



UNITED NATIONS



FINAL ASSESSMENT REPORT

**August
2015**

ASSESSMENT OF DEVELOPMENT ACCOUNT PROJECT 10/11 G

**Improving the Management of Resources
for the Environment in Latin America
and the Caribbean**



UNITED NATIONS



FINAL ASSESSMENT REPORT

ASSESSMENT OF DEVELOPMENT ACCOUNT
PROJECT 10/11 G

**Improving the Management of Resources for the Environment
in Latin America and the Caribbean**

August 2015

This report was prepared by Evan Green, an external consultant, who led the evaluation. Mr. Green worked under the overall guidance of Raúl García-Buchaca, Chief of the Programme Planning and Operations Division of the Economic Commission for Latin America and the Caribbean (ECLAC), and Sandra Manuelito, Officer-in-Charge of the Programme Planning and Evaluation Unit, and under the direct supervision of Irene Barquero, Programme Officer of the same unit, who provided strategic and technical guidance, coordination, and methodological and logistical support. The evaluation also benefited from the assistance of María Victoria Labra, Programme Assistant, and Carolina Trajan, Unit Intern, also of the Programme Planning and Evaluation Unit.

The evaluation team is grateful for the support provided by its project partners at ECLAC, all of whom were represented in the Evaluation Reference Group (ERG). Warm thanks go to the programme managers of the Sustainable Development and Human Settlements Division of ECLAC for their cooperation throughout the evaluation process and their assistance in the review of the report, in particular Carlos de Miguel, Head of the Policies for Sustainable Development Unit, and David Barrio, Legal Officer.

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

The annexes to this evaluation report have been reproduced without formal editing.

CONTENTS

ACRONYMS.....	iii
EXECUTIVE SUMMARY	v
1. INTRODUCTION	1
1.1. CONTEXT	1
1.1.1. The Development Account	1
1.2. BACKGROUND ON THE PROJECT.....	2
1.3. OBJECTIVE AND SCOPE OF THE ASSESSMENT	2
2. ASSESSMENT MANAGEMENT	4
2.1. ASSESSMENT STRATEGY	4
2.2. ASSESSMENT APPROACH: DATA GATHERING AND ANALYSIS METHODS	4
2.2.1. Inception phase.....	4
2.2.2. Data collection phase	5
2.2.3. Data analysis & reporting phase	7
2.3. LIMITATIONS	8
3. FINDINGS AND ANALYSIS.....	9
3.1. ANALYSIS OF PROBLEM AND OBJECTIVE TREES AND THEORY OF CHANGE	9
3.1.1. Problem tree	9
3.1.2. Objective tree.....	11
3.1.3. Logical framework	12
3.2. RELEVANCE	14
3.2.1. Relevance of the project and its activities to the region and countries	14
3.2.2. Links to the ECLAC mandate.....	16
3.3. EFFECTIVENESS	17
3.3.1. Management of financial resources for the environment	17
3.3.2. Contributions to the sustainable development processes of Rio+20 and Principle 10.....	20
3.3.3. Supporting national climate change planning and processes	23
3.3.4. Gender mainstreaming.....	25
3.4. EFFICIENCY	26
3.4.1. Organizational factors and ECLAC project management.....	26
3.4.2. Coordination within ECLAC	28
3.5. SUSTAINABILITY AND REPLICATION	29
3.5.1. Replication of activities and sustainability within participating countries	29
4. LESSONS LEARNT AND BEST PRACTICES.....	32
5. CONCLUSIONS	34
6. KEY RECOMMENDATIONS.....	37
ANNEXES	
ANNEX 1: EVALUATION DESIGN MATRIX	42
ANNEX 2: INTERVIEW PROTOCOL	48
ANNEX 3: ASSESSMENT QUESTIONS.....	52
ANNEX 4: SIMPLIFIED LOGICAL FRAMEWORK	55
ANNEX 5: LIST OF STAKEHOLDERS CONSULTED THROUGH INTERVIEWS	58
ANNEX 6: BIBLIOGRAPHY	59
ANNEX 7: STAKEHOLDER MAP	61
ANNEX 8: EVALUATOR'S REVISION MATRIX	62

ACRONYMS

Acronym	Definition
DA	Development Account
EAs	Expected Accomplishments
ECLAC	Economic Commission for Latin America and the Caribbean
ERG	Evaluations Reference Group
FAO	Food and Agriculture Organization of the United Nations
GA	General Assembly
IADGs	Internationally Agreed Upon Goals
IDB	Inter-American Development Bank
INEGI	National Institute of Statistics and Geography
IR	Inception report
LAC	Latin America and the Caribbean
MDGs	Millennium Development Goals
OECD	Organization for Economic Cooperation and Development
PPBME	Monitoring of Implementation and the Methods of Evaluation
PPEU	Programme Planning and Evaluation Unit
PPOD	Programme Planning and Operations Division
RBM	Results-based management
ToR	Terms of reference
UN	United Nations
UN DESA	United Nations Department of Economic and Social Affairs
UNECE	United Nations Economic Commission for Europe
UNEG	United Nations Evaluation Group
UNEP	United Nations Environment Programme
UNFPA	United Nations Population Fund
UN-Habitat	United Nations Human Settlements Programme
UNICEF	United Nations Children's Fund
UNITAR	United Nations Institute for Training and Research
UNODC	United Nations Office on Drugs and Crime
WFP	World Food Programme

EXECUTIVE SUMMARY

- I. In Latin America and the Caribbean, the resources allocated to environmental sustainability efforts are considered to be insufficient. At the same time, these resources are not being adequately identified, tracked or monitored. This leads to an inefficient use of resources, budgetary constraints, and conflicts between macroeconomic policies and environmental policy objectives. This lack of financial management of environmental resources ultimately works against the environmental sustainability goals that the resources were designated to achieve. Some of the challenges identified for the region include the lack of systematic tracking of financial resources for sustainable development within countries, lack of coordination between environmental policies and other policies within the country, financial constraints working against environmental goals, and a need for greater national or regional efforts to address environmental finances on a permanent and comprehensive basis. There are also key gaps in Latin America and the Caribbean with regard to policy coordination on environmental issues, legal and constitutional mandates for environmental sustainability, and environmental institution budgets. Furthermore, there is a lack of technical capacity for effectively managing and tracking environmental resources and tackling continued environmental degradation.
- II. The Development Account project “Improving the Management of Resources for the Environment in Latin America and the Caribbean” (US\$ 554,500) was scheduled to be implemented between 2010 and 2013. In 2012, a one-year extension was approved, which took project activities into 2014-2015. The aim of the project is to improve the knowledge and abilities of governmental institutions collaborating on environmental management in Latin America and the Caribbean by strengthening the capacities of officials in beneficiary countries to identify, allocate and track potential resources for environmental interventions. The expected accomplishments (EAs) were:
 - Improved availability of information regarding national environmental budget;
 - Enhanced policy coordination mechanisms among sectors and levels of the government to contribute to the design of policy responses, related to climate change mitigation and adaptation, and;
 - Improved knowledge and management from government institutions of current trends and opportunities in the international financing sources for environment, including climate change, available for countries in the Latin America and Caribbean region.
- III. As may be seen, the original project design focused on the management of financial resources and national climate change planning. However, during project implementation, key areas of work presented themselves that were a priority for the region during that period, such as Rio+20 and, later, Principle 10. Given that these sustainable development processes were important for the region as well as for ECLAC, certain activities were incorporated into the project with a focus on these processes, despite the fact that they are not represented in the original project design, logical framework, EAs etc. Nevertheless, they are considered key activities of the project.
- IV. ECLAC undertakes internal assessments of each of its Development Account projects in accordance with Development Account requirements. Assessments are defined by ECLAC as brief end-of-project evaluation exercises aimed at assessing the relevance, efficiency, effectiveness and sustainability of project activities. They are undertaken as desk studies and

consist of a document review, stakeholder survey, and a limited number of telephone-based interviews. The final assessment of this project was undertaken from February to July 2015. It is retrospective and summative in nature and considers both anticipated and unanticipated key results. It looks at all project activities and, to the extent possible, at non-project activities.

- V. The approach utilized for this assessment comprised three key phases: inception phase, data collection phase and the data analysis and reporting phase. The inception phase included a preliminary document and literature review, the drafting of an inception report/workplan and the development of data collection tools for the subsequent desk review, surveys and interviews. During the data collection phase, interviews and surveys were conducted with key project stakeholders, including ECLAC project managers, partner institutions and beneficiaries. Lastly, and based on the data collected through a thorough review of all project documentation as well as the interviews and surveys with key stakeholders, the data analysis and reporting phase entailed the drafting of this final assessment report.
- VI. This assessment evaluates the efficiency, effectiveness, sustainability and relevance of the project in order to determine whether or not it has achieved its objectives. Specifically, it examines how the project's activities and results have contributed to improving the knowledge and abilities of governmental institutions collaborating on environmental management in Latin America and the Caribbean, in particular the ministries of environment and finance, to more effectively identify, allocate and manage financial resources dedicated to the environment.
- VII. Some of the lessons learnt and best practices identified during this assessment that could be considered in future and similar initiatives include:
 - Providing more technical assistance to enable countries to implement methodologies for tracking financial resources for the environment is critical, as this could be essential to the implementation of the methodologies developed by the project.
 - Ensuring the public and non-governmental organizations/civil society organizations participate in regional processes in order to encourage transparency and strengthen the overall process can improve the effectiveness of such initiatives and the processes they aim to influence.
 - Use of inclusive implementation mechanisms when managing such projects, such as virtual meetings, can enhance overall participation and efficiency.
 - Flexibility in project scope and activities can help to ensure that the project is able to adapt to different contexts and evolve appropriately in response to shifting needs and priorities.

VIII. The key recommendations are:

- In the context of future projects, the logical framework should be expanded upon and improved in order to ensure accurate monitoring, evaluation and reporting throughout the project life cycle.
- At the planning stage of future projects, careful consideration should be given to ongoing or future regional and global processes that may ultimately affect the region's priorities and needs.
- The stakeholders and participants invited to technical workshops should be the most relevant technical staff from government institutions to ensure knowledge transfer and sustainability within the country.

- Future initiatives aimed at improving the ability of countries to measure environmental or other expenditures should include the provision of more technical assistance and support to relevant government stakeholders in participating countries on the implementation of relevant methodologies for tracking public expenditures on sustainable development and utilizing these results to bring about policy change.
 - The public and civil society organizations/non-governmental organizations should be strongly and continually engaged in Principle 10 and similar sustainable development processes.
 - Future initiatives in the Latin American and Caribbean region that address inclusive sustainable development should consider focusing on increasing the participation from the following areas/sectors:
 - The Caribbean subregion
 - Local representatives of municipal government and schools
 - Youth
 - Academia
 - Private businesses
- IX. Although project design initially focused more on the management of financial resources for sustainable development and national planning for climate change, the incorporation of other relevant and related project activities added value to the results and purpose of the initiative. The work undertaken was a fairly ambitious approach to sustainable development, which took into consideration social and human dimensions, as well as financial and economic dimensions. Financing, expenditure, economic and legal instruments, technologies and methodologies, strategies and policies, data and governance in relation to environmental management were all included in project activities. They were supported through events, conferences, meetings, technical assistance and publications, and ranged from very specific work on financial management to regional discussions on sustainable development and access to information.
- X. The sheer variety of work undertaken is notable, particularly given the small budget and the results that were obtained. Yet all the areas of work were not only fundamentally interrelated but also equally relevant to stakeholders that participated. Consequently, while improvements could have been made in some areas, the project has achieved most of its objectives and more, and will likely lead to further initiatives and activities in these areas of work.

