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DEVELOPMENT ACCOUNT PROJECT 06/07G

Strengthening the capacity of Latin American and Caribbean countries to achieve the Millennium Development Goals by sharing information about successful initiatives through a regional network (IDEA project)

and

MILLENNIUM DEVELOPMENT GOALS AT ECLAC

Approach, coherence and working modalities at ECLAC in relation to the Millennium Development Goals

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SUMMARY

During the period August-October 2010, the Planning and Evaluation Unit of the Programme Planning and Operations Division of the Economic Commission for Latin America and the Caribbean (ECLAC) conducted an evaluation of Development Account project 06/07G entitled “Strengthening the capacity of Latin American and Caribbean countries to achieve the Millennium Development Goals by sharing information about successful initiatives through a regional network” (referred to as the IDEEA project in this report) and of the approach, coherence and working modalities at ECLAC in relation to the Millennium Development Goals (MDGs). The objectives of the evaluation were twofold:

- (a) To assess the effectiveness, efficiency, relevance and sustainability of the IDEEA project, which was implemented by the Latin American and Caribbean Institute for Economic and Social Planning (ILPES) of ECLAC during the period 2007-2009, in relation to its overall objectives and expected results in accordance with the project document;
- (b) To assess the approach, coherence and modalities of ECLAC in its work towards achieving the MDGs in Latin America and the Caribbean and identify possible improvements to foster greater coordination and efficiency when working on this cross-cutting issue in order to generate greater impact.

The evaluation confirmed the relevance of the IDEEA project as a response to the region’s need -- at the country level -- for knowledge-sharing and for a platform for horizontal cooperation on the MDGs, as well as in relation to the overall ECLAC programme of work. The project led to the creation of a database of successful initiatives towards the achievement of the MDGs that has been used as a virtual library worldwide, helping to increase knowledge and enable the exchange of experiences online. However, despite the opportunities to foster coordination and the concrete exchange of practices between countries of the region, the project had limited effectiveness in creating a real network of institutions and development practitioners to facilitate mutual learning and horizontal cooperation. As revealed by the project’s beneficiaries, a real network failed to take root, underlining the weakness of the project’s outreach strategy. The project also lacked a systematic institutional approach to implementation and did not establish strategic partnerships, which suggests that its mixed performance was the result of subjective criteria, personal initiatives and contextual factors in each country.

Critical factors influencing the project outcomes included the lack of management adjustments during implementation and the absence of a long-term vision and an exit strategy to avoid any break in the process launched by the project and ensure a smooth handover of responsibilities to national bodies in order to sustain and consolidate the IDEEA initiative. Another shortcoming in this respect, both during and after implementation, was the limited coordination between ILPES and the thematic divisions of ECLAC implementing technical cooperation projects or initiatives that could have enabled interesting areas of synergy with the IDEEA project and supported its sustainability. In fact, the

sustainability of the IDEEA database is challenged by the fact that it has no governance structure and the responsibilities for its functioning are not clearly defined, for example, in relation to the coordination and hosting of the network or the regular updating of the information.

With respect to the overall coherence and modalities of work on the MDGs at ECLAC, the evaluation confirmed the solid reputation of ECLAC as a think tank and knowledge bank and as a trustworthy partner capable of leading complex processes of information production and analysis at the regional level. However, the lack of a systematic approach across countries to strategic partnerships within the United Nations system and with Governments has a negative impact on the overall coherence and effectiveness of the Commission's work on the MDGs at the country level. Case-by-case personal initiatives and contextual factors take precedence over institutional arrangements. In this connection, the evaluation found that the existing internal communication mechanisms and incentives for greater coordination within ECLAC regarding technical cooperation projects are uneven and not being used systematically or to their full potential. In the same vein, there are no regular governance and coordination mechanisms to address cross-cutting issues such as the MDGs and to identify and support the generation of synergy between thematic divisions. Finally, the general approach to technical cooperation, while rightly focusing on the quality of outputs, does not always place sufficient emphasis on outcomes, both intended and unintended.

The evaluation makes 12 key recommendations to address project-specific and strategic issues pertaining to the coherence and strategic management of cross-cutting issues such as the MDGs. In particular, the evaluation points to the need for technical cooperation projects to have a long-term strategic vision and an exit strategy. In this connection, a careful mapping and analysis of key stakeholders, especially beneficiaries and potential partners, should be conducted at the outset of each project to enhance commitment and sustainability. There is also a need to develop and apply a more effective results-based monitoring system to facilitate informed decision-making for strategic management and place greater emphasis on results and outcomes.

Regarding the general approach and working modalities of ECLAC in relation to the MDGs, the evaluation highlights the need for more effective use of communication and coordination mechanisms, including within and between divisions at ECLAC headquarters in Santiago and between headquarters and the subregional and country offices. The establishment of regular governance mechanisms involving senior management for cross-cutting issues such as MDGs should also be considered a matter of priority. In addition, the positioning of ECLAC in the arena of technical cooperation could be more systematic and strategic across countries within the realm of its regional mandate so as to enhance the ownership, effectiveness and sustainability of its initiatives in the context of the United Nations reform process. Finally, the evaluation recommends the careful formulation of a strategy to identify the type of technical cooperation project that would achieve greater complementarities

between regular budget resources and extrabudgetary resources in support of ECLAC priorities and to ensure the quality, scope and sustainability of desired outcomes. In this connection, the evaluation recommends developing a comprehensive medium- and long-term strategy on technical cooperation and fund-raising that would attenuate the need for funds and seek to ensure that complementarities between the normative and operational work of ECLAC produce concrete results and respond to the needs of the membership.

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Acronyms

AECID	Spanish Agency for International Development Cooperation
CELADE	Latin American and Caribbean Demographic Centre – Population Division of ECLAC
ECLAC	Economic Commission for Latin America and the Caribbean
ICTS	Information and Communications Technology Section
IDEEA	Network for the exchange of successful experiences for the achievement of the Millennium Development Goals
ILPES	Latin American and Caribbean Institute for Economic and Social Planning
IPEA	Institute for Applied Economic Research
PMU	Project Management Unit
PPEU	Programme Planning and Evaluation Unit
PPOD	Programme Planning and Operations Division of ECLAC
SDD	Social Development Division of ECLAC
SEDESOL	Secretariat of Social Development of Mexico
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNIFEM	United Nations Development Fund for Women

THE UNITED NATIONS MILLENNIUM DEVELOPMENT GOALS: 2000-2015

GOAL 1: ERADICATE EXTREME POVERTY & HUNGER



- Halve, between 1990 and 2015, the proportion of people whose income is less than \$1 a day
- Achieve full and productive employment and decent work for all, including women and young people
- Halve, between 1990 and 2015, the proportion of people who suffer from hunger

GOAL 2: ACHIEVE UNIVERSAL PRIMARY EDUCATION



- Ensure that, by 2015, children everywhere, boys and girls alike, will be able to complete a full course of primary schooling

GOAL 3: PROMOTE GENDER EQUALITY AND EMPOWER WOMEN



- Eliminate gender disparity in primary and secondary education, preferably by 2005, and in all levels of education no later than 2015

GOAL 4: REDUCE CHILD MORTALITY



- Reduce by two thirds, between 1990 and 2015, the under-five mortality rate

GOAL 5: IMPROVE MATERNAL HEALTH



- Reduce by three quarters the maternal mortality ratio
- Achieve universal access to reproductive health

GOAL 6: COMBAT HIV/AIDS, MALARIA AND OTHER DISEASES



- Have halted by 2015 and begun to reverse the spread of HIV/AIDS
- Achieve, by 2010, universal access to treatment for HIV/AIDS for all those who need it
- Have halted by 2015 and begun to reverse the incidence of malaria and other major diseases

GOAL 7: ENSURE ENVIRONMENTAL SUSTAINABILITY



- Integrate the principles of sustainable development into country policies and programmes and reverse the loss of environmental resources
- Reduce biodiversity loss, achieving, by 2010, a significant reduction in the rate of loss
- Halve, by 2015, the proportion of the population without sustainable access to safe drinking water and basic sanitation
- By 2020, to have achieved a significant improvement in the lives of at least 100 million slum dwellers

GOAL 8: DEVELOP A GLOBAL PARTNERSHIP FOR DEVELOPMENT



- Develop further an open, rule-based, predictable, non-discriminatory trading and financial system
- Address the special needs of least developed countries
- Address the special needs of landlocked developing countries and small island developing States
- Deal comprehensively with the debt problems of developing countries
- In cooperation with pharmaceutical companies, provide access to affordable essential drugs in developing countries
- In cooperation with the private sector, make available benefits of new technologies, especially information and communications

I. INTRODUCTION

1. The present evaluation was prepared in accordance with the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation, as revised pursuant to General Assembly resolution 54/236 of December 1999 and Assembly decision 54/474 of April 2000 (ST/SGB/2000/8, articles II, IV and VII). The Assembly established that all programmes were to be evaluated on a regular, periodic basis and that all areas of work under those programmes should be covered. As part of the general strengthening of the evaluation function to support and inform the decision-making cycle in the United Nations Secretariat in general and at ECLAC in particular, and pursuant to the normative recommendations made by various oversight bodies,¹ the Executive Secretary of ECLAC is pursuing an evaluation strategy that includes periodic evaluations of different areas of the Commission's work. This is therefore a discretionary internal evaluation of a technical cooperation project carried out by the Programme Planning and Evaluation Unit of the Programme Planning and Operations Division of ECLAC.

II. BACKGROUND

II.1. Objectives and scope of the evaluation

2. The objectives of this evaluation are twofold:

- (a) To assess the effectiveness, efficiency, relevance and sustainability of the IDEEA project in relation to the overall objectives and expected results set forth in the project document;
- (b) To assess the approach, coherence and modalities of ECLAC in its work towards achieving the MDGs in Latin America and the Caribbean and identify possible improvements to foster greater coordination and efficiency in order to generate greater impact.

3. In line with these objectives, the evaluation focused on two basic units of analysis: (a) the IDEEA project, and (b) the broader context of the work carried out by ECLAC on the MDGs and the contribution of the IDEEA project to that work. In other words, an analysis of the design and implementation of the IDEEA project and of its results was taken as a starting point to analyse the overall approach, coherence and modalities of ECLAC in its work on the MDGs.

4. In this framework, the following three projects were analysed in connection with the IDEEA project: (a) "Experiences in social innovation", implemented by the Social

¹ See, for example, the Office of Internal Oversight Services report entitled "Assessment of Evaluation Capacities and Needs in the United Nations Secretariat" (IED-2006-006, 24 August 2007) and the Joint Inspection Unit report entitled "Oversight Lacunae in the United Nations System" (JIU/REP/2006/2).

Development Division and financed by the W.K. Kellogg Foundation; (b) “Monitoring the poverty component of MDG1”, implemented by the Social Development Division and financed by the Spanish Agency for International Development Cooperation (AECID); and (c) “Strengthening capacities of local governments in Latin America to address critical issues arising from internationally agreed development goals”, implemented by ILPES and funded under the sixth tranche of the United Nations Development Account. This selection was guided by the need for an empirical base that makes it possible to identify good practices or missed opportunities in terms of operational coordination and synergy. A more detailed description of the lines of action of these projects is provided in section II.4.2 of this report.

5. In order to demarcate a scope appropriate to the available time frame and resources, the evaluation focused on the approach, working modalities and emerging outcomes in selected country case studies.

6. An initial selection of country case studies was based on the criteria that the country must:

- (a) Have an ECLAC country office;
- (b) Be one of the countries in which the IDEEA project was being implemented; and
- (c) Be one of the countries in which at least one of the other three selected projects had been or was being implemented.

7. After a first cut based on these three general criteria, Brazil and Uruguay were selected for the final evaluation. Brazil was chosen because it had the highest number of project participants, it had hosted one of the two subregional workshops organized by the project and it had a very active ECLAC country office. Uruguay was selected because it is one of the pilot countries of the United Nations reform process and it presented an interesting perspective from which to look at the positioning and approach of ECLAC in the context of that reform process.

8. In addition to these two case studies, the evaluation team conducted face-to-face interviews in Mexico with beneficiaries of the projects and ECLAC staff from the subregional headquarters, and a telephone interview with the subregional headquarters for the Caribbean (located in Port of Spain).

II.2. Methodology

9. The evaluation was based on the criteria of relevance, efficiency, effectiveness and sustainability and considered a combination of quantitative and qualitative information from primary and secondary sources.

10. Data were collected using a variety of methods, including a desk review, an electronic survey and interviews (telephone and face-to-face).

11. **Desk review.** The desk review mainly covered the following document types: policy, strategy, programming and project documents; progress reports and other monitoring tools; relevant previous evaluations or studies; selected project outputs, such as publications and bulletins; terms of reference of consultants and circulars; and other

documents that were considered relevant to the evaluation and useful in making an informed judgement, such as reports from other established networks that could provide a term of comparison with the IDEEA network.

