. In addition, participants and project managers rated the interregional workshop as one of the most relevant and strategic activities, as it provided an opportunity for them to share capacity-building experiences and knowledge.
181. Even though ECLAC led the project, each regional commission had autonomy when it came to implementing activities, depending on the countries' needs. Since ESCAP was undertaking another project on national accounts, it was decided that only the SEEA component would be implemented in the region, while ECLAC implemented activities on both systems. This shows how the regional commissions adapted the project to countries' needs and strategies, but it also indicates that, given the operative differences, the components could have been separated into two different projects.

5.2 EFFICIENCY

182. (Based on findings 2 and 3) The technical assistance provided was highly valued by the participants, because it was provided in a variety of different ways and because more countries were allowed to participate which spread the benefits across a wider base. Specific technical needs were addressed through country missions and other activities and resources, such as online platforms, webinars and direct online consultations with the technical advisors and experts from ECLAC and ESCAP. Later activities also created synergies and optimized resources, as several partnerships, workshops, international working groups and digital communities allowed more stakeholders from each country to participate or even for the project to be extended to more countries. This is evidenced by the fact that although the project had a budget of US\$ 862,000 for 10 pilot countries (6 in Latin America and the Caribbean and 4 in the Asia-Pacific region), more countries benefited, directly or indirectly, from the project activities. Stakeholders from 42 Asia-Pacific countries and 15 Latin American and Caribbean countries took part in SEEA activities and 8 Latin American and Caribbean countries in SNA activities.
183. (Based on findings 4 and 5) Conversely, there is an unsatisfied demand for technical assistance, since many country representatives said that they did not receive technical assistance, owing to limited time and financial and technical resources.
184. (Based on findings 6 and 7) Most stakeholders reported that there was a high level of inter-institutional coordination in their countries; however, many need more permanent staff for SNA and SEEA who receive ongoing training.
185. (Based on findings 5 and 8) Although technical assistance was provided to all the pilot countries and some additional ones, which was a desirable level of implementation, it was insufficient, as new environmental accounts will have to be compiled or new consultations carried out to implement the SNA. It is also clear that completing national plans for environmental and national accounts is an ongoing process.

5.3 EFFECTIVENESS

186. (Based on findings 9, 10 and 11) With regard to the expected accomplishments, national plans for national accounts or action plans for prioritized environmental accounts were drawn up for more than

10 pilot countries, largely as a result of the technical support that was provided based on countries' requests and priorities. However, the first expected accomplishment was the elaboration or enhancement of national plans in line with the regional plans. Hence, most project managers and country representatives noted that the national plans were not in line with specific regional plans for the Asia-Pacific or Latin America and the Caribbean (see indicator of achievement IA1.1), rather they were in line with regional strategies implemented through specific activities, such as horizontal cooperation, country missions, online platforms, specialized workshops and direct technical consultations. These strategies were responsive to countries' requirements. Meanwhile, expected accomplishment 3 was partially achieved, although it might be too soon to be evaluated, as the project only concluded in December 2017 and the use of statistical indicators in policymaking was neither reported nor measured by all participant countries. Nevertheless, progress was made, since relevant ministries and planning offices participated in activities over the course of the project. Steps are being taken towards using indicators in policymaking, although the effect will only become clear once countries report the adoption of more policies supported by statistical indicators derived from the SEEA and SNA.

187. (Based on findings 11 and 14) Given that the implementation of the 2012 SEEA and the 2008 SNA is an ongoing process, activities related to the project began prior to its launch and will continue after it, in accordance with countries' priorities. Project activities were adapted effectively to these diverse contexts, despite covering two systems in countries from two different continents. The project comprised two different operative components (national accounts and economic-environmental accounts) in two global regions (the Asia-Pacific region and Latin America and the Caribbean), with a limited budget for achieving the expected accomplishments. This encouraged the creation of synergies which had a positive impact on the project, since more activities were carried out and more results were achieved. However, it also indicates that some aspects of the project, such as its design, should have been given greater consideration, as it set particularly ambitious targets, particularly in the light of the limited resources available to the regional commissions.

188. (Based on findings 12, and 13) Although not all countries participated in all the activities, stakeholders identified capacity-building through technical assistance, horizontal cooperation between countries, online communities or working groups, and the strengthening of data compilation capacities, as the major benefits of the project.

189. (Based on findings 15 and 16) Many survey respondents said that they were not aware of other project outcomes, such as the tool kit, the diagnostic tool or specific web publications or did not use them widely, although some are interacting through online platforms, such as Unite Connections.

5.4 SUSTAINABILITY

190. (Based on findings 17 and 18) The project is considered sustainable because of its contribution to the statistical capacity of the participant countries. It is also understood that this process will require more technical support and dialogue with the countries. In addition, the in-built capacity will need to be used in upcoming activities, such as workshops, publications and online communities, to continue to implement both the SNA and SEEA. Countries are still developing plans for national accounts and will undertake work on other environmental accounts in the near future.

5.5 CROSS-CUTTING ISSUES

191. (Based on finding 19) Country representatives said that gender and human rights were implicitly incorporated in some environmental and economic statistics. They said that all activities were inclusive, with men and women participating equally, although it was noted that the prevailing culture of some countries limited women's participation, particularly in the Asia-Pacific region.

192. The technical advisors of ECLAC said that gender considerations were included in the design of the project and its strategies, as it took into account the 2030 Agenda and the SDGs, which mainstream gender and human rights aspects in most targets and indicators.

193. As economical-environmental and national accounts can be used to measure the SDGs indicators, statistics can reflect gender consideration, for example how women are affected by the way statistics are collected, compiled and reported, particularly when those statistics are used to support policymaking. However, analysing specific statistics was beyond the scope of this assessment.

6. LESSONS LEARNED

194. In the light of the common technical assistance requirements of some countries with regard to specific environmental accounts, groups of countries with the same technical needs were invited to attend training activities, such as the course on forest accounts provided by IARNA, creating synergies.¹⁷ These experiences are evidence of an innovative, grouping approach to transferring knowledge and strengthening statistical capacities.
195. Two virtual technical communities were established —the environmental indicators statistics community and the environmental accounts community—, which will continue to operate with ongoing technical support from ECLAC. Although it is not new, this practice and the rapid results it is generating show that technical assistance and capacity-building can be provided through online means, such as virtual technical communities.
196. Suitable tools must continue to be designed, such as virtual communities that allow countries with common technical interests to exchange knowledge, and online courses that will build and maintain knowledge.
197. ESCAP and ECLAC have strong technical assets, such as experts in specific accounts, tools, training and other resources. However, financial resources were limited, which is why the teams from both regions optimized resources by working with strategic partners, such as WAVES, in line with countries' needs. As a result, more countries and stakeholders per country were able to participate.
198. The interregional workshop held in Santiago in 2017 demonstrated that countries from different regions shared common needs with regards to environmental accounts and face the same challenges when compiling them, regardless of regional and cultural differences. It also showed that countries had individual priorities, focusing on specific accounts.
199. Horizontal cooperation activities, such as the visit of Brazil to Portugal, generated in-built capacity for calculating institutional quarterly accounts. This strategy could be replicated in more countries.

¹⁷ Information provided by ECLAC technical advisors working on environmental accounts during the assessment interviews.

7. RECOMMENDATIONS

200. (Based on paragraphs 10, 11 and 24 and findings 1, 14 and 17) When the project was designed in 2013 it was supposed to cover the implementation of both the SEEA and SNA in both regions, however, when the time came to start, it was considered more efficient for ECLAC to implement the SEEA and SNA activities in Latin America and the Caribbean, and for ESCAP to undertake the SEEA activities in the Asia-Pacific region. Few project activities and reports covered both systems; each system was implemented separately. Hence, the results show that it could have been divided into two different projects, one on the SEEA and another on the SNA. In fact, ESCAP decided to implement the SEEA activities only because it was already working on another project on national accounts. Thus, it is recommended that the Statistics Divisions of both regional commissions continue to analyse how other projects are contributing to the same goals and optimize resources.
201. (Based on paragraph 24 and finding 2) Partnerships were set up at the national, subregional, regional and global levels, allowing more stakeholders to participate, capacities to be built and other benefits achieved. The Statistics Divisions of ECLAC and ESCAP need to follow up on the partnerships the project generated in order to build on those synergies in upcoming projects.
202. (Based on paragraphs 24, 26 and 30, and finding 15) The Statistics Divisions of ECLAC and ESCAP should consider at the planning stage how projects will create synergies and optimize resources, given that the implementation of the 2012 SEEA and 2008 SNA are ongoing processes. Additional support could be provided to develop national plans for the SNA and working plans for the SEEA by combining new projects and regular activities, as part of a larger programme. Technical assistance was provided through online platforms, but some tools were not widely used for a variety of reasons, including the fact that they are new. Consequently, efforts should be made to raise awareness among statisticians of the tool kit and to optimize its use. This process is a two-way strategy, as countries are developing their own tools, such as the national accounts software that Brazil has been using, which could be serve as a benchmark for other countries.
203. (Based on paragraphs 12, 25 and 31, and finding 7) Countries identified the need of more permanent and trained local staff to undertake statistical work. It may depend on countries' priorities, but it is critical to support them in this area so that they can conserve their resources, despite turnover rates or other variables that are beyond the control of ESCAP and ECLAC. To address this challenge, Statistics Divisions of both regional commissions should facilitate and promote access to online tools.
204. (Based on paragraphs 26 and 186, and finding 8) With regard to expected accomplishment 3, which was not fully achieved or measured by the evaluator, project designers from both regional commissions should include its aims in future projects. It is clear that awareness-raising and advocacy efforts, regardless of the causal relation, will be more effective if multiple stakeholders participate. Thus, it is recommended to establish dialogue with central banks, NSOs, ministries and implementation partners to draw up a more adaptable strategy to raise awareness of national and environmental accounts.
205. (Based on findings 4 and 5) Although the evaluator has identified signs that the results of this particular project will be sustainable, it is advisable that the relevant divisions of ECLAC and ESCAP will assess the sustainability of the capabilities that countries have acquired after a project has been completed and design specific follow-up actions or projects if deemed necessary to ensure the sustainability of the results, including training-the-trainers programmes.
206. (Based on the data collection phase and paragraph 9) Some country representatives and survey respondents skipped some of the assessment questions because they did not take part in all the activities, others were not sure which specific project was being referred to, despite the clarifications provided. Consequently, it is recommended that the regional commissions inform evaluators and other interested stakeholders about other similar projects that are being implemented to avoid confusion.

207. (Based on paragraphs 32 and 58, and finding 19) Given the importance of environmental and national accounts for statistical indicators to measure progress towards achieving the SDGs and 2030 Agenda, it is recommended that the Statistics Divisions of both regional commissions should carry out regular analysis of whether gender and human rights considerations have been mainstreamed into environmental and economic statistics, especially into how they are collected, compiled and reported, particularly if they will be used as a basis for policymaking.

ANNEXES

ANNEX 1	TERMS OF REFERENCE
ANNEX 2	DOCUMENTS REVIEWED
ANNEX 3	EVALUATION MATRIX
ANNEX 4	FINANCIAL REPORT
ANNEX 5	DATA COLLECTION INSTRUMENTS
ANNEX 6	LIST OF INTERVIEWEES
ANNEX 7	EVALUATOR'S REVISION MATRIX

ANNEX 1

TERMS OF REFERENCE

**Assessment of the Development Account Project ROA 291-9
Strengthening statistical capacities for building macroeconomic
and sustainable development indicators in Latin America,
the Caribbean and Asia-Pacific countries**

I. Introduction

1. This assessment is out in accordance with the General Assembly resolutions 54/236 of December 1999, 54/474 of April 2000 and 70/8 of December 2015, which endorsed the Regulations and Rules Governing Programme Planning, Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (PPBME) and its subsequent revisions. 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 aimed at strengthening the accounting systems in countries of the Latin America and Caribbean (LAC), and Asia-Pacific (AP) regions and, therefore, supporting sound public policies by providing policy makers with reliable figures, through the development and implementation of regional strategies for the improvement of the environmental and national accounts systems, following the guidelines and framework provided by the 2008 SNA and the SEEA 2012. The project's strategy will aim at improving the coverage and quality of national and environmental accounts by strengthening the production of the basic statistics needed to compile the accounts and in turn, at informing the formulation of public policies in support of sustainable development. This strategy would be divided in four stages: (i) assessment —in depth review of national accounts, supporting statistics and environmental accounts and statistics in pilot countries; (ii) review and adaptation of regional action plans - development of a regional work plan; (iii) national implementation plans —design/enhancement and implementation of a National Action Plan, and (iv) Implementation of Regional Action Plans - commitment from the regional commissions to coordinate the work.

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 strengthen the production and use of economic and environmental indicators derived from the System of National Accounts 2008 (2008 SNA) and the System of Environmental-Economic Accounts 2012 (SEEA 2012) in the design of public policies with the specific goal of ensuring sustainable development in Latin America Caribbean and Asia-Pacific countries.
5. The assessment 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.

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

IV. Background

The Development Account

7. 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.
8. 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.
9. 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.
10. DA projects are being implemented by global and regional entities, cover all regions of the globe and focus on five thematic clusters¹. 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.
11. 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.

The project

12. The project under evaluation is part of the projects approved under this account for the 9th Tranche (2014-2017). It was implemented by the Economic Commission for Latin America and The Caribbean

¹ 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>.

(ECLAC), specifically its Statistics Division in partnership and the Statistics Division of Economic and Social Commission for Asia and the Pacific (ESCAP).

13. The original duration of this project was of approximately four years (2014–2017), having started activities in December 2014.

14. 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.

15. The project's objective as stated above is "to strengthen the production and use of economic and environmental indicators derived from the System of National Accounts 2008 (2008 SNA) and the System of Environmental-Economic Accounts 2012 (SEEA 2012) in the design of public policies with the specific goal of ensuring sustainable development in Latin America Caribbean and Asia-Pacific countries."² The project was envisaged to work with a group of ten pilot countries, four from the Asia-Pacific Region and six from Latin America and the Caribbean.

16. The expected accomplishments were defined as follows:

- EA1: Elaboration/enhancement of national plans for the implementation of the 2008 SNA and the 2012 SEEA, in line with the regional action plans, by pilot countries.
- EA2: Implementation by the target countries of main international recommendations of 2008 SNA and SEEA 2012.
- EA3: Increased awareness by policymakers of national and environmental accounts to inform the design of public policies aimed at ensuring sustainable development.

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

- (A1.1) Prepare ten case studies consisting of an in-depth assessment of the status and progress of national and environmental accounts in the LAC and AP pilot countries and the basic economic and environmental statistics requirements.
- (A1.2) Organize four regional workshops (two in LAC and two in AP) in total. The first two were planned to take place during the first year of the project to analyze the current status of national and environmental accounts (self-assessment), and to define and validate a strategy of implementation and follow-up at the national and regional levels for the implementation of the 2008 SNA and the SEEA 2012. Two additional follow-up regional workshops would be organized the final year of the project to present results and progress.
- (A1.3) Organize advisory missions to countries, aiming at assisting countries in the self-assessments, and in the elaboration/enhancement of their national implementation plans.
- (A1.4) Organize an inter-regional workshop for staff of National Statistical Offices, Central Banks and ministries of environment to share experiences, lessons learned and future strategies in the ECLAC and ESCAP regions from the development of the regional action plans for the implementation of the 2008 SNA and the SEEA 2012;
- (A1.5) Organize horizontal cooperation activities by more advanced countries to support the elaboration/enhancement of the national implementation plans in countries that are statistically less developed.
- (A2.1) Organize horizontal cooperation activities to assist statistically less developed countries adopt recommendations of 2008 SNA and SEEA 2012.

² See Annex 1: Project Document.

- (A2.2) Develop a set of tools (Tool Kit) containing guidelines and best practices for the development and strengthening of macroeconomic and environmental statistics and the implementation of the 2008 SNA and the SEEA 2012 and related training materials.
- (A2.3) Organize two workshops (one per region) to discuss and finalize with countries the Tool Kit and train participants (of selected non-pilot countries) on the use of the Tool Kit.
- (A2.4) Organize advisory missions to pilot countries, aimed at assisting countries in implementing key international recommendations in national and environmental accounts;
- (A3.1) Organize two regional workshops (one per region) for policymakers to increase awareness and promote the use of economic and environmental accounts in the formulation and analysis of socio-economic policies.
- (A3.2) Develop a document that illustrates how the indicators and information derived from 2008 SNA and SEEA 2012 can be used to formulate socio-economic policies.

18. The budget for the project totalled US\$ 862,000. Progress reports were prepared on a yearly basis.

Stakeholder Analysis

19. Project beneficiaries included all relevant stakeholders involved in the production, compilation and use of as well as those involved in the design and implementation of fiscal policies, as well as those involved in the design of policies related to national planning and development, including the National Statistical Offices, Central Banks, Ministries of Finance, Planning and Development Ministries and line ministries involved in environment statistics production such as the Ministry of Environment, Ministry of Energy, and Ministry of Agriculture, among others.

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 evaluation will be conducted in line with the norms, standards and ethical principles of the United Nations Evaluation Group (UNEG)³.

21. It is expected that ECLAC's guiding principles to the evaluation process are applied⁴. In particular, special consideration will be taken to assess the extent to which ECLAC's activities and outputs respected and promoted human rights⁵. 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.

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 assessment report, will be carried out in alignment with these principles⁶.

³ 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>.

⁴ See ECLAC, "Preparing and Conducting Evaluations: ECLAC Guidelines" (2009) and ECLAC, "Evaluation Policy and Strategy"(2014) for a full description of its guiding principles.

⁵ For further reference see UNEG "Integrating Human Rights and Gender Equality in Evaluations" (2014) <http://www.unevaluation.org/document/detail/1616>.

⁶ Human rights and gender perspective.

24. The evaluation will also include an assessment of the project's contribution to the achievement of the Sustainable Development Goals (SDGs).

25. Evaluators are also expected to respect UNEG's ethical principles as per its "Ethical Guidelines for Evaluation"⁷:

- **Independence:** Evaluators shall ensure that independence of judgment is maintained and that evaluation findings and recommendations are independently presented.
- **Impartiality:** Evaluators shall operate in an impartial and unbiased manner and give a balanced presentation of strengths and weaknesses of the policy, program, project or organizational unit being evaluated.
- **Conflict of Interest:** 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.
- **Honesty and Integrity:** Evaluators shall show honesty and integrity in their own behavior, 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.
- **Competence:** 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.
- **Accountability:** Evaluators are accountable for the completion of the agreed evaluation deliverables within the timeframe and budget agreed, while operating in a cost effective manner.
- **Obligations to Participants:** 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.
- **Confidentiality:** 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.
- **Avoidance of Harm:** 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.
- **Accuracy, Completeness and Reliability:** 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.
- **Transparency:** 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 have a say in shaping the evaluation and shall ensure that all documentation is readily available to and understood by stakeholders.
- **Omissions and wrongdoing:** Where evaluators find evidence of wrong-doing or unethical conduct, they are obliged to report it to the proper oversight authority.

⁷ UNEG Ethical Guidelines for Evaluation, UNEG, March 2008 (<http://www.unevaluation.org/document/detail/102>).

VI. Scope of the assessment

26. 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 two regions, as well as the sustainability of the project interventions. The assessment will also review the interaction and coordination modalities used in its implementation within ECLAC and ESCAP, and between/among other co-operating agencies participating in the implementation of the project.
27. 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 Regional Commissions, and other co-operating agencies.
 - 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 and ESCAP.
28. 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

29. 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 ECLAC and ESCAP, 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 covered by the project should be considered as part of the methodology. Surveys to co-operating agencies 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, project managers and co-operating agencies.
30. 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

- 31. 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 analysis⁸. The responses to these questions are intended to explain “the extent to which,” “why,” and “how” specific outcomes were attained.
- 32. 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*.

Efficiency

- a) Collaboration and coordination mechanisms between and within the two 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 behavior/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 programme 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 two RCs?

⁸ 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*.

Sustainability

With beneficiaries:

- a) How did the project utilize the technical, human and other resources available in participating 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?
- b) Has the project managers effectively taken into consideration human rights and gender issues in the design and implementation of the project and its activities?
- c) Has and how has the project contributed to the achievement of the Sustainable Development Goals (SDGs)?

IX. Deliverables

33. 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/291-9, 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 10 weeks after the signature of the contract, the consultant should deliver the preliminary report for revision and comments by PPOD and the ERG 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 14 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 ESCAP staff involved in the project will be delivered at the same time of the delivery of the final evaluation report.

X. Payment schedule and conditions

34. The duration of the consultancy will be initially for 14 weeks during the months of September-December 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. Support to the evaluation activities will be provided by the Statistics Division of ECLAC in Santiago.
35. 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:
- 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.
 - 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.
 - 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.

36. 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

37. The evaluator will have the following characteristics:

Education

- MA in economics, public policy, development studies, business administration, Statistics or a related economic 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 statistics and or macroeconomic and sustainable indicators is highly desirable.
- 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 and Asia-Pacific is desirable.

Language Requirements

- Proficiency in English and Spanish is required.

XII. Roles and responsibilities in the evaluation process

38. 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

39. 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

40. 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

41. 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

42. 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.

43. Coordination arrangements. The team in charge of the evaluation comprised of the staff of the Programme Planning and Evaluation Unit of ECLAC and the consultant will confer and coordinate activities on an on-going basis, ensuring at least a 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

44. This assessment seeks to identify best practices and lessons learned in the implementation of development account projects and specifically the statistical capacities of the countries to build macroeconomic and sustainable development indicators. The evaluation findings will be presented and discussed to ECLAC and if possible, with the participation of the participating Divisions of ESCAP 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 ECLAC's internet and intranet webpages (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

Documents Reviewed

- Terms of Reference of DA Project ROA 291-9.
- UN. General Assembly. Sixty-eight session. Section 21. Programme 18 of the biennial programme plan for the period. 2014-2015.
- Economic and Social Commission for Asia and the Pacific. Proposed strategic framework for the period 2016-2017. 2014
- PROJECT DOCUMENT TEMPLATE 9TH TRANCHE OF THE DEVELOPMENT ACCOUNT
- Different countries presentations during Interregional Workshop. Santiago. July 2017.
- Project's progress report (2016)
- Revised Documents and reports of the Interregional Workshop DA project, July 2017.
- Interregional Workshop DA project, July, 2017. Federico Dorin's lecture: Asesor de Unidad de Estadísticas y Ambientales: Camino a Seguir con cuentas Nacionales, regionales, sinergias con otros proyectos en cuentas nacionales.
- Interregional Workshop DA project, July 2017. Juan Pablo Castañeda. WAVES: "El componente de Cooperación regional"
- Interregional Workshop DA project, July 2017. Rayén Quiroga: "Desafíos de la Agenda 2030, las estadísticas y cuentas ambientales y el camino hacia adelante"
- CEPAL. "POLÍTICA Y ESTRATEGIA DE EVALUACIÓN". 2014.
- CEPAL. Franco Carvajal Avances y desafíos de las cuentas ambientales en América Latina y el Caribe. Series Estudios Estadísticos. N° 102. (Draft report)
- UNESCAP. Environment Statistics. Diagnostic Tool for Strategic Planning.2016.
- Results-Based Management in the United Nations Development System: Progress and Challenges. Report for the United Nations Department of Economic and Social Affairs, for the Quadrennial Comprehensive Policy Review. 2012. <http://www.un.org/en/ecosoc/qcpr/pdf/sgr2016-studies-rbm-8jan2016.pdf>
- UN. "Integrating Human Rights and Gender Equality in Evaluations". 2014
- CEPAL. United Nations Development Account (9th Tranche). 1415AI "Strengthening statistical capacities for building macroeconomic and sustainable development indicators in Latin America, the Caribbean and Asia Pacific countries". Financial Report as of 12 February 2018.