1. INTRODUCTION

1. This draft final assessment report presents an assessment of the Development Account project “Improving the Management of Resources for the Environment in Latin America and the Caribbean”. This assessment was carried out by Evan Green (herein referred to as the Consultant), as commissioned by the Economic Commission for Latin America and the Caribbean (ECLAC).
2. The report is made up of the following sections:
 - Section 1: Introduction. This section provides an overview of the context and the background of the project as well as the scope of the assessment.
 - Section 2: Assessment management. This section highlights the overall assessment approach and the methodologies used for data gathering and analysis.
 - Section 3: Findings and analysis. This section examines the key findings and conclusions reached on the basis of the data collected for this assessment. It is based on the four assessment criteria outlined in the terms of reference (relevance, effectiveness, efficiency and sustainability) and includes an analysis of the project’s problem and objective trees.
 - Section 4: Lessons learnt, best practices and recommendations. This section provides a summary of the lessons learnt and recommendations arising from this assessment.

1.1. Context

3. During the Regional Preparatory Conference of Latin America and the Caribbean for the World Conference on Sustainable Development in 2001, ECLAC, the United Nations Development Programme (UNDP) and the United Nations Environment Programme (UNEP) prepared a document that formed the basis for discussions on financing for sustainable development. Following this event, ECLAC and UNDP presented a detailed assessment of financing flows for the environment in Latin America and the Caribbean at the World Summit on Sustainable Development in Johannesburg. This assessment found that there was a key gap in Latin America and the Caribbean with regard to policy coordination on environmental issues, legal and constitutional mandates for environmental sustainability, adequate budgets within environmental institutions, and capacity for managing financial resources for the environment. As these issues have become more prevalent in international discussions of sustainable development, a clear need has been identified for strengthening environmental institutions’ knowledge and capacities to manage resources and incentives more effectively.

1.1.1. The Development Account

4. The Development Account was established by the General Assembly in 1997 as a mechanism to fund capacity development projects carried out by the economic and social entities of the United Nations. Projects financed by the Development Account aim at achieving development impact by building the socioeconomic capacity of developing countries through collaboration at the national, subregional, regional and inter-regional levels. Development Account projects are implemented by global and regional entities, cover all regions of the globe, and focus on five thematic clusters.¹ Projects are

¹ Development Account projects are implemented in the following thematic areas: advancement of women; population/countries with special needs; drug and crime prevention; environment and natural resources; governance and institution building; macroeconomic analysis, finance and external debt; science and technology for development; social development and social integration; statistics; sustainable development and human settlement; and trade.

programmed in tranches, which represent the Account's programming cycle. The Development Account is funded from the Secretariat's regular budget and ECLAC is one of its 10 implementing entities.

1.2. Background of project

5. The project "Improving the Management of Resources for the Environment in Latin America and the Caribbean" (US\$ 554,500) was scheduled to be implemented between 2010 and 2013. In 2012, a one-year extension was approved, which took project activities into 2014-2015. The aim of the project is to improve the knowledge and abilities of governmental institutions collaborating on environmental management in Latin America and the Caribbean by strengthening the capacities of officials within beneficiary countries to identify, allocate and track potential resources for environmental interventions. The expected accomplishments (EAs) were:
 - Improved availability of information regarding national environmental budget;
 - Enhanced policy coordination mechanisms among sectors and levels of the government to contribute to the design of policy responses, related to climate change mitigation and adaptation, and;
 - Improved knowledge and management from government institutions of current trends and opportunities in the international financing sources for environment, including climate change, available for countries in the Latin America and Caribbean region.
6. In addition to contributing to better management of financial resources for sustainable development, this project also aimed to support policy coordination on climate change mitigation and adaptation within participating countries. In this area of work, complementary initiatives were identified during implementation that benefited from ECLAC support, such as the United Nations Conference on Sustainable Development (Rio+20) and a related process concerning Principle 10 of the Rio+20 Declaration. Support to these regional and global sustainable development processes was therefore incorporated into project activities.

1.3. Objective and scope of the assessment

7. This assessment aligns with General Assembly resolutions 54/236 of December 1999 and 54/474 of April 2000, which endorsed the Regulations and Rules Governing Programme Planning, Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (PPBME). As part of the strengthening of the evaluation function to support and inform the decision-making cycle in the United Nations Secretariat in general and ECLAC in particular, and within the normative recommendations made by different oversight bodies endorsed by the General Assembly, the Executive Secretary of ECLAC is implementing an evaluation strategy that includes periodic evaluations of different areas of the organization's work. This is therefore a discretionary internal evaluation managed by the Programme Planning and Evaluation Unit of the Programme Planning and Operations Division (PPOD) at ECLAC.
8. ECLAC undertakes internal assessments of each of its Development Account projects in accordance with Development Account requirements. Assessments are defined by ECLAC as brief, end-of-project evaluation exercises aimed at assessing the relevance, efficiency,

effectiveness and sustainability of project activities. They are undertaken as desk studies and consist of a document review, stakeholder survey, and a limited number of telephone-based interviews. The final assessment of this project was undertaken from February to July 2015. It is retrospective and summative in nature and considers both anticipated and unanticipated key results. It looks at all project activities and, to the extent possible, at non-project activities. Specifically, it seeks to:

- Analyse the design of the project as well as the relevance of its stated goals to the thematic area and region within which it operated.
 - Assess the project's level of efficiency in implementing its activities, including its governance and management structures.
 - Take stock of the results obtained by the project and evaluate the extent to which it achieved its objectives.
9. This assessment evaluates the efficiency, effectiveness, sustainability and relevance of the project in order to assess whether or not it has achieved its objectives. Specifically, it examines how the project activities and results have contributed to improving the capacity and knowledge of governments in the Latin American and Caribbean region with respect to the management of financial resources for sustainable development.
10. The target audience and principal users of the evaluation include all implementing partners and beneficiaries, the Programme Manager of the Development Account, as well as other Regional Commissions and agencies of the United Nations system. The unit of analysis for this assessment is the project itself, including its design, implementation and effects. The assessment was conducted in line with the norms, standards and ethical principles of the United Nations Evaluation Group (UNEG).² Finally, as agreed, the Consultant has not treated this assessment as a fully fledged evaluation; nevertheless, the ECLAC guiding principles to the assessment process were applied as far as possible.

² Standards for Evaluation in the UN System, UNEG, April 2005. <http://www.unevaluation.org/document/detail/22>. Norms for Evaluation in the UN System, UNEG, April 2005. <http://www.uneval.org/document/detail/21>. UNEG Ethical Guidelines for Evaluation, UNEG, March 2008. <http://www.unevaluation.org/document/detail/102>.

2. ASSESSMENT MANAGEMENT

11. This section provides an overview of the strategy used during this assessment process as well as details of the data-gathering and analysis approach and methods.

2.1. Assessment strategy

12. The strategy used during this assessment has focused on addressing the evaluation questions presented in the terms of reference in a timely manner (these questions are found in Annex 3). By adopting this strategy, an independent, participatory and professional approach has been taken. The Consultant worked independently but received organizational support from ECLAC in setting up interviews and managing the online survey.
13. The methodological principles set forth below helped to guide the assessment process.
- **Participative evaluation:** The Consultant fully adheres to the UNEG guidelines stating that: "...evaluations should be carried out in a participatory and ethical manner..." The Consultant made every effort possible to involve many of the key stakeholders linked in one way or another to the project, within the very relevant constraints of time and resources.
 - **Triangulation of observations and findings:** The assessment applied the information and data triangulation method to answer the evaluation questions. To the extent possible, the Consultant ensured that all findings through each line of inquiry were cross-checked with one another (desk research, interviews and the electronic surveys) in order to comprehensively answer the evaluation questions.
 - **Participative and iterative management:** To ensure the mandate was in line with the proposed and adapted timeline, the Consultant took a flexible approach to management of the assessment process.
 - **Application of knowledge:** Throughout the mandate, the evaluation Consultant used his theoretical and practical knowledge in the areas of evaluation, climate change, human rights, results-based management, UN/ECLAC programming, report writing and all other relevant domains.

2.2. Assessment approach: data gathering and analysis methods

14. The approach utilized comprised three key phases: inception phase, data collection phase, and the data analysis and reporting phase. This approach and these phases are outlined below.

2.2.1. Inception phase

Step 1: Preliminary document and literature review

15. The purpose of this phase was for the Consultant to familiarize himself with the project, the main stakeholders and partners, the beneficiaries, and the results achieved to date. This entailed a desk review of relevant project documentation as well as a stakeholder mapping of key actors (Annex 7).

Step 2: Inception report/workplan & development of data collection tools

16. A key element of the assessment was the inception report. This provided an overall approach to the project's assessment and helped to build up a picture of the assignment's activities so that the necessary time and resources could be identified and made available. The Consultant prepared a draft inception report that described the methodology to be used, including an evaluation matrix and a detailed workplan.
17. To ensure a rigorous approach to assessment planning, an evaluation design matrix was developed that outlined evaluation criteria, key questions, sub-questions, indicators, and sources from which data would be collected to address the issues. The matrix served as an overarching tool to guide the preparation of the data collection tools and efforts to implement them. The evaluation design matrix is presented in Annex 1.
18. This assessment encompassed the design, implementation and results stages of the Development Account project and was structured around four UNEG standard evaluation criteria: relevance, efficiency, effectiveness and sustainability (the impact of the project was not addressed in this assessment). To assess performance according to the criteria (and sub-criteria), a combination of content analysis along with electronic survey and semi-structured interview (by telephone/Skype) results was triangulated. Please see Annex 3 for a list of the assessment questions that were outlined in the terms of reference. These illustrate how the evaluation criteria and key guiding questions to the stakeholders were grouped. Given the large number of questions that could capture the same or very similar responses, the evaluation design matrix aimed to avoid repetition and lengthiness with fewer but more encapsulating questions.

2.2.2. Data collection phase

19. On the basis of the evaluation matrix, data gathering tools were developed and focused on the essential issues pertaining to the assessment's guiding questions. This assessment utilized a mixed methods approach to data collection and analysis and used the following data collection methods to obtain responses to the aforementioned list of assessment questions.

1. Desk review

20. The Consultant reviewed and identified relevant sources of information and conceptual frameworks that fell within the framework of the project. A number of documents were reviewed, including: allotment advice, redeployments, the project document, progress reports, the final report, meeting reports, workshop-related documents, studies, and terms of reference for different consultancy works. Both gender and human rights were considered, particularly when reviewing information on meetings and events that were organized, as well as the key participants. Please refer to Annex 6 for a full list of documents reviewed.
21. Furthermore, the main stakeholders of the project were mapped, including managers, implementing partners inside and outside the United Nations system, and programme beneficiaries. Please refer to Annex 7 for the stakeholder map.

2. Interviews and surveys

22. A limited number of interviews (semi-structured, in-depth, key informant) were carried out via telephone and Skype with project stakeholders to capture the perspectives of a sample of managers, beneficiaries, participating ministries, departments and agencies, and/or other counterparts.
23. Similarly, electronic surveys were designed for the collection of data from key stakeholders. The Consultant aimed to survey a sample of stakeholders from participating countries, such as policymakers from government ministries, other government officials from the economic, environment and finance ministries, project managers at ECLAC, and other partners who were involved in the project at the planning, implementation or other phases. In order to take into consideration the extent to which the project addressed human rights, survey questions were formulated to gauge the involvement of civil society, youth and ethnic minorities. The Programme Planning and Evaluation Unit administered the surveys and consolidated the data for use by the Consultant.
24. The key informants of the interviews and surveys can be grouped as follows:
 - **ECLAC project managers:** This group consisted of ECLAC representatives who were involved in the project from the Port of Spain, Santiago and Mexico offices.
 - **Beneficiaries:** This group included representatives from government ministries and institutions as well as other participants in the project activities.
 - **Partner institutions:** This was quite a varied group and included partners from other regional and international organizations as well as from universities, research centres and NGOs.
25. The activities undertaken as part of the project can also be split into three categories:
 - **Events and seminars:** These consisted of regional and high-level meetings (both online and in-person) that were held to support project activities.
 - **Publications and studies:** These were country-level and regional studies conducted and published that examined methodologies and options for measuring environmental expenditures, the economics of climate change, sustainable development, etc.
 - **Technical assistance:** This consisted of the capacity-building support provided by ECLAC to countries.
26. This is useful for understanding the way in which the project was formulated as well as any disaggregation that was performed throughout the draft final assessment report on the basis of these categories. Table 1 presents the number of stakeholders that were contacted and the overall response rate.