12. Electronic survey. The evaluation process included an electronic survey on two different dimensions: (a) the relevance and effectiveness of the two subregional workshops on the IDEEA project held in Brazil and Guatemala; and (b) the relevance, effectiveness and sustainability of the IDEEA database as a platform for knowledge-sharing, mutual learning and horizontal cooperation. A questionnaire (see annex V) was sent via e-mail to a total of 322 individuals who had participated in at least one of the two regional seminars or who were members of the IDEEA network, according to a list of contacts provided by ILPES. Of the 322 e-mails sent out, 46 were returned with an “unknown recipient” message; these were discounted from the total number of responses. The final response rate was 8.3%.

13. The quantitative and qualitative data collected using the above-mentioned techniques were triangulated at different stages in the interview process and in the final synthesis of the data collected. This made it possible to validate the findings and formulate conclusions and recommendations.²

14. Interviews. The evaluation team conducted a total of 72 semi-structured interviews with different stakeholders, including ECLAC staff from the Office of the Executive Secretary, technical staff from the main thematic divisions involved in MDG-related work and project management staff at ECLAC headquarters. Teleconference interviews were held with staff at the ECLAC subregional headquarters in both Mexico City and Port of Spain, as well as with staff at the country offices in Brazil and Uruguay. The evaluation team also interviewed beneficiaries of the IDEEA project, national, subnational and Government counterparts and civil society organizations in Brazil, Mexico and Uruguay. In addition, in Brazil and Uruguay the evaluation team interviewed staff from the United Nations Development Programme (UNDP) and the United Nations Population Fund (UNFPA).

II.3. Constraints and limitations of the evaluation

15. In terms of constraints, it is important to note the following:

- (a) Given the time and resources available to conduct the evaluation, it was not possible to assess the impact of the project. Rather, the evaluation focused on the outcomes resulting from the outputs produced by the project, which are used as proxy indicators of the actual progress towards the final expected accomplishments.
- (b) The limited time and resources available for the evaluation did not allow for an in-depth analysis of the processes and outcomes of the MDG-related work carried out by ECLAC. Therefore, the evaluation focused mainly on internal coordination mechanisms and the strategic positioning of ECLAC vis-à-vis national counterparts and the United Nations system, so as to identify internal and external areas of synergy, missed opportunities and future perspectives in this connection.

² A detailed list of the people interviewed is contained in annex II.

- (c) In the case of Brazil, notwithstanding the attempts made by the evaluation team, it was not possible to conduct an interview with the Institute for Applied Economic Research (IPEA), which was one of the most important national counterparts and which had invested its own funds in developing a project proposal to follow up on the IDEEA project.
- (d) The rather low response rate of 8.3% to the stakeholder survey was partially offset by the in-person and telephone interviews conducted with relevant stakeholders in the region.

II.4. Description of the projects included in the evaluation

16. This section details the subject matter of the evaluation. It is divided in two parts: the first describes the IDEEA project and the second focuses on the MDG-related work of ECLAC, with particular attention paid to the three projects selected within the limited scope of the evaluation.

II.4.1. Description of the IDEEA Project

17. The IDEEA project was approved in March 2006 under the fifth tranche of the United Nations Development Account and was implemented at ECLAC by ILPES. Although the project was initially planned to start in the first quarter of 2006 and conclude by the end of 2007, project activities actually began in April 2006, soon after receipt of the first disbursement, and ended officially on 31 December 2009. The approved budget was US\$ 410,000.

18. As stated in the project document, the overall objective of the project was to increase the knowledge of public officials and development practitioners in Latin American and the Caribbean countries on effective and efficient ways of contributing to the achievement of the MDGs and to foster an active exchange of experiences in the region.

19. Table 1 presents the logical framework of the project according to the project document.

Table 1. IDEEA project: expected accomplishments and indicators of achievement

Expected accomplishments	Indicators of achievement
(a) Increased skills and knowledge of public officials and development practitioners for Millennium Development Goal implementation and monitoring as a result of timely and effective exchanges of information about successful case studies and initiatives.	(a) (i) Percentage of the total number of countries supported by the project that participate actively in the network at project completion. Means of verification: Online database of successful initiatives. Target: 80% of countries supported by the project by December 2007. (ii) Number of successful initiatives registered and disseminated. Means of verification: Online database of successful initiatives. Target: 20 by December 2006 and 50 by

	December 2007.
(b) Countries, implementing agencies and non-governmental organizations (NGOs) develop successful initiatives towards achieving the Millennium Development Goals by using information about case studies and initiatives registered in the website	<p>(b) (i) Percentage of the total number of countries supported by the project that have registered successful initiatives in the network at project completion. Means of verification: Online database of successful initiatives. Target: 90% by December 2007.</p> <p>(ii) Number of users consulting information on the website Means of verification: Web analytics. Target: 2,000 by December 2006 and 5,000 by December 2007.</p>
(c) Increased cooperation among countries of the region on successful initiatives towards the achievement of the Millennium Development Goals through the sharing of successful experiences via the network.	<p>(c) (i) Number of cooperation proposals between countries requested through the network. Means of verification: Bimonthly project monitoring reports. Target: 5 by December 2006 and 20 by December 2007.</p> <p>(ii) Number of cooperation activities between countries completed. Means of verification: Bimonthly project monitoring reports. Target: 3 by December 2006 and 15 by December 2007.</p>

Source: IDEEA project document.

20. The intervention logic was based on the hypothesis that the lack of a virtual platform and a network for knowledge-sharing on successful initiatives among countries in the region was a key factor hindering progress towards the MDGs. Based on this assumption, the basic idea of the project was to set up a website containing a database of successful initiatives for the achievement of the MDGs at the national and local levels and to create a regional network for knowledge-sharing among public institutions (including international multilateral and bilateral organizations), civil society and the private sector. The website and the network are named IDEEA, which is the Spanish acronym for the name of the project.³

21. The project strategy had four components, each with a corresponding key output and set of activities (see table 2). While ILPES was responsible for overall coordination of the project, some activities were executed in close cooperation with different actors within ECLAC and the larger United Nations family. In this connection, the project had originally considered the participation of other United Nations regional commissions. The evaluation assessed cooperation and partnerships with other United Nations agencies and programmes, particularly UNDP, given the latter's strong country presence that could facilitate contact with national institutions and civil society.

³ Red de Intercambio y Difusión de Experiencias Exitosas para alcanzar los ODM (Network for the exchange of successful experiences for the achievement of the Millennium Development Goals).

Table 2. The four components and their respective executing entities

	Component/output	Executing entity
1	<i>Establish a bilingual (English–Spanish) online databank of successful initiatives aimed at achieving the MDGs</i>	ILPES/ECLAC
2	<i>Create a network of participating institutions</i>	ILPES/ECLAC (during project implementation, the ECLAC country office in Brasilia joined the project and was significantly involved in this component)
3	<i>Populate the database with successful initiatives aimed at achieving the MDGs</i>	ILPES/ECLAC
4	<i>Disseminate the initiatives in Latin American and Caribbean countries and in other regions through other regional commissions</i>	ILPES/ECLAC

22. To facilitate project implementation, consultants were recruited in a few countries to work in coordination with ILPES in Santiago and with the local ECLAC country office, if there was one.

23. The key activities listed in the project document were as follows:

- (a) Establish a bilingual (English–Spanish) regional online database to disseminate successful case studies and initiatives towards the achievement of the Millennium Development Goals;
- (b) Support the establishment of national teams to join the network and to be responsible for selecting the successful initiatives to be registered;
- (c) Hold three subregional workshops (Caribbean, Central America and South America) to discuss collection, selection and registration procedures for the online database of successful initiatives. These workshops would also serve to exchange experiences about successful ways of contributing to the achievement of the MDGs;
- (d) Provide assistance to selected countries to initiate the collection, selection and registration of successful case studies and initiatives for the database. This activity would be carried out only in countries requiring greater training and support. Procurement and installation of hardware and software for enhancing electronic connectivity at institutions with limited resources was also considered. The team in charge of the project was to select the institutions that would receive this kind of support based on each institution's needs and potential contribution to the network;
- (e) Organize selected study tours related to successful case studies and initiatives registered in the database. This activity was aimed at allowing a direct transfer of knowledge from teams that had implemented successful initiatives to other countries where those initiatives might also be applied;
- (f) Disseminate in Latin American and Caribbean countries, and in other regions through other regional commissions, information about successful ways of

contributing to the achievement of the MDGs and about the project itself. This activity included the following elements:

- (i) Production and distribution of a quarterly bilingual newsletter about successful regional initiatives towards the achievement of the MDGs. This newsletter was to be prepared by ILPES with contributions from members of the network. It would be distributed not only within the region but also to the Economic Commission for Africa (ECA), the Economic and Social Commission for Western Asia (ESCWA), the Economic and Social Commission for Asia and the Pacific (ESCAP) and other interested organizations at the global level;
 - (ii) Publication of a document (in Spanish and English) summarizing the main results of the project and detailing the lessons learned about successful ways of contributing to achieving the MDGs;
- (g) Convene an international meeting of experts to analyse and discuss the results achieved by the network as well as selected successful initiatives. This meeting would be the main opportunity for exchanging experiences gained from the project with other regional commissions (ECA, ESCWA and ESCAP), as well as with other relevant organizations, such as the World Bank, the Inter-American Development Bank and the Asian Development Bank.

The intended beneficiaries of the project were development practitioners from State institutions and civil society in Latin American and Caribbean countries.

11.4.2. Overview of MDG-related work at ECLAC

24. While the engagement with internationally agreed development goals and with the Millennium Declaration cuts across the 12 subprogrammes of the ECLAC biennial strategic framework and programme of work, most of the activities more directly related to the MDGs are concentrated in six subprogrammes, namely: social development and equity; mainstreaming the gender perspective in regional development; population and development; planning of public administration; statistics and economic projections; and sustainable development and human settlements.

25. In the last two biennial programme cycles (2008-2009 and 2010-2011), which constitute the time frame covered by the evaluation, these six subprogrammes were allocated respectively 18.7% and 19.7% of the total regular budget of ECLAC and 34.4% and 34.8% of the budget assigned to the programme of work implemented through the 12 subprogrammes, as shown in table 3.

Table 3. Allocation of United Nations regular budget resources by ECLAC subprogramme

Subprogramme of the ECLAC programme of work and implementing thematic division	Percentage of total ECLAC regular budget		Percentage of ECLAC regular budget allocated to the programme of work	
	2008-2009	2010-2011	2008-2009	2010-2011

1. Linkages with the global economy, regional integration and cooperation, implemented by the Division of International Trade and Integration	5.5	5.7	10.2	10.1
2. Production and innovation, implemented by the Division of Production, Productivity and Management	5.1	5.1	9.5	9.0
3. Macroeconomic policies and growth, implemented by the Economic Development Division	7.9	8.0	14.7	14.2
4. Social development and equity, implemented by the Social Development Division	3.8	3.8	7.1	6.7
5. Mainstreaming the gender perspective in regional development, implemented by the Division for Gender Affairs	1.7	2.2	3.2	3.9
6. Population and development, implemented by CELADE – Population Division of ECLAC	3.1	3.1	5.8	5.5
7. Planning of public administration, implemented by ILPES	2.0	1.8	3.7	3.2
8. Sustainable development and human settlements, implemented by the Sustainable Development and Human Settlements Division	3.2	4.3	6.0	7.6
9. Natural resources and infrastructure, implemented by the Natural Resources and Infrastructure Division	3.1	3.9	5.8	6.9
10. Statistics and economic projections, implemented by the Statistics and Economic Projections Division	4.9	4.4	9.1	7.8
11. Subregional activities in Mexico and Central America, implemented by the subregional headquarters in Mexico City	7.9	7.8	14.7	13.8
12. Subregional activities in the Caribbean, implemented by the subregional headquarters in Port of Spain	5.5	6.3	10.2	11.2
Total percentage of regular budget allocated to subprogrammes most directly related to the MDGs (4, 5, 6, 7, 8 and 10)	18.7	19.6	34.8	34.8
Source: United Nations, proposed programme budget for the biennium 2008-2009 (A/62/6 (Sect. 20), part V), and proposed programme budget for the biennium 2010-2011 (A/64/6 (Sect. 20), part V).				

26. The allocation of overall regular budget resources and of programme-of-work budget resources gives an idea of the Commission's direct commitment, but it does not reflect the full picture, given that important contributions to the programme of work come from extrabudgetary resources. The extrabudgetary resources complement the resources from the Commission's regular budget assigned to the programme of work and enable the Commission to implement technical cooperation programmes, projects and activities aimed at:

- (a) Generating additional knowledge and analysis on pressing or emerging development issues;
- (b) Carrying out a wide range of capacity-building activities, including technical seminars and workshops, training courses, methodological work, development of networks;
- (c) Providing advisory services to stakeholders from countries of the region in response to their requests for technical assistance.

27. Extrabudgetary resources, which are actively sought by ECLAC, come from a broad array of cooperation partners, including Governments, cooperation agencies, multilateral institutions, development banks and private foundations. They also include resources from the United Nations system, such as the Development Account and the regular programme for technical cooperation, as well as from other United Nations agencies, funds and programmes. All of these help to implement a wide range of technical cooperation programmes and projects that are in one way or another related

to the MDGs (see details below). As will be discussed in the analytical section of this report, according to data from the Planning and Evaluation Unit, the extrabudgetary resources for the biennium 2008-2009 accounted for 24.9% of the overall ECLAC budget and for 38% of the budget of the programme of work.