ANNEX 3

Evaluation Matrix

Evaluation Category	Questions	Observed Units	Variables/type	Categories	Collecting Method	Statistical Method	n
Relevance: degree to which an activity, is significant to achieve the objective.	How were the project's activities implemented in your region?	Project managers (ECLAC, ESCAP) Chiefs of Economic and Environment Statistics Units. Consultants (representative of Waves) Countries representatives	Description of regional activities implementation (Ordinal)	Open Question	1. Interview (Why, how) 2. Secondary data review	1. Descriptive	At least one representative of each unit and country
	How in line were the activities and outputs delivered by the project with the priorities of your country?	Participant countries (pilot& non pilot)	Alignment to countries' priorities (Ordinal)	1. Highly aligned 2. Somehow aligned 3. Not quite aligned 4. Completely not aligned 5. Not sufficient knowledge to respond	1. Survey 2. Secondary data review	1. Descriptive	At least 2 representatives per participant country
	During the project implementation, were there any complementarities and synergies in the work done by the two Regional Commissions regions in LAC - AP?	Project managers. Representative of WAVES.	complementarities and synergies existence (Binary - specification)	1. Yes, specify how 2. No	1. Interview (Why, how) 2. Secondary data review	1. Descriptive	1 representative per institution or region
	What were the results of the partnership(s) that you participated? Example: WAVES is a global alliance to promote sustainable development using Natural Capital accounting, through the method of integrated accounting, south-south cooperation. However, you may have also participated in other partnerships for technical assistance.	Project managers. Representative of WAVES.	Partnerships outcomes(nominal-open)	Open Question	1. Interview (Why, how) 2. Secondary data review	1. Descriptive	1 representative per institution or region
	How satisfied are you with the project's implementation in benefit of your country?	Participant countries (pilot& non pilot)	Level of satisfaction (Ordinal)	1. Very satisfied 2. Somewhat satisfied 3. Neither satisfied nor dissatisfied 4. Somewhat dissatisfied 5. Very dissatisfied 6. Not sufficient knowledge to respond	1. Survey	1. Descriptive	At least 2 representatives per participant country

Evaluation Category	Questions	Observed Units	Variables/type	Categories	Collecting Method	Statistical Method	n
Efficiency: the extent to which inputs (funds, knowledge, time and others) become results.	What was the level of collaboration, and what where the coordination mechanisms set between and within the two Regional Commissions that generated more efficiency during the project implementation?	Project managers (ECLAC, ESCAP) Chiefs of Economic and Environment Statistics Units. Consultants (representative of Waves)	Level of collaboration and coordination (Ordinal)	1. The two commissions had a high level of coordination 2. Regular 3. Basic 4. Each commission worked separately	1. Interview (Why, how) 2. Secondary data review	1. Descriptive	At least one representative of each unit.
	Please, mention what kind of Technical assistance have you received to implement or improve the System of National Accounts in your country within the framework of this project?	Participant countries (pilot& non pilot) in LAC region	Kind of Technical assistance(nominal)	1. Our country has received international technical missions 2. We received other technical support(trainings, forum participation, online support, etc.) 3. We have not received technical assistance yet	1. Survey 2. Secondary data review	1. Descriptive	At least 2 representatives per participant country
	Was the technical support on System of National Accounts(SNA) given within the framework of this project to your country, provided in a timely and efficient manner?	Participant countries (pilot& non pilot) in LAC region	Technical support efficiency (Ordinal)	1. Very timely and efficient 2. Timely and efficient 3. Somewhat timely and efficient 4. It was not provided in a timely nor efficient manner 5. Not sufficient knowledge to respond	1. Survey 2. Interview	1. Descriptive	At least 2 representatives per participant country
	Was the technical support on System of Economic and Environmental Accounts(SEEAA) given within the framework of this project to your country, provided in a timely and efficient manner?	Participant countries (pilot& non pilot)	Technical support efficiency (Ordinal)	1. Very timely and efficient 2. Timely and efficient 3. Somewhat timely and efficient 4. It was not provided in a timely nor efficient manner 5. Not sufficient knowledge to respond	1. Survey 2. Interview	1. Descriptive	At least 2 representatives per participant country
	Who is responsible of National Accounts plan implementation in your country?	Participant countries (pilot& non pilot) in LAC region	Pilot, non-pilot with specific staff in charge(nominal)	1. Central Bank 2. Statistical Institute 3. Economy-Finance Ministry. 4. Not sufficient knowledge to respond	1. Survey 2. Interview 3. Secondary data review	1. Descriptive	At least 2 representatives per participant country
	Who is responsible of the Environmental Accounts plan implementation in your country?	Participant countries(pilot& non pilot)	Pilot, non-pilot with specific staff in charge(nominal)	1. Same institutions who manage National Accounts. 2. Environment Ministry, 3. Statistical Institute. 4. Other(please specify)	1. Survey 2. Interview 3. Secondary data review	1. Descriptive	At least 2 representatives per participant country

Evaluation Category	Questions	Observed Units	Variables/type	Categories	Collecting Method	Statistical Method	n
	During project implementation what was the level of coordination among your country's institutions?	Participant countries (pilot& non pilot) for interviews: project managers	pilot, non-pilot countries with inter-institutional coordination (ordinal)	1. High level of coordination 2. Sufficient level of coordination 3. Basic coordination 3. Minimum or not existent coordination	1. Survey 2. Secondary data review 3. Interview	1. Descriptive	At least one representative of each unit and country
	Please, mention what kind of Technical assistance have you received to implement or improve the System of Environmental Accounts in your country within the framework of this project?	Participant countries(pilot& non pilot)	Kind of Technical assistance(nominal)	1. Our country has received international technical missions 2. We received other technical support (trainings, forum participation, online support, etc.) 3. We have not received technical assistance yet	1. Survey 2. Secondary data review	1. Descriptive	At least 2 representatives per participant country
Effectiveness: degree to which project achieves its expected results	To what extent do you agree or the following activities were accomplished or not (EA1) Elaboration/enhancement of national plans for the implementation of the 2008 SNA and the 2012 SEEA, in line with the regional action plans, by pilot countries. (EA2) Implementation by the target countries of main international recommendations of 2008 SNA and SEEA 2012. (EA3) Increased awareness by policymakers of national and environmental accounts to inform the design of public policies aimed at ensuring sustainable development.	Project managers (ECLAC, ESCAP) Chiefs of Economic and Environment Statistics Units. Consultants (representative of Waves) Countries representatives	Likert-type scale: Strongly Agree, Agree, Neutral, Disagree, Strongly disagree, not sufficient information	Our country counts with a national plan for the implementation of the 2008 SNA, in line with the regional action plans. Our country has implemented main international recommendations of 2008 SNA. Policymakers of national accounts are more aware of public policies aimed at ensuring sustainable development.	1. Interview (Why, how) 2. Survey 3. Secondary data review	1. Descriptive	At least one representative of each unit and country
	If applicable, what are the activities that are still pending for each expected accomplishment? (EA1) Elaboration/enhancement of national plans for the implementation of the 2008 SNA and the 2012 SEEA, in line with the regional action plans, by pilot countries. (EA2) Implementation by the target countries of main international recommendations of 2008 SNA and SEEA 2012. (EA3) Increased awareness by policymakers of national and environmental accounts to inform the design of public policies aimed at ensuring sustainable development.	Project managers (ECLAC, ESCAP) Chiefs of Economic and Environment Statistics Units. Consultants (representative of Waves)	Pending activities on each Expected Accomplishment	(EA1) Elaboration/enhancement of national plans for the implementation of the 2008 SNA and the 2012 SEEA, in line with the regional action plans, by pilot countries. (EA2) Implementation by the target countries of main international recommendations of 2008 SNA and SEEA 2012. (EA3) Increased awareness by policymakers of national and environmental accounts to inform the design of public policies aimed at ensuring sustainable development.	1. Interview (Why, how) 2. Secondary data review	1. Descriptive	At least one representative of each unit.

Evaluation Category	Questions	Observed Units	Variables/type	Categories	Collecting Method	Statistical Method	n
	Consider that the main activities of the regional Plan were: technical assistance missions, horizontal cooperation, workshops, seminars, training and coordination with global and regional agencies working on the same topics to identify synergies. To what extent you agree or disagree these activities were achieved?	Project managers (ECLAC, ESCAP) Chiefs of Economic and Environment Statistics Units. Consultants (representative of Waves) Countries representatives	Likert-type scale: Strongly Agree, Agree, Neutral, Disagree, Strongly disagree, not sufficient information	We know the Regional Plan was accomplished (Main activities were: technical assistance missions, horizontal cooperation, workshops, seminars, training and coordination with global and regional agencies working on the same topics to identify synergies)	1. Interview (Why, how) 2. Survey 3. Secondary data review	1. Descriptive	At least one representative of each unit and country
	To what extent you agree or disagree the main case studies that were developed within the framework of this project?	Project managers (ECLAC, ESCAP) Chiefs of Economic and Environment Statistics Units. Consultants (representative of Waves) Countries representatives	Likert-type scale: Strongly Agree, Agree, Neutral, Disagree, Strongly disagree, not sufficient information	We have developed our national case study (self assessment) within the framework of this project	1. Interview (Why, how) 2. Survey 3. Secondary data review	1. Descriptive	At least one representative of each unit and country
	To what extent you agree or disagree horizontal (country to country cooperation) activities were implemented within the framework of this project?	Project managers (ECLAC, ESCAP) Chiefs of Economic and Environment Statistics Units. Consultants (representative of Waves) Countries representatives	Likert-type scale: Strongly Agree, Agree, Neutral, Disagree, Strongly disagree, not sufficient information	We have implemented or participated in horizontal cooperation activities (country-to-country cooperation) within the framework of this project	1. Interview (Why, how) 2. Survey 3. Secondary data review	1. Descriptive	At least one representative of each unit and country
	Did you have the chance to apply the technical knowledge and tools in your work place as a result of your participation in the workshops, trainings or other activities organized within the framework of this project?	Participant countries(pilot& non pilot)	Participant's knowledge(ordinal)	1. Yes. If your answer was yes. Could you please tell us how? 2. No. If your answer was no. Could you please tell us why?	1. Survey 2. Interview 3. Secondary data review	1. Descriptive	At least 2 representatives per participant country
	In your opinion what were the main results that your country has achieved so far in the implementation of the SNA, within the framework of this project?	Participant countries (pilot& non pilot) in LAC region for interviews: project managers	Main Results per country (Nominal)	1. There is a National Plan implemented according to SNA 2008 in my country 2. A National Plan was designed but not implemented 3. A National Plan will soon be elaborated 4. Other Results 5. Not sufficient knowledge to respond	1. Survey 2. Interview 3. Secondary data review	1. Descriptive	At least one representative of each unit and country

Evaluation Category	Questions	Observed Units	Variables/type	Categories	Collecting Method	Statistical Method	n
	In your opinion what were the main results that your country has achieved so far in the implementation of the SEEA, within the framework of this project?	Participant countries (pilot& non pilot) in LAC region for interviews: project managers	Main Results per country (Nominal)	1. There is a National Plan implemented according to the SEEA 2012 in my country 2. A National Plan was designed but not implemented 3. A National Plan will soon be elaborated 4. Other Results 5. Not sufficient knowledge to respond	1. Survey 2. Secondary data review 3. Interview	1. Descriptive	At least one representative of each unit and country
	Based on your participation in the project. How effective were the project activities in influencing policy making in your Region (AP or LAC)?	Project managers (ECLAC, ESCAP) Chiefs of Economic and Environment Statistics Units. Consultants (representative of Waves) Countries representatives	effectiveness in enabling capacities and influencing policy making (ordinal)	1. Activities were highly effective 2. Effective 3. Still too soon to see the influence 4. No effective	1. Interview (Why, how) 2. Secondary data review	1. Descriptive	At least one representative of each unit and country
	Are there any specific policies that have considered the contributions provided by the Regional Commissions within the framework of this project?	Project managers (ECLAC, ESCAP) Chiefs of Economic and Environment Statistics Units. Consultants (representative of Waves) Countries representatives	Contributions in policies (Binary) -if yes can you specify which?	1. Yes, specify which 2. No	1. Interview (Why, how) 2. Secondary data review	1. Descriptive	At least one representative of each unit and country

Evaluation Category	Questions	Observed Units	Variables/type	Categories	Collecting Method	Statistical Method	n
	Which Pilot and Non Pilot countries included SNA, SEEA recommendations in National Accounts Plans?	Project managers (ECLAC, ESCAP)	pilot, non-pilot implementing recommendations (nominal)	a) Brazil b) Colombia c) Uruguay d) Ecuador e) Paraguay f) Curacao g) Jamaica h) República Dominicana i) Bangladesh j) Fiji k) Maldives l) Federated States of Micronesia m) Myanmar n) Nepal o) Palau p) Samoa q) Vanuatu r) Indonesia s) Malaysia t) Mongolia u) Other	1. Interview (Why, how) 2. Secondary data review	1. Descriptive	At least one representative of each unit.
	Which Pilot and Non Pilot Countries have National plans designed or improved?	Project managers(ECLAC, ESCAP)	pilot, non-pilot with National Plan already designed or improved (nominal)	a) Brazil b) Colombia c) Uruguay d) Ecuador e) Paraguay f) Curacao g) Jamaica h) República Dominicana i) Bangladesh j) Fiji k) Maldives l) Federated States of Micronesia m) Myanmar n) Nepal o) Palau p) Samoa q) Vanuatu r) Indonesia s) Malaysia t) Mongolia u) Other.....	1. Interview (Why, how) 2. Secondary data review	1. Descriptive	At least one representative of each unit.

Evaluation Category	Questions	Observed Units	Variables/type	Categories	Collecting Method	Statistical Method	n
	To what extent SNA and SEEA are more integrated based on international recommendations in part thanks to this project?	Participant countries (pilot& non pilot) in LAC region for interviews: project managers	NA integrality based on implementation (nominal)	1. Our country has an integrated plan for SNA and SEEA 2. We are in the process of implementing SNA and SEEA recommendations in our National Plans. 3. We started to implement recommendations in one system (SNA or SEEA) 4. We did not started to implement recommendations yet.	1. Survey 2. Secondary data review 3. Interview	1. Descriptive	At least one representative of each unit and country
	Within the framework of this project. What major changes, if any, had the implementation of the regional plan, as a result of consultations with countries? Consider that the main activities that were planned for this stage were, assistance on an as needed-basis, technical assistance missions, horizontal cooperation, workshops, seminars, training and coordination with global and regional agencies working on the same topics to identify synergies and create multiplier effects.	Project managers(ECLAC, ESCAP)	Implementation Strategy in AP	Open Question	1. Interview (Why, how) 2. Secondary data review	1. Descriptive	Project Manager(ESCAP)
	What is the progress of the Regional Cooperation program, as a result of ECLAC and WAVES partnership?	Project manager (ECLAC) Consultants (representative of Waves)	The Regional Cooperation Program (nominal)	Open Question	1. Interview (Why, how) 2. Secondary data review	1. Descriptive	Project manager (ECLAC) Consultants (representative of Waves)
	What is the current Implementation progress of SNA and SEEA in its four dimensions of Scope, Detail, Quality, Compliance?	Project managers (ECLAC, ESCAP) Chiefs of Economic and Environment Statistics Units. Consultants (representative of Waves)	Latest activities on: Scope, Detail, Quality, Compliance (nominal-open)	Latest activities on: Scope, Detail, Quality, Compliance	1. Interview (Why, how) 2. Secondary data review	1. Descriptive	At least one representative of each unit.

Evaluation Category	Questions	Observed Units	Variables/type	Categories	Collecting Method	Statistical Method	n
	In your opinion what have countries gained through the implementation of this project? (Please check all that apply)	Participant countries (pilot& non pilot) for interviews: project managers	Countries' benefits (nominal)	1. Improved capacity in collecting relevant data and statistics 2. Improved capacity in the compilation of national and economic-environmental accounts 3. Staff training 4. Assistance with data collection and processing procedures 5. Assistance with coordination efforts 6. Direct assistance for handling specific problems 7. Comparable statistical information 8. Increased visibility of national and economic environmental accounts to users	1. Survey 2. Secondary data review 3. Interview	1. Descriptive	At least one representative of each unit and country
	In your opinion what have countries gained through the implementation of this project? (Please check all that apply)	Participant countries (pilot& non pilot) for interviews: project managers	Countries' benefits(nominal)	1. Improved capacity in collecting relevant data and statistics 2. Improved capacity in the compilation of environmental accounts 3. Staff training 4. Assistance with data collection and processing procedures 5. Assistance with coordination efforts 6. Direct assistance for handling specific problems 7. Comparable statistical information 8. Increased visibility of national and economic environmental accounts to users	1. Survey 2. Secondary data review 3. Interview	1. Descriptive	At least one representative of each unit and country

Evaluation Category	Questions	Observed Units	Variables/type	Categories	Collecting Method	Statistical Method	n
	Do you know the Tool Kit that was elaborated, containing guidelines and best practices for the development and strengthening of macroeconomic and environmental statistics? https://www.cepal.org/en/events/international-workshop-strengthening-statistical-capacities-building-macroeconomic-and-environmental-statistics	Participant countries (pilot& non pilot)	Tool-kit awareness(Binary)	1. Yes 2. No	1. Interview (Why, how) 2. Secondary data review 3. Survey	1. Descriptive	At least 2 representatives per participant country
	If your answer was yes. Please rate to what extent the Tool Kit was useful for your work in macroeconomic statistics.	Participant countries (pilot& non pilot) in LAC region	Tool-kit usefulness	1. Very useful 2. Useful 3. Not very useful 4. Not useful at all 5. Not sufficient knowledge to respond	1. Interview (Why, how) 2. Secondary data review 3. Survey	1. Descriptive	At least 2 representatives per participant country
	A set of tools (Tool Kit) was elaborated, containing guidelines and best practices for the development and strengthening of macroeconomic and environmental statistics and the implementation of the 2008 SNA and the SEEA 2012. Please rate to what extent the Tool Kit was useful for your work in Environmental statistics.	Participant countries (pilot& non pilot)	Tool-kit relevance	1. Very useful 2. Useful 3. Not very useful 4. Not useful at all 5. Not sufficient knowledge to respond	1. Interview (Why, how) 2. Secondary data review 3. Survey	1. Descriptive	At least 2 representatives per participant country
	Within environment statistics, a diagnostic tool for Strategic Planning was elaborated to develop a national work plan for improving environment statistics. The tool assists with identifying policy priorities, stakeholders and institutional mechanisms, etc. to develop a national work plan for improving environment statistics. Do you know this diagnostic tool?	Participant countries (pilot& non pilot)	diagnostic tool awareness(Binary)	1. Yes 2. No	1. Interview (Why, how) 2. Secondary data review 3. Survey	1. Descriptive	At least 2 representatives per participant country
	If your answer was yes. Please rate to what extent the diagnostic tool was useful for your work in Environmental statistics.	Participant countries (pilot& non pilot)	Tool-kit relevance	1. Very useful 2. Useful 3. Not very useful 4. Not useful at all 5. Not sufficient knowledge to respond	1. Interview (Why, how) 2. Secondary data review 3. Survey	1. Descriptive	At least 2 representatives per participant country

Evaluation Category	Questions	Observed Units	Variables/type	Categories	Collecting Method	Statistical Method	n
	To what extent do you agree or disagree with the following statements?	Participant countries (pilot& non pilot) in LAC region	Likert-type scale: Strongly Agree, Agree, Neutral, Disagree, Strongly disagree, not sufficient information	(a) Participation in the project has resulted in improvements in my country's focus on a better compilation of economic indicators (b) Participation in the project has resulted in improvements in my country's National Accounts Plan implementation (c) Participation in the project has resulted in improvements in my country's focus on a better use of economic indicators for policymaking	1. Survey	1. Descriptive	At least 2 representatives per participant country
	To what extent do you agree or disagree with the following statements?	Participant countries (pilot& non pilot)	Likert-type scale: Strongly Agree, Agree, Neutral, Disagree, Strongly disagree, not sufficient information	(a) Participation in the project has resulted in improvements in my country's focus on a better compilation of environmental indicators (b) Participation in the project has resulted in improvements in my country's Environmental Accounts Plan implementation (c) Participation in the project has resulted in improvements in my country's focus on a better use of environmental indicators for policymaking	1. Survey	1. Descriptive	At least 2 representatives per participant country
	Do you know some of the following publications or websites related to environmental statistics? (a) SEEA Diagnostic Tool (https://unstats.un.org/unsd/envaccounting/ceea/meetings/UNCEEA-8-Bk2.pdf) (b) SEEA Implementation Guide and Diagnostic Tool (https://unstats.un.org/unsd/nationalaccount/.../2013/.../Apia-P2.pdf) (c) Experimental Ecosystem Accounting (http://www.unescap.org/resources/)	Project managers (ECLAC, ESCAP) Chiefs of Economic and Environment Statistics Units. Consultants (representative of Waves) Countries representatives	SNA publications or web platforms awareness	1. Yes 2. No	1. Interview (Why, how) 2. Secondary data review 3. Survey	1. Descriptive	At least one representative of each unit and country

Evaluation Category	Questions	Observed Units	Variables/type	Categories	Collecting Method	Statistical Method	n
	If yes, please mark which ones?	Project managers (ECLAC, ESCAP) Chiefs of Economic and Environment Statistics Units. Consultants (representative of Waves) Countries representatives	SNA publications or web platforms knowledge	(a) SEEA Diagnostic Tool (https://unstats.un.org/unsd/envaccounting/ceea/meetings/UNCEEA-8-Bk2.pdf) (b) SEEA Implementation Guide and Diagnostic Tool (https://unstats.un.org/unsd/nationalaccount/.../2013/.../A-pia-P2.pdf) (c) Experimental Ecosystem Accounting (http://www.unescap.org/resources/)	1. Interview (Why, how) 2. Secondary data review 3. Survey	1. Descriptive	At least one representative of each unit and country
	Do you know some of the following publications or websites related to the National Accounts statistics (SNA)? (a) System of National Accounts 2008 (https://unstats.un.org/unsd/nationalaccount/sna.asp) (b) National Accounts Statistics: Main Aggregates and Detailed Tables, 2016 (https://unstats.un.org/unsd/nationalaccount/) (c) The latest SNA News & Notes (https://www.cepal.org/cgi-bin/)	Project managers (ECLAC, ESCAP) Chiefs of Economic and Environment Statistics Units. Consultants (representative of Waves) Countries representatives	SEEA publications or web platforms awareness	1. Yes 2. No 3. Not sufficient knowledge to respond	1. Interview (Why, how) 2. Secondary data review 3. Survey	1. Descriptive	At least one representative of each unit and country
	If yes, please mark which ones?	Project managers (ECLAC, ESCAP) Chiefs of Economic and Environment Statistics Units. Consultants (representative of Waves) Countries representatives	SEEA publications or web platforms knowledge	(a) System of National Accounts 2008 (https://unstats.un.org/unsd/nationalaccount/sna.asp) (b) National Accounts Statistics: Main Aggregates and Detailed Tables, 2016 (https://unstats.un.org/unsd/nationalaccount/) (c) The latest SNA News & Notes (https://www.cepal.org/cgi-bin/)	1. Interview (Why, how) 2. Secondary data review 3. Survey	1. Descriptive	At least one representative of each unit and country