Table 1
Response rate

	Beneficiaries	Partner institutions	ECLAC project managers	Total
Interviews				
Number of stakeholders contacted	13	2	3	18
Number of stakeholders interviewed	7	0	3	10
Surveys				
Number of stakeholders contacted	299	11	11	321
Number of survey responses	68	1	6	75

27. Overall, 10 key stakeholders were interviewed and 75 surveys were completed. The lowest response rate was recorded from partner institutions and unfortunately the one survey response indicated in the table above was incomplete and contained no data. For this reason, the majority of responses and data from surveys and interviews that is presented in this report were from beneficiaries. While most of the data comes from beneficiaries, the line between beneficiaries and partner institutions in this project is not clearly defined. Thus, many of the beneficiaries (government institutions, think tanks, civil society organizations and NGOs) are also partner institutions and therefore a good variety of responses can also be seen as having been received.
28. A list of stakeholders consulted through interviews is found in Annex 5.

3. Problem and objective trees and Theory of Change

29. The project document includes a problem tree and an objective tree. The Consultant assessed these simplified representations of reality according to the project and the corresponding development hypothesis behind them. This was done by logically reconstructing the Theory of Change, identifying original weaknesses, gaps, and/or unintended effects (both positive and negative). Please see the analysis performed in this respect in section 3.1.

2.2.3. Data analysis & reporting phase

30. Recalling that this was not a fully fledged evaluation but a modest assessment integrating evaluation criteria, this consultancy utilized the aforementioned data collection methods to judge whether meanings and assertions from the data sources were trustworthy. The Consultant worked to distil patterns in the data, be they consistencies or co-variations. To maintain simplicity, this review has included:
1. A content analysis of findings from the document review to the furthest extent that they provide answers to the evaluation criteria questions.
 2. A content analysis of stakeholder interview responses to tease out any details, gaps and uncertainties to questions that were not clarified by the documentary evidence. For questions that were answered through the documents, these responses were cross-checked with the responses from interviewees for consistency.

3. A review of the results of the surveys provided by the Programme Planning Evaluation Unit to check for (1) internal consistency between the three sets of respondents (ECLAC project managers, beneficiaries and partner institutions), and (2) external consistency between the survey results and the findings from the other two lines of evidence, document review and stakeholder interviews.
31. The triangulation process also included completion of the data evaluation matrix to highlight the findings for each of the evaluation questions and demonstrate the links between (1) the information and data collected through each line of inquiry and (2) each performance indicator.
32. The data collected through interviews and electronic surveys are presented throughout this assessment using a simple, straightforward and efficient benchmark:
 - All respondents said...;
 - The majority of respondents said... (~ more than 75%);
 - Many respondents said... (~ more than 50%);
 - Some respondents said... (~between 25 and 50%);
 - A few said... (~ less than 25%); and
 - One respondent said...
33. Following this analysis, the reviewer was able to draw reliable and credible conclusions and better formulate valid recommendations and lessons learnt for the draft final assessment report within the contextual limitations.

2.3. Limitations

34. Best efforts notwithstanding, any assessment has a finite scope at the onset and encounters limitations during the engagement. This does not impede assessment of the project but does shape the outcome. Some limitations encountered during this assessment include:
 - **Scope:** Given that this is not a fully fledged evaluation, the overall scope of the assessment is smaller and more limited. The time and resources provided for undertaking the assessment were very limited and therefore the assessment's depth and scope are also somewhat limited. This does not negate the findings in this report; nevertheless, a greater scope would have enhanced the overall findings.
 - **Collection of survey data:** Survey data were collected by the Programme Planning and Evaluation Unit and hence timing, follow-up and consolidation of the data was out of the hands of the Consultant. While this saved time, it also means that certain techniques that may have been used by the Consultant to enhance response rates were not applied.
 - **Project formulation:** Given that the project was implemented in collaboration with other partners and donors and similar activities are still ongoing, it was, at times, difficult to clearly identify what constituted the efforts of this particular project. Stakeholders were not necessarily aware that the activities in which they had participated were a part of this specific project. This meant that assessing the project as a singular unit was somewhat difficult and data had to be collected per activity to ensure that stakeholders were providing accurate information.

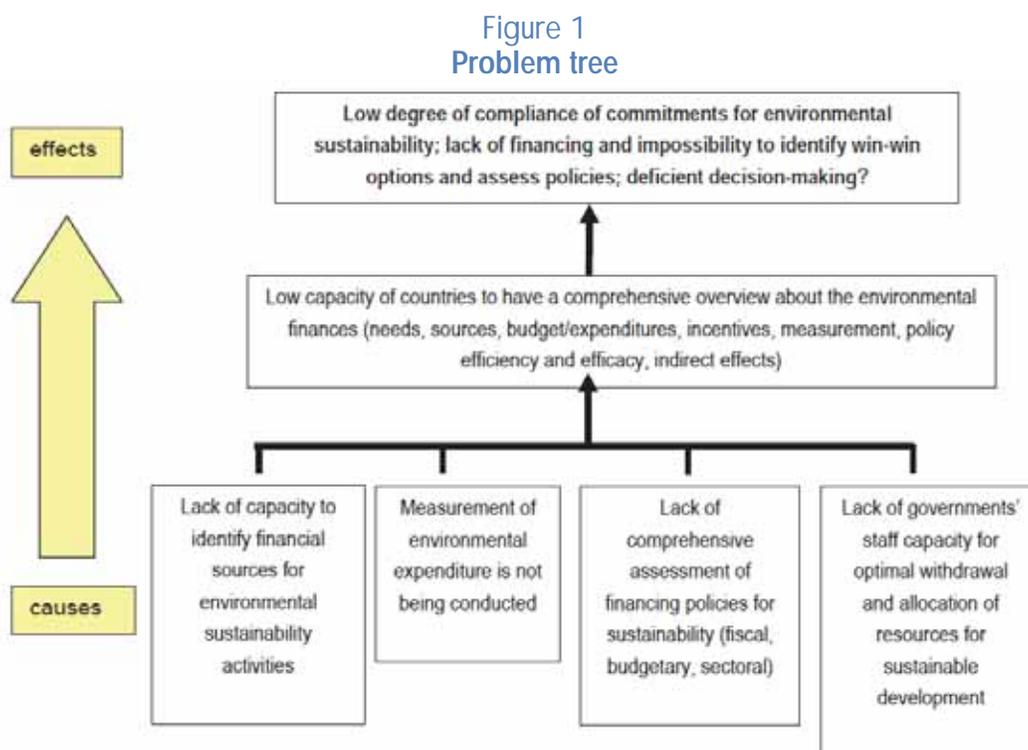
3. FINDINGS AND ANALYSIS

35. This section outlines the key findings and analysis that have been derived from assessment of the data collected through document review, interviews and surveys. Each of the evaluation criteria (relevance, effectiveness, efficiency, and sustainability) is addressed in this section, which also provides an analysis of the problem and objective trees and an overview of recommendations and lessons learnt.

3.1. Analysis of problem and objective trees and Theory of Change

3.1.1. Problem tree

36. The project document includes a problem tree that demonstrates the causes and effects that contribute to poor management of financial resources for the environment. This problem tree demonstrates that lack of capacity to identify financial sources, inadequate or non-existent measurement of environmental expenditures, lack of comprehensive assessments of financing policies and lack of government capacity all lead to a low capacity to understand environmental finances. This in turn leads to poor fulfilment of commitments, a lack of financing, poor decision-making skills, etc. Figure 1 presents the project's problem tree in full.



37. The Overseas Development Institute (ODI) explains that the process of producing a problem tree analysis (also known as a situational analysis or problem analysis) results in a clear prioritization of factors, more targeted objectives, a better understanding of the problem, an outline of key actors and a gap analysis in terms of what further information and resources

- are needed.³ Furthermore, the process of building the tree itself is often participatory and can help to build a shared sense of purpose and action among participants.
38. First, it should be noted that a more extensive narrative accompanying the problem tree would have made it easier to understand the entire situation that is being presented. Furthermore, an additional narrative explaining the process of developing the problem tree (i.e. who was involved and the methodology utilized) could have been included.
 39. In terms of the logic of the problem tree, an additional level of effects would have helped to clarify the logic behind the tree. For example, “low capacity of countries to have a comprehensive overview about environmental finances” may be caused by the fact that “measurement of environmental expenditure is not being conducted” but the ultimate reason could be a lack of accurate data on environmental expenditures. For instance, even if environmental expenditures were being measured, it is not guaranteed that measurement would be adequate or that methodologies would be sound. In addition, “lack of capacity to identify financial sources” does not only contribute to a “low capacity of countries to have a comprehensive overview about environmental finances” but also to an inadequate budget for implementing environmental initiatives. In this way, the four causes identified at the bottom of the problem tree have additional effects that could be integrated in order to provide a more detailed view of the issues. The additional effects that could have been added from left to right of the problem tree include: an inadequate budget for implementing environmental initiatives; a lack of accurate data on environmental expenditures; inadequate policy coordination; and inefficient use of and allocation of resources. Furthermore, by adding an additional level, it would be possible to see how different layers of problems are contributing to inadequate management of financial resources for sustainable development as well as the overall context.
 40. In addition, whether or not another level were added to the problem tree, the current second level (low capacity of countries to have a comprehensive overview about environmental finances) is somewhat unclear and requires further specificities; alternatively, it could be removed altogether. An improved wording could be: “inability of countries to efficiently and effectively manage financial resources for the environment.” Following the above suggestion for an additional level, this could be due to an inadequate budget for implementing environmental initiatives, a lack of accurate data on environmental expenditures, inadequate policy coordination and/or inefficient use of and allocation of resources. Generally, it appears that the problem tree has been oversimplified to represent the areas of work that the project is to undertake instead of presenting all the potential problem areas and then identifying those that are priorities.
 41. At the highest level, a more specific issue could be expressed at a more macro level, which is the end result of all the problems below. In this case, it could have been for example: “failure to achieve national and regional environmental goals.” When looking at the objective tree, this could have translated into “achievement of national and regional environmental goals increased”, which might have better articulated the ultimate goal of the project.