28. Under the direction and coordination of the Executive Secretary, the substantive responsibility for the implementation of the overall programme of work rests with 10 different thematic divisions located at ECLAC headquarters, the two subregional headquarters in Mexico City and Port of Spain, the four country offices (Bogota, Brasilia, Buenos Aires and Montevideo) and the liaison office located in Washington, D.C. Each thematic division or subregional headquarters is responsible for the implementation of a number of technical cooperation programmes and projects that tackle MDG-related challenges in different ways and with different sources of funding, as described above. Table 4 presents the MDG-related projects listed on the ECLAC website, including their source of funding, grouped under the division or divisions responsible.

Table 4. List of MDG-related technical cooperation projects implemented by ECLAC with extrabudgetary resources during the period 2007-2009

<i>Thematic division responsible for implementation</i>	<i>Project</i>	<i>Source of funding</i>
ILPES	Strengthening the capacity of Latin American and Caribbean countries to achieve the Millennium Development Goals by sharing information about successful initiatives through a regional network	United Nations Development Account 06/07G
	Strengthening capacity of local governments in Latin America to address critical issues arising from internationally agreed development goals	United Nations Development Account 08/09Y
Social Development Division, CELADE – Population Division of ECLAC and Division for Gender Affairs	Interregional cooperation to strengthen social inclusion, gender equality and health promotion in the Millennium Development Goal process	United Nations Development Account 06/07B
Social Development Division	Monitoring the poverty component of MDG1	AECID
	Experiences in social innovation	W.K. Kellogg Foundation
	Approaching the fundamental link to break the vicious circle of poverty: monitoring Millennium Development Goals and targets related to child and maternal health	World Food Programme
Division for Gender Affairs	Desarrollo de Indicadores de Género: Capacidades de las instituciones de estadísticas y de las oficinas de la mujer (Development of gender indicators: capacities of offices responsible for statistics and for the advancement of women)	AECID
	Uso de Indicadores de Género para la formulación de políticas públicas (Use of gender indicators in the formulation of public policy)	UNIFEM/UNFPA
Statistics and Economic Projections Division	Strengthening national capacities in environment statistics and accounts in support of progress towards achieving the internationally agreed development goals in Western Asia and Latin America (ESCWA and ECLAC)	United Nations Development Account 06/07Y
	Strengthening the capacity of Latin American and Caribbean countries to fulfil the Millennium Development Goals	United Nations Development Account 04/05E
	MDG Statistical Programme	Inter-American Development Bank

ECLAC subregional headquarters for the Caribbean	Strengthening the capacity of national statistics offices in the Caribbean Small Island Developing States to fulfil the Millennium Development Goals and other internationally agreed development goals.	United Nations Development Account 08/09Z
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Source: Economic Commission for Latin America and the Caribbean (ECLAC) MDG web portal [online] www.eclac.org/mdg/.

29. Although ECLAC does not have a strategy document on the MDGs, its strategic focus on the MDGs, as expressed in existing programming documents, could be summarized in five key components:

- (a) Development, monitoring and tracking of MDG indicators at the regional, national and local levels;
- (b) Development of national statistical capacities to monitor and analyse MDG indicators;
- (c) Identification of critical factors for the success or failure of public policies in achieving the MDGs through applied research and analysis, development of methodologies and tools and formulation of policy recommendations;
- (d) Identification and dissemination of best practices;
- (e) Facilitation of knowledge-sharing at the regional, national and local levels to foster horizontal cooperation within Latin America and the Caribbean and between regions.

30. As mentioned in the previous section, in order to define a manageable scope and to set out an empirical basis for the analysis of the approach, coherence and working modalities of ECLAC, the evaluation focused on the three projects described below.

α. “Experiences in social innovation”, implemented by the Social Development Division and financed by the W.K. Kellogg Foundation

31. This project aims to identify successful experiences of social innovation so as to facilitate their replication in different contexts and to promote their scaling up to the level of national policies. Between 2004 and 2009, five cycles of a public competition were held to identify and select the successful initiatives, and 4,691 applications from different Latin America and the Caribbean countries were received from, among others, NGOs, national and subnational public institutions and private initiatives. The project conducted a rigorous process of analysis and evaluation, which included a desk review and field visits to select a shortlist of initiatives. The shortlisted initiatives were brought together and presented at five “innovation fairs”, which were open to the public, held in Santiago (2005); Mexico City (2006); Porto Alegre, Brazil (2007); Medellín, Colombia (2008); and Guatemala City (2009). To date, 72 initiatives have been identified as “successful”, of which 25 have been recognized as “best practices”. The areas of focus include health, education, nutrition and food security, youth, social responsibility, volunteering, income-generating activities and rural/agricultural development, which are directly related to the MDGs.

b. “Monitoring the poverty component of MDG1”, implemented by the Social Development Division and financed by AECID

32. The overall objective of this project was to strengthen the capacities of Latin American and Caribbean countries to design and implement social policies and

programmes based on an effective monitoring of progress made towards the first target of MDG1, which is to “halve, between 1990 and 2015, the proportion of people whose income is less than one dollar a day”. The project, implemented in 2008 and 2009, delivered several analytical tools to the countries of the region and conducted applied research. The key outputs included the updating of the procedures used to disaggregate and characterize poverty, an analysis of the trends and outcomes of social expenditure, with particular emphasis on conditional cash transfer programmes, and an online database on poverty and extreme poverty, disaggregated by sex, urban and rural areas, age, education level, type of family, ethnic origin and employment. In 2010 the project will address the other two components of MDG1, namely, “achieve full and productive employment and decent work for all, including women and young people” and “halve, between 1990 and 2015, the proportion of people who suffer from hunger”.

b. “Strengthening capacities of local governments in Latin America to address critical issues arising from internationally agreed development goals”, implemented by ILPES and funded under the sixth tranche of the United Nations Development Account (project 08/09Y)

33. The project aims to build technical capacities at the local level and attain greater decentralization in the design and implementation of policies to fulfil the goals, especially in the territories with the most difficulties to overcome to achieve them. The project is structured into three lines of intervention: development of a methodology to track progress towards MDG achievement at the local level, training and knowledge-sharing. Activities include a series of training courses at the local level, regional seminars and online courses and horizontal cooperation missions for the purposes of exchanging experiences in order to promote collaborative learning among the countries involved.

34. According to the project document, the methodological content of the project will add to the findings of previous projects by enabling the design and application of monitoring tools and indicators at the local and subnational levels. It will help make the successful experiences that have already been identified more sustainable by providing recommendations that take local characteristics into consideration and, where possible, by including MDGs in local development plans. The existing online database will be broadened with additional subnational and local experiences to be identified during project implementation. The existing database and online network will be enhanced as an online portal and will include methodological tools and recommendations that can be used by public institutions. From this point of view, the project is partly conceived as a follow-up to the IDEEA database and the “Experiences in social innovation” bank of experiences financed with the support of the W.K. Kellogg Foundation.

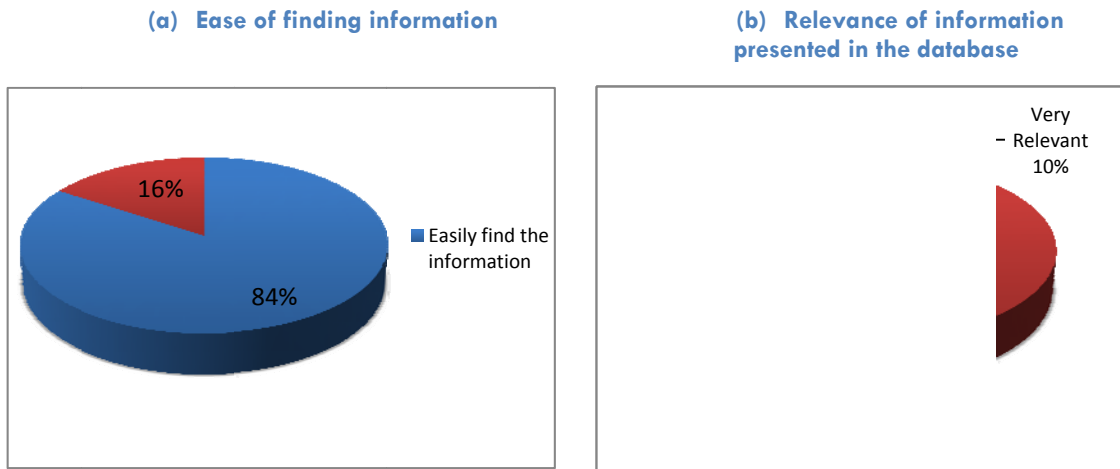
III. FINDINGS

III.1. Assessment of the outputs, outcomes and implementation process of the IDEEA project

III.1.1. The project contributed to creating enabling conditions for the exchange of experience on successful case studies and initiatives on MDG-related challenges through the creation of a database that has been used as a virtual library worldwide; however, its full potential was not realized due to a weak outreach strategy.

35. The IDEEA project exceeded the quantitative targets set for measuring the achievement of the first expected accomplishment of the project document by identifying 149 successful initiatives from 17 countries in Latin America and the Caribbean and registering the information in an online database, which is accessible to the public. Additionally, the results of the electronic survey carried out for the present evaluation revealed that the information contained in the database is relevant, useful and easy to access. As illustrated in the figures below, 84% of the respondents stated that they could easily find the information they were looking for when accessing the website and 74% of them found that the available information was relevant to their professional needs. The interviews with project beneficiaries confirmed these findings. However, some of the interviewees also noted that the information and the details of each initiative could have been better presented through a more user-friendly format. The IDEEA website and database can be accessed publicly at <http://ideea.cepal.org/ideea/ideea.htm>.

Figure 1. Electronic survey responses evaluating the IDEEA database: ease of finding information and relevant of information (Percentage of respondents)



36. Interestingly, the data provided by the Information and Communications Technology Section of ECLAC show that a significant proportion of the use of the IDEEA website, in terms of number of hits, pages consulted and number of visitors, occurred in countries outside the Latin American and Caribbean region. As can be seen in tables 5 and 6,

Brazil was the country with the highest percentage of total number of hits worldwide in 2009 (21%); however, China and the United States of America were the countries that used the IDEEA website most in terms of pages consulted and they were among the top three countries in terms of number of visitors. This scenario was confirmed in 2010, when Brazil remained the country with the highest percentage of hits, with the United States and China in second and third place; however, the United States and China were far ahead of other countries in terms of percentage of pages consulted. Spain occupied fifth position with 6% of the total hits and 3% of pages consulted in 2010.

Table 5. Ranking of the top five countries using the IDEEA website in 2009

	Hits (Percentage)	Pages viewed (Percentage)	Visitors
Brazil	21	16	306
United States	11	22	497
Chile	9	7	150
Mexico	8	6	120
China	8	19	253
Total for the five countries	57%	71%	-

Source: Information and Communications Technology Section of ECLAC.

Table 6. Ranking of the top five countries using the IDEEA website in 2010

	Hits (Percentage)	Pages viewed (Percentage)	Visitors
Brazil	22	14	94
United States	22	35	367
China	11	22	144
Mexico	8	4	52
Spain	6%	3%	30
Total for the five countries	70%	78%	

Source: Information and Communications Technology Section of ECLAC.

37. While the size of the population in each country should be taken into consideration when interpreting these data, they do reflect the very nature of the World Wide Web, which is not geographically bound but accessible from almost anywhere in the world. The data also suggest that, without an outreach strategy to target the intended beneficiaries, there is no guarantee that an online database will actually reach the target group of the project more than any another group of individuals or institutions in the world. This hypothesis seems to be confirmed by the stakeholders consulted in Latin America and the Caribbean, who shared the view that the IDEEA website was not publicized and its use not promoted sufficiently and that it might otherwise have created more opportunities for the exchange of practices and strengthening of skills.

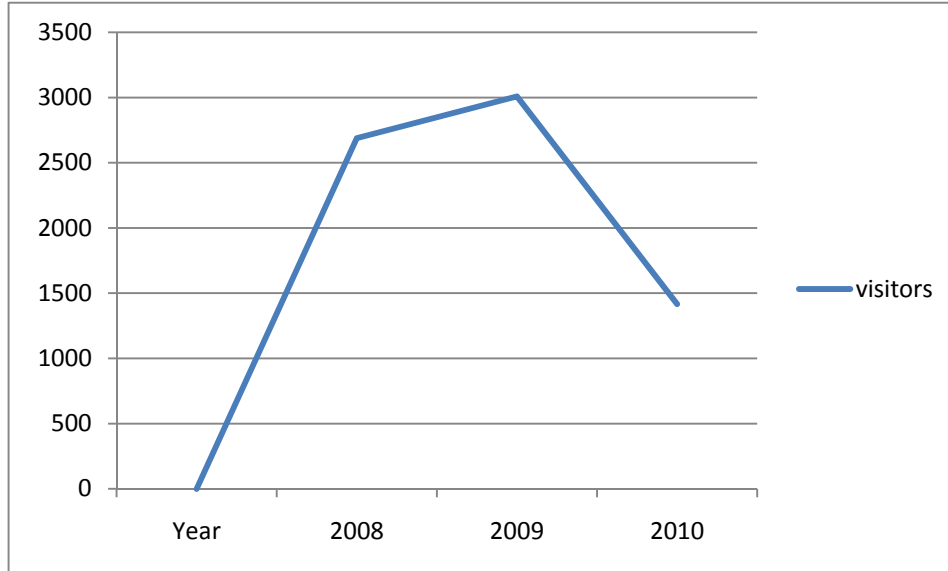
III.1.2. The project created a space for sharing experiences and increasing cooperation between countries of the region on achieving the MDGs that continues to be used, but guaranteeing its continued relevance and sustainability presents a challenge.