Evaluation Category	Questions	Observed Units	Variables/type	Categories	Collecting Method	Statistical Method	n
	Have you used these publication(s) or Web sites in your daily work?	Project managers (ECLAC, ESCAP) Chiefs of Economic and Environment Statistics Units. Consultants (representative of Waves) Countries representatives	SEEA and SNA publications or web platforms utilization	1. Yes 2. No 3. Not sufficient knowledge to respond	1. Interview (Why, how) 2. Secondary data review 3. Survey	1. Descriptive	At least one representative of each unit and country
	If yes, could you mention how exactly have you used them?	Project managers (ECLAC, ESCAP) Chiefs of Economic and Environment Statistics Units. Consultants (representative of Waves) Countries representatives	SEEA and SNA publications or web platforms ways of utilization	Open Question	1. Interview (Why, how) 2. Secondary data review 3. Survey	1. Descriptive	At least one representative of each unit and country
Sustainability: impact duration once project is completed.	Does your country have future projects, current activities, or partnerships as a result of the project's implementation?	Project managers (ECLAC, ESCAP) Chiefs of Economic and Environment Statistics Units. Consultants (representative of Waves) Countries representatives	Future activities (Binary - specification)	1. Yes, please specify which activities 2. No, please specify why?	1. Survey 2. Secondary data review 3. Interview	1. Descriptive	At least one representative of each unit and country
	How have the project's main results and recommendations been used or incorporated in your country?	Project managers (ECLAC, ESCAP) Chiefs of Economic and Environment Statistics Units. Consultants (representative of Waves) Countries representatives	results utilization after project nominal - open)	Open Question	1. Survey 2. Secondary data review 3. Interview	1. Descriptive	At least one representative of each unit and country

Evaluation Category	Questions	Observed Units	Variables/type	Categories	Collecting Method	Statistical Method	n
	Can you mention follow-up strategies that your region has set up to ensure the implementation of National and Regional Plans for the SNA and SEEA?	Project managers (ECLAC, ESCAP) Chiefs of Economic and Environment Statistics Units. Consultants (representative of Waves)	follow-up mechanisms(open)	1. Open 2. Not sufficient knowledge to respond	1. Secondary data review 3. Interview	1. Descriptive	At least one representative of each unit.
Other	Do you agree the project has effectively taken into consideration human rights issues during its activities?	Participant countries (pilot& non pilot) Project managers (ECLAC, ESCAP) Chiefs of Economic and Environment Statistics Units. Consultants (representative of Waves)	Human rights consideration during implementation	1. Strongly agree. 2. Agree. 3. Somewhat agree 4. Somewhat disagree 5. Disagree 6. Not sufficient knowledge to respond	1. Survey 2. Secondary data review	1. Descriptive	At least one representative of each unit and country
	Do you agree the project has effectively taken into consideration gender issues during its activities?	Participant countries (pilot& non pilot) Project managers (ECLAC, ESCAP) Chiefs of Economic and Environment Statistics Units. Consultants (representative of Waves)	Gender consideration during implementation	1. Strongly agree. 2. Agree. 3. Somewhat agree 4. Somewhat disagree 5. Disagree 6. Not sufficient knowledge to respond	1. Survey 2. Secondary data review	1. Descriptive	At least one representative of each unit and country
General information	Please select your gender.	Participant countries (pilot& non pilot)	Gender (binary)	1. Female 2. Male	1. Survey	1. Descriptive	At least 2 representatives per participant country

Evaluation Category	Questions	Observed Units	Variables/type	Categories	Collecting Method	Statistical Method	n
	Select your country of employment at the time of the project. Please select only one country.	Participant countries (pilot& non pilot)	Participant country during implementation (nominal)	a) Brazil b) Colombia c) Uruguay d) Ecuador e) Paraguay f) Curacao g) Jamaica h) República Dominicana i) Bangladesh j) Fiji k) Maldives l) Federated States of Micronesia m) Myanmar n) Nepal o) Palau p) Samoa q) Vanuatu r) Indonesia s) Malaysia t) Mongolia u) Other.....	1. Survey 2. Secondary data review	1. Descriptive	At least 2 representatives per participant country
	What was your position during the project's activities implementation?	Participant countries (pilot& non pilot)	Participant's position	(a) Statistical Assistant/Clerk (b) Statistician (c) Senior Statistician (d) Research Assistant/Field Worker (e) Research Officer (f) Census Manager (g) Data Manager/Data Processing Manager (h) System Administrator/Information Technology (i) Deputy Director (j) Director or Head of Department (k) Other, (Please specify)....	1. Survey 2. Secondary data review	1. Descriptive	At least 2 representatives per participant country
	During the projects' activities such as workshops, technical assistance meetings, trainings, or other, please select the option that best describes the organization you represented?	Participant countries (pilot& non pilot)	Organization type(nominal)	(a) National Statistical Office or National Statistical Institute (b) Government Ministry or Department (please specify) (c) Central Bank (d) Partner Agency (WAVES, other (Please specify....) (e) Other. Please specify.	1. Survey 2. Secondary data review	1. Descriptive	At least 2 representatives per participant country

Evaluation Category	Questions	Observed Units	Variables/type	Categories	Collecting Method	Statistical Method	n
	Please, identify which of the following project activities you participated in? Please check all of the options that apply.	Participant countries (pilot& non pilot)	Activities participation(nominal)	(a) Assessment of the status and progress of national and environmental accounts (b) Regional Workshop in 2016 (Please mention how many) (c) Regional Workshop in 2017 (Please mention how many) (d) As a member of the National Team for National accounts (d1) As a member of the National Team for Environment Accounts (e) Elaboration or enhancement of the National Plan (national and environmental accounts) (f) Inter-regional workshop for staff of National Statistical Offices, Central Banks and ministries of environment to share experiences, lessons learned and future strategies (g) Collaboration with other countries(country to country cooperation) (h) I received training on the use of the Tool-Kit (i) Regional workshops for policymakers to increase awareness and promote the use of economic and environmental accounts in the formulation and analysis of socio-economic policies (j) I participated in the elaboration of documents (plans, policies, other) that illustrated how the indicators and information derived from 2008 SNA and SEEA 2012 can be used to formulate socio-economic policies.	1. Survey 2. Secondary data review	1. Descriptive	At least 2 representatives per participant country

ANNEX 4

FINANCIAL REPORT

Economic Commission for Latin America and the Caribbean (ECLAC)

United Nations Development Account (9th Tranche)

1415AI "Strengthening statistical capacities for building macroeconomic and sustainable development indicators in Latin America, the Caribbean and Asia Pacific countries"

Financial Report as of 12 February 2018

Entity	Project	Funded Programme	Budget Class	Original Allotment (IMIS)	Consumption (IMIS)	Allotment * (UMOJA)	Consumption (UMOJA)	Available (UMOJA)	Implementation Rate
		UNDA 9T - 1415AI Project		862,000.00	86,638.18	795,573.67	758,549.53	37,024.14	96%
			Other Staff Costs	FT10_Class_015	42,000.00	8,511.28	50,511.28	49,899.37	611.91
			Consultants Experts	FT10_Class_105	172,000.00	-	176,299.00	172,007.03	4,291.97
			Travel of Staff	FT10_Class_115	93,000.00	-	95,655.50	91,637.66	4,017.84
			Contractual Services	FT10_Class_120	88,000.00	20,027.00	59,973.00	41,591.94	18,381.06
			General Operating Expn	FT10_Class_125	12,000.00	3,000.00	13,234.79	12,504.52	730.27
			Grants and Contributions	FT10_Class_145	455,000.00	55,099.90	399,900.10	390,909.01	8,991.09
									98%
		ECLAC Statistics							
			SB-001323		575,000.00	44,395.51	530,604.49	527,968.22	2,636.27
				Other Staff Costs	FT10_Class_015	25,000.00	8,511.28	33,511.28	33,076.79
				Consultants Experts	FT10_Class_105	136,000.00		135,299.00	139,055.91
				Travel of Staff	FT10_Class_115	54,000.00		50,659.32	50,915.38
				Contractual Services	FT10_Class_120	48,000.00		40,000.00	39,523.90
				General Operating Expn	FT10_Class_125	7,000.00		11,234.79	11,233.39
				Grants and Contributions	FT10_Class_145	305,000.00	45,099.90	259,900.10	254,162.85
									5,737.25
									98%
		ESCAP Statistics							
			SB-005138		287,000.00	22,030.82	264,969.18	230,581.31	34,387.87
				Other Staff Costs	FT10_Class_015	17,000.00	-	17,000.00	16,822.58
				Consultants Experts	FT10_Class_105	36,000.00		41,000.00	32,951.12
				Travel of Staff	FT10_Class_115	39,000.00		44,996.18	40,722.28
				Contractual Services	FT10_Class_120	40,000.00	20,027.00	19,973.00	2,068.04
				General Operating Expn	FT10_Class_125	5,000.00	3,000.00	2,000.00	1,271.13
				Grants and Contributions	FT10_Class_145	150,000.00	10,000.00	140,000.00	136,746.16
									3,253.84
		UNDA 9T / 1415AI Project		Grand Total	862,000.00	66,426.33	795,573.67	758,549.53	37,024.14
									96%

* After redeployments and IMIS consumption

ANNEX 5

DATA COLLECTION INSTRUMENTS

Questionnaire

1 -ENG

To Be applied to:	Participant countries (pilot& non pilot)	LAC - SNA questions
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The United Nations Economic Commission for Latin America and the Caribbean (UN ECLAC) has commissioned an assessment of the Development Account Project ROA 291-9. Strengthening statistical capacities for building macroeconomic and sustainable development indicators in Latin America, the Caribbean and Asia-Pacific countries. The project was implemented between December 2014 and September 2017, with the main objective to strengthen the production and use of basic economic and environmental statistics derived from the System of National Accounts 2008 (2008 SNA) and the System of Environmental-Economic Accounts 2012 (SEEA 2012), in the design of public policies, with the specific goal of ensuring sustainable development in the Latin America Caribbean and Asia-Pacific countries. The activities included countries' assessments, technical support, regional and inter-regional workshops, toolbox development, partnerships, web platforms and, other activities. [For a full list of the activities implemented within the framework of this project please visit the following link: ...]

Our records indicate that you participated in at least one of the project's activities and, we are therefore seeking your support with the completion of this survey. We would like to learn more about your experiences as one of the project's participants. You may have been involved in some ECLAC's activities over the years, but this survey relates to the 2014-2017 project activities only. If you agree to participate in the assessment, it should take in average 25 minutes to complete it. Any information that you provide will be kept in strict confidence, your answers will not be linked to you in any way. Please note that the survey link is unique to you and should not be shared with others. We would appreciate it if you could complete the survey not later than **November 15th**. The survey findings will be used by ECLAC to improve its programming in the region. Should you have any queries please feel free to contact either evaluacion@cepal.org or Mr. Lenard Pareja - Evaluation Consultant at lenardsito@gmail.com. We appreciate your contributions and your time!

Please choose one response for each question.

1. Please select your gender.
 1. Female
 2. Male

2. Select your country of employment at the time of the project. Please select only one country.
 - a) Curacao
 - b) Jamaica

3. What was your position during the project's activities implementation?
 - (a) Statistical Assistant/Clerk
 - (b) Statistician
 - (c) Senior Statistician
 - (d) Research Assistant/Field Worker
 - (e) Research Officer
 - (f) Census Manager
 - (g) Data Manager/Data Processing Manager
 - (h) System Administrator/Information Technology

- (i) Deputy Director
 (j) Director or Head of Department
 (k) Other, (Please specify)....
4. During the projects' activities such as workshops, technical assistance meetings, trainings, or other, please select the option that best describes the organization you represented?
- (a) National Statistical Office or National Statistical Institute
 - (b) Government Ministry or Department (please specify)
 - (c) Central Bank
 - (d) Partner Agency (WAVES, other (Please specify....))
 - (e) Other. Please specify."
5. Please, identify which of the following project activities you participated in? Please check all of the options that apply.
- (a) Assessment of the status and progress of national and environmental accounts
 - (b) Regional Workshop in 2016 (Please mention how many)
 - (c) Regional Workshop in 2017 (Please mention how many)
 - (d) As a member of the National Team for National accounts
 - (e) Elaboration or enhancement of the National Plan (national and environmental accounts)
 - (f) Inter-regional workshop for staff of National Statistical Offices, Central Banks and ministries of environment to share experiences, lessons learned and future strategies
 - (g) Collaboration with other countries (Country to country cooperation)
 - (h) I received training on the use of the Tool-Kit
 - (i) Regional workshops for policymakers to increase awareness and promote the use of economic and environmental accounts in the formulation and analysis of socio-economic policies.
 - (j) I participated in the elaboration of documents (plans, policies, other) that illustrated how the indicators and information derived from 2008 SNA can be used to formulate socio-economic policies.

Relevance

6. How in line were the activities and outputs delivered by the project with the priorities of your country?
1. Highly aligned
 2. Somehow aligned
 3. Not quite aligned
 4. Completely not aligned
 5. Not sufficient knowledge to respond
7. How satisfied are you with the project's implementation in benefit of your Country?
1. Very satisfied
 2. Somewhat satisfied
 3. Neither satisfied nor dissatisfied
 4. Somewhat dissatisfied
 5. Very dissatisfied
 6. Not sufficient knowledge to respond

Efficiency

8. Please, mention what kind of Technical assistance have you received to implement or improve the System of National Accounts in your country within the framework of this project?
1. Our Country has received international technical missions
 2. We received other technical support (trainings, forum participation, etc.)
 3. We have not received technical assistance yet
9. Was the technical support on System of National Accounts (SNA) given within the framework of this project to your country, provided in a timely and efficient manner?
1. Very timely and efficient
 2. Timely and efficient
 3. Somewhat timely and efficient
 4. It was not provided in a timely nor efficient manner
 5. Not sufficient knowledge to respond
10. Who is responsible of National Accounts plan implementation in your Country?
1. Central Bank
 2. Statistical Institute
 3. Economy-Finance Ministry
 4. Not sufficient knowledge to respond
11. During project implementation what was the level of coordination among your country's institutions?
1. High level of coordination
 2. Sufficient level of coordination
 3. Basic coordination
 3. Minimum or not existent coordination"

Efectiveness

12. To what extent do you agree or the following activities were accomplished or not	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree	Not sufficient information
Our country counts with a national plan for the implementation of the 2008 SNA, in line with the regional action plans.						
Our country has implemented main international recommendations of 2008 SNA.						
Policymakers of national accounts are more aware of public policies aimed at ensuring sustainable development.						

12. To what extent do you agree or the following activities were accomplished or not	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree	Not sufficient information
We have completed our national case study (self assessment) within the framework of this project						
We have implemented or participated in horizontal cooperation activities (country-to-country cooperation) within the framework of this project						

13. Did you have the chance to apply the technical knowledge and tools in your work place as a result of your participation in the workshops, trainings, or other activities organized within the framework of this project?
1. Yes. If your answer was yes. Could you please tell us how?
 2. No. If your answer was no. Could you please tell us why?
14. In your opinion what were the main results that your country has achieved so far in the implementation of the SNA, within the framework of this project?
1. There is a National Plan implemented according to SNA 2008 in my Country
 2. A National Plan was designed but not implemented
 3. A National Plan will soon be elaborated
 4. Other Results
 5. Not sufficient knowledge to respond
15. To what extent SNA and SEEA are more integrated based on international recommendations in part thanks to this project?
1. Our Country has an integrated plan for SNA and SEEA
 2. We are in the process of implementing SNA and SEEA recommendations in our National Plans.
 3. We started to implement recommendations in one system (SNA or SEEA)
 4. We did not start to implement recommendations yet.
16. In your opinion what have Countries gained through the implementation of this project? (Please check all that apply)
1. Improved capacity in collecting relevant data and statistics
 2. Improved capacity in the compilation of national and economic-environmental accounts
 3. Staff training
 4. Assistance with data collection and processing procedures
 5. Assistance with coordination efforts
 6. Direct assistance for handling specific problems
 7. Comparable statistical information
 8. Increased visibility of national and economic environmental accounts to users
17. Do you know the Tool Kit that was elaborated, containing guidelines and best practices for the development and strengthening of macroeconomic and environmental statistics?
(<https://www.cepal.org/en/events/inter-regional-workshop-strengthening-statistical-capacities-building-macroeconomic-and>)
1. Yes
 2. No

18. If your answer was yes. Please rate to what extent the Tool Kit was useful for your work in macroeconomic statistics.

1. Very useful
2. Useful
3. Not very useful
4. Not useful at all
5. Not sufficient knowledge to respond

19. To what extent do you agree or disagree with the following statements?	Strongly Agree	Agree,	Neutral,	Disagree,	Strongly disagree	Not sufficient information
(a) Participation in the project has resulted in improvements in my country's focus on a better compilation of economic indicators						
(b) Participation in the project has resulted in improvements in my country's National Accounts Plan implementation						
(c) Participation in the project has resulted in improvements in my country's focus on a better use of economic indicators for policymaking						

20. Do you know some of the following publications or websites related to the National Accounts statistics (SNA)?

- (a) System of National Accounts 2008 (<https://unstats.un.org/unsd/nationalaccount/sna.asp>)
 - (b) National Accounts Statistics: Main Aggregates and Detailed Tables, 2016 (<https://unstats.un.org/unsd/nationalaccount/>)
 - (c) The latest SNA News & Notes (<https://www.cepal.org/cgi-bin/>)
1. Yes
 2. No

21. If yes, could you mention which ones?

22. Have you used these publication(s) or Web sites in your daily work?

1. Yes
2. No

23. If yes, could you mention how exactly have you used them?

Sustainability, Gender and, Human Rights

24. Does your country have future projects, current activities, or partnerships as a result of the project's implementation?
1. Yes, please specify which activities
 2. No, please specify why?
25. How have the programme's main results and recommendations been used or incorporated in your Country?
Open Question
26. Do you agree the project has effectively taken into consideration human rights issues during its activities?
1. Strongly agree.
 2. Agree.
 3. Somewhat agree
 4. Somewhat disagree
 5. Disagree
 6. Not sufficient knowledge to respond
27. Do you agree the project has effectively taken into consideration gender issues during its activities?
1. Strongly agree.
 2. Agree.
 3. Somewhat agree
 4. Somewhat disagree
 5. Disagree
 6. Not sufficient knowledge to respond

Thank You!

Questionnaire

2 -ENG

To Be applied to:	Participant countries (pilot& non pilot)	LAC and AP – SEEA questions
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The United Nations Economic Commission for Latin America and the Caribbean (UN ECLAC) has commissioned an assessment of the Development Account Project ROA 291-9. Strengthening statistical capacities for building macroeconomic and sustainable development indicators in Latin America, the Caribbean and Asia-Pacific countries. The project was implemented between December 2014 and September 2017, with the main objective to strengthen the production and use of basic economic and environmental statistics derived from the System of National Accounts 2008 (2008 SNA) and the System of Environmental-Economic Accounts 2012 (SEEA 2012), in the design of public policies, with the specific goal of ensuring sustainable development in the Latin America Caribbean and Asia-Pacific countries. The activities included countries' assessments, technical support, regional and inter-regional workshops, toolbox development, partnerships, web platforms and, other activities. [For a full list of the activities implemented within the framework of this project please visit the following link: ...] Our records indicate that you participated in at least one of the project's activities and, we are therefore seeking your support with the completion of this survey. We would like to learn more about your experiences as one of the project's participants. You may have been involved in some ECLAC's activities over the years, but this survey relates to the 2014-2017 project activities only. If you agree to participate in the assessment, it should take in average 25 minutes to complete it. Any information that you provide will be kept in strict confidence, your answers will not be linked to you in any way. Please note that the survey link is unique to you and should not be shared with others. We would appreciate it if you could complete the survey not later than **November 15th**. The survey findings will be used by ECLAC to improve its programming in the region. Should you have any queries please feel free to contact either evaluacion@cepal.org or Mr. Lenard Pareja - Evaluation Consultant at lenardsito@gmail.com. We appreciate your contributions and your time!

1. Please select your gender.
 1. Female
 2. Male

2. Select your country of employment at the time of the project. Please select only one country.
 - (a) Brazil
 - (b) Colombia
 - (c) Uruguay
 - (d) Ecuador
 - (e) Paraguay
 - (f) Curacao
 - (g) Jamaica
 - (h) Dominican Republic
 - (i) Bangladesh
 - (j) Fiji
 - (k) Maldives
 - (l) Federated States of Micronesia
 - (m) Myanmar
 - (n) Nepal
 - (o) Palau

- (p) Samoa
- (q) Vanuatu
- (r) Indonesia
- (s) Malaysia
- (t) Mongolia
- (u) Other....."

3. What was your position during the project's activities implementation?
 - (a) Statistical Assistant/Clerk
 - (b) Statistician
 - (c) Senior Statistician
 - (d) Research Assistant/Field Worker
 - (e) Research Officer
 - (f) Census Manager
 - (g) Data Manager/Data Processing Manager
 - (h) System Administrator/Information Technology
 - (i) Deputy Director
 - (j) Director or Head of Department
 - (k) Other, (Please specify)....
4. During the projects' activities such as workshops, technical assistance meetings, trainings, or other, please select the option that best describes the organization you represented?
 - (a) National Statistical Office or National Statistical Institute
 - (b) Government Ministry or Department (please specify)
 - (c) Central Bank
 - (d) Partner Agency (WAVES, other (Please specify....))
 - (e) Other. Please specify.
5. Please, identify which of the following project activities you participated? Please check all of the options that apply.
 - (a) Assessment of the status and progress of national and environmental accounts
 - (b) Regional Workshop in 2016 (Please mention how many)
 - (c) Regional Workshop in 2017 (Please mention how many)
 - (d) As a member of the National Team for Environment Accounts
 - (e) Elaboration or enhancement of the National Plan (national and environmental accounts)
 - (f) Inter-regional workshop for staff of National Statistical Offices, Central Banks and ministries of environment to share experiences, lessons learned and future strategies
 - (g) Collaboration with other countries (Country to country cooperation)
 - (h) I received training on the use of the Self-assessment tool or other
 - (i) Regional workshops for policymakers to increase awareness and promote the use of economic and environmental accounts in the formulation and analysis of socio-economic policies.
 - (j) I participated in the elaboration of documents (plans, policies, other) that illustrated how the indicators and information derived from SEEA 2012 can be used to formulate socio-economic policies.