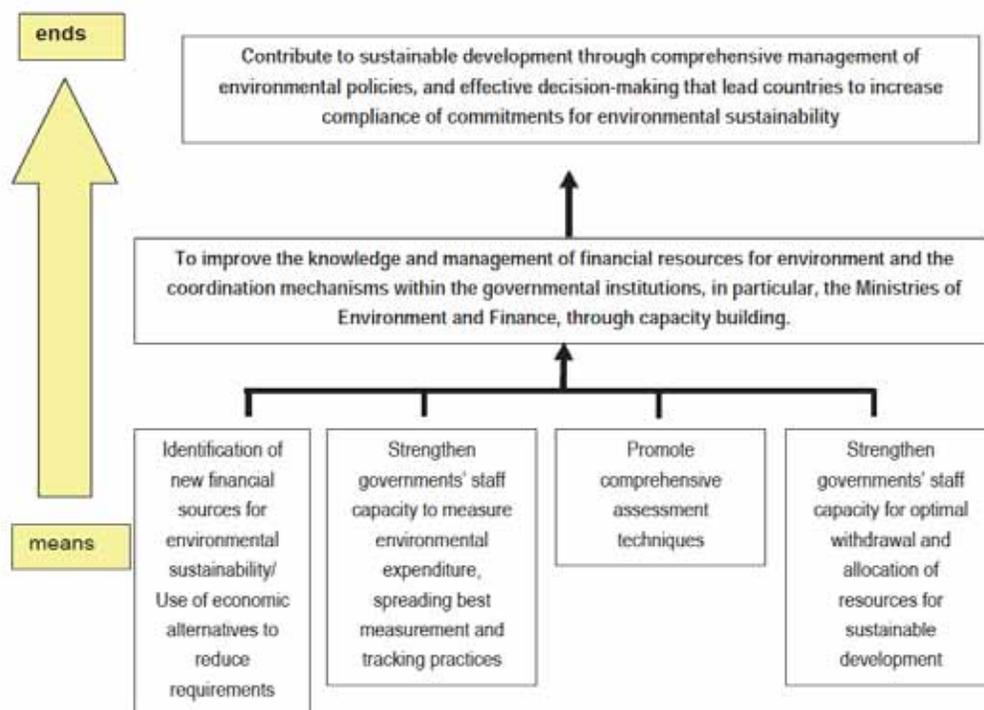
³ <http://www.odi.org/publications/5258-problem-tree-analysis>.

42. Overall, further elaboration, clarification and unpacking of the issues could have strengthened the project's problem analysis. Nevertheless, the logic of the problem tree is fairly clear and does provide an overview of some of the key problems associated with the financial management of resources for sustainable development.

3.1.2. Objective tree

43. The objective tree corresponds directly to the problem tree discussed above. The analysis of objectives includes the following three steps: (1) translating the problems from the problem tree into positive statements of what is to be achieved; (2) verification of the hierarchy of the objectives; and (3) a visual representation (in the form of a diagram) of the means-end relationships.

Figure 2
Objective tree



44. As may be seen, the project's objective tree demonstrates that identifying new financial resources, strengthening government capacity to manage resources, tracking expenditures and promoting comprehensive assessment techniques will lead to improved knowledge and management of financial resources for the environment and better coordination mechanisms. This, in turn, will lead to improved contributions to sustainable development through key environmental policies, effective decision-making and compliance.
45. With regard to the overall coherence of the objective tree, first and foremost the same issues identified above for the problem tree should be reiterated (lack of detail, levels of problems, missing narrative etc.). A slightly more robust problem tree would clearly have translated into a more robust objective tree.

46. One useful technique would have been to take the objective tree one step further in terms of clustering the objectives and identifying potential interventions that could address these issues. This step is often necessary for showing that a certain problem can be addressed through a particular intervention in order to achieve a desired objective. It could include a number of different interventions above and beyond what was covered by this project; however, a case could be made for a specific focus on the key areas of the project that had already been identified. In essence, it seems as though this process of elimination may have taken place prior to formulating the objective and problem trees.
47. It is often essential to include various stakeholders in this process, but it is unclear whether this was done in this case. Overall, an accompanying narrative and analysis would have complemented both trees, and an additional diagram to outline interventions that would contribute to the planned objectives, would have provided a much clearer picture of the situation as a whole, as well as how the project aimed to contribute.

3.1.3. Logical framework

KEY FINDINGS

3.1.3a: While the project's logical framework has served its purpose and was of the required standard, additional efforts could have been made to align the results-based management used by the project with international best practices in this area by, for example, using neutral indicators, baselines and targets, including output-level results, and formulating a more precise articulation of expected results and relevant indicators that reflect said results.

48. Although the project was somewhat small in scope and budget, the importance of a strong logical framework cannot be understated. Robust results-based management is essential for demonstrating what has been achieved and for facilitating ongoing reporting and information-sharing among stakeholders. It ensures that realistic development results are transparent and accountable and support ongoing learning and adjustments to improve interventions.
49. With regard to this project, there are a few areas in which the "Simplified Logical Framework", found in the project document and in Annex 4 of this assessment, could have been improved. First of all, a logical framework, as a tool for monitoring and reporting, is useful as a basic outline of expected results, indicators, means of verification and risks and assumptions, and is often used in project proposals and as a communication piece for partners. Nevertheless, after the proposal stage, it is useful to expand on the logical framework and create a performance measurement framework, which includes additional important details that help to orientate the monitoring and reporting of a project and thoroughly explain the methodology that will be used for collecting data. Unlike the logical framework, the performance management framework includes a baseline, targets, data sources, frequency and responsibility. In this way, each indicator includes not only the means of verification but also the baseline at the start of the project, the targets to be achieved by the end of the project (or during any specified time frame), the actual source from which the data will be collected (stakeholders, project documentation etc.), the frequency with which this data will be collected, and the person who is responsible for the data collection. Although the project was small in scope and funding, a performance management framework would have helped to facilitate the data collection process and would have set

out a clear methodology which project stakeholders, and specifically ECLAC, could have followed for monitoring and reporting.

50. With regard to the indicators found within the logical framework, it should be noted that they have been formulated to include the targets relating to the project's expected results, which means that they are essentially key performance indicators (KPIs). There has been a recent trend in results-based management to move away from KPIs towards the more robust methodology seen in a performance management framework, whereby a neutral indicator is identified, accompanied by a baseline (to demonstrate a starting point from which to measure change) and targets (to specify a particular value for performance). This is preferable to KPIs since a KPI is formulated with an integral target and does not include a baseline (which is essential as a benchmark for measuring results). Owing to the lack of baseline and target, it is more difficult to measure ongoing progress against a KPI, while the methodology found in a performance management framework clearly demonstrates the achievement of change and assists in monitoring these results while the project is ongoing in order to make adjustments to project activities as necessary.
51. As a general practice, indicators should adhere to the SMART principles, meaning that they should be specific, measurable, and achievable through the resources, inputs and activities undertaken, relevant to the expected results and time-bound. While the indicators found in the framework are generally specific, achievable, time-bound and relevant to the expected results, they could have been improved in terms of measurability. The need for measurable indicators refers to indicators that are precisely defined and whose measurement and interpretation is unambiguous, so that the data is comparable across groups and projects, thus allowing change to be compared and aggregated. However, this is not always the case within the logical framework. For example, the following indicator is found for EA 3 (Improved knowledge and management from government institutions of current trends and opportunities in international financing sources for environment): "increased number of countries using new methodologies on the measurement of environmental expenditures, and which are exploring the use of additional financing for sustainable development and economic instruments for environmental management based on national technical assistance received from the project." This indicator is difficult to measure because it is long and confusing and it includes three separate indicators. It measures "number of countries using new methodologies on the measurement of environmental expenditures", "number of countries that are exploring the use of additional financing for sustainable development" and "number of countries that are exploring the use of economic instruments for environmental management". Separately, these would be three relevant and useful indicators that are appropriate for this result; however, presented as one indicator, as in the logical framework, they do not lend clarity or measurability. Generally, the inclusion of many ideas within one indicator or result and words such as "and" or "through" is not recommended.
52. In addition, the logical framework has only two levels of results: objectives and expected outcomes. A logical framework usually has three levels (impact, outcomes and outputs). Hence, results and indicators for the output level are missing. This additional level (which is defined as the products and services which result from the completion of activities within a development intervention) would have facilitated monitoring and reporting as it would demonstrate how the activities undertaken have produced outputs (products and services) that have resulted in the more significant change seen at the EA level. This would have also assisted in ongoing monitoring to ensure the project was on track.

53. Generally speaking, the activities outlined were adequate for attaining the planned EAs; nevertheless, further activities were undertaken that are not outlined in the logical framework. According to the project documentation, the logical framework was never updated or revised during project implementation. A logical framework is usually a dynamic document that undergoes periodic adjustments, and a greater effort should therefore have been made to do so.
54. In summary, the logical framework could have been improved by:
- Expanding on the logical framework to create a performance management framework for more comprehensive, better-planned monitoring and reporting.
 - Using neutral indicators along with baselines and targets instead of KPIs to clearly demonstrate change from project outset to project completion.
 - Formulating indicators for the EAs that were precisely defined so that their measurement and interpretation were unambiguous.
 - Including outputs and output level indicators to reflect the products and services of project activities and the ways in which these products and services contributed to the EAs.
 - Periodically updating and adjusting the logical framework in line with the project and its expected results and changes in the context or situation in the region or countries.

3.2. Relevance

3.2.1. Relevance of the project and its activities to the region and countries

KEY FINDINGS

3.2.1a: Generally speaking, the data indicate that all project activities were relevant to the countries of the region and all participants felt that the activities were in line with their national priorities for sustainable development.

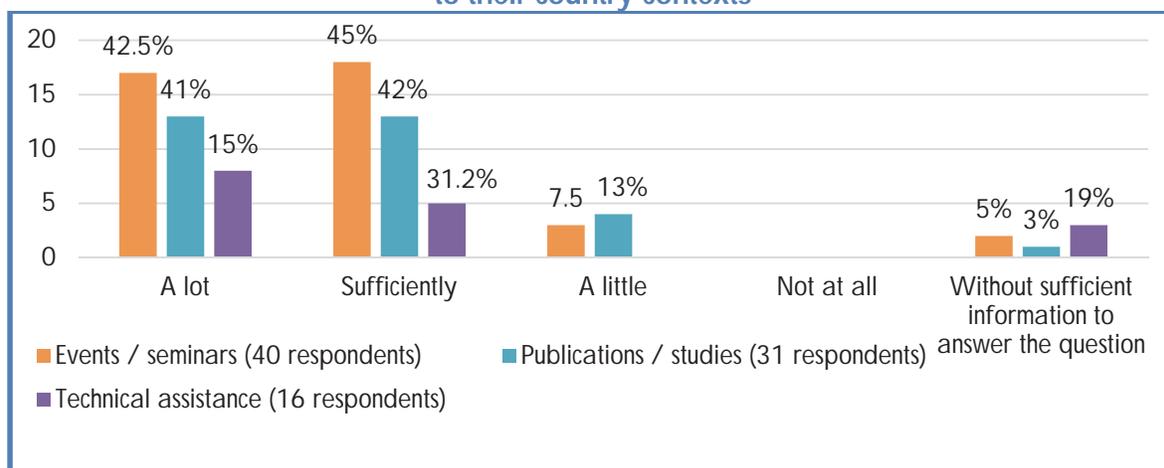
3.2.1b: While initial project design was relevant in terms of work in the area of financial management of resources and climate change, as the context changed during implementation, flexibility was required to include new areas of work (such as key global and regional processes) and ensure the initiative remained relevant.

55. The resources allocated to environmental sustainability efforts in Latin America and the Caribbean are considered to be insufficient. In addition, these resources are not being adequately identified, tracked and monitored. These issues lead to an inefficient use of resources, budgetary constraints, and conflicts between macroeconomic policies and environmental policy objectives. This lack of financial management of environmental resources ultimately works against the environmental sustainability goals that the resources were designed to achieve. Some of the challenges in the region include the lack of systematic tracking of financial resources for sustainable development within countries, a lack of coordination between environmental policies and other national policies, financial constraints working against environmental goals, and a need for more national or regional efforts to address environmental finances on a permanent and comprehensive basis. There are also key gaps in Latin America and the Caribbean with regard to policy coordination on environmental issues, legal and constitutional mandates for environmental sustainability, and inadequate budgets for environmental institutions. Furthermore, there is a lack of technical capacity for the effective management and tracking of environmental resources and environmental degradation. The project was very relevant in terms of filling some of

these gaps and starting to lay the foundations of capacity and information for better management of financial resources for the environment.