38. The results of the electronic survey conducted by the evaluation team in September 2010 show that 79% of the respondents had consulted the IDEEA website at least once

and that 42% of them did so on a quarterly basis, 26% on a monthly basis and the rest only once or twice a year.

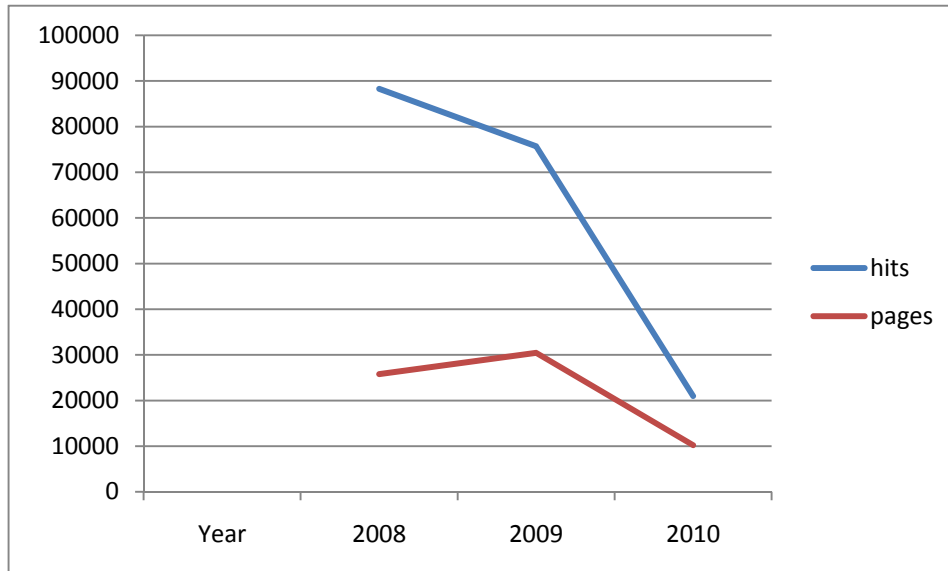
39. During the three months that preceded the survey, which was conducted more than six months after the end of the IDEEA project cycle in December 2009, 51% of the survey respondents had accessed the IDEEA website at least once. The records on access and use of the database from 2008 to 2010 show a quick peak in 2009 and a steep decline in 2010. Figures 2 and 3 illustrate database access and use in terms of number of visitors, number of hits and pages consulted from 31 March 2008 to 26 August 2010.

Figure 2. Number of visitors to the IDEEA website, 31 March 2008 to 26 August 2010



Source: Information and Communications Technology Section of ECLAC.

Figure 3. Number of hits and pages consulted on the IDEEA website, 31 March 2008 to 26 August 2010



Source: Information and Communications Technology Section of ECLAC.

40. Although the data for 2010 cover only two thirds of the year while the data for 2009 cover the entire year, they show a 53% decline in the total number of visitors from 2009 to 2010, a 72% decline in the total number of hits and a 66% decline in the number of pages consulted.⁴ This decrease suggests that the target group is progressively losing interest or is not aware of the existence of the website and that the website lacks visibility. The decline should be taken as a warning sign in terms of the continuing relevance and utility of the database over time, which is also called into question by the fact that the website has been updated only sporadically since the information was first registered.

41. The IDEEA database includes functions that allow users to upload new information or edit existing data on a continuous basis; however, stakeholders indicate that this is not easy to do. Most importantly, the IDEEA project failed to establish clear procedures for updating the database, including a governance structure for the selection of new initiatives, quality control and the codification and uploading of information. In the absence of such a governance structure and a clear institutional commitment to the follow-up of the project, the sustainability of the IDEEA website and database is thwarted from a financial, technical and substantive point of view.

III.1.3. Overall, the project was of limited effectiveness due to the lack of a clear and consistent implementation strategy, incomplete activities, insufficient follow-up and an overly ambitious project design.

42. Only a limited number of the planned activities were actually carried out. For example, only two of the three subregional workshops originally planned were organized, no study tours took place and the final publication summarizing the main results of the project and detailing lessons learned about successful ways to contribute to achieving the MDGs had still not been produced 10 months after project completion. The third meeting of experts, due to take place in Mexico in 2009, had to be cancelled owing to external factors related to the swine flu epidemic; it was not rescheduled. The planned activities to share experiences with other regions were not implemented because the preliminary contacts established with other United Nations regional commissions did not develop into formal collaboration. At the time of completion of the present evaluation (December 2010), the final publication on this project had still not been produced.

43. These implementation shortcomings had a negative impact on the achievement of the expected accomplishments. In fact, the only activities carried out were the creation of the database, the holding of the two subregional workshops and the production of seven quarterly newsletters, the last of which was published before the end of the project. It is worth noting that no staff were appointed on a permanent basis to provide continuous coordination or management under the supervision of the ECLAC staff responsible for the project. There was high turnover among the staff hired to support the maintenance of the database, which proved to have a negative effect on project implementation.

44. The final report of the project rightly points to external factors that influenced the implementation of planned activities, particularly the rise in airfares for the study tours

⁴ The complete data on access and use provided by the Information and Communications Technology Section of ECLAC are reported in annex IV.

and the swine flu pandemic, which impeded the organization of a third workshop in Mexico. However, internal factors also seem to have played a role. In particular, the project seems to have been too ambitious in its design vis-à-vis the time and resources available, and not enough effort was put into trying to establish strategic partnerships to multiply the resources available. In fact, the project closed with a positive balance of US\$ 49,169 that could have been used as seed money to implement at least some of the other planned activities. The issue of strategic partnerships to support project implementation will be further elaborated on below.

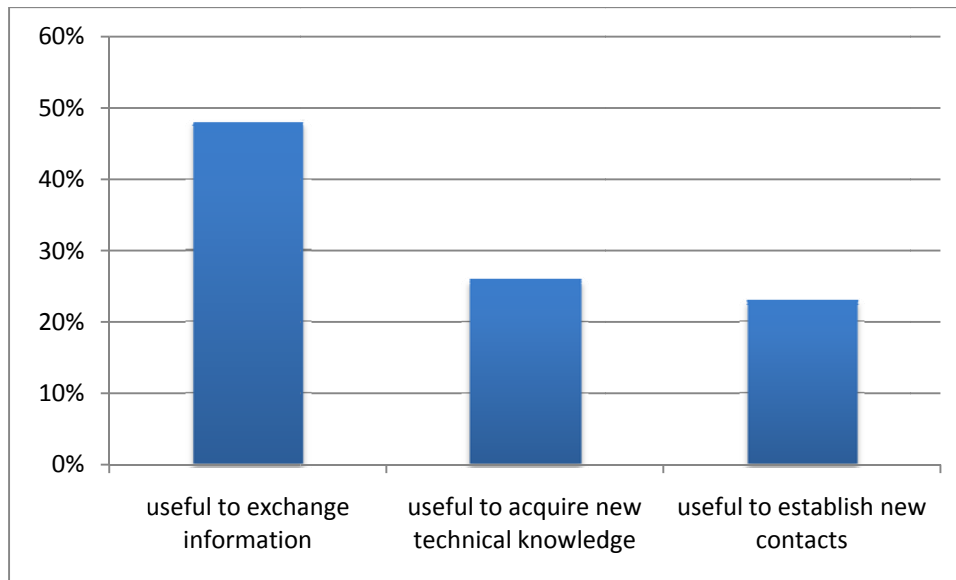
III.1.4. There were opportunities for exchange of practices and increased cooperation, including further enhancement of skills, on MDG-related initiatives between countries of the region, but efforts to promote these outcomes were not sufficient for the creation of a sustainable network.

45. The IDEEA project compiled a contact list of 322 individuals from 156 institutions in the region, including Government authorities, civil society and academic organizations at the national and subnational levels. However, the project beneficiaries' opportunities to exchange ideas and experiences were limited to the two subregional workshops organized in Antigua, Guatemala, and Salvador, Brazil. These two workshops were very different in scope. The workshop in Antigua was a relatively low-profile event, with 11 participants from eight countries, as well as 7 ILPES staff. No Government authorities from the host country attended the workshop. The seminar in Brazil, in contrast, was a high-profile event with 87 participants from 10 countries; the majority of the participants were Brazilian and included representatives of the Government of Brazil, local governments, academia, the private sector and NGOs.

46. Despite their differences in scope, the two workshops were similar in their format and methodology and both fell short in terms of their contribution to the expected accomplishments of the project.

47. The electronic survey clearly showed that the workshops were useful, with 38% of the respondents classifying the workshops as "very useful" and 56% as "useful", but they fell short of creating a network. As shown in figure 4, 48% of the respondents thought that the workshops were most useful for exchanging information and 26% for acquiring new technical knowledge, but only 23% of respondents thought that the workshops were useful for establishing new contacts.

**Figure 4. Usefulness of the workshops according to the electronic survey
(Percentage of respondents)**



48. Another point, highlighted by several interviewees and survey respondents, was that the workshops' methodology to facilitate knowledge-sharing fell short of expectations and could have been better. For instance, the time available for the presentation of each experience was perceived to be very limited and did not allow for in-depth illustration and analysis. The workshop in Antigua, in particular, could have been more effective, had there been a clear methodology from the outset for selecting participants, ensuring broader participation and structuring discussions; for example, round tables could have been organized on thematic areas, specific MDGs or certain types of actors (such as NGOs or Government institutions), rather than holding only plenary sessions. One interviewee said that although it was always interesting to listen to other people's experiences, it was difficult to establish and maintain a relationship of knowledge-sharing and mutual learning among actors as diverse as an NGO from Uruguay, the Government of the Dominican Republic and a peasants' organization from Brazil.

49. The interviews conducted in Mexico revealed that there was at least one example of contact being established between two of the Mexican participants at the workshop held in Antigua and an organization from Paraguay, paving the way for institutional collaboration. Aside from this exception, the interviews and the qualitative responses to the electronic survey revealed a general perception that the IDEEA network never really took off or was not consolidated as a platform of mutual learning and horizontal cooperation. In the case of Brazil, the stakeholders consulted were aware of the existence of the IDEEA database, but most did not perceive an IDEEA network to be in place. With the exception of the regional seminars, there was no interaction among members of the IDEEA database. In the case of Uruguay, all the interviewees, with the exception of one NGO, were unaware of the existence of the database and of the network, and did not know that two subregional workshops had been organized by the project. This was also the case for some of the interviewees in Mexico, where some Government institutions that had implemented innovative initiatives had not known about and had not participated in

either of the two workshops, while others that participated in the workshop in Guatemala did not attend the workshop in Brazil.

50. The qualitative responses to the survey and the interviews conducted also clearly confirmed that there was no follow-up to stimulate continued interaction among participants after the subregional workshops. According to one of the Government counterparts of the IDEEA project, the organization of the subregional workshop in Brazil could have been used to launch the network, but instead it was the closing event of the project. Participants at the Guatemala workshop lamented the fact that, contrary to what was promised, ILPES did not follow up after the meeting or invite the participants to the second workshop in Brazil. In this respect, the IDEEA project not only fell short in its implementation, but it also raised expectations that it did not fulfil and generated a sense of frustration among some participants.

III.1.5. The lack of a long-term strategic vision is one of the critical factors that explains the limited effectiveness and sustainability of the IDEEA project.

51. As demonstrated in the previous section of this report, the effectiveness of the project vis-à-vis its expected accomplishments was limited in that the network of knowledge-sharing was not developed to its full potential; moreover, the database was rapidly losing its appeal as an up-to-date and relevant source of information. The failure to produce the final bilingual publication of the project was another missed opportunity to take stock of the knowledge accumulated, identify lessons learned and highlight how to ensure the sustainability of the project's accomplishments.

52. The available evidence suggests that the approach to project implementation prioritized the quality of the outputs delivered over their strategic delivery and promotion in an effort to ensure their effectiveness and sustainability in the framework of a technical cooperation process, with a medium-to-long-term perspective. In other words, the database of successful initiatives and the workshops became an end in themselves rather than tools for achieving the intended outcomes of the project.

53. In this respect, it was significant that during implementation of the project almost no response was given to the warning signs highlighted by a consultant in Brazil. Her progress reports pointed to critical factors that would influence progress towards the intended accomplishments and their sustainability in the long run. In particular, she drew attention to the need for a governance structure for the network with a long-term perspective, a dissemination strategy for the database to reach out to intended beneficiaries, strategic partnerships to guarantee the sustainability of the network from a technical and financial point of view, and a more user-friendly format for the codification and registration of information. These points, which have proved to be extremely valid, were raised at an early stage of the implementation process when it would still have been possible to take corrective measures; however, the only action taken was the revision of the format for the codification and registration of information. The need for a network to be designed carefully if it is to be effective and sustainable was also highlighted in a presentation delivered at the workshop in Salvador by the Brazilian NGO Rede de Tecnologia Social (Social Technology Network). Again, no follow-up or management response was given.