Relevance

6. How in line were the activities and outputs delivered by the project with the priorities of your country?
 1. Highly aligned
 2. Somehow aligned
 3. Not quite aligned
 4. Completely not aligned
 5. Not sufficient knowledge to respond

7. How satisfied are you with the project's implementation in benefit of your Country?
 1. Very satisfied
 2. Somewhat satisfied
 3. Neither satisfied nor dissatisfied
 4. Somewhat dissatisfied
 5. Very dissatisfied
 6. Not sufficient knowledge to respond

Efficiency

8. Please, mention what kind of Technical assistance have you received to implement or improve the System of Environmental Accounts in your country within the framework of this project?
 1. Our Country has received international technical missions
 2. We received other technical support (trainings, forum participation, online support, etc.)
 3. We have not received technical assistance yet

9. Was the technical support on System of Economic and Environmental Accounts (SEEA) given within the framework of this project to your country, provided in a timely and efficient manner?
 1. Very timely and efficient
 2. Timely and efficient
 3. Somewhat timely and efficient
 4. It was not provided in a timely nor efficient manner
 5. Not sufficient knowledge to respond

10. Who is responsible of the Environmental Accounts plan implementation in your Country?
 1. Same institutions who manage National Accounts.
 2. Environment Ministry.
 3. Statistical Institute.
 4. Other (please specify)

11. During project implementation what was the level of coordination among your country's institutions?
 1. High level of coordination
 2. Sufficient level of coordination
 3. Basic coordination
 3. Minimum or not existent coordination

Efectiveness**SEEA**

12. To what extent do you agree or disagree with the following activities were accomplished?	Strongly Agree	Agree,	Neutral,	Disagree,	Strongly disagree	Not sufficient information
Our country counts with a national plan for the implementation of the 2013 System of economic-Environmental Accounts (SEEA), in line with the regional action plans.						
Our country has implemented main international recommendations of 2013 SEEA						
Policymakers of national accounts are more aware of public policies aimed at ensuring sustainable development.						
We know the Regional Plan was accomplished (Main activities were: technical assistance missions, horizontal cooperation, workshops, seminars, training and coordination with global and regional agencies working on the same topics to identify synergies)						
We have completed our national case study (self-assessment) within the framework of this project						
We have implemented or participated in horizontal cooperation activities (country-to-country cooperation) within the framework of this project						

13. Did you have the chance to apply the technical knowledge and tools in your work place as a result of your participation in the workshops, trainings or other activities organized within the framework of this project?
1. Yes. If your answer was yes. Could you please tell us how?
 2. No. If your answer was no. Could you please tell us why?
14. In your opinion what were the main results that your country has achieved so far in the implementation of the SEEA, within the framework of this project?
1. There is a National Plan implemented according to the SEEA 2012 in my Country
 2. National Plan is designed but not implemented
 3. A National Plan will soon be elaborated
 4. Other Results
 5. Not sufficient knowledge to respond
15. To what extent SNA and SEEA are more integrated based on international recommendations in part thanks to this project?
1. Our Country has an integrated plan for SNA and SEEA
 2. We are in the process of implementing SNA and SEEA recommendations in our National Plans.
 3. We started to implement recommendations in one system (SNA or SEEA)
 4. We did not start to implement recommendations yet.
16. In your opinion what have Countries gained through the implementation of this project? (Please check all that apply)
1. Improved capacity in collecting relevant data and statistics
 2. Improved capacity in the compilation of environmental accounts
 3. Staff training
 4. Assistance with data collection and processing procedures
 5. Assistance with coordination efforts
 6. Direct assistance for handling specific problems
 7. Comparable statistical information
 8. Increased visibility of both national and economic environmental accounts to users
17. A set of tools (Tool Kit) was elaborated, containing guidelines and best practices for the development and strengthening of macroeconomic and environmental statistics and the implementation of the 2008 SNA and the SEEA 2012. Do you know this Tool Kit ?
(<https://www.cepal.org/en/events/inter-regional-workshop-strengthening-statistical-capacities-building-macroeconomic-and>)
1. Yes
 2. No
18. If your answer was yes. Please rate to what extent the Tool Kit was useful for your work in environmental statistics.
1. Very useful
 2. Useful
 3. Not very useful
 4. Not useful at all
 5. Not sufficient knowledge to respond

19. Within environment statistics, a diagnostic tool for Strategic Planning was elaborated to develop a national work plan for improving environment statistics. The tool assists with identifying policy priorities, stakeholders and institutional mechanisms, etc. to develop a national work plan for improving environment statistics. Do you know this diagnostic tool?

1. Yes
2. No

20. If your answer was yes. Please rate to what extent the diagnostic tool was useful for your work in Environmental statistics.

1. Very useful
2. Useful
3. not very useful
4. Not useful at all
5. Not sufficient knowledge to respond

21. To what extent do you agree or disagree with the following statements?	Strongly Agree	Agree,	Neutral,	Disagree,	Strongly disagree	not sufficient information
(a) Participation in the project has resulted in improvements in my country's focus on a better compilation of environmental indicators						
(b) Participation in the project has resulted in improvements in my country's Environmental Accounts Plan implementation						
(c) Participation in the project has resulted in improvements in my country's focus on a better use of environmental indicators for policymaking						

22. Do you know some of the following publications or websites related to environmental statistics?

- (a) SEEA Diagnostic Tool (<https://unstats.un.org/unsd/envaccounting/ceea/meetings/UNCEEA-8-Bk2.pdf>)
- (b) SEEA Implementation Guide and Diagnostic Tool (<https://unstats.un.org/unsd/nationalaccount/.../2013/.../Apia-P2.pdf>)
- (c) Experimental Ecosystem Accounting (<http://www.unescap.org/resources/>)

1. Yes
2. No

23. If yes, could you mention which ones?

24. Have you used these publication(s) or Web sites in your daily work?

1. Yes
2. No

25. If yes, could you mention how exactly have your used them?

Sustainability, Gender and, Human Rights

26. Does your country have future projects, current activities, or partnerships as a result of the project's implementation?

1. Yes, please specify which activities
2. No, please specify why?

27. How have the programme's main results and recommendations been used or incorporated in your Country?

Open Question

28. Do you agree the project has effectively taken into consideration human rights issues during its activities?

1. Strongly agree.
2. Agree.
3. Somewhat agree
4. Somewhat disagree
5. Disagree
6. Not sufficient knowledge to respond

29. Do you agree the project has effectively taken into consideration gender issues during its activities?

1. Strongly agree.
2. Agree.
3. Somewhat agree
4. Somewhat disagree
5. Disagree
6. Not sufficient knowledge to respond

Thank you!

Interview Protocol 1

To Be applied to:	Project managers (ESCAP) Chiefs of Economic and Environment Statistics Units. Consultants (representative of Waves)
	<p>Although the interview protocol includes questions, both the SNA and SEEA, the questions will be adapted to each interviewee., that is, those related to SNA activities, will only be asked about SNAs activities, and those with whom you worked in the area of environmental statistics, you will only be consulted about this topic.</p> <p>Interview protocol for the assessment of the DA Project ROA 291-9. Strengthening statistical capacities for building macroeconomic and sustainable development indicators in Latin America, the Caribbean and Asia-Pacific countries.</p> <p>Institutions: ESCAP</p> <p>Interviewee (Title and Name): _____</p> <p>Interviewer: _Lenard Pareja (external evaluator)</p> <p>Survey Section Used:</p> <p><input type="checkbox"/> A: General Questions <input type="checkbox"/> B: Relevance, Efficiency, Effectiveness, Sustainability, Other Institutional Perspective</p> <p>Documents Obtained: The interview aims at understanding further details after the review of the project's documents. Mainly, it seeks to respond Why and How some results were accomplished.</p> <p>Post Interview Comments or Leads: Additional comments or suggestions will be considered as part of the evaluation.</p>
	Introduction to be read by the interviewer:

Thanks for participating on this interview. My name is Lenard Pareja, external evaluator for United Nations Economic Commission for Latin America and the Caribbean (UN ECLAC). ECLAC has commissioned an assessment of the Development Account Project ROA 291-9 Strengthening statistical capacities for building macroeconomic and sustainable development indicators in Latin America, the Caribbean and Asia-Pacific countries. The project was implemented between December 2014 and September 2017, with the main objective to strengthen the production and use of basic economic and environmental statistics derived from the System of National Accounts 2008 (2008 SNA) and the System of Environmental-Economic Accounts 2012 (SEEA 2012), in the design of public policies with the specific goal of ensuring sustainable development in the Latin America Caribbean and Asia-Pacific countries. The activities included countries' assessments, Technical support, regional and inter-regional workshops, toolbox development, partnerships, web platforms and, other activities. [For a full list of the activities implemented within the framework of this project please visit the following link: ...]. Based on the importance of your participation in this project, we would like to understand why and how some results were achieved or not. If you agree to participate in the interview, it should take in average 20 minutes to complete it. Any information that you provide will be kept in strict confidence, your answers willnot be linked to you in any way. The interview's findings will be used by ECLAC to improve its programming in the region. Should you have any queries please feel free to contact either evaluacion@cepal.org or Mr. Lenard Pareja - Evaluation Consultant at lenardsito@gmail.com. We appreciate your contributions and your time!

Questions guide to project managers and technical advisors

1. What was your occupation at the time of the project?
2. What were your main responsibilities in relation to the implementation of this project?
3. If applicable, could you please mention what type of organization were you working with at the time of the project? (WAVES, ESCAP, ECLAC, CONSULTANT)
4. The project had three expected accomplishments. What were the main achievements on each expected outcome of this project?
 - (EA1) Elaboration/enhancement of national plans for the implementation of the 2008 SNA and the 2012 SEEA, in line with the regional action plans, by pilot countries.
 - (EA2) Implementation by the target countries of main international recommendations of 2008 SNA and SEEA 2012.
 - (EA3) Increased awareness by policymakers of national and environmental accounts to inform the design of public policies aimed at ensuring sustainable development."
5. If applicable, what are the activities that are still pending for each expected accomplishment?
 - (EA1) Elaboration/enhancement of national plans for the implementation of the 2008 SNA and the 2012 SEEA, in line with the regional action plans, by pilot countries.
 - (EA2) Implementation by the target countries of main international recommendations of 2008 SNA and SEEA 2012.
 - (EA3) Increased awareness by policymakers of national and environmental accounts to inform the design of public policies aimed at ensuring sustainable development.
6. Consider that the main activities of the regional Plan were technical assistance missions, horizontal cooperation, workshops, seminars, training and coordination with global and regional agencies working on the same topics to identify synergies. What were the main results achieved for the regional Plan?
7. Please, mention the main case studies that were carried out within the framework of this project?
8. What horizontal (country-to-country cooperation) activities were carried out within the framework of this project?
9. How were the project's activities implemented in your region?
10. During the project implementation, were there any complementarities and synergies in the work done by the two Regional Commissions regions in LAC - AP
11. What were the results of the partnership(s) that you participated? Example: WAVES is a global alliance to promote sustainable development using Natural Capital accounting, through the method of integrated accounting, south-south cooperation. However, you may have also participated in other partnerships for technical assistance.
12. What was the level of collaboration, and what where the coordination mechanisms set between and within the two Regional Commissions that generated more efficiency during the project implementation?
13. Based on your participation in the project. How effective were the project activities in influencing policy making in your Region (AP or LAC)?

14. Are there any specific policies that have considered the contributions provided by the Regional Commissions within the framework of this project?
15. Which Pilot and Non Pilot Countries included SNA, SEEA recommendations in National Accounts Plans?
- a) Brazil
 - b) Colombia
 - c) Uruguay
 - d) Ecuador
 - e) Paraguay
 - f) Curacao
 - g) Jamaica
 - h) Dominican Republic
 - i) Bangladesh
 - j) Fiji
 - k) Maldives
 - l) Federated States of Micronesia
 - m) Myanmar
 - n) Nepal
 - o) Palau
 - p) Samoa
 - q) Vanuatu
 - r) Indonesia
 - s) Malaysia
 - t) Mongolia
 - u) Otro.....
16. Which Pilot and Non Pilot Countries have National plans designed or improved?
- a) Brazil
 - b) Colombia
 - c) Uruguay
 - d) Ecuador
 - e) Paraguay
 - f) Curacao
 - g) Jamaica
 - h) Dominican Republic
 - i) Bangladesh
 - j) Fiji
 - k) Maldives
 - l) Federated States of Micronesia
 - m) Myanmar
 - n) Nepal
 - o) Palau
 - p) Samoa
 - q) Vanuatu
 - r) Indonesia
 - s) Malaysia
 - t) Mongolia
 - u) Otro.....
17. Within the framework of this project. What major changes, if any, had the implementation of the regional plan, as a result of consultations with countries? Consider that the main activities that were planned for this stage were, assistance on an as needed-basis, technical assistance missions, horizontal cooperation, workshops, seminars, training and coordination with global and regional agencies working on the same topics to identify synergies and create multiplier effects.
18. What is the progress of the Regional Cooperation program, as a result of ECLAC and WAVES partnership?
19. What is the current Implementation progress of SNA and SEEA in its four dimensions of Scope, Detail, Quality, and Compliance?
20. Can you mention follow-up strategies that your region has set up to ensure the implementation of National and Regional Plans for the SNA and SEEA?
21. In your opinion what were the main results that your region has achieved so far in the implementation of the SEEA, within the framework of this project?
22. In your opinion what were the main results that your region has achieved so far in the implementation of the SNA, within the framework of this project?
23. To what extent SNA and SEEA are more integrated based on international recommendations in part thanks to this project?
24. In your opinion, what have Countries gained through the implementation of this project?
25. How have the project's main results been used or incorporated in your commission?

26. Do you agree the project has effectively taken into consideration human rights issues during its activities?
27. Do you agree the project has effectively taken into consideration gender issues during its activities?

Interview Protocol 2

To Be applied to:	At least 2 representatives per participant Country (one for SNA, one for SEEA)
	<p>Although the interview protocol includes questions, both the SNA and SEEA, the questions will be adapted to each interviewee., that is, those related to SNA activities, will only be asked about SNAs activities, and those with whom you worked in the area of environmental statistics, you will only be consulted about this topic.</p> <p>Interview protocol for the assessment of the DA Project ROA 291-9. Strengthening statistical capacities for building macroeconomic and sustainable development indicators in Latin America, the Caribbean and Asia-Pacific countries.</p> <p>Institutions: ESCAP</p> <p>Interviewee (Title and Name): _____</p> <p>Interviewer: _Lenard Pareja (external evaluator)</p> <p>Survey Section Used:</p> <p><input type="checkbox"/> A: General Questions</p> <p><input type="checkbox"/> B: Relevance, Efficiency, Effectiveness, Sustainability, Other Institutional Perspective</p> <p>Documents Obtained: The interview aims at understanding further details after the review of the project's documents. Mainly, it seeks to respond Why and How some results were accomplished.</p> <p>Post Interview Comments or Leads: Additional comments or suggestions will be considered as part of the evaluation.</p>
	Introduction to be read by the interviewer:

Thanks for participating on this interview. My name is Lenard Pareja, external evaluator for United Nations Economic Commission for Latin America and the Caribbean (UN ECLAC).ECLAC has commissioned an assessment of the Development Account Project ROA 291-9 Strengthening statistical capacities for building macroeconomic and sustainable development indicators in Latin America, the Caribbean and Asia-Pacific countries. The project was implemented between December 2014 and September 2017, with the main objective to strengthen the production and use of basic economic and environmental statistics derived from the System of National Accounts 2008 (2008 SNA) and the System of Environmental-Economic Accounts 2012 (SEEA 2012), in the design of public policies with the specific goal of ensuring sustainable development in the Latin America Caribbean and Asia-Pacific countries. The activities included countries' assessments, Technical support, regional and inter-regional workshops, toolbox development, partnerships, web platforms and, other activities. For a full list of the activities implemented within the framework of this project please visit the following link:

Based on the importance of your participation in this project, we would like to understand why and how some results were achieved or not. If you agree to participate in the interview, it should take in average 20 minutes to complete it. Any information that you provide will be kept in strict confidence, your answers will not be linked to you in any way. The interview's findings will be used by ECLAC to improve its programming in the region. Should you have any queries please feel free to contact either evaluacion@cepal.org or Mr. Lenard Pareja - Evaluation Consultant at lenardsito@gmail.com. We appreciate your contributions and your time!

Questions guide to countries' representatives

1. What was your occupation at the time of the project?
2. What were your main responsibilities in relation to the implementation of this project?
3. If applicable, could you please mention what type of organization were you working with at the time of the project?
4. Consider that the main activities of the regional Plan were technical assistance missions, horizontal cooperation, workshops, seminars, training and coordination with global and regional agencies working on the same topics to identify synergies. What were the main results achieved for the regional Plan?
5. How were the project's activities implemented in your region?
6. Do you know some of the following publications or websites related to environmental statistics?
 - (a) SEEA Diagnostic Tool (<https://unstats.un.org/unsd/envaccounting/ceea/meetings/UNCEEA-8-Bk2.pdf>)
 - (b) SEEA Implementation Guide and Diagnostic Tool (<https://unstats.un.org/unsd/nationalaccount/.../2013/.../Apia-P2.pdf>)
 - (c) Experimental Ecosystem Accounting (<http://www.unescap.org/resources/>)
7. If yes, could you mention which ones?
8. Do you know some of the following publications or websites related to the National Accounts statistics (SNA)?
 - (a) System of National Accounts 2008 (<https://unstats.un.org/unsd/nationalaccount/sna.asp>)
 - (b) National Accounts Statistics: Main Aggregates and Detailed Tables, 2016 (<https://unstats.un.org/unsd/nationalaccount/>)
 - (c) The latest SNA News & Notes (<https://www.cepal.org/cgi-bin/>)
9. If yes, could you mention which ones?
10. Have you used this publication(s) or Web sites in your daily work?
11. Was the technical support on System of National Accounts (SNA) given within the framework of this project to your Country, provided in a timely and efficient manner?
12. Was the technical support on System of Economic and Environmental Accounts (SEEA) given within the framework of this project to your Country, provided in a timely and efficient manner?
13. Who is responsible of National Accounts plan implementation in your Country?
14. Who is responsible of the Environmental Accounts plan implementation in your Country?
15. During project implementation what was the level of coordination among your country's institutions?

16. Please, mention what kind of Technical assistance have you received to implement or improve the System of National Accounts in your country within the framework of this project?
17. Please, mention what kind of Technical assistance have you received to implement or improve the System of Environmental Accounts in your country within the framework of this project?
18. Did you have the chance to apply the technical knowledge and tools in your work place as a result of your participation in the workshops, trainings, or other activities organized within the framework of this project?
19. In your opinion what were the main results that your country has achieved so far in the implementation of the SNA, within the framework of this project?
20. In your opinion what were the main results that your country has achieved so far in the implementation of the SEEA, within the framework of this project?
21. Based on your participation in the project. How effective were the project activities in influencing policy making in your Region(AP or LAC)?
22. Are there any specific policies that have considered the contributions provided by the Regional Commissions within the framework of this project?
23. To what extent SNA and SEEA are more integrated based on international recommendations in part thanks to this project ?
24. In your opinion what have Countries gained through the implementation of this project?
25. A set of tools (Tool Kit) was elaborated, containing guidelines and best practices for the development and strengthening of macroeconomic and environmental statistics and the implementation of the 2008 SNA and the SEEA 2012. Do you know this Tool Kit ? <https://www.cepal.org/en/events/inter-regional-workshop-strengthening-statistical-capacities-building-macroeconomic-and>
26. If your answer was yes. Please rate to what extent the Tool Kit was useful for your work in macroeconomic statistics.
27. A set of tools (Tool Kit) was elaborated, containing guidelines and best practices for the development and strengthening of macroeconomic and environmental statistics and the implementation of the 2008 SNA and the SEEA 2012. Please rate to what extent the Tool Kit was useful for your work in Environmental statistics.
28. Within environment statistics, a diagnostic tool for Strategic Planning was elaborated to develop a national work plan for improving environment statistics. The tool assists with identifying policy priorities, stakeholders and institutional mechanisms, etc. to develop a national work plan for improving environment statistics. Do you know this diagnostic tool?
29. If your answer was yes. Please rate to what extent the diagnostic tool was useful for your work in Environmental statistics.
30. Does your country have future projects, current activities, or partnerships as a result of the project's implementation?
31. How have the programme's main results and recommendations been used or incorporated in your Country?
32. Do you agree the project has effectively taken into consideration human rights issues during its activities?
33. Do you agree the project has effectively taken into consideration gender issues during its activities?

Cuestionario

1 -SPN

A ser aplicado a:	Participantes (Piloto y no piloto) en Sistema de Cuentas Nacionales)	LAC
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La Comisión Económica de las Naciones Unidas para América Latina y el Caribe (CEPAL de las Naciones Unidas) ha encargado una evaluación del proyecto de la Cuenta de Desarrollo ROA 291-9. Fortalecimiento de las capacidades estadísticas para la construcción de indicadores macroeconómicos y de desarrollo sostenible en América Latina, el Caribe y los países de Asia y el Pacífico. El proyecto se implementó entre diciembre de 2014 y septiembre de 2017, con el objetivo principal de fortalecer la producción y el uso de estadísticas económicas y ambientales básicas derivadas del Sistema de Cuentas Nacionales 2008 (SCN 2008) y el Sistema de Cuentas Ambientales y Económicas 2012 (SCAE 2012), en el diseño de políticas públicas, con el objetivo específico de garantizar el desarrollo sostenible en los países de América Latina y el Caribe; así como en Asia y el Pacífico. Las actividades incluyeron evaluaciones de los países, apoyo técnico, talleres regionales e interregionales, desarrollo de herramientas, asociaciones, plataformas web y otras actividades. (Para poder revisar la lista completa de actividades del proyecto por favor acceda a siguiente enlace). Nuestros registros indican que usted participó en, al menos una de las actividades del proyecto y, por lo tanto, buscamos su apoyo para completar esta encuesta. Nos gustaría aprender más acerca de sus experiencias como uno de los participantes del proyecto. Probablemente usted haya podido participar en más actividades de la CEPAL a lo largo de los años, pero esta encuesta se relaciona únicamente con las actividades del proyecto del 2014-2017. Agradecemos su disponibilidad de contribuir con esta evaluación, la cual le tomará en promedio 25 minutos para completarla. Cualquier información que proporcione se mantendrá en estricta confidencialidad, sus respuestas son anónimas y no estarán vinculadas a su identidad en ninguna manera. Tenga en cuenta que el enlace de la encuesta es uso exclusivo para usted y no debe compartirse con otros. Le agradeceríamos si pudiera completar la encuesta a más tardar del **15 de noviembre**. Los resultados de la encuesta serán utilizados por la CEPAL para mejorar su programación en la región. Si tiene alguna pregunta, no dude en ponerse en contacto con evaluación@cepal.org o con el Sr. Lenard Pareja, consultor de evaluación, lenardsito@gmail.com.

Agradecemos sus contribuciones y su tiempo!

Nota: El presente cuestionario utiliza las siguientes siglas, SNA (Sistema de Cuentas Nacionales) y el SEEA (Sistema de Cuentas Medio Ambientales).