56. Based on a review of the problem and objective tree as well as the project's logical framework, it is evident that the design of the project addressed the issues identified in the region with regard to managing and identifying financial resources for sustainable development. Ultimately, the project aimed to improve the availability of information on national budgets for the environment, improve government institutions' knowledge of trends and opportunities in international financing, and contribute to enhanced policy mechanisms for climate change. Achieving these objectives would contribute to the overall outcome of improving the ability of country governments to manage financial resource availability and allocation and coordination mechanisms concerning the environment. Given that these objectives respond to the key gaps identified in previous assessments of financial resource management for the environment (such as the assessment performed by ECLAC and the United Nations Development Programme mentioned in section 1.1), it is clear that the project design was relevant to the situation in Latin America and the Caribbean. This was also unanimously confirmed by ECLAC project managers.
57. Owing to the timing of implementation (in the midst of Rio+20), the project's scope shifted to respond to beneficiaries' needs. Other activities were included, such as contributions to the Rio+20 process and work towards Principle 10. Since this shift occurred after project design, it is not clearly reflected in the logical framework, the initial project document or even the project's name. The project design was therefore not necessarily relevant within this changing context and the revised project activities do not fit neatly into the planned objectives. However, the design is relevant in terms of certain activities and objectives that were achieved, while the incorporation of new activities based on an expressed need demonstrates flexibility and adaptation.
58. In terms of the relevance of project activities to the countries of the region, the data suggest that all activities were fairly relevant. For example, the majority of stakeholders who participated in each of the three activities felt that the activities in which they participated were 'very' or 'sufficiently' relevant to their country contexts (as illustrated by the survey data presented in figure 3 below).

Figure 3
Extent to which beneficiaries feel that project activities were relevant to their country contexts



59. The general consensus among beneficiaries in the surveys was also supported by interview data. For example, one interview respondent from Chile explained that activities were:

“...extremely relevant. We all feel that they have been fundamental because they are linked with national priorities. We are a medium-income country at the end of the world and sometimes this is difficult. Our focus is to link our challenges with the international arena so that we don't have two parallel agendas. In this context, the three areas of this project went hand in hand with the priorities of the last decade.”

60. The alignment of the project's goals with national priorities is significant in that it demonstrates that project activities have reflected countries' needs and concerns.
61. When looking at the activities relating to capacity-building in international financing, the final project report mentioned that formal requests for technical assistance were received from Chile, Costa Rica, Ecuador, Guatemala and Mexico. As participants became involved in the project, numerous countries requested technical assistance from ECLAC, demonstrating the relevance of this work to the region. For example, after a key technical workshop that examined environmental accounts and expenditures in environmental protection, the Ministry of Environment and Energy of Costa Rica sent a formal request for additional support from ECLAC. This letter stated that “...without a doubt, the themes of this workshop have a very high relevance for our country” and that greater efforts were still needed in Costa Rica to produce an accountable framework that relates to both the environment and the economy and that can be used for evaluating and developing public policies.
62. With regard to Rio+20, and more specifically, Principle 10, many respondents also felt that these efforts were relevant to their countries and the region. For example, it was explained that the events and seminars attended reflected national realities and contributed to developing policies and areas of strategic action in their country. Furthermore, a participant from Honduras said that “interest in the approval of a regional instrument for Principle 10 cannot be delayed given the insufficient access to information, justice and public participation in our country which contributes to serious social conflicts.” This area of work was clearly also very relevant for the countries of the region and it also ultimately reflected national needs and priorities.
63. Overall, the data indicate that, despite the differences between the project design and the ultimate project activities, both were and still are relevant to the context in Latin America and the Caribbean. Furthermore, the shift in activities during project implementation was considered relevant and necessary and helped to address the needs of participating countries.

3.2.2. Links to the ECLAC mandate

KEY FINDINGS

3.2.2a: The project is very much in line with the ECLAC mandate and specifically with the three pillars of the Sustainable Development and Human Settlements Division: the economic, environmental and social pillars.

64. With regards to the ECLAC mandate, this project is clearly in line with a number of the organization's key priorities, including undertaking studies, research and other support activities;

promoting economic and social development; gathering, organizing and disseminating data and information; providing advisory services to governments at their request; organizing conferences and intergovernmental expert group meetings; and promoting development cooperation activities and projects of regional and subregional scope.⁴ In addition, the project was designed to contribute to ECLAC subprogrammes 8 (sustainable development and human settlements) and 12 (subregional activities in the Caribbean).

65. The Sustainable Development and Human Settlements Division at ECLAC aims to “contribute to evaluation of progress in public policies, instruments and institutions, with a view to promoting more inclusive economic activity with a smaller environmental footprint in the countries of Latin America and the Caribbean.”⁵ It focuses on the environmental, social and economic dimensions of sustainable development. It is evident that all three areas have been taken into consideration by this ECLAC project. For example, the environmental aspect has been addressed through climate change and sustainable development activities, the economic aspect has been addressed through activities focused on the tracking and management of public expenditures for the environment, and the social aspect can be seen in the area of Principle 10, which focuses on ensuring access to information, public participation and access to justice, which are viewed as essential to sustainable development. In fact, all ECLAC respondents felt that the project was very much in line with the mandate and priorities of ECLAC.

3.3 Effectiveness

3.3.1. Management of financial resources for the environment

3.3.1a: According to the data collected from key stakeholders, capacity-building and technical assistance activities have provided some project stakeholders with the ability to better manage and track financial resources for the environment and have hence also increased the availability of information regarding national budgets.

3.3.1b: Generally, project stakeholders noted that they are better able to identify financial resources for sustainable development due to the project activities.

3.3.1c: The data indicate that initiatives like this should ensure that the stakeholders and participants invited to technical workshops are the most relevant technical staff from government institutions, rather than consultants, to ensure knowledge transfer within the country and to enhance overall effectiveness.

3.3.1d: Increased technical assistance to help countries implement methodologies for tracking financial resources for the environment could be beneficial to ensuring that capacity building translates into results.

66. Generally, the data suggest that beneficiaries’ ability to manage and identify financial resources for sustainable development in the region has increased through project activities. In this area of work, the project aimed to increase the number of countries tracking environmental expenditures, improve the capacity of countries to manage environmental resources, and strengthen government institutions’ knowledge and abilities with regard to identifying current trends and opportunities in international financing.

⁴ <http://www.cepal.org/en/mandato-y-mision>.

⁵ <http://www.cepal.org/en/work-areas/sustainable-development-and-human-settlements>.

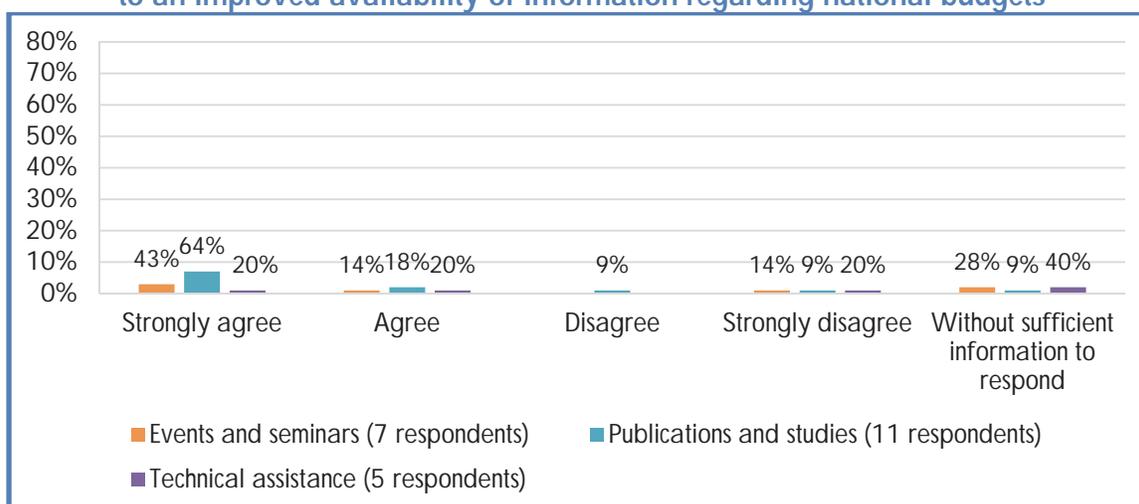
67. To support the ability of countries to track their environmental expenditures at a national level, a variety of activities were undertaken. For example, two technical workshops were held in Mexico in 2012 and 2013 to explore the measurement of public expenditure on environmental protection. The data suggest that these were important opportunities for capacity development. For example, it was stated that:

“Participating in the workshops was very important as it provided an opportunity to clarify, discuss and concretize concepts and definitions within approved international methodologies and share experiences to ensure that the methodology can be adapted to particular environmental characteristics in the country.”

68. While participating in the workshops was an important opportunity for participants, it was noted that it is imperative that the most relevant stakeholders are invited. For example, it was stated that countries invited to workshops and seminars often send consultants rather than technical staff, meaning that capacity-building at a national level within government institutions is not taking place. In contrast, there are cases where technical staff have attended and the results have been significant. For example, these staff are now holding their own conferences and transferring their knowledge within the country. Therefore, while workshops on measuring environmental expenditures were useful in terms of knowledge-sharing and capacity-building, they would have a more lasting impact if they were attended by national staff, specifically those who will be conducting the measurement in their countries afterwards. This would serve to provide a more sustainable capacity development for the country.
69. In addition to technical workshops, a methodological guide of economic instruments for environmental management was developed in collaboration with the National Institute of Statistics and Geography (INEGI) in Mexico to support countries in identifying, understanding, and implementing these mechanisms. This guide provided an overview of internationally approved methodologies that can be used for measuring and tracking national budgets for sustainable development.