54. Similarly, ILPES did not capitalize on the enthusiasm and commitment demonstrated by national counterparts or on the efforts made by some of them to further develop and consolidate the network. The Institute for Applied Economic Research (IPEA), for instance, funded a feasibility study with its own resources for a project that would follow up on the IDEEA project. This study was conducted through field visits in Argentina, the Dominican Republic and Mexico, and was evidence of interest in the project and a will to contribute to its implementation. These visits were followed by a trip to ECLAC headquarters in Santiago to present the proposal: a reorganization of the IDEEA website around a governance structure with clearly defined roles and responsibilities, which is what the IDEEA project was lacking. However, the proposal was rejected by ILPES as too ambitious and was considered unfeasible, due to the lack of financial resources for its implementation. Finally, one of the Brazilian NGOs that participated in the workshop developed a follow-up proposal and offered to invest resources in it, but no official response was received to this proposal.

III.1.6. The project lacked a systematic institutional approach to its implementation and did not establish strategic partnerships, which suggests that its mixed performance was the result of subjective criteria, personal initiatives and contextual factors in each country.

55. An analysis of the in-depth Brazil and Uruguay case studies, the interviews conducted in Mexico and a review of the progress reports submitted by the consultants retained in each country revealed the lack of a systematic and considered institutional approach to the implementation of project activities. As mentioned above, there was very little strategizing to ensure that the activities implemented and their follow-up would yield the desired outcomes or ensure the effectiveness of the project and the sustainability of its achievements.

56. The methodology for the identification and selection of the initiatives registered in the database was not clearly defined in the project document or in any other document made available to the evaluation team. The terms of reference of the national consultants hired under the project stated that they should identify at least five successful initiatives and establish contact with institutions and individuals that might be included in the IDEEA network within a period of three months. Those terms of reference defined the evaluation criteria but did not provide any indication as to the procedure and methodology to be adopted in their application. In the case of Brazil, the initiatives registered were those that had been identified and selected by IPEA and the Executive Office of the President for a national MDG prize. In the cases of Mexico and Uruguay, the identification and selection of the initiatives was left to the autonomous decision of the consultants. In any event, there is no evidence that a thorough analysis and evaluation of each experience had been systematically conducted by ILPES to ensure that the information was of good quality and would make a positive contribution to the database.

57. The approach to strategic partnership varied as well, leading to mixed results in terms of ownership. According to interviews held at the Secretariat of Social Development of Mexico (SEDESOL) and the Office of Planning and the Budget of Uruguay, various Government institutions, at both the national and local levels, which should have been linked as a matter of course with the project, were not aware of the project's developments and not encouraged to make a commitment to its follow-up, as

would be expected in accordance with the principle of national ownership, which constitutes one of the underpinnings of the United Nations reform. In these two cases, institutional relations were so weak that, as mentioned earlier in this report, national stakeholders were not aware of the existence of the IDEEA database and network or not informed of developments.

58. Similarly, UNDP, which could have been a key strategic partner in implementing the IDEEA project at the national level, had not been informed about the existence of the project and only came to know about it during the interviews conducted by the evaluation team in selected countries.

59. More importantly, the ECLAC office in Montevideo was not aware of the project's activities in Uruguay until the evaluation team mentioned them during the field visit. Most of the ECLAC staff interviewed in Mexico knew nothing or very little about the project, clearly illustrating insufficient coordination and collaboration between the different branches of ECLAC in this respect and the lack of systematic information mechanisms regarding technical cooperation activities undertaken at the national level in countries with an ECLAC presence.

60. Particularly in the case of Uruguay the project seems to have been implemented in isolation, leaving virtually no trace in the country. The stakeholders interviewed who had had contact with the project confirmed that that contact had basically consisted of a request by the national consultants to submit information in a predefined format. After the registration of the initiatives in the database, there was no more interaction with the project until, reportedly, one of the purported network members received – quite unexpectedly – an invitation to participate in the workshops.

61. By contrast, Brazil stands out as a positive example of the implementation of the IDEEA project. The ECLAC office in Brasilia was able to establish effective partnerships with the Government and agencies of the United Nations system, particularly UNDP. In so doing, project activities were harmoniously incorporated into a larger national process aimed at identifying, rewarding and disseminating successful MDG-related initiatives, through coordinated action involving the Executive Office of the President of Brazil, IPEA, UNDP and several civil society organizations. The interviews conducted revealed that the project provided resources and expertise that were a perfect complement to the efforts already in place. In fact, the workshop held in Salvador was the result of synergy that made it possible to channel people, resources and political will, giving the event a high profile at the national and international levels.

62. It should be noted that the close contact between the project coordinator at ECLAC headquarters and the country office in Brasilia led to the active engagement of the latter in placing the IDEEA project on the agenda of the United Nations Country Team and within the larger national context. The same did not happen in Uruguay, despite the existence of a country office, thus confirming that personal contacts and initiatives played a more important role as determinant variables than any formal institutional arrangement or coordination mechanism.

63. The positive dynamic in Brazil was due as well to circumstances beyond the IDEEA project but directly related to Brazil's domestic policies on the MDGs. According to one stakeholder, even before the implementation of the IDEEA project, the MDGs had

become an important political window of opportunity for the Government and, at the same time, one of the benchmarks against which civil society was measuring its commitment to and effectiveness in fighting poverty; this was a potent motivator for both sides to engage in the IDEEA network.

III.1.7. While the evaluation found some examples of interaction with other ECLAC MDG-related projects, the potential for synergy and cooperation within ECLAC could have been better exploited.

64. Some of the initiatives registered in the IDEEA database were identified and selected by the “Experiences in social innovation” project, funded by the W.K. Kellogg Foundation and implemented by the Social Development Division of ECLAC.

65. While the albeit limited interaction between the “Experiences in social innovation” project and the IDEEA project allowed for more information to be registered in the IDEEA database and added value to it, the interviews conducted at ECLAC headquarters revealed that other areas of synergy to enhance the effectiveness or sustainability of the IDEEA project were not explored. A significant missed opportunity for increased synergy between these two projects was the coordination that could have been possible between the IDEEA network and the Latin American and Caribbean Network of Social Institutions (RISALC). RISALC was set up in 2001 and was consolidated over time with different sources of funding as a tool for connecting with civil society organizations and disseminating ECLAC knowledge on a variety of issues. The Social Development Division has a permanent technical team in place to manage, maintain and coordinate the RISALC network. Although the two networks are relevant to the work of ECLAC on MDGs, there is no active interface between them and they each have a separate list of users such that a message from one network does not reach the users of the other. In this respect, there is practically no interaction between them and, while RISALC is still active, the IDEEA network is stagnant because no one is currently responsible for its coordination and follow-up.

66. Another example of synergy between the IDEEA project and other MDG-related initiatives at ECLAC is the publication on progress made towards MDG 7 in Latin America and the Caribbean entitled: “Millennium Development Goals: Advances in environmentally sustainable development in Latin America and the Caribbean”. The Sustainable Development and Human Settlements Division produced this publication, but the IDEEA project co-funded it and provided substantive inputs by sharing the information on some of the successful initiatives registered in the IDEEA database. While this experience is certainly valuable in terms of efficiency and optimization of resources within ECLAC, it did not add to the effectiveness or sustainability of the IDEEA project.

67. No other examples of coordination between the IDEEA project and other ECLAC initiatives have been identified. The project currently being implemented by ILPES, entitled “Strengthening capacity of local governments in Latin America to address critical issues arising from internationally agreed development goals”, funded by the United Nations Development Account (08/09Y), is supposed to provide follow-up and to capitalize on the IDEEA project experience. However, the documents reviewed and the interviews conducted by the evaluation team found no evidence that this was occurring, despite the interest expressed in doing so. According to project coordinators, two internal

meetings were organized at ECLAC to disseminate and share the project's objectives and methodologies with other ECLAC divisions (CELADE–Population Division of ECLAC, Statistics and Economic Projections Division, ILPES and the Programme Planning and Operations Division). Such initiatives are clearly a step in the right direction but receive no systematization or follow-up. After seeing an informal early draft of this evaluation report, the project coordinators of Development Account project 08/09Y on MDGs at the local level made a commitment to apply the lessons derived from this evaluation and explore the opportunities created by the IDEEA project and other ECLAC initiatives related to the MDGs in an effort to implement more effectively their own project and to ensure the sustainability of the initiative.

68. Another missed opportunity was the failure to include in the IDEEA database the analysis of social expenditure and its effectiveness in reducing extreme poverty in Latin America and the Caribbean conducted by the Social Development Division with funds from AECID, even though it would have been a valuable addition to the information registered therein.

69. The analysis of internal areas of synergy within ECLAC will be further developed in the next section of this report, which will discuss the overall approach, coherence and working modalities of ECLAC in relation to the MDGs.

III.2. Assessment of the approach, coherence and working modalities of ECLAC in relation to the MDGs

III.2.1. ECLAC has established a solid and positive reputation as a think tank and producer of reliable analysis in relation to the MDGs, but its comparative advantages within the United Nations system have not been fully exploited.

70. As revealed by the interviews conducted at ECLAC headquarters in Santiago, the perceived relevance and importance of MDG-related work at ECLAC has increased progressively over time and has been directly proportional to the growing demand of member countries to define tools and methodologies to track progress on the MDGs at the national and regional levels. This is mainly reflected in the leadership role that ECLAC assumed in coordinating and developing the two regional inter-agency reports, published in 2005 and 2010, assessing the progress made towards achieving the MDGs in Latin America and the Caribbean, which constitute the flagship publications in this field.

71. These two publications were of a good technical quality and have been widely used by member countries and international organizations; and, according to ECLAC staff in Santiago, important externalities were generated during the drafting process. Of particular importance was the mediation role that ECLAC played, through CELADE–Population Division of ECLAC and the Statistics and Economic Projections Division, in reconciling different data sources from various national institutions as well as different United Nations agencies, funds and programmes, which made it possible to establish a shared information base and compare data from different countries. The precedence given by ECLAC to national data sources and the recognition of the leadership of national statistics offices in this process was important in enhancing ownership of the outcomes and in positioning ECLAC as a reliable partner within the framework of the Statistical Conference of the Americas. Given the political significance of decisions on

which indicator to track or give greater priority to and which data sources to use, the mediation role played by ECLAC should be acknowledged as a major contribution at the regional level from both a political and a technical point of view.

72. In general, the interviews conducted with national counterparts and with staff from the United Nations system in Brazil and Uruguay confirmed the solid reputation of ECLAC as a think tank and knowledge bank, generating reliable data, indicators and high-quality analysis.

III.2.2. ECLAC's positioning in the area of technical cooperation could be more systematic and strategic across countries so as to enhance the ownership, effectiveness and sustainability of its initiatives in the context of the UN Reform.

73. Almost all the interviewees perceived ECLAC as a potentially important strategic partner, capable of adding value through substantive contributions from a regional perspective, in accordance with its mandate. At the same time, they also agreed that formalizing and consolidating a framework of systematic partnership at the country level, beyond ad hoc, sporadic or personal initiatives, could enhance synergy and result in greater effectiveness of the United Nations system as whole, particularly as relates to knowledge management, policy advocacy and project design and implementation. Despite this call for greater national-level involvement, it is worth noting that the comparative advantage of ECLAC lies precisely in its regional specialization rather than a national focus. ECLAC leads the Regional Coordination Mechanism, which seeks to enhance efforts among United Nations institutions, funds and programmes to provide a coherent regional-level response in support of Latin American and Caribbean countries.

74. One stakeholder in Brazil noted that ECLAC could play a more proactive role in supporting the identification of best practices and facilitating knowledge transfer in the framework of the country's growing engagement in South-South cooperation. The Office of Planning and the Budget of the Government of Uruguay noted the same in its own case.

75. The evaluation also revealed that projects implemented by ECLAC do not seem to take advantage of work already done by others projects or reflect an institutional partnership strategy; this is true of the IDEEA project, as already discussed, and of Development Account project 08/09Y, both implemented by ILPES. In Guatemala, Development Account project 08/09Y was able to establish partnerships and capitalize on existing initiatives, providing methodological inputs to the work done by UNDP on the territorialization of the MDGs and the drafting of human development reports at the local level. However, in the case of Uruguay the project is currently being implemented almost as an isolated initiative, with limited interaction either with the United Nations system at the country level or with the relevant national institutions, such as the Ministry of Social Development and the Office of Planning and the Budget, the Government entity responsible for leading and coordinating international cooperation.

76. In this connection, it should be noted that the Ministry of Social Development of Uruguay has recently conducted two studies with support from UNDP: one on territorial inequality, which included an analysis of local disparities in progress towards the MDGs, and another on good practices in terms of making progress towards the MDGs. However,

even though it leads the National Council on Social Policies, which coordinates all MDG-related policies and programmes, the Ministry of Social Development was only vaguely aware of the work being done by ECLAC in the country and no institutional relationship had been formalized. Similarly, the Office of Planning and the Budget lamented the fact that institutional relations with ECLAC were weak and sporadic. However, the Office reaffirmed its recognition of the added value that ECLAC offered in terms of knowledge production and, as already mentioned, expressed a strong interest in working in partnership with ECLAC within the framework of South-South cooperation.