1. Por favor indique su género.

- 1. Mujer
- 2. Hombre

2. Seleccione su país de empleo al momento del proyecto. Por favor seleccione solo un país

- (a) Brasil
- (b) Colombia
- (c) Uruguay
- (d) Ecuador
- (e) Paraguay
- (f) República Dominicana
- (g) Otro

3. Por favor seleccione la opción que mejor describa su puesto o la labor que usted desarrollaba en la organización al momento de la implementación del proyecto.
- (a) Asistente de Estadística
 - (b) Estadístico
 - (c) Estadístico Senior
 - (d) Asistente de investigación / Trabajador de campo
 - (e) Oficial de investigación
 - (f) Gerente o Director de censo
 - (g) Administrador de datos / Administrador de procesamiento de datos
 - (h) Administrador del sistema / Tecnología de la información
 - (i) Director Adjunto
 - (j) Director o Jefe de Departamento
 - (k) Otro, (Por favor, especifique)
4. Por favor, seleccione la opción que mejor describa la organización que usted representaba al momento de la implementación del proyecto.
- (a) Oficina Nacional de Estadística o Instituto Nacional de Estadística
 - (b) Ministerio o departamento gubernamental (especifique)
 - (c) Banco Central
 - (d) Agencia asociada (WAVES, otro: (especifique ...)
 - (e) Otro. Por favor, especifique.
5. Por favor, identifique en cuál de las siguientes actividades del proyectos participó usted? Por favor, marque todas las opciones que apliquen.
- (a) Evaluación del estado y progreso de las cuentas nacionales y ambientales
 - (b) Taller regional en 2016 (mencione cuántos)
 - (c) Taller regional en 2017 (mencione cuántos)
 - (d) Participé como miembro del equipo local nacional.
 - (e) Elaboración o mejora del Plan Nacional (cuentas nacionales y ambientales)
 - (f) Taller Inter-regional para el personal de las oficinas nacionales de estadística, bancos centrales y los Ministerios de medio ambiente para intercambiar experiencias, lecciones aprendidas y estrategias futuras.
 - (g) Colaboración con otros países.
 - (h) Recibí capacitación sobre el uso del Tool-Kit (Caja de herramientas) en Sistema de Cuentas Nacionales.
 - (i) Talleres regionales para que los responsables de la formulación de políticas incrementen la sensibilización y, promuevan el uso de las cuentas económicas y ambientales.
 - (j) Participé en la elaboración de documentos (planes, políticas, otros) que ilustraban cómo los indicadores y la información derivada del SCN 2008 y del SEEA 2012 pueden utilizarse para formular políticas socioeconómicas.

Relevancia

6. ¿En qué medida las actividades realizadas durante el proyecto estaban alineadas con las prioridades de su país?
1. Altamente alineadas
 2. De alguna manera alineadas
 3. No completamente alineadas
 4. Completamente no alineadas
 5. No tengo conocimiento suficiente al respecto

7. ¿Qué tan satisfecho está usted con la implementación del proyecto en beneficio de su país?

1. Muy satisfecho
2. Algo satisfecho
3. Ni satisfecho ni insatisfecho
4. Algo insatisfecho
5. Muy insatisfecho
6. No tengo conocimiento suficiente al respecto

Eficiencia

8. Por favor, mencione qué tipo de asistencia técnica recibió para implementar o mejorar el Sistema de Cuentas Nacionales (SNA) en su país, en el marco de este proyecto?

1. Nuestro país ha recibido misiones técnicas internacionales
2. Recibimos otro soporte técnico (entrenamientos, participación en el foro, etc.)
3. No hemos recibido asistencia técnica todavía

9. ¿Respecto al apoyo técnico que su país recibió para la implementación del Sistema de Cuentas Nacionales, por favor califique si el apoyo técnico fue eficiente y oportuno?

1. Muy oportuno y eficiente
2. Oportuno y eficiente
3. Algo oportuno y eficiente
4. No fue provisto de una manera oportuna y eficiente
5. No tengo conocimiento suficiente al respecto"

10. ¿Quién es la institución responsable de la implementación del plan de cuentas nacionales en su país?

1. Banco Central.
2. Instituto de Estadística.
3. Ministerio de Economía y Finanzas.
4. No tengo conocimiento suficiente al respecto

11. Durante la implementación del proyecto, ¿cuál fue el nivel de coordinación entre las instituciones de su país, que participaron en las actividades del proyecto?

1. Alto nivel de coordinación
2. Nivel suficiente de coordinación
3. Coordinación básica
4. Mínima o inexistente coordinación

Eficacia

12. ¿En qué medida está de acuerdo o en desacuerdo con que las actividades del proyecto contribuyeron a que se lograran los siguientes resultados?	Muy de acuerdo	De acuerdo	Neutral	En desacuerdo	Totalmente en desacuerdo	No tengo información suficiente
Nuestro país cuenta con un plan nacional para la implementación del Sistema de Cuentas Nacionales, en línea con los planes de acción regionales.						

12. ¿En qué medida está de acuerdo o en desacuerdo con que las actividades del proyecto contribuyeron a que se lograran los siguientes resultados?	Muy de acuerdo	De acuerdo	Neutral	En desacuerdo	Totalmente en desacuerdo	No tengo información suficiente
Nuestro país ha implementado las principales recomendaciones internacionales del Sistema de Cuentas Nacionales 2008.						
Los responsables de la formulación de políticas de las cuentas nacionales son más conscientes de las políticas públicas destinadas a garantizar el desarrollo sostenible.						
Sabemos que se logró el Plan Regional (Las principales actividades fueron: misiones de asistencia técnica, cooperación horizontal, talleres, seminarios, capacitación y coordinación con agencias globales y regionales que trabajan en los mismos temas para identificar sinergias)						
Hemos completado nuestro estudio de caso nacional (autodiagnóstico) en el marco de este proyecto						
Implementamos actividades de cooperación horizontal (cooperación entre países) en el marco de este proyecto.						

13. ¿Tuvo la oportunidad de aplicar el conocimiento técnico y las herramientas recibidas en su lugar de trabajo, como resultado de su participación en: talleres, capacitaciones, y otras actividades organizadas en el marco de este proyecto?

1. Sí. Si su respuesta fue si, podría por favor indicarnos cómo lo ha aplicado?
2. No. Si su respuesta fue no, podría indicarnos por qué?

14. En su opinión, ¿cuáles fueron los principales resultados que su país ha logrado hasta ahora en la implementación del Sistema de Cuentas Nacionales (SNA 2008) a los cuales ha contribuido este proyecto?
1. Existe un Plan Nacional implementado de acuerdo con las recomendaciones del SNA 2008.
 2. El plan nacional está diseñado pero no implementado
 3. Pronto se elaborará un plan nacional
 4. Otros resultados (Por favor, especifique)
 5. No tengo conocimiento suficiente al respecto
15. ¿En qué medida considera que el SNA y el SEEA están más integrados, sobre la base de recomendaciones internacionales en parte gracias a este proyecto?
1. Nuestro país tiene un plan integrado de Cuentas Nacionales
 2. Estamos en proceso de implementar las recomendaciones del SNA y el SEEA en nuestros planes nacionales
 3. Hemos comenzado a implementar recomendaciones en uno de los sistemas (SNA o SEEA)
 4. Aun no hemos comenzado a implementar recomendaciones internacionales
16. En su opinión, ¿qué han ganado los países a través de la implementación de este proyecto? (Por favor, marque todos los que apliquen)
1. Mayor capacidad de recopilación de datos y estadísticas relevantes
 2. Capacidad mejorada en la compilación de cuentas nacionales y económicas
 3. Entrenamiento del personal
 4. Asistencia con los procedimientos de recopilación y procesamiento de datos
 5. Asistencia con esfuerzos de coordinación
 6. Asistencia directa para manejar problemas específicos
 7. Información estadística comparable
 8. Aumento de la visibilidad de las cuentas ambientales nacionales y económicas para los usuarios.
17. Conoce la caja de herramientas (Tool-kit) que fue elaborada la cual tiene directrices y mejores prácticas para el desarrollo y fortalecimiento de las estadísticas macroeconómicas y ambientales?
<https://www.cepal.org/en/events/inter-regional-workshop-strengthening-statistical-capacities-building-macroeconomic-and>
1. Si
 2. No
18. Si su respuesta fue sí. Por favor, califique en qué medida el Kit de herramientas fue útil para su trabajo en estadísticas macroeconómicas
1. Muy útil
 2. Útil
 3. No muy útil
 4. Nada útil
 5. No tengo conocimiento suficiente al respecto

19. ¿En qué medida está de acuerdo o en desacuerdo con las siguientes afirmaciones?	Muy de acuerdo	De acuerdo	Neutro	En desacuerdo	Totalmente en desacuerdo	No tengo información suficiente
(a) La participación en el proyecto ha resultado en mejoras en la compilación de indicadores económicos						
(b) La participación en el proyecto dio como resultado mejoras en la implementación del Plan de Cuentas Nacionales de mi país						
(c) La participación en el proyecto dio como resultado un mejor uso de los indicadores económicos para la formulación de políticas públicas.						

20. Conoce alguna de las publicaciones o sitios Web relacionados a las estadísticas macroeconómicas relacionadas a este proyecto como?
- a. System of National Accounts 2008 (<https://unstats.un.org/unsd/nationalaccount/sna.asp>)
 - b. National Accounts Statistics: Main Aggregates and Detailed Tables, 2016 (<https://unstats.un.org/unsd/nationalaccount/>)
 - c. The latest SNA News & Notes (<https://www.cepal.org/cgi-bin/>)
1. Si
 2. No
21. Si su respuesta es sí. Porfavor, marque cuáles?
22. ¿Ha utilizado esta(s) publicación (es) en el desarrollo de su trabajo cotidiano?
1. Si
 2. No
23. Si su respuesta es sí. ¿Podría indicar cómo exactamente las ha utilizado?

Sostenibilidad, Género y Derechos Humanos

24. ¿Tiene su país proyectos futuros, actividades actuales o asociaciones como resultado de la implementación del proyecto?
1. Sí, (especifique qué actividades o asociaciones)
 2. No, (por favor, especifique por qué?)
25. ¿Cómo se han utilizado o incorporado los principales resultados y recomendaciones del proyecto en su país
- Pregunta abierta

26. ¿Está de acuerdo que se tomaron en cuenta los derechos humanos durante la implementación de las actividades del proyecto?
1. Muy de acuerdo
 2. De acuerdo
 3. Algo de acuerdo
 4. Algo en desacuerdo
 5. No estoy de acuerdo
 6. No tengo conocimiento suficiente al respecto
27. ¿Está de acuerdo que se tomaron en cuenta los aspectos de género durante la implementación de las actividades del proyecto?
1. Muy de acuerdo.
 2. De acuerdo.
 3. Algo de acuerdo
 4. Algo en desacuerdo
 5. No estoy de acuerdo
 6. No tengo conocimiento suficiente al respecto

Gracias!

Cuestionario

2 -SPN

A ser aplicado a:	Participantes (Piloto y no piloto) en Sistema de Cuentas MedioAmbientales)	LAC
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La Comisión Económica de las Naciones Unidas para América Latina y el Caribe (CEPAL de las Naciones Unidas) ha encargado una evaluación del proyecto de la Cuenta de Desarrollo ROA 291-9. Fortalecimiento de las capacidades estadísticas para la construcción de indicadores macroeconómicos y de desarrollo sostenible en América Latina, el Caribe y los países de Asia y el Pacífico. El proyecto se implementó entre diciembre de 2014 y septiembre de 2017, con el objetivo principal de fortalecer la producción y el uso de estadísticas económicas y ambientales básicas derivadas del Sistema de Cuentas Nacionales 2008 (SCN 2008) y el Sistema de Cuentas Ambientales y Económicas 2012 (SCAE 2012), en el diseño de políticas públicas, con el objetivo específico de garantizar el desarrollo sostenible en los países de América Latina y el Caribe; así como en Asia y el Pacífico. Las actividades incluyeron evaluaciones de los países, apoyo técnico, talleres regionales e interregionales, desarrollo de herramientas, asociaciones, plataformas web y otras actividades. (Para poder revisar la lista completa de actividades del proyecto por favor acceda a siguiente enlace). Nuestros registros indican que usted participó en, al menos una de las actividades del proyecto y, por lo tanto, buscamos su apoyo para completar esta encuesta. Nos gustaría aprender más acerca de sus experiencias como uno de los participantes del proyecto. Probablemente usted haya podido participar en más actividades de la CEPAL a lo largo de los años, pero esta encuesta se relaciona únicamente con las actividades del proyecto del 2014-2017. Agradecemos su disponibilidad de contribuir con esta evaluación, la cual le tomará en promedio 25 minutos para completarla. Cualquier información que proporcione se mantendrá en estricta confidencialidad, sus respuestas son anónimas y no estarán vinculadas a su identidad en ninguna manera. Tenga en cuenta que el enlace de la encuesta es uso exclusivo para usted y no debe compartirse con otros. Le agradeceríamos si pudiera completar la encuesta a más tardar del **15 de noviembre**. Los resultados de la encuesta serán utilizados por la CEPAL para mejorar su programación en la región. Si tiene alguna pregunta, no dude en ponerse en contacto con evaluación@cepal.org o con el Sr. Lenard Pareja, consultor de evaluación, lenardsito@gmail.com. Agradecemos sus contribuciones y su tiempo!

Nota: El presente cuestionario utiliza las siguientes siglas, SNA (Sistema de Cuentas Nacionales) y el SEEA (Sistema de Cuentas Medio Ambientes).

1. Por favor indique su género.
 1. Mujer
 2. Hombre

2. Seleccione su país de empleo al momento del proyecto. Por favor seleccione solo un país
 - a) Brasil
 - b) Colombia
 - c) Uruguay
 - d) Ecuador
 - e) Paraguay
 - f) República Dominicana
 - i) Otro

3. Por favor seleccione la opción que mejor describa su puesto o la labor que usted desarrollaba en la organización al momento de la implementación del proyecto.
- Asistente de Estadística
 - Estadístico
 - Estadístico Senior
 - Asistente de investigación / Trabajador de campo
 - Oficial de investigación
 - Gerente o Director de censo
 - Administrador de datos / Administrador de procesamiento de datos
 - Administrador del sistema / Tecnología de la información
 - Director Adjunto
 - Director o Jefe de Departamento
 - Otro, (Por favor, especifique)
4. Durante las actividades del proyecto tales como: talleres, reuniones de asistencia técnica, capacitaciones u otras, por favor, seleccione la opción que mejor describa la organización que representa.
- Evaluación del estado y progreso de las cuentas ambientales
 - Taller regional en 2016 (mencione cuántos)
 - Taller regional en 2017 (mencione cuántos)
 - Participé como miembro del equipo local nacional.
 - Elaboración o mejora del Plan Nacional (cuentas ambientales)
 - Taller Inter-regional para el personal de las oficinas nacionales de estadística, bancos centrales y los Ministerios de medio ambiente para intercambiar experiencias, lecciones aprendidas y estrategias futuras.
 - Colaboración con otros países.
 - Recibí capacitaciones en cuentas medioambientales.
 - Talleres regionales para que los responsables de la formulación de políticas incrementen la sensibilización y, promuevan el uso de las cuentas económicas y ambientales.
 - Participé en la elaboración de documentos (planes, políticas, otros) que ilustraban cómo los indicadores y la información derivada del SEEA 2012 pueden utilizarse para formular políticas medioambientales.

Relevancia

5. ¿En qué medida las actividades realizadas durante el proyecto estaban alineadas con las prioridades de su país?
- Altamente alineadas
 - De alguna manera alineadas
 - No completamente alineadas
 - Completamente no alineadas
 - No tengo conocimiento suficiente al respecto
6. ¿Qué tan satisfecho está usted con la implementación del proyecto en beneficio de su país?
- Muy satisfecho
 - Algo satisfecho
 - Ni satisfecho ni insatisfecho
 - Algo insatisfecho
 - Muy insatisfecho
 - No tengo conocimiento suficiente al respecto

Eficiencia

7. Por favor, mencione qué tipo de asistencia técnica recibió para implementar o mejorar el Sistema de Cuentas MedioAmbientales (SEEA) en su país, en el marco de este proyecto?
1. Nuestro país ha recibido misiones técnicas internacionales
 2. Recibimos otro soporte técnico (entrenamientos, participación en el foro, etc.)
 3. No hemos recibido asistencia técnica todavía
8. ¿Respecto al apoyo técnico que su país recibió para la implementación del Sistema de Cuentas Medioambientales, por favor califique si el apoyo técnico fue eficiente y oportuno?
1. Muy oportuno y eficiente
 2. Oportuno y eficiente
 3. Algo oportuno y eficiente
 4. No fue provisto de una manera oportuna y eficiente
 5. No tengo conocimiento suficiente al respecto
9. Quién es la institución responsable de la implementación del plan de cuentas ambientales en su país?
1. Las mismas instituciones que administran las cuentas nacionales.
 2. Ministerio de Medio Ambiente
 3. Instituto de Estadística.
 4. Otro (por favor especifique)
10. Durante la implementación del proyecto, ¿cuál fue el nivel de coordinación entre las instituciones de su país, que participaron en las actividades del proyecto?
1. Alto nivel de coordinación
 2. Nivel suficiente de coordinación
 3. Coordinación básica
 4. Mínima o inexistente coordinación

Eficacia

SEEA

11. ¿En qué medida está de acuerdo o en desacuerdo con que las actividades del proyecto contribuyeron a que se lograran los siguientes resultados?	Muy de acuerdo	De acuerdo	Neutro	En desacuerdo	Totalmente en desacuerdo	No tengo información suficiente
Nuestro país cuenta con un plan nacional para la implementación del Sistema de Cuentas Medioambientales-Económicas (2013 SEEA) en línea con los planes de acción regionales.						
Nuestro país ha implementado las principales recomendaciones internacionales del (2013 SEEA)						

Los responsables de la formulación de políticas de las cuentas nacionales son más conscientes de las políticas públicas destinadas a garantizar el desarrollo sostenible.						
Sabemos que se logró el Plan Regional (Las principales actividades fueron: misiones de asistencia técnica, cooperación horizontal, talleres, seminarios, capacitación y coordinación con agencias globales y regionales que trabajan en los mismos temas para identificar sinergias)						
Hemos completado nuestro estudio de caso nacional (autodiagnóstico) en el marco de este proyecto						
Implementamos actividades de cooperación horizontal (cooperación entre países) en el marco de este proyecto.						

12. ¿Tuvo la oportunidad de aplicar el conocimiento técnico y las herramientas recibidas en su lugar de trabajo, como resultado de su participación en: talleres, capacitaciones, y otras actividades organizadas en el marco de este proyecto?
1. Sí. Si su respuesta fue si, podría por favor indicarnos cómo lo ha aplicado?
 2. No. Si su respuesta fue no, podría indicarnos por qué?
13. En su opinión, ¿cuáles fueron los principales resultados que su país ha logrado hasta ahora en la implementación del Sistema de Cuentas Medioambientales (SEEA 2012) a los cuales ha contribuido este proyecto?
1. Existe un Plan Nacional implementado de acuerdo con las recomendaciones del SEEA 2012.
 2. El plan nacional está diseñado pero no implementado
 3. Pronto se elaborará un plan nacional
 4. Otros resultados (Por favor, especifique)
 5. No tengo conocimiento suficiente al respecto
14. ¿En qué medida considera que el SNA y el SEEA están más integrados, sobre la base de recomendaciones internacionales en parte gracias a este proyecto?
1. Nuestro país tiene un plan integrado de Cuentas Nacionales
 2. Estamos en proceso de implementar las recomendaciones del SNA y el SEEA en nuestros planes nacionales
 3. Hemos comenzado a implementar recomendaciones en uno de los sistemas (SNA o SEEA)
 4. Aun no hemos comenzado a implementar recomendaciones internacionales

15. En su opinión, ¿qué han ganado los países a través de la implementación de este proyecto? (Por favor, marque todos los que apliquen)
1. Mayor capacidad de recopilación de datos y estadísticas relevantes
 2. Capacidad mejorada en la compilación de cuentas ambientales
 3. Entrenamiento del personal
 4. Asistencia con los procedimientos de recopilación y procesamiento de datos
 5. Asistencia con esfuerzos de coordinación
 6. Asistencia directa para manejar problemas específicos
 7. Información estadística comparable
 8. Aumento de la visibilidad de las cuentas ambientales nacionales y económicas para los usuarios"
16. Conoce la caja de herramientas (Tool-kit) que fue elaborada la cual tiene directrices y mejores prácticas para el desarrollo y fortalecimiento de las estadísticas macroeconómicas y ambientales?
<https://www.cepal.org/en/events/inter-regional-workshop-strengthening-statistical-capacities-building-macroeconomic-and>
1. Si
 2. No
17. Si su respuesta fue sí. Por favor, califique en qué medida el Kit de herramientas fue útil para su trabajo en estadísticas medioambientales
1. Muy útil
 2. Útil
 3. No muy útil
 4. Nada útil
 5. No tengo conocimiento suficiente al respecto

18. ¿En qué medida está de acuerdo o en desacuerdo con las siguientes afirmaciones.		Muy de acuerdo	De acuerdo	Neutro	En desacuerdo	Totalmente en desacuerdo	No tengo información suficiente
(a)	La participación en el proyecto ha resultado en mejoras en la compilación de indicadores medioambientales						
(b)	La participación en el proyecto dio como resultado mejoras en la implementación del Plan de Cuentas Medioambientales de mi país						
(c)	La participación en el proyecto dio como resultado un mejor uso de los indicadores medioambientales para la formulación de políticas públicas.						

19. Conoce alguna de las publicaciones o sitios Web relacionados a las estadísticas macroeconómicas relacionadas a este proyecto como?
- a. System of National Accounts 2008 (<https://unstats.un.org/unsd/nationalaccount/docs/SNA2008Spanish.pdf>)
 - b. National Accounts Statistics: Main Aggregates and Detailed Tables, 2016 (<https://unstats.un.org/unsd/nationalaccount/>)
 - c. The latest SNA News & Notes (<https://www.cepal.org/cgi-bin/>)
1. Si
 2. No
20. Si su respuesta es sí. Por favor, marque cuáles?
21. ¿Ha utilizado esta(s) publicación (es) en el desarrollo de su trabajo cotidiano?
1. Si
 2. No
22. Si su respuesta es sí. ¿Podría indicar cómo exactamente las ha utilizado?

Sostenibilidad, Género y Derechos Humanos

23. ¿Tiene su país proyectos futuros, actividades actuales o asociaciones como resultado de la implementación del proyecto?
1. Sí, (especifique qué actividades o asociaciones)
 2. No, (por favor, especifique por qué?)
24. ¿Cómo se han utilizado o incorporado los principales resultados y recomendaciones del proyecto en su país?
- Pregunta abierta
25. ¿Está de acuerdo que se tomaron en cuenta los derechos humanos durante la implementación de las actividades del proyecto?
1. Muy de acuerdo.
 2. De acuerdo.
 3. Algo de acuerdo
 4. Algo en desacuerdo
 5. No estoy de acuerdo
 6. No tengo conocimiento suficiente al respecto
26. ¿Está de acuerdo que se tomaron en cuenta los aspectos de género durante la implementación de las actividades del proyecto?
1. Muy de acuerdo.
 2. De acuerdo.
 3. Algo de acuerdo
 4. Algo en desacuerdo
 5. No estoy de acuerdo
 6. No tengo conocimiento suficiente al respecto

Gracias!