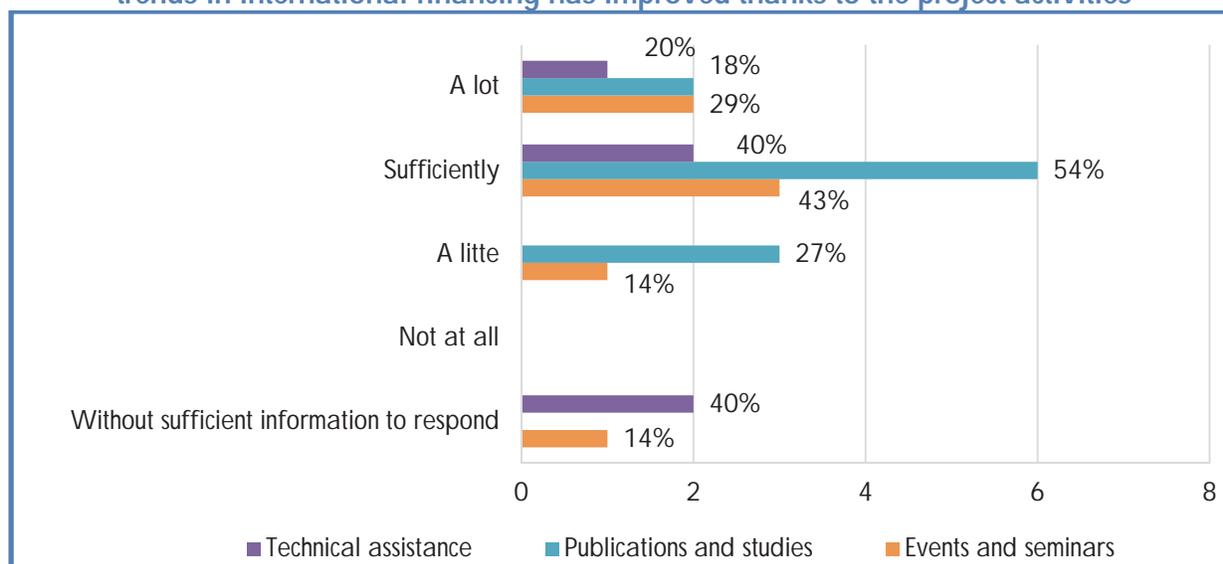
Figure 4

Extent to which beneficiaries feel that the activities in which they participated contributed to an improved availability of information regarding national budgets



70. Survey data indicate that many beneficiaries felt that the activities in which they participated had contributed to improved availability of information regarding national budgets, as depicted in the figure above. For example, Chile published their environmental expenditures for 2012 this year, in part attributable to the support provided by this project. El Salvador has continued its efforts to measure social expenditures, which also includes measurement of expenditure on environmental protection. In Colombia, the information produced was used to contribute to regional studies, and measurements of environmental expenditures are expected to be published in August 2015. A number of activities were undertaken that provided support to countries in terms of understanding national budgets for the environment, such as the development of guidance documents and some technical assistance. One potential idea for improving information-sharing is to provide case studies from other countries. For example, it was mentioned that it would have been useful to read case studies regarding certain countries' successes in measuring environmental expenditures in order to help support implementation and move the process along more quickly.
71. Nevertheless, while the final report indicates that a number of countries have expressed interest in tracking their environmental expenditures, there is no data indicating that any countries other than Chile and El Salvador have begun tracking these expenditures as a result of project activities. This could be in part due to the fact that more technical assistance to implement the proposed methodologies is needed. For example, one of the biggest challenges identified regarding methodology implementation was the fact participants had to return to their home countries and attempt to implement this type of project without further technical assistance. While this initiative provided some capacity-building and tools of value to the countries, larger or longer projects could have a more significant impact if, for example, they provided additional support for implementing the methodologies developed.
72. Generally, the data suggest that project activities have increased beneficiaries' knowledge of opportunities and trends in financial resources.

Figure 5
Extent to which beneficiaries feel their capacity to manage and identify opportunities and trends in international financing has improved thanks to the project activities



73. As can be seen in figure 5, many beneficiaries felt that their capacity to manage and identify opportunities and trends in international financing had improved through project activities either “a lot” or “sufficiently”. For example, it was explained that a significant result of the project was the fact that there is “increased institutional information with respect to possible actions and opportunities for international financing.” Another respondent explained that the activities in which they were involved improved their capacity to present prospective projects and manage funds. Further support for this conclusion is also demonstrated by the fact that many respondents (13) indicated that project activities had contributed to the exploration of additional financing options for sustainable development in their institutions.
74. An interesting comment from one of the respondents was that further support would have been useful in terms of measuring environmental expenditures and demonstrating their application to policies at a governmental level. It was felt that while calculations on environmental expenditures are important, learning how to use these results for national and regional policies in order to see the impact of this information on the country or region was a gap that was potentially missed by the project, or an area that future projects could aim to address.
75. In general, the project has been somewhat successful in terms of assisting participating countries to better manage and track financial resources for the environment. While some important successes were recorded, as in Chile and El Salvador, where data on public expenditures for the environment are being published, the data suggest that additional technical assistance could produce more results. Furthermore, participation in technical workshops should be more targeted at the most relevant stakeholders, such as key representatives from national government institutions.

3.3.2. Contributions to the sustainable development processes of Rio+20 and Principle 10

KEY FINDINGS

3.3.2.a: Overall, the data suggest that the activities undertaken to support Rio+20 and Principle 10 have been effective and useful for stakeholders.

3.3.2.b: Within the framework of the project, the documents produced and events held to support Rio+20 and Principle 10 have been important resources for decision-making, identification of national policy positions and research.

3.3.2.c: According to stakeholders, participation of the public and non-governmental organizations/civil society organizations in Principle 10 activities has ensured transparency and strengthened the overall process.

3.3.2.d: Some respondents felt that greater participation could have been encouraged, particularly from the Caribbean region.

76. During the formulation phase, it was determined that the project could provide some support to the Rio+20 process, with the primary purpose being to contribute to the sustainable development dialogue with regard to financing for sustainable development. This was in line with project objectives, which primarily focused on improving the management and identification of financial resources for the environment. Nevertheless, due to the timing of project implementation (2010-2015), the governments of the region as well

as ECLAC itself were focused on the process of preparing for Rio+20, which delayed the implementation of many project activities. This was, however, also seen as an opportunity for the project to create synergies with ongoing sustainable development processes as well as to respond to the needs of the region by shifting some project activities towards supporting Rio+20 more comprehensively.

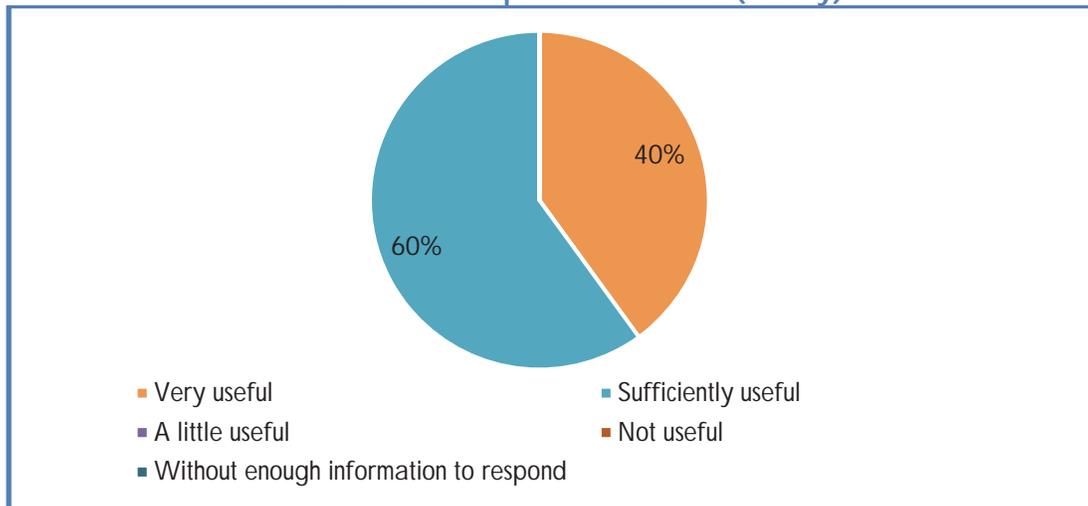
77. During the Rio+20 conference in June 2012, the Declaration on the application of Principle 10 of the Rio Declaration on Environment and Development was signed. In this declaration, signatory countries committed to developing a plan of action for 2014 in order to create a regional instrument on rights of access to information, participation and justice in environmental matters. This commitment was to be supported by ECLAC as technical secretariat.⁶ Since this declaration, a number of meetings have been held by ECLAC to support Principle 10, many of which fell within the framework of this project. Significant progress in this area was noted, including the “Road map” adopted in November 2012, and the “Plan of action to 2014” and the Lima Vision, which were both adopted in 2013.
78. The data suggest that the activities undertaken to support Rio+20 and Principle 10 have been effective and useful for stakeholders. Support to Rio+20 included contributions to two reports, along with various high-level meetings. One report was published before the Rio+20 event and was drafted in collaboration with 20 other United Nations agencies, including the United Nations Environment Programme (UNEP), the United Nations Population Fund (UNFPA) and the Food and Agriculture Organization of the United Nations (FAO). According to the final project report, the report entitled “Sustainable Development 20 years on from the Earth Summit: Progress, Gaps and Strategic Guidelines for Latin America and the Caribbean” was published in three different languages (Spanish, Portuguese and English) and has been downloaded over 110,000 times. The other report, published after Rio+20, was entitled “Sustainable Development in Latin America and the Caribbean: Follow-up to the United Nations Development Agenda Beyond 2015 and Rio+20” and has been downloaded over 19,000 times in both English and Spanish. With regard to the pre-Rio+20 report, one project stakeholder stated:

“This report came to our knowledge at an early stage and it was very useful for Mexico; we have followed the structure of this report to produce our own assessment of where Mexico is in relation to sustainable development and to prepare our participation in the preparatory process of Rio+20.”⁷
79. Support provided by the project for the development of these key documents, as well as other activities relating to the Rio+20 event in 2012, helped to ensure that the project was aligned with the region’s needs and contributed to increased information on this sustainable development process for participating countries.
80. Furthermore, the survey data clearly suggest that project stakeholders found the Rio+20 and Principle 10 publications produced within the framework of this project to be useful.

⁶ This information on Principle 10 comes from the Principle 10 General Fact sheet which can be found here: http://www.cpdngo.org/cpd/index.php?option=com_docman&task=cat_view&gid=98&Itemid=27

⁷ This quote comes from the project progress reports.

Figure 6
Extent to which beneficiaries feel that the publications produced by the project for Rio+20 and Principle 10 are useful (survey)



81. As shown in figure 6, all respondents felt that the publications on Rio+20 and Principle 10 were “very” or “sufficiently” useful. Respondents explained that these documents were used for decision-making, as inputs into information-gathering processes, and for defining national positions. For example, some respondents mentioned having used these documents to define national positions on certain sustainable development issues and to contribute to a better understanding of the country’s position in relevant international negotiations. Others mentioned that they were also used as input for workshops, documents, academic lectures, proposals to the government, evaluations and discussions on regional priorities.
82. Data from the surveys also suggests that the documents and events in this area of the project were useful for participants from non-governmental organizations (NGOs) and civil society organizations in a number of ways. For example, a respondent from a civil society organization in Chile stated that the documents had been used “for strengthening internal management capacities and as a technical basis for development projects.” A stakeholder from an NGO explained that the information gathered at the events had helped to inform their decision-making at an organizational level.
83. Another significant achievement of the project with regard to Rio+20 and Principle 10 was the exchange of experiences among countries, particularly at the events. Some respondents said that these events had provided opportunities for understanding and exchanging information on the environmental realities and sustainability efforts of other countries in the region. It was explained that attendance at these events had “provided us with the ability to visualize how far or close we are in terms of the environmental policies that have been adopted in other countries.” Having the opportunity to exchange and compare with counterparts from other countries in the region, who have somewhat similar contextual realities, provided participants with an important value added in terms of understanding other contexts and gathering information that could be useful to the sustainable development agenda in their own countries. Nevertheless, it was also mentioned that participation could have been higher at certain events, particularly from the Caribbean region, and that communication could have been better with respect to these processes.

84. Throughout the analysis of the data collected, two complementary themes presented themselves in terms of Principle 10 activities: transparency and participation. It was explained that many of the achievements in terms of supporting Principle 10 were due to the positive response of civil society organizations (CSOs) with regard to supporting the process. For example, an interview respondent stated that “a key factor that contributed to the success of this process was having a relatively well organized network of civil society organizations (CSOs) preparing for these meetings.” The relationship was therefore mutually beneficial. These project activities were an important opportunity for civil society organizations to participate in the process and strengthen their own capacity and the project itself benefited from significant support from this network. In terms of participation, a number of survey respondents mentioned that another notable achievement of the Principle 10 events was the public’s participation. For example, one stakeholder noted that there is a register of all those who wish to be involved in the Principle 10 process, and through this mechanism they provide those interested with information on the process to ensure transparency. Another interview respondent who further supported this notion stated: “Just to emphasize that we are very satisfied with the transparency and openness to public participation; the Executive Secretary of ECLAC was very responsive and I think that in that sense the process went smoothly.” Participation from public and civil society organizations has been essential to this process and can be seen as a significant achievement of the project, wherein transparency and participation are ensured. Moreover, the participation of civil society organizations in particular has helped to advance the Principle 10 objectives and ensure the success of this initiative.