77. The case of Uruguay is particularly significant since the country is one of the eight pilot countries for the implementation of the United Nations reform process and, as such, is where coordination with other United Nations entities should be stronger, under the leadership of the United Nations Resident Coordinator and in close dialogue with the Government. However, the stakeholders interviewed reported that, unlike other United Nations agencies, funds and programmes, ECLAC had not played an active role in the United Nations joint programmes that were being implemented and did not take the opportunity represented by the “Delivering as One” pilot initiative to strengthen its relationship with the Government and the rest of the United Nations system with a view to consolidating its position in the country.

III.2.3. Communication between ECLAC divisions, the subregional headquarters and country offices is less than optimal.

78. The analysis of the implementation of the IDEEA project in relation to the other projects selected for this evaluation revealed some shortcomings in the operational coordination of certain initiatives within the overall framework of technical cooperation.

79. Most of the ECLAC staff from other thematic divisions interviewed in Santiago were not aware of the existence of the IDEEA project of ILPES. Similarly, the ECLAC office in Uruguay discovered the existence of the two Development Account projects implemented by ILPES in that country only through the evaluation team. Apparently, the consultant hired by ILPES to implement the IDEEA project and the consultant hired to define the country strategy for the implementation of Development Account project 08/09Y in Uruguay never contacted the ECLAC country office.

80. Similarly, the interviews conducted in Mexico revealed scant dialogue between ILPES and the subregional headquarters regarding implementation of the IDEEA project. This weakness in internal communication had a negative influence on the possibility of coordinated action both within and outside ECLAC, thus affecting the potential effectiveness and sustainability of the initiatives. This points up the need for concrete and consistent initiatives to remedy the situation in the diverse thematic areas dealt with at ECLAC.

III.2.4. Existing mechanisms for quality assurance of project design and for internal coordination during implementation are not being used effectively.

81. The Executive Secretary of ECLAC recently reaffirmed the importance of the Project Review Committee with circular CGI/04/2010 of 14 April 2010, which draws on

previous circulars of 5 June 2009 and CGI/09/2009 of 17 February 2009. The Project Review Committee is composed of the Deputy Executive Secretary as Vice-Chair, the Chief of the Programme Planning and Operations Division, the Chief of the Division of Administration, chiefs of three of the substantive divisions (with a rotation every semester), the chief of one of the subregional headquarters (with annual rotation), a representative of the Executive Secretary, the Chief of the Project Management Unit as the Committee's Secretary, and representatives of other divisions, including ILPES and subregional or country offices, as appropriate.

82. The interviews conducted revealed, however, that the Project Review Committee has been traditionally perceived as a bureaucratic requirement, focusing on formal and political dimensions rather than on the technical quality of documents and the soundness and coherence of ECLAC strategic documents vis-à-vis clarity of implementation, including the review of progress and the strategic analysis of the matter at hand.

83. Quality assurance of project documents does not focus enough on key issues, such as planning an exit strategy, mapping and analysing existing initiatives and key stakeholders (at ECLAC and at the regional level) at the outset of project implementation and defining and tracking outcome indicators beyond quantitative targets for the implementation of activities and the delivery of outputs. It has been noted that the Programme Planning and Operations Division should be empowered to play a greater role in assuring quality with regard to the strategic dimension of projects at the design and implementation stage; this includes identifying concrete opportunities for internal areas of synergy and anticipating the risks of duplication or dispersion. The Project Management Unit and the Programme Planning and Evaluation Unit are making efforts in this regard, particularly in the development of a results-based monitoring system, but this is still work in progress and has not yet been fully implemented.

84. In addition to the above, it was noted that the other existing mechanisms for operational coordination, such as the chiefs meeting (between senior management and the chiefs of thematic divisions), are not working effectively in terms of strategic management and barely address issues related to the management and coordination of the programme of work and technical cooperation activities. There is a perception among the staff interviewed that the chiefs meeting does not focus enough on managerial issues and that few operational decisions are made, with little or no follow-up to those decisions. According to one interviewee, there is no managerial accountability for internal coordination. In this context, operational coordination is based on personal initiatives more than on institutional incentives.

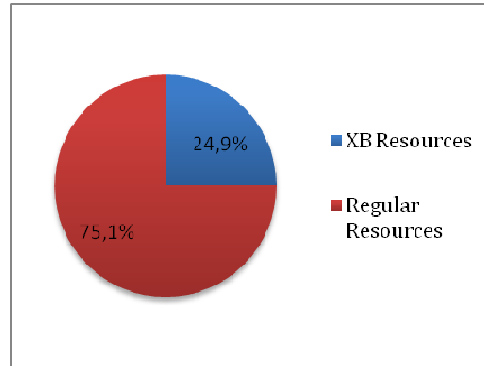
85. Finally, on a different note, while the intellectual strength of its staff members is the greatest asset of ECLAC, there is a risk that this may sometimes lead to a focus on the quality of the products rather than on their outcomes and the externalities of the processes and of the technical cooperation activities through which they are delivered, thus influencing the Commission's internal coordination and external contribution to the development of the institutional capacities of the beneficiaries of its projects at the national counterparts.

III.2.5. Increased extrabudgetary resources in the ECLAC budget continue to facilitate technical cooperation initiatives and complement the Commission's regular programme of work.

However, a fund-raising strategy that considers the medium- and long-term needs in the different thematic areas dealt with by ECLAC has yet to be defined.

86. As illustrated in figure 5, extrabudgetary resources constituted 24.9% of the total programme budget of ECLAC in the biennium 2008-2009 – a share that has been rising progressively with each biennium.

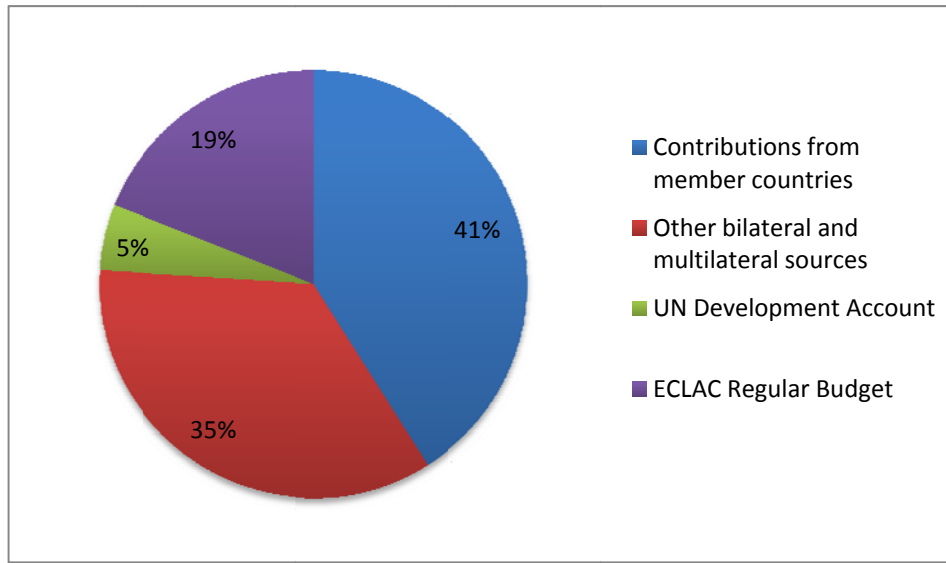
Figure 5. Budget structure of the ECLAC programme of work, 2008-2009



Source: Programme Planning and Evaluation Unit of ECLAC.

87. In the case of ILPES, in 2010 contributions from the member countries of its governing body, the Regional Council for Planning, covered only fixed costs, equivalent to 41% of the budget. The ILPES programme of work is funded through different sources; ECLAC regular budget resources constitute 19% of ILPES resources (see figure 6).

Figure 6. ILPES budget structure, 2010



Source: ILPES.

88. Interviewees in Santiago rightly pointed out that extrabudgetary resources are a necessary complement to the regular budget resources financing the programme of work. They make it possible to consolidate certain areas of work or to start up new ones, responding to requests for technical cooperation and assistance from Governments of Latin American and Caribbean countries. In a sense, the work funded by extrabudgetary resources complements the normative work of ECLAC, without which it will be impossible to operationalize the analysis and information that is produced. However, the evaluation could not identify a coherent and well-developed fund-raising strategy that covered the medium- and long-term needs of ECLAC and struck a balance between the needs and requirements of the members of ECLAC and the interests of the donor community.

IV. CONCLUSIONS

89. The IDEEA project was highly relevant to the needs of ECLAC member countries as well as to the different components of the Commission's programme of work; it was efficient in creating and populating a database but not very effective in facilitating knowledge-sharing, mutual learning and the development of national institutional capacities to address MDG-related challenges.

90. The limited effectiveness of the project can be partially explained by the fact that it was conceived on the basis of an hypothesis that has proved to be invalid: the creation of a virtual database and the compilation of a list of contact details of potential members do not lead automatically to the creation and consolidation of a network. An outreach and promotion strategy, as well as a clearly defined governance structure that ensures regular updating of the database and stimulates interaction among the members of the network, are fundamental elements that were not properly addressed in the design and implementation of the project.

91. In connection with the above, it should be noted that the very limited time and resources available for the implementation of the IDEEA project had a negative impact on its effectiveness and sustainability. However, it should also be acknowledged that the project lacked a long-term perspective and strategy in its conception, design and implementation. In particular, it lacked an exit strategy to ensure a smooth transition in the handover of technical and financial responsibilities to national institutions, which could have ensured the sustainability of the network beyond the administrative cycle of the project.

92. While some flexibility in project implementation is normal because of the need to adapt to different contexts, the evaluation revealed that subjective criteria, personal initiatives and contextual factors took precedence over a systematic institutional approach in the implementation of the IDEEA project.

93. Beyond the IDEEA project, the evaluation confirmed the relevance of the MDG-related work of ECLAC and its effectiveness in contributing to the availability of valid and reliable data that can be compared meaningfully at the regional level.

94. The MDGs cannot be considered a stand-alone area of work. They are an integral part of the commitment of ECLAC to the analysis of socio-economic development processes and are, therefore, highly interwoven into all its areas of work. In this connection, the evaluation concludes that there is a need not for a specific ECLAC operational strategy on the MDGs, but for communication mechanisms and institutional incentives to be put in place to ensure internal and external coordination in the implementation of technical cooperation projects, with a view to enhancing their effectiveness and sustainability.

ANNEXES

ANNEX I	Recommendations
ANNEX II	List of people interviewed
ANNEX III	List of documents reviewed
ANNEX IV	Data on access and use of the IDEEA website from March 2008 to August 2010
ANNEX V	Questionnaire used in the electronic survey

ANNEX I

RECOMMENDATIONS

Recommendations relating to the IDEEA project

Recommendation 1. When ECLAC chooses to develop networks of knowledge-sharing in its technical cooperation projects, greater attention should be paid to establishing and consolidating relations among the members of the network and defining a governance structure with a long-term perspective. In this connection, ILPES should develop specific guidelines and criteria as well as training modules on how to develop and run networks and they should be made available to ECLAC project coordinators working in relevant fields.

Recommendation 2. When engaging in technical cooperation initiatives, ECLAC should focus more closely on the mapping and analysis of the stakeholders involved and on developing targeted strategies to promote the engagement and motivation of different types of actors, as well as to ensure their commitment in sustaining the initiative beyond the administrative cycle of the projects. This could be embedded in the initial project design as an element of planning.

Recommendation 3. The design of technical cooperation projects should always include an exit strategy to progressively hand over responsibilities to national and regional institutions, so as to guarantee sustainability beyond the project life cycle.

Recommendation 4. At the beginning of the implementation phase of a Development Account project, the thematic division and the Programme Planning and Operations Division should consider carefully whether the project can be supervised, coordinated and managed by an ECLAC staff member. The management requirements should be analysed and specific management modalities should be included in the project management strategy in the project document.

Recommendation 5. It is recommended to continue developing and applying an outcome monitoring system yielding strategic information that project coordinators should submit on a regular basis to the Programme Planning and Operations Division. That information could then be discussed at relevant chiefs meetings to enable them to make informed decisions and take corrective measures within the framework of a strategic management approach that cuts across thematic boundaries and divisions.

Recommendations regarding the approach, coherence and working modalities of ECLAC in relation to the MDGs

Recommendation 6. A steering committee should be set up to supervise MDG-related work, and possibly work on other cross-cutting thematic issues. The relevant divisions would be held accountable by the steering committee for effective coordination and information-sharing. The mechanism created to coordinate the preparation of the ECLAC policy document entitled “Time for equality: bridging gaps, opening trails” could be used as a model and replicated under the guidance of the Executive Secretary or Deputy Executive Secretary.

Recommendation 7. ECLAC should take advantage of the expectations that were raised around the IDEEA project and consider the possibility of following up on the initiatives and tools already in place with a view to consolidating an effective network of knowledge-sharing and ensuring its sustainability over time. An assessment should be carried out to identify the aspects of the IDEEA project that could be continued within the context of other initiatives.