Protocolo de entrevista en español

Para ser aplicado a: Project managers (CEPAL Jefes de las Unidades Estadísticas para cuentas Ambientales y Económicas. Consultores (representante de Waves)	
	<p>Para ser aplicado a: gerentes de proyectos y representante de WAVES.</p> <p>Para ser aplicado a: países LAC (uno de SNA, uno SEEA). Aunque el protocolo de entrevista incluye preguntas, tanto las SNA, como SEEA, las preguntas se adaptarán a cada entrevistado. , es decir a aquellos relacionados con las actividades de SNA, solo se le harán preguntas sobre SNAs y a a aquellos con quienes se trabajó en el área de estadísticas ambientales, solo se les consultara sobre este tema.</p> <p>Protocolo de entrevista para la evaluación del Proyecto DA ROA 291-9. Fortalecimiento de las capacidades estadísticas para la construcción de indicadores macroeconómicos y de desarrollo sostenible en América Latina, el Caribe y los países de Asia y el Pacífico.</p> <p>INSTITUCIONES: CEPAL Entrevistado (Título y nombre):</p> <hr/> <p>Entrevistador: Lenard Pareja (evaluador externo) Sección de encuesta utilizada: <input type="checkbox"/> A: Preguntas generales <input type="checkbox"/> B: Relevancia, Eficiencia, Eficacia, Sostenibilidad, Otras. Documentos Obtenidos: La entrevista tiene como objetivo comprender más detalles después de la revisión de los documentos del proyecto. Principalmente, busca responder por qué y cómo se lograron algunos resultados. Se considerarán como parte de la evaluación los comentarios o sugerencias adicionales.</p>

Introducción a ser leída o parafraseada por el entrevistador:

"Gracias por participar en esta entrevista. Mi nombre es Lenard Pareja, evaluador externo de la Comisión Económica de las Naciones Unidas para América Latina y el Caribe (CEPAL de las Naciones Unidas). La CEPAL ha encargado una evaluación del Proyecto de Cuenta de Desarrollo ROA 291-9 Fortalecimiento de las capacidades estadísticas para construir indicadores macroeconómicos y de desarrollo sostenible en América Latina, el Caribe y los países de Asia y el Pacífico. El proyecto se implementó entre diciembre de 2014 y septiembre de 2017, con el principal Objetivo de, fortalecer la producción y el uso de las estadísticas económicas y ambientales básicas derivadas del Sistema de Cuentas Nacionales 2008 (SCN 2008) y del Sistema de Cuentas Ambientales y Económicas 2012 (SEEA 2012), en el diseño de políticas públicas con el objetivo específico de garantizar el desarrollo sostenible en los países de América Latina del Caribe y Asia-Pacífico. Las actividades incluyeron evaluaciones de los países, apoyo técnico, talleres regionales e interregionales, desarrollo de cajas de herramientas, asociaciones, plataformas web y otras actividades. Para consultar la lista completa de actividades implementadas dentro del marco de este proyecto, por favor visite el siguiente enlace: En base a la importancia de su participación en este proyecto, nos gustaría comprender por qué y cómo se lograron algunos resultados o no. El tiempo aproximado para la entrevista será de 20 minutos. Cualquier información que proporcione se mantendrá en estricta confidencialidad, su respuestas no serán relacionadas a su identidad. Las conclusiones de la entrevista serán utilizadas por la CEPAL para mejorar su programación en la región. Si tiene alguna pregunta, no dude en

ponerse en contacto con evaluación@cepal.org o con el Sr. Lenard Pareja, asesor de evaluación en lenardsito@gmail.com. Agradecemos sus contribuciones y su tiempo!

Guía de preguntas para Project managers – Asesores técnicos de LAC

1. ¿Cuál fue su cargo o rol durante la implementación del proyecto?
2. ¿Cuáles fueron sus principales responsabilidades en relación con la implementación del proyecto?
3. Si corresponde, ¿podría mencionar qué tipo de organización estaba trabajando en el momento del proyecto? (ECLAC, ESCAP, WAVES, CONSULTOR)
4. El proyecto propuso alcanzar tres logros. ¿Cuáles fueron los principales logros en cada resultado esperado de este proyecto?
 - (EA1) Elaboración / mejora de los planes nacionales para la implementación del SCN 2008 y el SCAE 2012, en línea con los planes de acción regionales, por países piloto.
 - (EA2) Implementación por parte de los países destinatarios de las principales recomendaciones internacionales del SCN 2008 y el SCAE 2012.
 - (EA3) Mayor conciencia por parte de los legisladores de las cuentas nacionales y ambientales para informar el diseño de políticas públicas destinadas a garantizar el desarrollo sostenible
5. Si corresponde, ¿cuáles son las actividades que aún están pendientes para cada logro esperado?
6. Considere que las principales actividades del Plan regional fueron: misiones de asistencia técnica, cooperación horizontal, talleres, seminarios, capacitación y coordinación con agencias globales y regionales que trabajan en los mismos temas para identificar sinergias y otros. ¿Cuáles fueron los principales resultados logrados para el Plan regional?
7. Por favor, mencione los principales casos de estudio (autodiagnósticos) que se llevaron a cabo en el marco de este proyecto.
8. ¿Qué actividades horizontales (cooperación entre países) se llevaron a cabo en el marco de este proyecto?
9. ¿Cómo se implementaron las actividades del proyecto en su región?
10. Durante la implementación del proyecto, ¿hubo alguna complementariedad y sinergia en el trabajo realizado por las dos comisiones regionales LAC y AP?
11. ¿Cuáles son los resultados de las asociaciones en las que participó? Ejemplo: WAVES es una alianza global para promover el desarrollo sostenible utilizando la contabilidad del Capital Natural. Mediante el método de contabilidad integrada, cooperación sur-sur, asociaciones para asistencia técnica, otros. Sin embargo, es posible que también haya participado en otras asociaciones para asistencia técnica.
12. ¿Cuál fue el nivel de colaboración y los mecanismos de coordinación establecidos entre y dentro las dos Comisiones Regionales que generaron mayor eficiencia durante la implementación del proyecto?
13. Según su participación en el proyecto. ¿Qué tan efectivas fueron las actividades del proyecto para influir en la formulación de políticas públicas en su Región (AP, LAC)?
14. ¿Existen políticas específicas que hayan considerado las contribuciones de las Comisiones Regionales dentro del marco de acción del proyecto?

15. ¿Qué países piloto y no piloto incluyeron las recomendaciones del SNA y del SEEA en los planes nacionales de cuentas? ¿Qué países piloto y no piloto tienen planes nacionales diseñados o mejorados?

- a) Brazil
- b) Colombia
- c) Uruguay
- d) Ecuador
- e) Paraguay
- f) Curacao
- g) Jamaica
- h) República Dominicana
- i) Bangladesh
- j) Fiji
- k) Maldives
- l) Federated States of Micronesia
- m) Myanmar
- n) Nepal
- o) Palau
- p) Samoa
- q) Vanuatu
- r) Indonesia
- s) Malaysia
- t) Mongolia
- u) Otro.....

16. ¿Qué países piloto y no piloto tienen planes nacionales diseñados o mejorados?

- a) Brazil
- b) Colombia
- c) Uruguay
- d) Ecuador
- e) Paraguay
- f) Curacao
- g) Jamaica
- h) República Dominicana
- i) Bangladesh
- j) Fiji
- k) Maldives
- l) Federated States of Micronesia
- m) Myanmar
- n) Nepal
- o) Palau
- p) Samoa
- q) Vanuatu
- r) Indonesia
- s) Malaysia
- t) Mongolia
- u) Otro.....

17. En el marco de este proyecto. ¿Qué cambios importantes, si los hubo, generó la implementación del plan regional, como resultado de las consultas con los países? Consideré que las actividades principales que se planificaron, para esta etapa fueron principalmente: la asistencia técnica con base a necesidades, misiones de asistencia técnica, cooperación horizontal, talleres, seminarios, capacitación y coordinación con agencias globales y regionales que trabajan en los temas similares para identificar sinergias y crear efectos multiplicadores.
18. Cuál es el avance del programa de Cooperación Regional, como resultado de la asociación CEPAL y WAVES?
19. ¿Cuál es el avance actual de Implementación de SNA y el SEEA en sus cuatro dimensiones de Alcance, Detalle, Calidad y Cumplimiento?
20. ¿Puede mencionar las estrategias de seguimiento que su región ha establecido para asegurar la implementación de los planes nacionales y regionales para el SNA y el SEEA?
21. En su opinión, ¿cuáles fueron los principales resultados que su región ha logrado hasta ahora en la implementación del Sistema de Cuentas Nacionales (SNA 2008) a los cuales ha contribuido este proyecto?
22. En su opinión, ¿cuáles fueron los principales resultados que su región ha logrado hasta ahora en la implementación del Sistema de Cuentas Medioambientales (SEEA 2012) a los cuales ha contribuido este proyecto?
23. ¿En qué medida considera que el SNA y el SEEA están más integrados, sobre la base de recomendaciones internacionales en parte gracias a este proyecto?

24. En su opinión, ¿qué han ganado los países a través de la implementación de este proyecto?
25. Cómo se han utilizado o incorporado los principales resultados y recomendaciones del proyecto en su comisión?
26. ¿Está de acuerdo que se tomaron en cuenta los derechos humanos durante la implementación de las actividades del proyecto?
27. Está de acuerdo que se tomaron en cuenta los aspectos de género durante la implementación de las actividades del proyecto?

Protocolo de entrevista en español 2

Para ser aplicado a:	Representantes de países LAC
	<p>Para ser aplicado a: países LAC (uno de SNA, uno SEEA). Aunque el protocolo de entrevista incluye preguntas, tanto las SNA, como SEEA, las preguntas se adaptarán a cada entrevistado., es decir a aquellos relacionados con las actividades de SNA, solo se le harán preguntas sobre SNAs y a a aquellos con quienes se trabajó en el área de estadísticas ambientales, solo se les consultara sobre este tema.</p> <p>Protocolo de entrevista para la evaluación del Proyecto DA ROA 291-9. Fortalecimiento de las capacidades estadísticas para la construcción de indicadores macroeconómicos y de desarrollo sostenible en América Latina, el Caribe y los países de Asia y el Pacífico.</p> <p>INSTITUCIONES: CEPAL</p> <p>Entrevistado (Título y nombre):</p> <hr/> <p>Entrevistador: Lenard Pareja (evaluador externo)</p> <p>Sección de encuesta utilizada:</p> <ul style="list-style-type: none"> <input type="checkbox"/> A: Preguntas generales <input type="checkbox"/> B: Relevancia, Eficiencia, Eficacia, Sostenibilidad, Otras. <p>Documentos Obtenidos: La entrevista tiene como objetivo comprender más detalles después de la revisión de los documentos del proyecto. Principalmente, busca responder por qué y cómo se lograron algunos resultados.</p> <p>Se considerarán como parte de la evaluación los comentarios o sugerencias adicionales.</p>

Introducción a ser leída o parafraseada por el entrevistador:

Gracias por participar en esta entrevista. Mi nombre es Lenard Pareja, evaluador externo de la Comisión Económica de las Naciones Unidas para América Latina y el Caribe (CEPAL de las Naciones Unidas). La CEPAL ha encargado una evaluación del Proyecto de Cuenta de Desarrollo ROA 291-9 Fortalecimiento de las capacidades estadísticas para construir indicadores macroeconómicos y de desarrollo sostenible en América Latina, el Caribe y los países de Asia y el Pacífico. El proyecto se implementó entre diciembre de 2014 y septiembre de 2017, con el principal Objetivo de, fortalecer la producción y el uso de las estadísticas económicas y ambientales básicas derivadas del Sistema de Cuentas Nacionales 2008 (SCN 2008) y del Sistema de Cuentas Ambientales y Económicas 2012 (SEEA 2012), en el diseño de políticas públicas con el objetivo específico de garantizar el desarrollo sostenible en los países de América Latina del Caribe y Asia-Pacífico. Las actividades incluyeron evaluaciones de los países, apoyo técnico, talleres regionales e interregionales, desarrollo de cajas de herramientas, asociaciones, plataformas web y otras actividades. Para consultar la lista completa de actividades implementadas dentro del marco de este proyecto, por favor visite el siguiente enlace: En base a la importancia de su participación en este proyecto, nos gustaría comprender por qué y cómo se lograron algunos resultados o no. El tiempo aproximado para la entrevista será de 20 minutos. Cualquier información que proporcione se mantendrá en estricta confidencialidad, su respuestas no serán relacionadas a su identidad. Las conclusiones de la entrevista serán utilizadas por la CEPAL para mejorar su programación en la región. Si tiene alguna pregunta, no dude en ponerse en contacto con evaluacion@cepal.org o con el Sr. Lenard Pareja, asesor de evaluación en lenardsito@gmail.com. Agradecemos sus contribuciones y su tiempo!

Guía de preguntas para los representantes de los países

1. ¿Cuál fue su cargo o rol durante la implementación del proyecto?
2. ¿Cuáles fueron sus principales responsabilidades en relación con la implementación del proyecto?
3. Si corresponde, ¿podría mencionar qué tipo de organización estaba trabajando en el momento del proyecto?
4. El proyecto propuso alcanzar tres logros. ¿Cuáles fueron los principales logros en cada resultado esperado de este proyecto?
 - (EA1) Elaboración / mejora de los planes nacionales para la implementación del SCN 2008 y el SCAE 2012, en línea con los planes de acción regionales, por países piloto.
 - (EA2) Implementación por parte de los países destinatarios de las principales recomendaciones internacionales del SCN 2008 y el SCAE 2012.
 - (EA3) Mayor conciencia por parte de los legisladores de las cuentas nacionales y ambientales para informar el diseño de políticas públicas destinadas a garantizar el desarrollo sostenible ".
5. Considere que las principales actividades del Plan regional fueron: misiones de asistencia técnica, cooperación horizontal, talleres, seminarios, capacitación y coordinación con agencias globales y regionales que trabajan en los mismos temas para identificar sinergias y otros. ¿Cuáles fueron los principales resultados logrados para el Plan regional?
6. Por favor, mencione los principales casos de estudio (autodiagnósticos) que se llevaron a cabo en el marco de este proyecto.
7. ¿Qué actividades horizontales (cooperación entre países) se llevaron a cabo en el marco de este proyecto?
8. ¿Cómo se implementaron las actividades del proyecto en su país?
9. Conoce alguna de las publicaciones o sitios Web relacionados a las estadísticas medio ambientales relacionadas a este proyecto como?
 - SEEA Diagnostic Tool (<https://unstats.un.org/unsd/envaccounting/ceea/meetings/UNCEEA-8-Bk2.pdf>)
 - SEEA Implementation Guide and Diagnostic Tool ([https://unstats.un.org/unsd/nationalaccount/.../2013/.../Apia-P2.pdf...\)](https://unstats.un.org/unsd/nationalaccount/.../2013/.../Apia-P2.pdf...)
 - Experimental Ecosystem Accounting (<http://www.unescap.org/resources/>)
10. Si su respuesta es sí. Por favor, marque cuáles.
11. Conoce alguna de las publicaciones o sitios Web relacionados a las estadísticas macroeconómicas relacionadas a este proyecto como?
 - System of National Accounts 2008 (<https://unstats.un.org/unsd/nationalaccount/docs/SNA2008Spanish.pdf>)
 - National Accounts Statistics: Main Aggregates and Detailed Tables, 2016 (<https://unstats.un.org/unsd/nationalaccount/>)
 - The latest SNA News & Notes (<https://www.cepal.org/cgi-bin/>)
12. Si su respuesta es sí. Por favor, marque cuáles?
13. ¿Ha utilizado esta(s) publicación (es) en el desarrollo de su trabajo cotidiano?

14. ¿Respecto al apoyo técnico que su país recibió para la implementación del Sistema de Cuentas Nacionales, por favor califique si el apoyo técnico fue eficiente y oportuno?
15. ¿Respecto al apoyo técnico que su país recibió para la implementación del Sistema de Cuentas Medioambientales, por favor califique si el apoyo técnico fue eficiente y oportuno?
16. Quién es la institución responsable de la implementación del plan de cuentas nacionales en su país?
17. ¿Quién es la institución responsable de la implementación del plan de cuentas ambientales en su país?
18. Por favor, mencione qué tipo de asistencia técnica recibió para implementar o mejorar el Sistema de Cuentas Nacionales (SNA)en su país, en el marco de este proyecto?
19. Por favor, mencione qué tipo de asistencia técnica recibió para implementar o mejorar el Sistema de Cuentas MedioAmbientales (SEEA) en su país, en el marco de este proyecto?
20. ¿Tuvo la oportunidad de aplicar el conocimiento técnico y las herramientas recibidas en su lugar de trabajo, como resultado de su participación en: talleres, capacitaciones, y otras actividades organizadas en el marco de este proyecto?
21. En su opinión, ¿cuáles fueron los principales resultados que su país ha logrado hasta ahora en la implementación del Sistema de Cuentas Nacionales (SNA 2008) a los cuales ha contribuido este proyecto?
22. En su opinión, ¿cuáles fueron los principales resultados que su país ha logrado hasta ahora en la implementación del Sistema de Cuentas Medioambientales (SEEA 2012) a los cuales ha contribuido este proyecto?
23. Según su participación en el proyecto. ¿Qué tan efectivas fueron las actividades del proyecto para influir en la formulación de políticas públicas en su Región(LAC)?
24. ¿Existen políticas específicas que hayan considerado las contribuciones de las Comisiones Regionales dentro del marco de acción del proyecto?
25. ¿En qué medida considera que el SNA y el SEEA están más integrados, sobre la base de recomendaciones internacionales en parte gracias a este proyecto?
26. En su opinión, ¿qué han ganado los países a través de la implementación de este proyecto?
27. Conoce la caja de herramientas (Tool-kit) que contienen directrices y mejores prácticas, para el desarrollo y fortalecimiento de las estadísticas macroeconómicas y ambientales?
28. Se elaboró un conjunto de herramientas (Tool-kit) que contienen directrices y mejores prácticas, para el desarrollo y fortalecimiento de las estadísticas macroeconómicas y ambientales y la implementación del SCN 2008 y el SCAE 2012. Califique en qué medida el Kit de herramientas fue útil para su trabajo en estadísticas macroeconómicas
29. Se elaboró un conjunto de herramientas (Tool-kit) que contienen directrices y mejores prácticas, para el desarrollo y fortalecimiento de las estadísticas macroeconómicas y ambientales y la implementación del SCN 2008 y el SCAE 2012. Califique en qué medida el Kit de herramientas fue útil para su trabajo en estadísticas medioambientales
30. Conoce la herramienta de diagnóstico para la Planificación Estadística, para desarrollar un plan nacional de trabajo, a fin de mejorar las estadísticas medioambientales?

31. Dentro de las estadísticas medioambientales, se elaboró una herramienta de diagnóstico para la Planificación Estadística. Esta herramienta colabora para identificar prioridades para políticas públicas, identifica también grupos de interés, mecanismos institucionales, etc. para desarrollar un plan nacional de trabajo, a fin de mejorar las estadísticas medioambientales. Por favor, califique en qué medida la herramienta de diagnóstico fue útil para su trabajo en estadísticas medioambientales.
32. ¿Tiene su país proyectos futuros, actividades actuales o asociaciones como resultado de la implementación del proyecto?
33. ¿Cómo se han utilizado o incorporado los principales resultados y recomendaciones del proyecto en su país?
34. ¿Está de acuerdo que se tomaron en cuenta los derechos humanos durante la implementación de las actividades del proyecto?
35. Está de acuerdo que se tomaron en cuenta los aspectos de género durante la implementación de las actividades del proyecto?

ANNEX 6

List of Interviewees

That Highlighted were selected as key informants for interviews.

Countries' representatives

SEEA

País	Nombre	Institución
Argentina	Sra. Silvia Mónica Chiavassa	MMA
Bolivia	Sr. Fabian Antonio Perales Vilar	INE
Brasil	André Polly Assumpçao	IBGE
Brasil	Sr. David Dias	IBGE
Chile	Sr. Alvaroo Shee	MMA-Encargado de Cuentas Ambientales
Colombia	Sr. Bayron de Jesús Cubillos López	DANE-Coordinador de Indicadores y Cuentas Ambientales
Costa Rica	Sra. Irene Alvarado Quesada	BCCR-Coordinadora de Cuentas Ambientales
Costa Rica	Fabio Herrera Ocampo	Instituto Nacional de Estadística y Censos -Instituto Nacional de Estadística y Censos
Costa Rica	Llocelin Reyes Hernández	Instituto Nacional de Estadística y Censos
Costa Rica	Edgar Gutierrez Espeleta	Ministerio de Ambiente y Energía
Costa Rica	Glenda Carvajal Muniz	Ministerio de Ambiente y Energía
Costa Rica	Herberth Villavicencio Rojas	Ministerio de Ambiente y Energía
Costa Rica	Magalli Castro Álvarez	Ministerio de Ambiente y Energía
Ecuador	Sr. Holger Zambrano	MMA
Ecuador	Samanta Villegas	MMA-Analista Cuentas Ambientales
Ecuador	María del Mar Martínez	MMA-Analista de Información económica ambiental
Ecuador	Pablo Ernesto Tapia Ortega	MMA-Analista de Información económica ambiental
Ecuador	Franco Carvajal	MMA-Responsible
Ecuador	nd	MMA
Guatemala	Sr. Ismael Herlindo Matías Vargas	BANGUAT-Subdirector de Cuentas Nacionales
Curazao	Christian Martin Jager	Central Bureau of Statistics
Curazao	nd	Ministry of Health, Environment and Nature
Curazao	Sean De Boer	Central Bureau of Statistics-Directopr
Curazao	Ciaretta Profas Gianiza Gianell	Ministry of Health, Environment and Nature

País	Nombre	Institución
México	Sr. Raul Figueroa Diaz	INEGI-Director de Cuentas Satélite
México	Federico Gonzalez	INEGI-Subdirector Cuentas Ambientales
México	César Cabrera	INEGI-Analista Cuentas Ambientales
Panamá	Sr. José del Rosario Branca Requen	INEC-Jefe Unidad Estadísticas Ambientales
Paraguay	Jorge Gonzalez	STP Economista, Direccion General de Análisis de Políticas Publicas
Paraguay	Alcides Nunes Gonzalez	DGEEC-Director de Estadísticas Económicas
Paraguay	Daniel Puentes	Viceministerio de Minas y Energía
Perú	Sr. Carlos Manuel Verano Zelada	ANA
Républica Dominicana	Sr. Patricio Devers	MMA-Estadísticas Ambientales
Uruguay	Sra. Mariela Buonomo	MGAP-Investigadora en el Área de Economía de los Recursos Naturales
Jamaica	Janet Allison Martin	Statistical Institute of Jamaica
Venezuela	Dinoira Moreno Perdomo	INE Gerente de Estadísticas Ambientales
Venezuela	Julio Alfredo Hidalgo Barrios	BCV-Coordinador de Proyectos. Departamento de Cuentas Macroeconó
Vanuatu	David Talo	Dissemination officer, Vanuatu National Statistics Office
Vanuatu	Simil Johnson	Government Statistician VNSO
Vanuatu	Johnson Pinaru	Director General, Dept of Public Works and Utilities
Vanuatu	Jone Roqara	Deputy Director, Dept of Public Works
Vanuatu	Wycliff Bakeo	Sector Analyst Agriculture, Office of Prime Minister
Vanuatu	Alice Trief	Social Statistics Compiler, VNSO
Federated States of Micronesia	Ms Sharon Pelep	Department of Resources and Development
Fiji	Kemueli Naiqama	Fiji Bueaur of Statistics
Fiji	Bimlesh Krishna	Divisional Manager, Economic Statistics Division, Fiji Bureau of Statistics
Fiji	Litia N Kurisaqila	Assistant Statistian
Indonesia	MsAtika Nashirah Hasyyati	Directorate of Finance, Information
Indonesia	ETJIH TASRIAH	Supervisor, BPS-Statistics Indonesia
Indonesia	MsShafa Rosea Surbakti	BPS-Statistics Indonesia
Indonesia	MsEni Lestariningsih	Head of ICT Statistics Division
Secretariat of the Pacific Community	Inoke Ratukalou	Secretariat of the Pacific Community
Secretariat of the Pacific Community	Maria Elder	