3.3.3. Supporting national climate change planning and processes

KEY FINDINGS

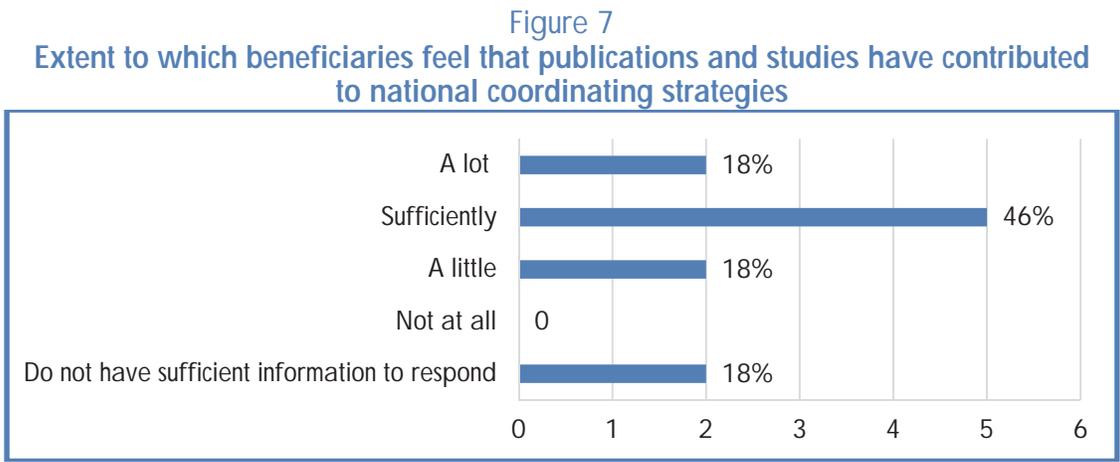
3.3.3a: Overall, the data indicate that project activities that specifically addressed climate change issues were effective in providing stakeholders with information that could be used at a country level to support national processes and planning.

3.3.3b: Some respondents noted that the project activities did not improve national coordinating strategies or mechanisms: they did, however, provide support for encouraging future coordination.

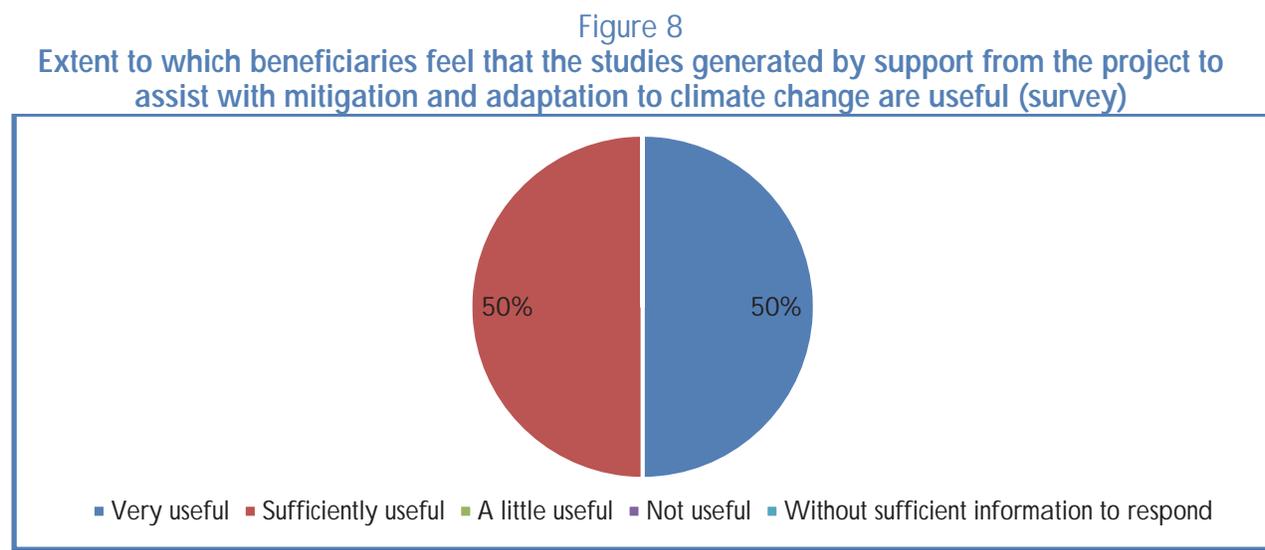
85. A third and complementary area of work undertaken by the project focused on supporting countries in improving their national coordinating strategies for sustainable development and climate change. This objective of the project was primarily achieved by supporting countries to undertake studies on the economics of climate change. For example, project documentation indicates that Argentina, Chile, Ecuador and Paraguay were supported in this way. Regionally, an initiative for undertaking studies on the economic impacts of climate change has been under way for many years. This effort was first initiated by another ECLAC project entitled: “Understanding the Potential Economic Impacts of Climate Change in Latin America and Caribbean,” which was undertaken with support from many other donors. Given that the support and effort that has been put into developing these studies has come from various projects, countries and donors, it is somewhat hard to attribute results to any one of the initiatives that have supported these efforts. Nevertheless, the project considered in this assessment will be assessed based on the activities undertaken and should be understood as one project within a larger and more complex regional initiative.⁸

⁸ For further information on the results achieved in this regard, please see ECLAC project ROA137-6A and, more specifically, the assessment that was undertaken concurrently with the present assessment.

86. Overall, the data suggest that the climate change studies produced by the project contributed to national coordinating strategies, as illustrated by figure 7 below.



87. As figure 7 demonstrates, while most respondents indicated that the publications contributed to national coordinating studies either “a lot” or “sufficiently”, some respondents felt that this was not the case. For example, it was stated that: “the studies demonstrated the multisectoral nature of this theme and the need for coordination, however, I do not think that we can attribute improved coordination to these studies.” Others, however, stated that they had utilized these studies in national planning processes, for defining cooperation priorities in the region, for contextualization of territorial development, and for developing projects. For instance, as mentioned in the final report, Chile used their study on the economics of climate change as a key reference for their Second National Communication to the United Nations Framework Convention on Climate Change (UNFCCC) as well as in a guide to support teachers with regard to climate change. One interview respondent also mentioned that the study on the economic impacts of climate change in Chile provided a common language for discussing this issue, which has in turn permitted greater dialogue in the country. In this way, respondents’ comments demonstrated that these studies were useful for some stakeholders in some countries, even if they were not for all.



88. As can be seen in Figure 8, all respondents felt that the climate change documents were either “very” or “sufficiently” useful. One stakeholder indicated that “the studies on the economy of climate change have been very useful in terms of defining actions and priorities for the countries involved.” However, another respondent mentioned that they had found it difficult to access these documents and that they should be better disseminated at a municipal level. In fact, it is suggested that, when something is published at the national level, the information should also be distributed at the municipal level, thereby encouraging greater decentralization of information, knowledge and awareness at different levels within the country.
89. Overall, the data indicate that project activities that specifically addressed climate change issues, and particularly the studies on financial impacts of climate change, were effective in providing stakeholders with information that could be used at a country level to support national processes and planning. While improved coordination strategies for climate change issues may not have been achieved in all countries, the documents developed through the project in this area were useful in terms of providing information on the issues as well as supporting the need for greater coordination in the future.

3.3.4. Gender mainstreaming

KEY FINDINGS

3.3.6a: It is clear that women did participate in the project and were represented in all the activities; nevertheless, some additional efforts to demonstrate that gender mainstreaming was a conscious strategy throughout the lifetime of the project could have been somewhat beneficial.

90. Generally speaking, throughout the documentation it is clear that both men and women were engaged in project activities, including events, publications and technical assistance. The project document states that gender would be taken into consideration to a certain extent throughout implementation: “the project is focused on issues not necessarily related to gender but due attention will be given to gender perspectives in the different activities, workshops and other analytical and technical cooperation activities.” Overall, it can be seen that both men and women participated during project implementation, but as noted in the project document, given that the project had the aim of improving the management of financial resources for the environment throughout Latin America and the Caribbean, gender mainstreaming was clearly not a focus of project activities. Nevertheless, it must be taken into consideration in any project.
91. With regard to participation in events, according to the participant lists provided, there appears to have been a consistent balance in the attendance of women and men as well as in their participation in panels and/or presentations. Nevertheless, given that the data collected does not provide an entirely clear indication of how gender was considered throughout actual project implementation, some additional efforts to demonstrate that gender was taken into consideration could have helped to demonstrate a more equitable approach to implementation by, for example, referring to this in project reports.

3.4. Efficiency

3.4.1. Organizational factors and ECLAC project management

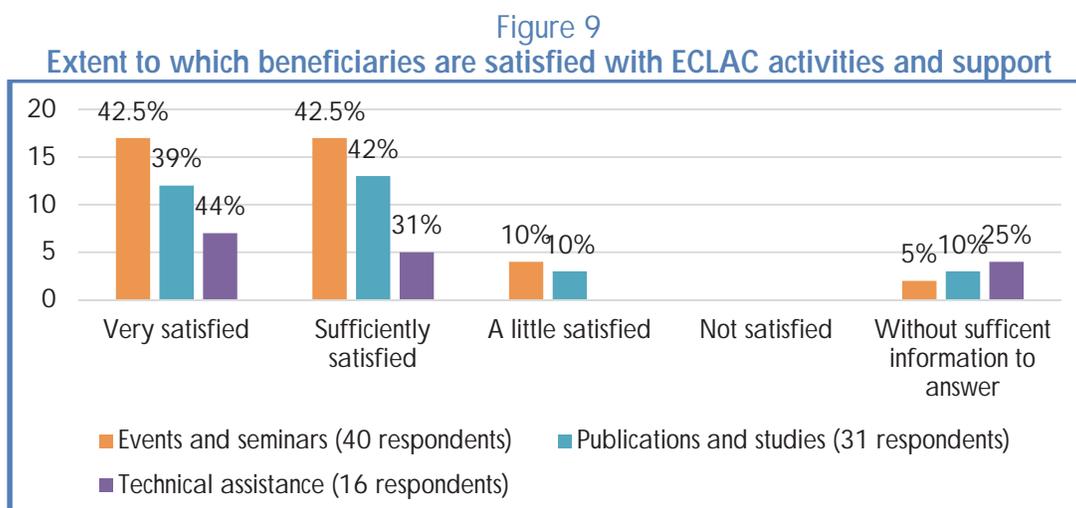
KEY FINDINGS

3.4.1a: Considering the wide variety of activities and initiatives supported by the project, it is evident that it was implemented efficiently, despite its limited scope at the design stage and its relatively small budget.

3.4.1b: Generally speaking, the data suggest that activities were implemented efficiently and that ECLAC support was appreciated by key project stakeholders.

3.4.1c: Although a number of successful activities were conducted within the framework of the project, it was noted that only a limited number of events took place in the Caribbean.