Recommendation 8. In connection with the above, ECLAC should promptly respond to the existing requests from Latin American and Caribbean countries for support for South-South cooperation, particularly with respect to facilitating the distillation and transfer of knowledge and to measuring the effectiveness of this form of international cooperation.

Recommendation 9. In countries where ECLAC has a country office or subregional headquarters, it should consider strengthening efforts to collaborate with the United Nations Country Team and ensure close interaction with the national institutions responsible for international cooperation so as to ensure the sustainability of initiatives. Such efforts should feed into consultations within the Regional Coordination Mechanism, which ECLAC is mandated to coordinate.

Recommendation 10. The communication flows between ECLAC headquarters, subregional headquarters and country offices should be systematized. Subregional headquarters and country offices should be informed of all technical cooperation projects implemented at headquarters that have a national or subregional focus and which require expertise in the relevant topic or geographical area in order to explore potential areas of synergy and cooperation at an early stage of project implementation and to consider the possible decentralization of project implementation to the ECLAC office in the country involved in order to enhance outcomes and impact.

Recommendation 11. In the context of the Regional Coordination Mechanism, ECLAC should enhance its efforts to disseminate its analytical knowledge and the technical work it has carried out on MDGs to the rest of the United Nations system in the region, with a view to further strengthening Government capacities in that connection.

Recommendation 12. ECLAC should further develop a medium- and long-term fund-raising strategy to ensure that the balance between normative and operational work leads to concrete results and responds to the needs of its membership. To achieve an improved balance, ECLAC should select carefully its areas of work and technical cooperation projects.

ANNEX II

List of people interviewed

(a) United Nations staff members and consultants		
Name and position	Institution	Division
Juan Carlos Peña, Acting Chief	ECLAC	PPOD/PPEU
Romain Zivy, Programme Officer	ECLAC	PPOD/PPEU
Chia-Yin Chiang, coordinator for the monitoring of extrabudgetary projects	ECLAC	PPOD/PMU
Olivier Dubois, Associate Programme Officer	ECLAC	PPOD/PMU
Alejandro Bustamante, Programme Assistant	ECLAC	PPOD/PMU
Eduardo Aldunate, coordinator of the IDEAA project	ECLAC	ILPES
Ivonne González, Research Assistant	ECLAC	ILPES
Ricardo Martner, Chief, Budget Policy and Public Administration Unit	ECLAC	ILPES
Dirk Jaspers_Faijter, Chief	ECLAC	CELADE – Population Division of ECLAC
Magda Ruiz, coordinator, Demography and Population Information Unit	ECLAC	CELADE – Population Division of ECLAC
Guiomar Bay, Population Affairs Officer	ECLAC	CELADE – Population Division of ECLAC
Simone Cecchini, Social Affairs Officer	ECLAC	SDD
Nieves Rico, Social Affairs Officer	ECLAC	SDD
Rodrigo Martínez, Regional Adviser	ECLAC	SDD
Francisco Campos, Computer Information Systems Officer	ECLAC	STIC
Arturo León, Consultant (coordinator of the 2010 inter-agency MDG report)	ECLAC	Office of the Executive Secretary
Gerardo Mendoza, Programme Officer	ECLAC	Office of the Executive Secretary
Antonio Prado, Deputy Executive Secretary	ECLAC	Office of the Executive Secretary
Juan Carlos Feres, Chief, Social Statistics Unit	ECLAC	Statistics and Economic Projections Division
Pauline Stockins, Consultant	ECLAC	Statistics and Economic Projections Division
Daniel Taccari, Consultant	ECLAC	Statistics and Economic

		Projections Division
Sonia Montañó, Officer in Charge	ECLAC	Division for Gender Affairs
Kunio Kushiro, Programme Officer	ECLAC	PPOD/PMU
Marianne Schaper, Environmental Affairs Officer	ECLAC	Sustainable Development and Human Settlements Division
Sylvan Roberts, Statistician	ECLAC	Subregional headquarters. Port of Spain
Sheila Stuart, Social Affairs Officer	ECLAC	Subregional headquarters, Port of Spain
Maria Amparo Lasso, Chief, Information Services Unit	ECLAC	Information Services Unit
Alejandro Muñon, Coordination Officer	UNDP, Chile	Office of the Resident Coordinator
Pilar Bascuñan, Coordinator, "Experiences in social innovation",	ECLAC	SDD
Marco Ortega, team member, "Experiences in social innovation",	ECLAC	SDD
Iván Silva, Chief, Local Development Unit	ECLAC	ILPES
Julio Hurtado, Consultant, Development Account project 08/09Y on MDGs at the local level	ECLAC	ILPES
Fabio Villalobos, Consultant, Development Account project 08/09Y on MDGs at the local level	ECLAC	ILPES
Fernando Filgueira, Chief	UNFPA, Uruguay	Country office, Uruguay
Pascual Gerstenfeld, Chief, ECLAC office in Uruguay	ECLAC	Country office, Uruguay
Antonio Molpeceres, Country Director	UNDP	Country office, Uruguay
Juan Carlos Moreno Brid, Economic Affairs Officer	ECLAC	Subregional headquarters, Mexico City
Willy Zapata, Chief, Economic Development Unit	ECLAC	Subregional headquarters, Mexico City
Hugo Ventura, Chief, Energy and Natural Resources Unit	ECLAC	Subregional headquarters, Mexico City
Liza Harakeh, Programme Officer	ECLAC	Subregional headquarters, Mexico City
Miryam Urzua, social development expert	ECLAC	Subregional headquarters, Mexico City
Julio Rosado, Social Affairs Officer	ECLAC	Subregional headquarters, Mexico City
Claudia Schatán, Chief, Trade and Industry Unit	ECLAC	Subregional headquarters, Mexico City
Braulio Serna, Economic Affairs Officer	ECLAC	Subregional

		headquarters, Mexico City
Julie Lennox, Environmental Affairs Officer	ECLAC	Subregional headquarters, Mexico City
Carlos Mussi, Economics Affairs Officer	ECLAC	Country office, Brazil
Clarice Strauss, Consultant, IDEEA project in Brazil	ECLAC	ILPES
Ana Rosa Soares, Programme Officer, MDGs	UNDP	Country office, Brazil
Maristela Marques Baioni, Deputy Resident Coordinator	UNDP	Country office, Brazil

(b) Representatives of national and local governments

Name and position	Institution	Division
Andrés Scagliola, Director Nacional de Política Social	Government of Uruguay	Ministry of Social Development
Martín Rivero, Director de Cooperación Internacional	Office of the President, Government of Uruguay	Office of Planning and the Budget
Agnes Bonavita, Nexa con Naciones Unidas	Office of the President, Government of Uruguay	Office of Planning and the Budget
María Sara Ribero, Directora, Departamento de Desarrollo Social	Municipality of Montevideo	Social Development Department
Elena Ponte, Directora	Municipality of Montevideo	Secretariat for Women's Affairs
Daniel Cal	Municipality of Tacuarembó and the Latin American Centre for Human Economy	
Patricia Veloz Ávila, Directora de Desarrollo Comunitario	National Centre for Gender Equity and Reproductive Health	
Gonzalo E. Robles Valdés, Director de Finanzas y Planeación	Social Development Secretariat, LICONSA	
Raúl Cardoso Flandes, Subdirector de Planeación	Social Development Secretariat, LICONSA	
Axela Romero, Coordinadora del Programa Violencia de Género	Integral Health for Women	
Davi Schmit, Assessor	Executive Office of the President, Government of Brazil	National Secretariat for Political and Institutional Studies and Research

(b) Civil society and academia

Name and Position	Institution	Country
Alfredo Minchilli	Organización San Vicente, "Obra Padre Cacho"	Uruguay
Ana Laura Scarenzio	Organización San Vicente, "Obra Padre Cacho"	Uruguay
Esteban Abad Balderas Muñiz, Director Ejecutivo	CORPJA, Protección del Medio Ambiente	Mexico

María Eugenia Linares Pontón, Coordinadora General y Representante Legal de la Organización	Hacia una Cultura Democrática A. C. (ACUDE)	Mexico
Cedinha Udinal, Coordinadora	Movimento “Nós Podemos Paraná”	Brazil
Isabel Miranda, Coordinadora e Animadora da Rede	Rede de Tecnologia Social	Brazil
Andre Spitz, Coordenador	Rede Nacional de Mobilização Social	Brazil
Sergio Andrade	Agenda Pública: Agência de Análise e Cooperação em Políticas Públicas	Brazil
Christian Mirza, Director, Departamento de Trabajo Social	Universidad de la República de Uruguay, Facultad de Ciencias Sociales	Uruguay

ANNEX III

Documents reviewed

A. GENERAL PROGRAMMING DOCUMENTS

- Proposed strategic framework for the period 2008-2009
- Proposed strategic framework for the period 2010-2011
- Draft programme of work for the biennium 2008-2009
- Draft programme of work for the biennium 2010-2011
- Proposed programme budget for the biennium 2008-2009
- Proposed programme budget for the biennium 2010-2011

B. PROJECT DOCUMENTS

- Development Account, Tranche 5, project 06/07G (IDEEA project), “Strengthening the capacity of Latin American and Caribbean countries to achieve the Millennium Development Goals by sharing information about successful initiatives through a regional network”
- Development Account, Tranche 6, project 08/09Y, “Strengthening capacity of local governments in Latin America to address critical issues arising from internationally agreed development goals”
- Development Account, Tranche 6, project 08/09Z, “Strengthening the capacity of national statistical offices in the Caribbean Small Island Developing States to fulfil the Millennium Development Goals and other internationally agreed development goals”
- Programa de Cooperación CEPAL-AECID 2009-2010
- List of ECLAC MDG-related projects [online] www.eclac.org/mdg/proyectos/

C. Documents relating to the IDEEA project

- Final project report
- Progress and final reports from consultants in Brazil, Chile, Cuba, Ecuador, Honduras, Mexico, Nicaragua and Peru
- Workshop programme and participant evaluations of the workshops held in Antigua, Guatemala, and in Salvador, Brazil
- IDEEA project newsletters, Nos. 1-7
- Terms of reference of the consultants hired at the national level

D. Other progress and final reports

- “Strengthening the capacity of Latin American and Caribbean Countries to fulfil the Millennium Development Goals 2004-2007”, final report
- Programa de Cooperación CEPAL-AECID, final report, June 2010
- “Experiences in social innovation”, CEPAL-W.K. Kellogg Foundation, project notes

E. Other ECLAC documents

- Circular CGI/04/2010
- Circular CGI/09/2009 [[Author: See query in main body. Text will need to be adjusted here.]]
- Misión y Visión del ILPES

F) Other documents

- “Rede Social e Banco de Experiências para o cumprimento das Metas dos Objetivos de Desenvolvimento do Milênio na América Latina e o Caribe”, feasibility study commissioned by the Institute for Applied Economic Research (IPEA) and conducted by Clarice Strauss
- Decree No. 6.2020 of 30 August 2007, Presidência da República do Brasil, Casa Civil, Subchefia para Assuntos Jurídicos [[Author: please confirm the number of this decree]]

ANNEX IV

Data on access and use of the IDEEA website from March 2008 to August 2010

IDEEA database statistics, 31 December 2009 to 26 August 2010

Overview

	Total	Average per day
Hits	20 978	87.77
Pages viewed	10 214	42.74
Visitors	1 416	-
Size	443.24 MB	1.85 MB

By country [[Author: Please verify "Pages viewed" figure for China]]

	Hits	Percentage	Pages viewed	Visitors	Size
Brazil	2 557	22.3	799	94	25.15 MB
United States	2 546	22.2	1 994	367	146.24 MB
China	1 237	10.8	1,23	144	1.79 MB
Mexico	891	7.8	252	52	16.81 MB
Spain	739	6.4	197	30	16.87 MB
Colombia	627	5.5	198	13	6.06 MB
Peru	465	4.1	140	31	41.55 MB
Chile	382	3.3	99	30	8.44 MB
Venezuela (Bol. Rep. of)	353	3.1	151	14	6.97 MB
Bolivia (Plur. State of)	327	2.9	94	17	7.92 MB
Argentina	308	2.7	78	18	2.97 MB
Russian Federation	172	1.5	152	3	829.62 kB
Germany	136	1.2	64	14	2.55 MB
Italy	86	0.7	21	4	486.13 kB
Costa Rica	84	0.7	20	4	3.90 MB
Nicaragua	83	0.7	53	12	18.56 MB
Panama	83	0.7	13	4	1.43 MB
Uruguay	50	0.4	11	3	1.79 MB
Portugal	49	0.4	6	2	525.27 kB
Guatemala	44	0.4	21	4	611.79 kB
20 other countries	253	2.2	126	-	1.69 MB
Total	11 472	100%	5 719	-	313.09 MB