País	Nombre	Institución
Secretariat of the Pacific Community	Anare Morokula	
Palau	Ms. A. Ichea N Yamada	Bureau of Budget and Planning
Palau	Ms. Hazel LTessei	Statistics, Ministry of Finance
Samoa	<u>Mr. Aliielua.salani</u>	National Accounts division. Samoa Bureau of Statistics
Samoa	Mr. Funefaei Tupufia	Policy officer, Ministry of Finance
Bangladesh	Mr. Md. Solaiman Mondol	Deputy Secretary, Statistics and Informatics
Bangladesh	MrMd. Rafiqul Islam	Bangladesh Bureau of Statistics (BBS)
Maldives	Ashiyath Shazna	Statistician, Statistics Development and Coordination-National Bureau of Statistics
Maldives	Midhath, Abdul Rasheed	Assistant Director, Ministry of Environment and Energy
Maldives	MrAhmed Wisam	Environment Analyst, Ministry of Environment and Energy
Nepal	MrDhundi Raj Lamichhane	Director, Environment Statistics Section-Central Bureau of Statistics
Nepal	MsMira Acharya	Planning Officer-National Planning Commission Secretariat
Nepal	MrMohan dev Joshi	Section Head, Environmental Impact Assessment
Nepal	MrSushil Kumar Sharma	Director of Environment Statistics Section
Malaysia	Ismail Abdul Rahman	Assistant Director, Department of Statistics Malaysia
Malaysia	Zarinah Mahari (Ms.)	Director, Agriculture & Environment Statistics Division-Department of Statistics Malaysia
Malaysia	MsRusnani Hussin	Principal Assistant Director
Mongolia	MsTerbish Jambaldorj	Senior statistician
Mongolia	Enkhzaya Dambiijantsan	Senior Statistician-Economic Statistics Department
Mongolia	MsEnkhzaya Dambiijantsan	Senior statistician
Myamar	MsKhin Swe Latt	Director-Central Statistical Organization
Myamar	MsNyaung Tai	Staff Officer-Central Statistical Organization
Sri Lanka	Nirosha Dissanayaka	Statistician, Department of Census and Statistics, Sri Lanka

National Accounts

Nombre	Institución
Rebeca Palis	Coordinadora de Cuentas Nacionales
Jully Nascimento Ponte,	Banco Central de Brasil
Sra. Camila Maia Carneiro Costa,	Banco Central de Brasil
Carlos Sobral	Gerente de Sectores Institucionales
Rafael Agostin Palmieri	Banco Central de Brasil
María Mercedes Collazos	Banco Central de Colombia

Nombre	Institución
Sra. Andrea Roncancio	DANE
Sra. Gabriela Saborio	Banco Central de Costa Rica
Robertho Rosero	Subgerente de Programación y Regulación Monetaria
Alex Perez Uriarte	Director de la Dirección Nacional de Síntesis Macroeconómica
Francisco Carvajal	Analista de Cuentas Nacionales
Eduardo Cabezas	Analista de Cuentas Nacionales
Sr. Ismael Herlindo Matías Vargas	BANGUAT-Subdirector de Cuentas Nacionales
Anonymous	Head Economic Statistics Division
Solange Bomberg	Senior Analyst
Cesar Yunis	Director de Estadísticas del Sector Real
Rodri Ozuna	Jefe División
Victor Ferreira	Jefe División
Sr. José Huertas	INEI-Cuentas Nacionales
Lourdes Erro	Gerente de Estadísticas Económicas
Sra. María Lourdes Erro	Gerente del Área de Estadísticas Económicas.uy
Karine	Jefe Departamento Sector Externo
Gabriela	Jefe Departamento Sectores Institucionales
Gabriela	Jefe Departamento Demanda y Precios
Claudia	Jefe Departamento Oferta, Modelos y Predicciones

ANNEX 7

Evaluator's Revision Matrix

Second Evaluation Report Feedback Form: PPOD/ECLAC

GENERAL COMMENTS		
REPORT SECTION (if applicable)	ECLAC PPOD COMMENTS	EVALUATOR'S RESPONSE
	Please include as much as possible all statistics included in the report (mainly survey responses) disaggregated by sex.	<p>The evaluation included gender and human rights specific questions, through interviews and surveys. Thus, these variables were analyzed accordingly. However, disaggregating each question by gender is beyond the proposed approach and the evaluation framework, delimited by a matrix framework, which was revised during the inception phase and approved.</p> <p>It is also important to consider that the surveys' sample took as many respondents as possible, regardless of their origin or gender. Thus, since the number of respondents was different between the two regions and systems (SNA-SEEA), questions were not thought to be disaggregated by gender.</p>
	We would appreciate if the evaluator includes throughout the evaluation report an analysis of the management of the project, starting by assessing its design, intervention logic, governance, coordination mechanisms between the implementing RCs, the selection of activities, monitoring of results, and the use of RBM as a management tool. ECLAC considers that this comment has not been properly addressed. Please include a brief of analysis on project management, especially in the efficiency section.	<p>This request was already addressed as a specific topic starting the efficiency section. Yet, some additions were included on this section based on the information collected through interviews.</p>
SPECIFIC COMMENTS		
PARAGRAPH NUMBER	ECLAC PPOD COMMENTS	EVALUATOR'S RESPONSE
Paragraph 7	Please rephrase, as in the way it has been drafted, it is not clear if there were 22 or 15 countries 'representatives interviewed. From the findings section, we understand, there were 22 interview requests sent and 15 interviews actually carried out.	Rephrased. Effectively, 15 interviews were actually carried out.
Paragraph 8	Please make sure to include the percentage of responses received vis-à-vis the total number of people to whom the survey was sent. The same comment applies for the body of the report where this information is presented.	Adjusted including percentages.

SPECIFIC COMMENTS		
PARAGRAPH NUMBER	ECLAC PPOD COMMENTS	EVALUATOR'S RESPONSE
Paragraph 16	Please elaborate a little bit more on what is meant by the development of regional strategies in each region. It is still unclear.	Explained. The project activities described in the previous paragraph were implemented according to countries' requests (i.e. for country missions or horizontal cooperation activities) that were not the same for all participants. Regional commissions responded accordingly adapting the activities to countries different needs.
Paragraph 54	Please correct the last line as follows: DA's projects are implemented by regional and global entities, being ECLAC one of its ten entities.	Done
Paragraph 94	Could you please elaborate more on how the evaluation assessed the incorporation of human rights in the project under evaluation?	It was explained, the evaluation asked countries' representatives, project managers and technical advisors whether the project had effectively taken into consideration human rights issues during its activities or not. In addition, interviews deepened the information inquiring how human rights were considered or not.
Paragraph 102	Please make sure to include the percentage of responses received vis-à-vis the total number of people to whom the survey was sent.	Percentages and quantities were included based on the total actual respondents, not total sent surveys, which was not reported to the evaluator.
Paragraph 109	The assertion in paragraph 109 makes reference to only one source of information, surveys. Please specify how this information was triangulated by comparing it with other information sources.	Done. It was explained that interviews to project managers and technical advisors complemented this information showing that there were more participant countries than the 10 pilot ones, based on their technical requests.
Pages 12-13	The link between this information and the criteria of relevance is not clear. We propose either to eliminate this information, or include it as an annex and refer to it in the section describing the project.	Though this information was reviewed and approved as part of the relevance section it was moved to the Evaluation process description section.
Finding 2	Finding 2 is more related to efficiency than relevance. Additionally, the fact that the project was able to raise other funds and create synergies, allowing the participation of more countries is repeated various times throughout the report. Please merge all related findings and comments related to these issues in one sole finding under the efficiency section to avoid repetition.	Finding 2,3 and 6 were merged as one finding under the efficiency section
Finding 3	Same comment as above.	Finding 2,3 and 6 were merged as one finding under the efficiency section
Finding 5	Not clear what the finding is. Please elaborate and substantiate with supporting evidence.	The finding was rephrased stating that both regions implemented activities in a differentiated way, which conveyed advantages and also showed the need for more technical assistance.

SPECIFIC COMMENTS		
PARAGRAPH NUMBER	ECLAC PPOD COMMENTS	EVALUATOR'S RESPONSE
Finding 6	Merge with finding 2 and 3	Finding 2,3 and 6 were merged as one finding under the efficiency section
Paragraphs 139-142	Not sure what the relevance of this information is or how it relates to the findings being presented. Please revise and make sure that the text flows with a logic, sometimes the evaluator moves from one theme to another without properly connecting the themes.	Reordered based on which kind of technical assistance received.
Finding 7	In the last line, the issue of synergies and resources optimization is repeated gain. Please refer to comment on finding 2.	The last line was merged with previous findings
Paragraph 150	Please revise. The information provided in lines 1 and 2 is contradictory.	It was rephrased explaining the differences.
Finding 10	Could you please more clearly explain what you mean by the following statement: "advocacy has the challenge to be promoted constantly by the participating countries", or rephrase as it is not understandable.	Rephrased, explaining how some pending activities affected the efficiency of this expected accomplishment.
Paragraphs 151 and 154	Please reorder the information in these paragraphs and group them under their related finding, as they include a mixture of information related to the need for more advocacy and the promotion of use of statistics and the need for further technical assistance in general, not specifically related to advocacy of the promotion of use.	Reordered, considering the section referred to different challenges that were found during the project implementation.
Finding 12	Same as finding 10, please merge into one finding.	Merged with finding 10, explaining that EA 3 was partially achieved and not measured due to the recent closure of the project.
Finding 13	Please see comment on finding 2.	Merged in the partnerships and synergies section
Paragraph 166	Please clarify what is meant by the following statement: "meanwhile other groups have different opinions, because countries are working on specific account." Not clear what it means within the context of this paragraph.	Clarified, changing other groups with the "neutral category"
Paragraph 168	<p>Not clear, please re-write.</p> <p>Furthermore, in most of the report and especially in the effectiveness section the evaluator states that there is no proof of use of the statistics for policy advocacy, but this and other examples in the AP region, do refer to the use of the statistics. Therefore, we recommend including this information in the section on effectiveness related to EA3, and of course its related sections in the conclusions section and executive summary.</p>	Re-written, considering that regardless of the fact that specific countries reported they are using indicators for policy-making, not other implementing countries reported the same, neither specified in which policies.

SPECIFIC COMMENTS		
PARAGRAPH NUMBER	ECLAC PPOD COMMENTS	EVALUATOR'S RESPONSE
Finding 14	This does not seem to constitute a finding in itself, but could be used as supporting information for the sustainability section.	It was moved to the sustainability section
Finding 18	The last paragraph of the finding mentions that it was unrealistic to achieve a full implementation of the SN and SEEA, but as far as we understand this was never the objective of the project. Therefore, the comment seems a little out of context. Please revise.	Revised and clarified considering the (EA1) Elaboration/enhancement of national plans for the implementation of the 2008 SNA and the 2012 SEEA, in line with the regional action plans, by pilot countries.
Paragraph 210	Paragraph 210 repeats what has already been stated in the text of the finding. We therefore recommend eliminating it.	Done
Finding 22	We still find the argument and supporting evidence for this finding weak. Please elaborate more on why and how the evaluator assesses the intervention as sustainable including the back-up data or information.	Rephrased considering SNA and SEEA are ongoing processes, with working groups and activities that will require capacities application and continuous building
Paragraph 236	Please elaborate more on "how" were gender aspects purposely included in the design of the project and its strategies, including objective supporting evidence.	Rephrased, being understood that SDG's and the 2030 agenda purposely incorporate gender and human rights aspects in most part of their statistics.
Paragraph 239	Please elaborate more, explaining how this was done.	Rephrased, considering the argument project managers provided, which is human rights were implicitly incorporated in environmental statistics, but countries' respondents found difficult to explain how human rights were incorporated in the project.
Paragraph 243	As mentioned before, we suggest merging this conclusion with the one in paragraph 244	The conclusion was merged with the one in paragraph 244
Paragraph 244	Please redraft this paragraph to more clearly highlight the conclusion in itself. As drafted right now, it is a mere repetition of different issues mentioned throughout the report without clearly linking them into a valid conclusion.	The conclusion was rephrased based on the fact that technical assistance was highly valued due to the variety of means it was provided and the benefit it generated allowing more participant countries.
Paragraph 246	Same comment as above. Please elaborate more clearly what the conclusion is and furthermore, make sure that it is actually related to the efficiency criteria or if it would be better linked to another criterion.	Rephrased based on the fact that technical assistance reached a desirable level but not sufficient for an ongoing process of implementation
Paragraph 247	Please review this paragraph, as it includes repetitive information already presented in other conclusions, sentences 1 and 2 do not seem properly linked with sentence 3, and finally please take into account the comment on paragraph 168 in the last sentence.	Rephrased based on the outcomes of the expected accomplishments and their indicators.

SPECIFIC COMMENTS		
PARAGRAPH NUMBER	ECLAC PPOD COMMENTS	EVALUATOR'S RESPONSE
Paragraph 255	There is no information related to this conclusion presented in the body of the report, please make sure to include it with sufficient analysis. Furthermore, it would seem as if this conclusion could lead to a valuable recommendation on how to incorporate women into the efforts related to SEEA and SNA.	The conclusion was clarified based on the contribution to SDGs and 2030 agenda. Furthermore, a recommendation was also added.

**Evaluation of the Development Account Project:
“Strengthening statistical capacities for building macroeconomic and sustainable development indicators in Latin America, the Caribbean and Asia-Pacific countries” 14/15AI**

First Evaluation Report Feedback Form: ERG (ECLAC and ESCAP Statistics Divisions Representatives)

Statistics Division of ESCAP COMMENTS		
GENERAL COMMENTS		
REPORT SECTION (if applicable)	Statistics Division of ECLAC COMMENT	EVALUATOR'S RESPONSE
	Overall, the report is well done and complete. It reflects main objectives and achievements of the project, and clearly reports on evaluation of member countries of the work carried out in the two regions concerning the implementation of SNA 2008 and SEEA 2012.	
	However, the report is still in a preliminary draft form and should be further edited to feel in gaps (some paragraphs here and there are not finished, i.e. pg ii second and third paras) and improve understanding.	Done
	There are many repetitions of concepts in the report. Though some of these are quite natural, as the executive summary is indeed a summary of the main findings and summary evaluation of relevance, efficiency and effectiveness of the project, some redundancies might be eliminated.	Done
	Therefore, some of the comments below refer mainly to the Executive Summary. If changes will be introduced by the evaluator, these should be reported in the text as well.	Done

SPECIFIC COMMENTS		
Finding 10	To our knowledge, all requests for technical assistance made within the framework of the project by pilots were met. That does not mean that capacity building and need from member countries came to an end. The phrase could be revised because, as it is now, it seems that there was a shortness of financial, time and human resources dedicated to the programme. The degree of implementation of the two systems is potentially infinite, however that does not mean the project could satisfy ANY request from member countries. Technical assistance will continue being provided using other projects and resources.	Rephrased
Finding 17	The concept of "neutral" is somehow misleading here, and should be further clarified.	Concept was changed and justified on the fact that SEEA and SNA are systems that will continue to be implemented, thus activities such as technical assistance and more workshops will be required.
Finding 19	The statement is quite generic and it is not clear whether it is due to project or country-specific activity.	Rephrased
Finding 25	The difference between "strategies" and "plans" is very interesting and it goes to the substance of the project and its concrete implementation. It should deserve more explanation here or in the body of the evaluation report.	Rephrased and explained accordingly
Pg iv (last paragraph) and text of report	We are not sure that the two components could have been (or should be) treated separately. One of the main strength of the project was joining in a unique framework the environmental and economic component in the spirit of the SDGs (see also Finding 33, which confirms our understanding). The necessity for a joint treatment is indeed confirmed in other parts of the report, when it is stressed that ESCAP excluded the NA component, because it was treated in other contemporaneous projects. Summing up, economy and environment are two faces of the same coin, and as such should be treated in the same context.	The report was adjusted trying to keep the integration of the two components keeping a balance with countries representatives' opinions, which clearly showed that the two components are still implemented separately.
Finding 36	Would substitute "unrealistic" with "ambitious" or other wording (we assume that the project could not have been approved)	Done
Pg. 27, paragraph 157	Not very clear, Paraguay already has a NSI	Clarified
Pg. 30, paragraph 173, and other parts of the report	There is some confusion, probably due to question made and/or answers received. Indeed the platform Unite Connections contains the Tool-kit developed within the framework of the project, therefore the wording "instead" is not clear (it implies a different evaluation between the Tool-kit and the Unite containing the Tool-kit ...)	The paragraph was rephrased to clarify.

Statistics Division of ESCAP COMMENTS		
GENERAL COMMENTS		
REPORT SECTION (if applicable)	Statistics Division of ESCAP COMMENT	EVALUATOR'S RESPONSE
Multiple instances	<p><u>Language:</u> The term “revision” is used several times in the report - the correct term is “review”</p>	Done
General	<p><u>Number of beneficiary and pilot countries in Asia-Pacific:</u> The project benefited 42 out of 58 countries in the Asia-Pacific region, particularly through the five sub-regional workshops. Four ‘pilot’ countries for the project were FSM, the Maldives, Nepal and Vanuatu. Apart from the four pilot countries, some countries that participated in sub-regional-workshops (e.g., Afghanistan, Bangladesh, Fiji, Indonesia, Mongolia, Myanmar, Lao PDR, Palau, Samoa) also received in-country technical assistance – this assistance was provided using other funding sources [i.e. not the DA9 project funds].</p>	Clarified
General	<p><u>Coverage of ESCAP:</u> There are paragraphs (e.g., 55,67,68,69) that should also include information relevant to ESCAP.</p>	Done
Effectiveness, Recommendations (page iii, vii, 21, 23, 27, 38, 40)	We fully agree to the usefulness and need for advocacy: With the four pilot countries, we ensured participation of concerned ministries and the planning offices throughout the project implementation (from the planning phase to technical assistance, discussions of the findings, etc.). Also, we invited the Ministry of Environment and planning offices (in addition to the NSOs) to attend the sub-regional workshops (See Para 120). Supporting this kind of engagement is central to ensuring the relevance and usability of the resulting accounts for decision-making. This forms the starting point for increased use of environmental accounts.	Adjustments were done in order to reflect the use of environmental accounts within the period of this evaluation
Sustainability (page iv, vi, vii, 33, 38, 40)	The project approach was one of building sustainable capacity. That is, we worked with the pilot countries to build their internal capacity (both technical and institutional) to compile the priority accounts. This capacity is maintained within the national statistical system and will benefit the production of the accounts (or new accounts) in the future.	Adjustments were done in order to reflect that sustainability is enabled also through the capacity building that was provided.

GENERAL COMMENTS		
REPORT SECTION (if applicable)	Statistics Division of ESCAP COMMENT	EVALUATOR'S RESPONSE
Recommendations (para 207)	<p>Agree with the assertion in paragraph 207, which reads</p> <p><i>"(Based on 4.2.5) As to the third expected outcome. Increased awareness by policy makers of national and environmental accounts", which was not fully completed, neither comprehensible evaluated. ECLAC and ESCAP need to include this goal in the up-coming projects and activities. It is clear that awareness and advocacy, independently of its causal relation, will be attained through the participation of multiple stakeholders. Thus, it is advisable to have more discussions with Central Banks, NSO's, ministries and implementation partners to have a more adaptive strategy to address awareness of national accounts and environmental accounts".</i></p> <p>Policy demand will sustain national efforts. Partner driven data supply efforts and those of statistics offices alone will remain 'necessary but not sufficient' to sustain results. Broader policy stakeholders (such as line ministries/ departments, planning and finance departments and office of the prime minister) need to be involved.</p>	Ok.
SPECIFIC COMMENTS		
Para 3 of the Executive Summary	Add 'Effectiveness' to the list of evaluation criteria	Done
Page v: last para of the 'efficiency' section	Please specify which expected accomplishment requirement(s) that the technical support was not sufficient to meet.	Done
Page vi: 4th para of the 'lessons learned' section	<p>Factual: this could <u>'not'</u> be extended to the AP region?? See also para 89.</p> <p>We find the wording in the paragraph problematic for 2 reasons: (a) There are many reasons for expanding partnerships – financial resources being just one, (b) a partnership approach was also taken to project implementation in the Asia-Pacific region, just not with Waves.</p>	I agree, and the para were adjusted.
Para 11	It would be good to mention the change in pilot countries. For ESCAP, pilot countries changed from Cambodia, FSM, the Maldives and Nauru to FSM, the Maldives, Nepal and Vanuatu.	Done
Para 37	Change 'interregional' workshops to 'regional and sub-regional workshops'	Done

SPECIFIC COMMENTS		
REPORT SECTION (if applicable)	Statistics Division of ESCAP COMMENT	EVALUATOR'S RESPONSE
Para 58	Government officials at the policymaking level participated in both in-country work (pilot countries) as well as regional/sub-regional workshops. "Awareness by policymakers" might be able to be evaluated through an interview and/or survey. Noted that there were survey respondents from government ministries and departments.	Agree. It is important to mention that policy makers were invited to participate in the project's activities.
Finding 5	ESCAP has a Regional Advisor on Environment Statistics who as part of his responsibilities responds to formal requests for technical assistance from countries. Participating countries within the scope of this project were not selected based on their formal requests.	Clarified and reformulated.
Para 101	countries received support in their prioritized accounts in regional/sub-regional workshops <u>as well as in-country technical assistance missions.</u>	Done
Finding 23, para 120	The project benefited 42 [not 32 as stated] countries in Asia and the Pacific.	Done
Para 128	The paragraph introduces ICIMOD. It would be good to link it with the work in Nepal.	In fact, Nepal work is linked to ICIMOD

Evaluation Report Feedback Form: Statistics Division of ECLAC

GENERAL COMMENTS		
REPORT SECTION (if applicable)	Statistics Division of ECLAC COMMENT	EVALUATOR'S RESPONSE
SPECIFIC COMMENTS		
PARAGRAPH NUMBER	Statistics Division of ECLAC COMMENT	EVALUATOR'S RESPONSE
3 rd paragraph, page 9	The number of directly benefited countries seems confusing. 8 and 6 countries are mentioned in different parts of the document. Would be better to specify the pilot country names for each region, depending on the SNA or SEEA implementation.	Done

SPECIFIC COMMENTS		
PARAGRAPH NUMBER	Statistics Division of ECLAC COMMENT	EVALUATOR'S RESPONSE
5 th paragraph, page 9	"the technical support they provided was not sufficient for countries and the project expected accomplishments requirements." Seems a very strong asseveration because although the project goals were very ambitious, most of them were accomplished.	I agree. The paragraph was rephrased
4 th paragraph, page 10	"For SEEA implementation, three countries had some unmet, technical assistance requirements on their forest Accounts". A workshop on forest accounts took place in Santiago at the beginning of December specifically to respond forest accounting needs, where the requirements from 6 LAC countries were covered. It is actually mentioned a few paragraphs after, but maybe we didn't make clear that the workshop was specifically designed for forests accounts countries needs.	Rephrased and clarified
4 th paragraph, page 11	Even though there is no direct evidence of the technical assistance to implement the SNA and SEEA on policy making processes, the users (Central Banks, Planning Ministries, Environment Ministries, academy, others) of the NA and EA were part of the several activities that were performed.	Done

Evaluation Report Feedback Form: PPOD/ECLAC

GENERAL COMMENTS		
REPORT SECTION (if applicable)	ECLAC PPOD COMMENTS	EVALUATOR'S RESPONSE
	Please make sure to number the paragraphs in all the sections of the report, including the Executive Summary, Lessons Learned, Conclusions and Recommendations, and make sure the sequencing for the whole report is correct.	Done
Executive Summary	The Executive Summary includes a copy-paste, word-for-word replication of the Findings and also later on, Lessons Learned and Recommendations have also been replicated word-for-word. This would benefit from reformulating into a shorter summary showing the most important observations, prioritized and explained concisely. The overview of the project could benefit from greater detail and clarity in terms of its objectives, expected accomplishments as well as key beneficiaries and stakeholders. The information seems dispersed at times and doesn't stick to a clear logical development.	Being understood the Executive is a stand-alone document. This section intended to show the findings as it were identified. However, with this criterion, the document was adjusted.

GENERAL COMMENTS		
REPORT SECTION (if applicable)	ECLAC PPOD COMMENTS	EVALUATOR'S RESPONSE
Executive Summary	Please eliminate the following statements: "documents revision", "the outcomes of the evaluation are as follows", "the evaluation results are", "as on findings", and "the conclusions of the evaluation are. If these are meant to be subtitles and the evaluator wishes to keep them, please use full sentences or titles and a subtitles format.	Done
	Please review and edit the whole report as it contains various grammar mistakes and texts that have been drafted in a way that is very difficult to understand.	Done
Background-project background	Please include a brief description of the project, its intervention logic and the main activities implemented.	Done
Graphs and tables	Please make sure that all tables and graphs are entirely included in the same page. Currently, many tables are divided between two pages.	Done.
Findings	Evaluation findings should directly respond to the evaluation criteria and <u>questions</u> and should be based on evidence derived from data collection. More importantly, findings should reflect a systematic and appropriate analysis and interpretation of data. Currently, many of the findings included in the report do not comply with these criteria, as they are mere presentations of facts or survey results, without providing an in-depth analysis based on the evaluation questions. We therefore ask the evaluator to conduct a thorough revision of findings to make sure they comply with the above stated criteria and are sufficiently supported by evidence. To accomplish this task many of the so-called "findings" of the actual report could be grouped, and some of them are actually factual evidence that should be used to support well-elaborated findings.	Findings were grouped and explained further along with specific recommendations
Findings	Please make sure to always include the supporting information and evidence beneath each finding. Sometimes there are various findings presented one after the other, presenting the supporting information all together afterwards, which makes it difficult to track which information is linked to a particular finding.	Done
Cross-cutting issues- Finding 38	This section needs to be complemented by providing the evaluator's analysis of whether and to what extent where rights and women's perspective mainstreamed throughout the project, starting by the project design as well as throughout its implementation, providing specific details and examples of how this was done, if applicable.	The evaluation units provided concrete comments that were reflected and explained in the document. The evaluator's perspective was also included.
Conclusions	Please make sure that all conclusions present reasonable judgments based on the evaluation questions, and are sufficiently supported by evidence. They should not be a mere recount of facts and should build on the findings and should answer the "big" or main evaluation questions.	Conclusions were reviewed and adjusted according to adjusted findings.
Lessons Learned	Please make sure to highlight each of the lessons learned and number them to facilitate its identification.	Done

GENERAL COMMENTS		
REPORT SECTION (if applicable)	ECLAC PPOD COMMENTS	EVALUATOR'S RESPONSE
Recommendations	Please make sure to mention who should be responsible for implementing each recommendation and number each recommendation, clearly highlighting what specifically the recommendation is.	Done
	We would appreciate if the evaluator includes throughout the evaluation report an analysis of the management of the project, starting by assessing its design, intervention logic, governance, coordination mechanisms between the implementing RCs, the selection of activities, monitoring of results, and the use of RBM as a management tool.	Done
SPECIFIC COMMENTS		
PARAGRAPH NUMBER	ECLAC PPOD COMMENTS	EVALUATOR'S RESPONSE
Executive Summary paragraph 1	Please revise the final sentence, as the evaluation was commissions by Programme Planning and Operations Division of ECLAC, not the Statistics Divisions of ECLAC and ESCAP. The Statistics Divisions of both Commissions were in charge of the implementation of the project under evaluation.	Done
Executive Summary Page i, last paragraph	To improve clarity and logic, consider moving text relevant to the project's main objective from last paragraph in Executive Summary to the second paragraph (after project title and before project outline and assessment objective in subsequent paragraphs).	Done
Executive Summary	The Findings are grouped under the evaluation criteria 'Relevance/Efficiency/Effectiveness/Sustainability and Cross-cutting Issues' but this is before the assessment outlines which states the evaluation criteria, which might be confusing to understand. We would therefore recommend, first explaining how the evaluation is structured around these five main evaluation criteria and then present the findings grouped by each criteria.	Revised.
Executive Summary paragraph 9 (above text-the evaluation results are)	Please revise the final two sentences, as currently drafted the text is incomprehensible.	Done
Executive summary- findings 4, 5 and 6	Please revise. The information presented as findings, do not seem relevant or analyzed enough to represent evaluation findings, they rather seem mere facts of how the project was implemented. (please see related comment on findings)	Analyzed and reformulated.
Executive summary- findings 8 and 15	Please revise the text, not clear what is meant by the evaluator.	Explained and adjusted
Executive summary- finding 23	Finding 23 rather seems as an efficiency finding than an effectiveness one, as it related to the efficient use of resources, not to the attainment of project results.	Agree, and adjusted accordingly.

SPECIFIC COMMENTS		
PARAGRAPH NUMBER	ECLAC PPOD COMMENTS	EVALUATOR'S RESPONSE
Executive summary-finding 24	In the final sentence, would you please explain what is meant by project debriefing, is it the closure or end of the project?	Clarified
Executive summary-finding 34	Do you mean, tool-kit is still unknown to most of the countries and therefore, not utilized enough? If so, please correct the text. If no, please explain as it seems contradictory.	Done
Executive summary-conclusions-relevance	Please revise the first two paragraphs, as they are a mere repetition of the already presented findings. (See related comment on conclusions)	Done
Executive summary-conclusions-effectiveness-paragraph 1 , sentence 2	Please explain what is meant by: "international recommendations were provided according to countries requests and prioritizations".	The second EA refers to international recommendations for the implementation of the SNA and SEEA. The paragraph was adjusted considering this aspect.
Executive Summary Page v.	Second-from-last paragraph, consider clarifying 'the project design was beyond SMART criteria for its objectives'. What do you mean by this?	SMART criteria were replaced by attainable and realistic objectives.
Executive Summary page vii.	'Since countries are contributing with their own resources (human, financial and knowledge), the project is sustainable.' This statement seems broadbrush, it would benefit from further analysis and evidence to support the causal relationship implied above and also for other factors leading to sustainability to be considered and/or discarded. Keep in mind that 'sustainability' is defined in the evaluation criteria as 'the continuation of benefits from a development intervention after major development assistance has been completed'.	The concept was explained and adjusted.
Executive summary-conclusions- Cross-cutting issues and other variables	The analysis on whether human rights and gender perspectives were mainstreamed throughout the project seems rather weak and based in only one source of information (survey responses). We would like to see a stronger analysis, including the assessment of the evaluator on this issue. (See related comment of cross-cutting issues).	Done
Executive summary-recommendations-paragraph 6	Please explain, what the evaluator means in the following two sentences and particularly, what is meant by monetary and nonmonetary incentives: "Some trained representative can still be replicators of their knowledge through monetary or nonmonetary incentives. These incentives, within the sustainability framework of statistical capacities of countries can be addressed through specific actions or projects."	Replication can be done as a volunteer (non-monetary incentive) or through formal courses, funded by participant countries, as counterparts. Since it is an unclear recommendation, it was rephrased.
Paragraph 2, Line 3	'effectiveness' should be included.	Done

SPECIFIC COMMENTS		
PARAGRAPH NUMBER	ECLAC PPOD COMMENTS	EVALUATOR'S RESPONSE
Paragraph 3, Line 3	Consider inserting 'cross-cutting issues'. The evaluation matrix includes under 'Other', human rights and gender perspectives.	Done
Paragraph 4, Line 3	Consider moving the project objective to paragraph 1 or after 1 but before 2. The objective of the project should be introduced before introducing evaluation aspects.	Done
Paragraph 8	Please revise the text, not clear.	Done
Paragraph 39	'effectiveness' missed out, insert between 'efficiency' and 'sustainability'. Consider including 'cross-cutting issues' (human rights and gender equality perspectives)	Done
Paragraph 40	Insert 'effectiveness'.	Done
Paragraph 57	Please revise the text, not clear.	Rephrased.
Paragraph 58	In this paragraph the evaluator states that there are some activities that were planned to be carried out in January 2018. Could you please confirm if these activities are part of the project under evaluation? If so, that must be a mistake as the project will be financially closed by then. Please revise.	The paragraph did not intended to analyze the budget execution, neither the assessment. The paragraph was based on the information that one project manager from ECLAC provided during the interview. It was clarified that this activity was not a pending one, but one resulting of budget optimization.
Paragraph 60. b. paragraph 2.	Please correct the text: Data was triangulated considering information from different point-of-views data sources	Done
Paragraph 60. b. paragraph 2. 2.	Could you please explain what do you mean by 18.68% out of those participated in interviews? What is mean by out of those ? Please provide the exact number of interviews actually carried out.	Done
Paragraph 63.	Please change participants by respondents, and besides including the total number of respondents, please include the percentage of respondents vis-a vis the total number of people to whom the survey was sent.	Done
IV. Findings 4.1 Relevance. Finding 1.	Please also include information on how the project is related to ESCAP's mandates and programme of work. Currently, this section only includes information related to ECLAC. Secondly, Page 9 'FINDING 1' states that the project resulted relevant to participant countries requirements and ECLAC mandates. However, the three paragraphs that follow only provide arguments to support the relevancy to the ECLAC mandates. Consider including arguments to withstand the finding regarding participant countries.	Done

SPECIFIC COMMENTS		
PARAGRAPH NUMBER	ECLAC PPOD COMMENTS	EVALUATOR'S RESPONSE
Finding 2	Please edit the text to make it clearer. Also, please reconsider if this is more of a finding related to efficiency than to relevance, as the fact that it benefitted the right stakeholders, is not a matter of whether the project is relevant or not, but that it properly targeted the right beneficiaries, which is more linked to higher efficiency and in the end, should also influence the effectiveness of the project by increasing the probabilities of achieving results. It is also be important to include an explanation <u>why</u> exactly does the evaluator consider that the types of beneficiaries/stakeholders mentioned in the explanatory information of this finding are considered as the most relevant for the project	done
Findings 3	Finding 3 is also more related to efficiency by choosing the correct type of activities than to relevance. Please also revise the text as it is not clear. What is meant by pointed-out? Finally, we would strongly advice to review if this is really a finding on itself or just something relevant to be highlighted as a lesson learned on the types of activities preferred or found to be more effective by beneficiaries. Furthermore, please include the supporting evidence for the second statement of the finding “the inter-regional workshop was the most relevant and strategic for participants and project managers”.	I adjusted this section accordingly.
Finding 4	Not clear what is the link between this finding and the criteria of relevance. Please clarify.	The inclusion of this section in Relevance was reviewed and adjusted during the inception phase. Yet, following the general advice on findings, it was grouped and written again.
Finding 5	Same comment as above. Furthermore, this seems more as a mere fact than an evaluation finding. Please revise.	Same as above.
Paragraph 85.	Please clarify if the requests were request for assistance in general or requests to participate in this particular project.	Clarified and rephrased
Paragraph 86.	Could you please be more specific? What other sources of funding? Please provide specific examples.	Done. It was explained that, in this case, ESCAP, was implementing other projects creating synergies.
Paragraph 89	Expand on who ‘WAVES’ are as ‘strategic partners’.	Done
Finding 8.	Again, we don't see the link between this finding and relevance, nor what the evaluation finding is. As presented right now, it seems more a fact than a finding. Please highlight what the evaluation finding really is.	This section follows the evaluation matrix (see Inception Report), and partnerships variable was included in the Relevance section, based on the criterion that partnerships were significant to achieve the objective. Yet, the finding was rephrased.

SPECIFIC COMMENTS		
PARAGRAPH NUMBER	ECLAC PPOD COMMENTS	EVALUATOR'S RESPONSE
Paragraph 92	Please confirm why there are two graphs for LAC-SEEA in this paragraph with different results. Make sure to include the correct one.	Done
Paragraph 97.	<p>This information seems out of context in this section. Furthermore, the link between satisfaction and relevance is not clear. Normally, this is measured as part of the effectiveness criteria.</p> <p>In the text, the evaluator only mentions 66% of satisfaction (satisfied and strongly satisfied), but this percentage is only true for AP, for the same question for LAC is over 80%. Please make sure to clarify this in the text.</p> <p>Furthermore, please confirm why there are two graphs for LAC-SEEA in this paragraph with different results. Make sure to include the correct one.</p>	Agree, The section was moved to effectiveness section and adjusted.
Page 15 Finding 9	Consider including evidence or further information on how 'the technical support provided was focused on countries' requirements or prioritizations.' How were these requirements or prioritizations captured and identified? Via consultations for example?	Available evidence was included. The finding was grouped with others.
Finding 10	Could you please provide the evidence for finding 10?	Done
Page 17, Finding 11	'highly efficient' is not a category in the survey. Consider clarifying only mentioning that the countries considered the technical assistance as timely and efficient.	Done
Paragraph 103	Could you provide some examples of the technical assistance provided through online platforms, webinars and direct online consultations?	Done
Paragraph 105	In this paragraph, the evaluator states that on average, 48.5% survey respondents said that the technical assistance was timely and efficient. However in the graphs below, you have 66% of respondents in AP responding it was either timely and efficient or very timely and efficient, while for LAC it is 68% in the case of SEEA and 80% in the case of SNA. The average is therefore 71.3% not 48.5% as currently mentioned in the report. Please correct the text accordingly.	48.5 is the average for SEEA (51.7 (SEEA+AP) + 45.5 (SEEA-LAC) / 2) of respondents who rated it as timely and efficient. The paragraph was adjusted with more information.
Paragraph 109	The aggregate values of 'sufficient' and 'high level' percentages is 59% not 58% .	Done
Finding 14.	Please provide the supporting evidence or information for finding 14.	Done
Effectiveness. Progress towards expected accomplishments	<p>The subtitle, states SEEA progress in AP region, however the findings refer to the whole project. Please correct.</p> <p>Furthermore, a clear and detailed analysis of what were the Expected Accomplishments and their related indicator of achievements for this project, and the results actually achieved against each of them, needs to be included in this section.</p>	Done

SPECIFIC COMMENTS		
PARAGRAPH NUMBER	ECLAC PPOD COMMENTS	EVALUATOR'S RESPONSE
Finding 16.	Finding 16 seems more related to relevance than to effectiveness. Please revise.	Done. It was grouped and rephrased with finding 17
Findings 20 and 21.	These findings are quite general, could you please specify what were the direct contributions of the project to these 'findings'?	Done. These findings were grouped and rephrased with finding 17
Paragraph 117.	Please correct the average mentioned in this paragraph, the average of those who responded agree or strongly agreed was 49.49% not 38% as stated in the report. Furthermore, the "accomplishment" of activities is an indicator of efficiency not effectiveness.	The average referred only to those who agreed. Yet adding the category strongly agreed the average is 49.5%. This information was included.
Paragraph 118.	Please correct the percentage of those who responded agree or strongly agree is 51.51% not 18% as stated in the second line of the paragraph.	Done
Paragraph 120.	Please provide the evidence or supporting information for these statements.	Done
Figures 7 and 8	Please correct the titles of both graphs as they refer to the accomplishment of activities not expected accomplishments.	Done
Paragraph 125.	Please correct the average mentioned in this paragraph, the average of those who responded agree or strongly agree was 46.3% not 30% as stated in the report.	The 30% stands only for those who responded agree. The paragraph was rephrased adding the 46.3% for two categories.
Paragraph 126.	Could you please be more specific and explain what is meant by differentiated progress in expected accomplishments and the adjustment of the project implementation to country requirements and also, provide specific examples?	Done
Paragraph 127 and 128	Both paragraphs should be included in the section related to AP.	Done
Paragraph 127	Could you please explain how the fact that Myanmar has a national development strategy that includes 10 clusters is an example of networking actions contributing to the implementation of the SEEA, and more importantly, how was this related to the project?	Done
Paragraph 130.	Please explain what the "four dimensions of implementation" were and provide specific examples or explain what is meant by countries reporting a differentiated and more individual implementation, and how this goes beyond the scope of the project. Please also, consider outlining the project design and four dimensions of implementation at the beginning of the evaluation when describing the project and giving its overview	Rephrased. Since project managers explained the implementation of the project adapted to countries realities, the four dimensions were mentioned in the project design, thus, these dimensions were not found relevant to report. Further, neither the survey's results, nor the interviews' indicated sufficient knowledge of these dimensions.

SPECIFIC COMMENTS		
PARAGRAPH NUMBER	ECLAC PPOD COMMENTS	EVALUATOR'S RESPONSE
Paragraph 131.	In sentence one, the following is mentioned: “Within the frameworks of this project, participant countries in LAC region implemented activities for.....” Could you please specify what type of activities, and provide specific examples?	Done
Paragraph 132.	In the last sentence of this paragraph, the evaluator states that the activities reached more participant countries. Could you please specify which activities and how many countries more?	Rephrased
Paragraph 134.	Could you please provide more information on the harmonization group? Was it created within the framework of the project? What exactly is it? Etc.	Done
Finding 25.	Could you please briefly describe what is meant by regional strategies and also by the fact that they were gradually constructed?	Done and rephrased with more information.
Paragraph 136.	Paragraph 136 is a mere repetition of the finding. Please revise.	Right. It was eliminated.
Paragraph 139.	The last sentence of this paragraph cannot be understood. Please revise and explain more clearly.	Rephrased
Subtitle after paragraph 139.	Could you please explain what you mean by “implementation strategy outcomes”?	Rephrased
Paragraph 140.	In the last sentence, there is a fragment: Awareness Building, statistical capacity. Please explain and re-write so that the reader can clearly understand what it is the evaluator wishes to express.	Rephrased
Paragraph 153.	Could you please specify how was the technical knowledge replicated to technical staff in AP?	Done
Table 3.	Please clarify if the information presented in the first table relates to the AP region or is the average for both regions and both thematic areas? Also, could you please provide some examples of how participants responding to the survey have used the knowledge attained through their participation in the project?	Done
Paragraph 155.	Could you please spell FSM?	Done
Paragraph 162.	Correct Figure 14 to Figure 9. According to Figure 14, AP rated 64% on staff training (not 76% which corresponds to LAC). Also, referring to access to more comparable information, it should read 25% for AP and 48% for LAC, not the other way around.	Done
Paragraph 167	Correct 24% to 25%.	Done
Paragraph 172.	Could you please spell PM.	Done
Paragraph 168 and 173	Please correct, there are two figures # 9. Correct the numbering.	Done
Paragraph 174	Consider changing ‘specifically’ to ‘widely’	Done

SPECIFIC COMMENTS		
PARAGRAPH NUMBER	ECLAC PPOD COMMENTS	EVALUATOR'S RESPONSE
Finding 36.	<p>'The project is sustainable due the continuity of its activities.' Please refer to suggestion above in comment on Executive Summary page vii.</p> <p>Additionally, Could you please explain by providing more details exactly what you mean in the following phrase: again, the expected outcomes were somewhat unrealistic within the framework of this project?</p>	<p>Done</p> <p>It was explained that attaining National Plans for NA and, particularly EA, was unrealistic since countries are focusing on one or two environmental accounts.</p>
Paragraph 188.	Please specify what types of tools and for what purposes.	Done
Paragraph 196.	Could you please provide details and examples on how were gender aspects purposely included in the design of projects and strategies?	Done
Page 36	Consider using the same formatting in these pie charts as used before. Colour-coded key charts for example.	Done
Page 37 onwards	Different formatting/number of paragraphs used in comparison to all previous sections. Consider using same format and numbering as before.	Done
Conclusion 5.2.3	This conclusion does not seem sufficiently supported by evidence. Please make sure to include the supporting information and evidence in the main text and related findings.	Done
Conclusion 5.2.5	Please provide a better explanation on the following statement: "Thus, there was not a specific regional plan for AP and LAC, but strategies implemented through activities.....". See related comment on the findings section.	Done
Conclusion 5.2.6	Please take note that the conclusion hereby presented, detailing that the project design was beyond SMART criteria for its objectives, was not presented nor duly supported by evidence in the findings section. Please revise accordingly.	Done
Page 38, 5.3.1.	'The project is sustainable due upcoming activities such as workshops, publications and online communities.' Please refer to observation/suggestion as in Executive Summary page vii.	Done
Conclusion 5.4.1	Please confirm if this paragraph is making reference to SEEA and SNA or only to environmental statistics and revise the text accordingly.	Done
Lessons learned paragraph 1.	There is no evidence or information presented in the report that back-up this lesson learned. Please make sure it is duly justified with evidence.	Done
Lessons learned paragraph 4.	Please clarify if sentence one refers to the Regional Commissions or the countries of LAC and AP.	Done
Paragraph 203.	Could you please explain what the rationale behind this recommendation is? Based on what evidence or information was it reached at? What would be the benefits of designing separate projects? With what funding?	Done

SPECIFIC COMMENTS		
PARAGRAPH NUMBER	ECLAC PPOD COMMENTS	EVALUATOR'S RESPONSE
Paragraph 208.	<p>In this recommendation, it is mentioned that PPEU units (By the way, this is not the name of the related unit in ESCAP) should constantly evaluate the sustainability of the capabilities countries have, which is beyond the purview of the unit. This is an internal management unit which does not conduct any evaluation of countries capacities. Please revise.</p> <p>Also, in this paragraph, it is recommended to provide monetary and nonmonetary incentives to trained representatives so they become “replicators”. Please specify what is meant by these incentives. It would seem, from our understanding, that this recommendation is unviable, especially the monetary incentives, as UN programmes can not by any means provide these types of incentives, or any, as they only provide advice and technical assistance.</p>	Adjusted.
Paragraph 209.	The recommendation included in this paragraph seems more as part of that presented in paragraph 208 than an independent recommendation. Please revise.	Agree, it was rephrased in paragraph 8



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