By file type

	<i>Hits</i>	<i>Percentage</i>	<i>Pages viewed</i>	<i>Visitors</i>	<i>Size</i>
GIF	5 097	28.2	0	450	14.61 MB
HTM	3 466	19.2	3 466	1,006	368.28 MB
CSS	2 359	13.1	0	471	2.97 MB
XML	1 996	11.0	1 996	453	1.33 MB
TXT	1 815	10.0	1 815	546	44.31 kB
JPG	1 155	6.4	0	434	31.23 MB
JS	895	5.0	0	464	14.76 MB
SWF	725	4.0	0	471	8.21 MB
ICO	533	3.0	0	405	727.71 kB
HTML	23	0.1	23	15	90.62 kB
1 other item	3	0.0	3	-	933 B
<i>Total</i>	<i>18 067</i>	<i>100%</i>	<i>7 303</i>	<i>-</i>	<i>442.25 M</i>

IDEEA database statistics, 31 January 2009 to 31 December 2009**Overview**

	<i>Total</i>	<i>Average per day</i>
Hits	75 704	225.98
Pages viewed	30 447	90.89
Visitors	3 009	-
Size	768.49 MB	2.29 MB

By geographical location

	<i>Hits</i>	<i>Percentage</i>	<i>Pages viewed</i>	<i>Visitors</i>	<i>Size</i>
Brazil	9 861	21.3	3,055	306	95.74 MB
United States	5 042	10.9	3,99	497	78.61 MB
Chile	4 349	9.4	1,376	150	47.04 MB
Mexico	3 677	8.0	1,175	120	33.22 MB
China	3 607	7.8	3,566	253	1.97 MB
Peru	3 264	7.1	848	111	29.60 MB
Colombia	2 965	6.4	883	47	28.53 MB
Argentina	2 835	6.1	761	88	30.01 MB
Spain	1 555	3.4	344	73	21.93 MB
Bolivia (Plur. State of)	1 238	2.7	253	33	11.75 MB
Venezuela (Bol. Rep. of)	1 049	2.3	258	31	11.39 MB
Uruguay	983	2.1	290	25	9.17 MB
Costa Rica	670	1.4	243	14	5.89 MB
Guatemala	653	1.4	215	9	8.32 MB
European Union countries (excluding Germany and Spain)	506	1.1	88	1	3.68 MB
El Salvador	481	1.0	94	13	3.91 MB
Panama	418	0.9	99	9	3.11 MB
Ecuador	330	0.7	92	13	3.10 MB
Germany	304	0.7	106	35	6.35 MB
Canada	257	0.6	90	16	2.15 MB
36 other countries	2 167	4.7	732	-	26.56 MB
Total	46 211	100%	18,558	-	462.02 MB

By file type [[Author: Verify "Hits" for HTM and JPG and "Pages viewed" for HTM]]

	<i>Hits</i>	<i>Percentage</i>	<i>Pages viewed</i>	<i>Visitors</i>	<i>Size</i>
GIF	21 537	31.9	0	1 511	61.89 MB
CSS	10 429	15.4	0	1 519	12.13 MB
HTM	9,95	14.7	9,95	2 079	425.37 MB
XML	8 947	13.2	8 947	1 371	6.49 MB
JPG	5,08	7.5	0	1 449	119.40 MB
JS	3 627	5.4	0	1 499	45.20 MB
TXT	3 265	4.8	3 265	833	79.75 kB
SWF	2 761	4.1	0	1 426	92.33 MB
ICO	1 823	2.7	0	1 229	2.41 MB
HTML	128	0.2	128	106	461.27 kB
5 other items	17	0.0	17	-	7.62 kB
Total	67 564	100%	22 307	-	765.77 MB

IDEEA database statistics, 31 March 2008 to 31 December 2008**Overview**

	<i>Total</i>	<i>Average per day</i>
Hits	88 279	319.85
Pages viewed	25 772	93.38
Visitors	2,689	-
Size	822.06 MB	2.98 MB

By country **[[Author: Verify items highlighted in yellow]]**

	<i>Hits</i>	<i>Percentage</i>	<i>Pages viewed</i>	<i>Visitors</i>	<i>Size</i>
Chile	13 457	19.8	3 547	224	97.29 MB
Mexico	11 276	16.6	2 812	331	102.78 MB
Peru	7 393	10.9	1 717	199	71.29 MB
United States	5 799	8.5	3 091	350	49.57 MB
Argentina	5 077	7.5	1 467	141	48.77 MB
Brazil	4 229	6.2	1,13	165	45.78 MB
Spain	2 287	3.4	604	96	19.65 MB
Bolivia (Plur. State of)	2 206	3.2	492	58	17.17 MB
Colombia	2 097	3.1	551	58	23.27 MB
Guatemala	1 977	2.9	489	33	20.08 MB
Venezuela (Bol. Rep. of)	1 955	2.9	567	68	18.58 MB
Ecuador	1 297	1.9	403	40	12.30 MB
El Salvador	1 229	1.8	306	32	9.82 MB
Costa Rica	966	1.4	244	24	7.90 MB
Uruguay	826	1.2	208	21	7.29 MB
Paraguay	733	1.1	164	9	5.18 MB
Panama	678	1.0	147	16	5.79 MB
Nicaragua	556	0.8	144	11	4.99 MB
Germany	394	0.6	110	38	4.53 MB
United Kingdom	316	0.5	82	13	2.42 MB
46 other countries	3 362	4.9	955	-	33.02 MB
Total	68,11	100%	19,23	-	607.48 MB

By file type [[Author: Verify items highlighted in yellow]]

	<i>Hits</i>	<i>Percentage</i>	<i>Pages viewed</i>	<i>Visitors</i>	<i>Size</i>
GIF	30 262	35.4	0	1,836	85.91 MB
CSS	14 048	16.4	0	1,796	15.99 MB
HTM	11 911	13.9	11 11	2,168	361.27 MB
XML	9 329	10.9	9 329	1,682	7.94 MB
JPG	7 429	8.7	0	1,747	154.82 MB
JS	5 242	6.1	0	1,791	57.17 MB
SWF	3 458	4.0	0	1,768	134.65 MB
ICO	2 068	2.4	0	1,293	2.72 MB
TXT	1 621	1.9	1 621	354	39.26 kB
HTML	204	0.2	204	130	779.17 kB
3 other items	15	0.0	15	-	12.11 kB
Total	85 587	100%	23,08	-	821.28 MB

IDEEA database statistics, 31 August 2007 to 30 November 2007**Overview**

	<i>Total</i>	<i>Average per day</i>
Hits	22,066	239.85
Page views	5,359	58.25
Visitors	186	-
Size	140.89 MB	1.53 MB

By geographical location **[[Author: Verify items highlighted in yellow]]**

	<i>Hits</i>	<i>Percentage</i>	<i>Pages viewed</i>	<i>Visitors</i>	<i>Size</i>
Chile	8,25	42.5	2 186	11	40.45 MB
Brazil	2 831	14.6	659	26	25.18 MB
Peru	1 835	9.5	421	18	17.06 MB
Mexico	1 283	6.6	281	7	6.49 MB
Argentina	1,06	5.5	327	6	4.36 MB
Haiti	944	4.9	197	4	4.79 MB
Dominican Republic	611	3.2	108	15	7.41 MB
Cuba	578	3.0	188	6	5.53 MB
Costa Rica	434	2.2	90	8	2.61 MB
Colombia	414	2.1	94	14	2.71 MB
Bolivia (Plur. State of)	371	1.9	62	6	2.70 MB
Guatemala	178	0.9	44	7	1.51 MB
Puerto Rico	174	0.9	32	2	1.08 MB
United States	132	0.7	57	19	1.36 MB
Uruguay	83	0.4	20	4	385.73 kB
Spain	70	0.4	14	2	410.18 kB
United Kingdom	68	0.4	11	1	346.14 kB
Germany	41	0.2	5	2	423.87 kB
Austria	24	0.1	4	1	165.43 kB
Trinidad and Tobago	14	0.1	4	1	34.40 kB
<i>Total</i>	<i>19 395</i>	<i>100%</i>	<i>4 804</i>	<i>-</i>	<i>124.97 MB</i>

By file type [[Author: Verify items highlighted in yellow]]

	<i>Hits</i>	<i>Percentage</i>	<i>Pages viewed</i>	<i>Visitors</i>	<i>Size</i>
GIF	8 331	38.7	0	161	12.58 MB
CSS	3 774	17.5	0	162	2.62 MB
HTM	2 853	13.3	2 853	172	76.96 MB
JPG	2 074	9.6	0	159	19.62 MB
XML	1,92	8.9	1,92	153	1.89 MB
JS	1 438	6.7	0	160	6.46 MB
SWF	908	4.2	0	157	20.35 MB
ICO	182	0.8	0	89	207.33 kB
HTML	23	0.1	23	9	34.82 kB
TXT	23	0.1	23	11	575 B
<i>Total</i>	<i>21 526</i>	<i>100%</i>	<i>4 819</i>	<i>-</i>	<i>140.72 MB</i>

ANNEX V

QUESTIONNAIRE USED IN THE ELECTRONIC SURVEY

FORMULARIO DE EVALUACIÓN SEMINARIO DE INTERCAMBIO DE EXPERIENCIAS RED IDEEA/RED DE INTERCAMBIO Y DIFUSIÓN DE EXPERIENCIAS PARA ALCANZAR LOS ODM

Sección N°1: Perfil de Participantes

El propósito de las siguientes preguntas es determinar el perfil de los encuestados que responden el cuestionario. Estas respuestas son opcionales.

¿Dónde trabaja actualmente?

- Institución Pública
- Academia / Universidad
- Sector Privado
- Organización Internacional
- Sociedad Civil / ONG
- Otro:

Nombre de la institución a la que representa:

¿Cuál es su cargo actual?

- Gerente – Director
- Funcionario Técnico
- Investigador, académico
- Otro (especifique)

Sección N° 2: Participación y Membresía en la Red IDEEA

Las siguientes preguntas se referencia a el uso de la Base de datos de la Red IDEEA.

¿Ha consultado alguna vez la base de datos de la red IDEEA?

- Si
- No
- Sí su respuesta ha sido "No", por favor explicar las razones.

Sí su respuesta ha sido "No". Por favor diríjase a la Sección 3, pregunta N° 13.

¿Cuando ingresa a la base de datos de la red IDEEA, encuentra fácilmente la información que busca?

- Si
- No
- Si su respuesta ha sido "No", ¿puede por favor darnos sus sugerencias para mejorar el sistema y su utilidad?

¿Qué tipo de información busca cuando consulta la base de datos de la red IDEEA? Puede seleccionar más de una alternativa.

- Descripción de actividades e iniciativas exitosas
- Análisis de factores que inciden sobre los resultados e impactos de las iniciativas
- Contactos con personas o instituciones de su mismo país u otros.
- Otro, por favor especifique

¿Con que frecuencia ha ingresado a la página web de la base de datos de Red IDEEA?

Semanalmente	Mensualmente	Trimestralmente	Semestralmente	Anualmente	N u n c a
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Si su respuesta ha sido "Nunca", ¿Por favor explique la razón de ello?

¿Cuándo fue la ultima vez que ingreso a la base de datos?

- Hace un mes
- Hace tres meses
- Hace seis meses
- Hace un año
- No recuerdo

¿Cuán relevante es la información contenida en la base de datos de la red IDEEA para mejorar el desempeño de sus funciones y de la institución en que usted trabaja?

Muy Relevante	R e l e v a n t e	Ni Relevante, ni irrelevante	Poco Relevante	I r r e l e v a n t e	N / A
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Según su criterio, ¿cuál(es) ha(n) sido la(s) fortaleza(s) y debilidad(es) de la Red IDEEA?

¿Qué tipo de seguimiento cree usted que se debería realizar para el uso y actualización de la Red IDEEA?

Sección N° 3: Participación en Seminarios y Conferencias.
Las siguientes preguntas tienen como función el evaluar los efectos de los seminarios.

¿En cuál de los seminarios participó? Por favor marcar los que corresponde.

- El realizado el 18 y 19 de Agosto de 2009 en la Ciudad Antigua, Guatemala.
- El realizado el 19 y 20 de Noviembre de 2009 en Salvador de Bahía, Brasil.
- Ninguno.

Sí contesto "Ninguno", por favor pase a la pregunta N° 18.

¿Cómo calificaría usted el seminario de la Red IDEEA?

M u y ú t i l	Ú t i l	N i ú t i l , n i i n ú t i l	P o c o ú t i l	I n ú t i l	N / A
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

¿Qué aspectos del seminario han sido mayormente útiles? Puede seleccionar más de una alternativa.

- Intercambio de experiencias
- Obtención de conocimiento técnico
- Establecimiento de nuevos contactos
- Otro:

Ilustre con ejemplos la utilidad de los seminarios donde participó.

A partir del seminario, ¿ha desarrollado actividades de colaboración personal o institucional sobre la base de los contactos obtenidos?

- Si
- No
- Le rogamos detallar su respuesta.

Si hubiera un seguimiento al proyecto que organizó los seminarios por parte de la CEPAL, ¿cuáles serían sus dos o tres principales recomendaciones? Por favor explique brevemente.

¡Ha completado el cuestionario!

Muchas Gracias nuevamente por haberse tomado el tiempo para completarlo

Su opinión es extremadamente valiosa en este proceso

Haga clic en el botón "submit" para enviar sus respuestas

Si tiene alguna consulta o quiere enviar documentación relacionada, comuníquese con

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