92. Overall, the data and the results achieved indicate that the implementation of activities and the achievement of objectives were efficient. This takes into consideration the variety and magnitude of activities undertaken and the initiatives supported, and is in spite of the fairly small scope of the project as well as the limited financial resources available for implementation. In addition, the fact that the project appropriately expanded into other areas such as Principle 10 and Rio+20, while still continuing with the original project activities in the areas of international financial management and climate change, demonstrates that resources were utilized in an ambitious yet efficient manner. Furthermore, this provides evidence that ECLAC was flexible in the management of the project and made sure to respond to the current regional context to ensure that its work remained relevant.
93. In general, the data suggest that proper organizational factors were set up for the implementation of the project. For example, the majority of ECLAC project managers indicated that key procedures and processes had been put in place at the beginning of the project and that roles and responsibilities had been clearly established. It was noted by respondents from ECLAC that the project's invested resources were used in a very efficient manner in order to achieve the planned results. For example, a stakeholder from ECLAC stated that "with the limited available resources, an ambitious agenda was achieved that was aligned with the work of ECLAC as well as the mandates of the participating countries post-Rio+20." Another stakeholder concurred, explaining that the project achieved more results than originally planned, and that while this was thanks to efficient management, it was also due to the involvement of various partners and beneficiaries who took ownership of the work and contributed additional funding and human resources. Thus, while ECLAC can be credited with efficient and effective management, the project has also received significant inputs from other partners as well as from the beneficiaries themselves, which it is agreed helped to contribute to the overall success of the project.



94. The data indicate that, overall, project stakeholders and beneficiaries were satisfied with ECLAC activities and support, as may be seen in Figure 9. For example, one stakeholder said: "I think that all countries in the region appreciate the efforts of ECLAC in this area. Not only their will to do this work but also their dynamic management." It was also stated that ECLAC seemed to encourage and maintain fairly good representation from most of the region's countries.
95. Satisfaction with ECLAC project management was also supported by interview data. For instance, four interview respondents said that they were "extremely satisfied" with the support that ECLAC had provided. While referring to the work in the area of international financing, one respondent stated that ECLAC was given a "calificación diamante", or top rating. Other respondents said that the support of ECLAC was and had always been fundamental, and that the institution itself had helped to provide technical support as well as manage and focus the priorities of the region. Furthermore, with regard to Rio+20 and Principle 10, it was explained by another respondent that "we have been very happy with ECLAC; they have done a tremendous job in addressing all our questions and needs."
96. In the cases where respondents were only "a little satisfied" with the support provided by ECLAC, this referred specifically to publications and events and did not concern technical assistance. For example, with respect to events and seminars, a few respondents mentioned that there had not been enough contact between ECLAC and local political representatives such as municipalities. It was also mentioned that it would be useful to invite environmentally certified schools to hear about these issues so that they can pass this information on to their students. While both of these findings are of interest as they could be useful for future and similar projects, this does not represent a failure in project efficiency but rather an interesting lesson learnt, since the target beneficiaries were representatives from national government institutions. Lastly, some respondents mentioned that more events and seminars should have been held in the Caribbean. This geographic issue was also supported by the findings in section 3.3.2 and the document review, which indicated that numerous events had been held in South America and some in North America but no events or seminars were held in the Caribbean as part of this project.
97. Data from beneficiaries indicate that the provision of technical assistance and the organization of events and seminars were both efficient and effective.

Figure 10

Extent to which beneficiaries feel that technical assistance was provided in an efficient and effective manner

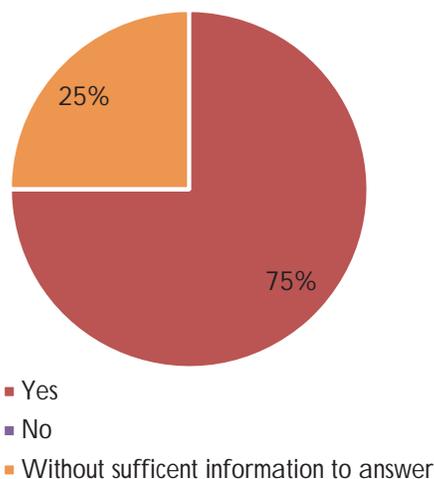
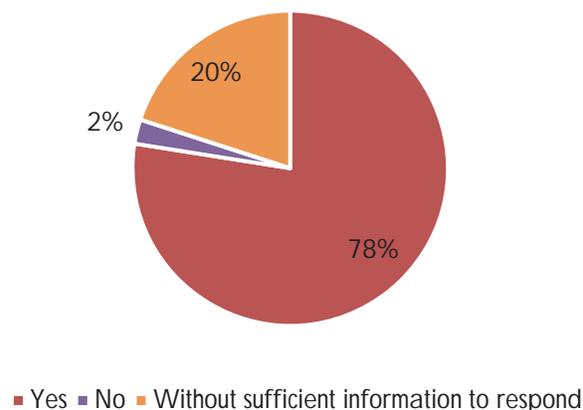


Figure 11

Extent to which beneficiaries feel that events and seminars were provided in an efficient and effective manner



98. Overall, the data suggest that activities were implemented by ECLAC efficiently and effectively. For example, survey data collected from beneficiaries show that the majority of respondents felt that events, seminars and technical assistance were provided efficiently, as shown in figures 10 and 11 above. Notable in terms of organization of the events were the management of debates, general organization, simultaneous translations and the fact that the meetings always adhered to their programmed schedule. Generally speaking, project efficiency appears to have been quite high, as a number of activities were successfully implemented within a relatively short time frame and with a fairly small budget. Of course, the support of project partners and beneficiaries should also be noted, as collaboration was key to the overall success of the project.

3.4.2. Coordination within ECLAC

99. Based on the data collected from project documentation as well as ECLAC project managers, this project really exemplifies good coordination within ECLAC itself, as a number of different divisions were involved and participated in activities. They include the Sustainable Development and Human Settlements Division, the Office of the Executive Secretary, the Division of International Trade and Integration, the Statistics Division, the Programme Planning and Operations Division, and the Economic Development Division. Given that the project activities touched on so many different areas (environmental financing, climate change, access to information, governance, etc.), collaboration within ECLAC, as the implementing agency, was needed in order to ensure that the best support was provided. The project was implemented by the Sustainable Development and Human Settlements Division, which made a substantive effort to elicit support from other areas of the organization. For example, collaboration with and support from the Statistics Division was essential in terms of the work that was undertaken on the financial management of environmental resources and methodologies for measuring expenditures.

3.5. Sustainability and replication

3.5.1. Replication of activities and sustainability within participating countries

KEY FINDINGS

3.5.1a: The data suggest that many of the project activities (such as the studies on the economics of climate change, support provided for measurement of international financing, etc.) could potentially be replicated and/or expanded to other countries or regions.

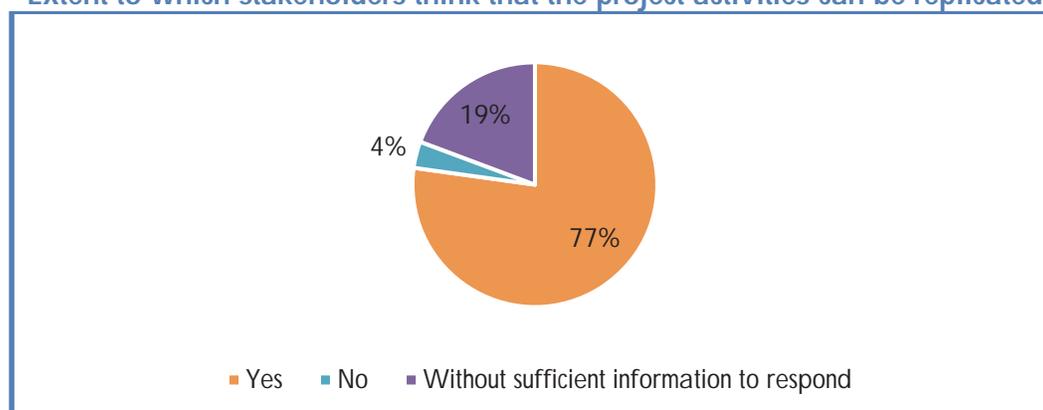
3.5.1b: Respondents felt that key components of implementation could be replicated in future activities, including virtual meetings and the involvement of civil society organizations.

3.5.1c: Overall, the data indicate that some activities will be expanded upon and sustained after the project comes to an end through the support of ECLAC and other donors.

3.5.1d: The data indicate that continued efforts should be made to include a variety of countries from the region (including the Caribbean) and that expansion to include other stakeholder groups (such as municipalities, youth, academia and private businesses) could also be considered.

100. Given that project activities have been implemented in a variety of thematic areas, there is no doubt that replication is a possibility. Many activities and achievements, such as the studies on the economic impacts of climate change or the guides developed for supporting the management of financial resources for the environment, could be expanded to or replicated in other regions or countries. For example, it was mentioned that the publications on climate change could be highly replicable.⁹ Other activities, such as the support provided to the Principle 10 process, were noted as needing to be continued rather than replicated. However, many of the successes of this process are thanks to the way in which it was implemented, which in itself could also be replicated elsewhere.
101. Overall, the data suggest that the project activities could be replicated, as demonstrated by figure 12, which combines responses from ECLAC project managers and beneficiaries.

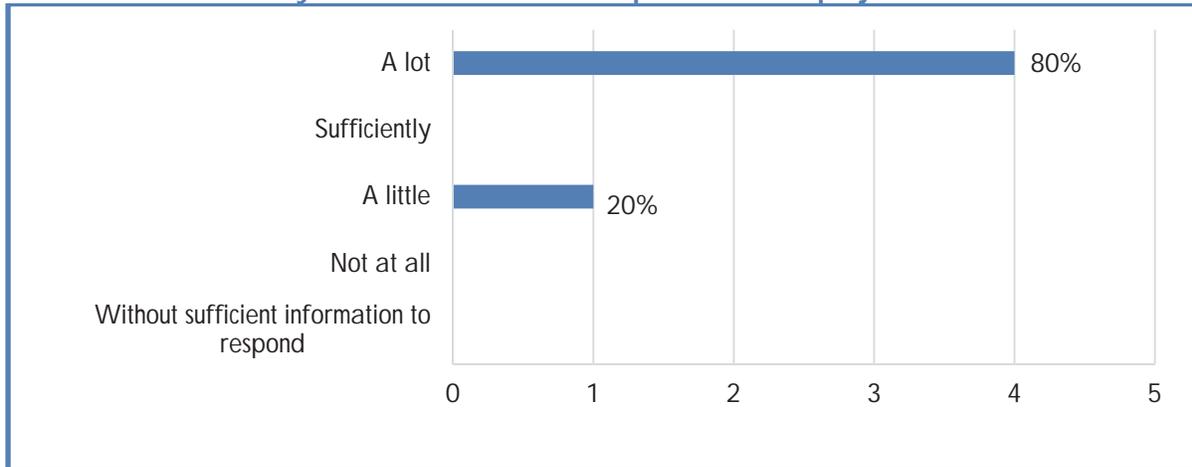
Figure 12
Extent to which stakeholders think that the project activities can be replicated



⁹ Please see the assessment of project ROA 137-6a, which also confirms that the studies on climate change are highly replicable.

102. As illustrated by Figure 12, many of the stakeholders surveyed felt that project activities had the potential for replication. It was indicated that areas of replication could include: measurement of environmental expenditures and use of international methodologies for managing environmental resources; implementation of Principle 10 at a national level; and the incorporation of more countries into the Principle 10 process as well as further capacity-building workshops on the economy of climate change. With regard to the financial management of resources for the environment, many of the methodologies that were used and identified could be replicated by other countries with the proper support.
103. In terms of project implementation, some mechanisms used were also flagged for replication from the data collected. For example, various stakeholders said that virtual meetings should be continued. This is particularly important since a few participants felt that they either could not attend the meetings in person or that they only had enough funds to send one person. One respondent stated: "From the civil society perspective, the online meetings were very useful, low cost and they allowed us to follow the negotiations and discussions and what was going on." Therefore, virtual meetings that allow for greater participation were appreciated and could be replicated in future projects.
104. It was also mentioned that efforts to ensure good representation from civil society organizations in the Principle 10 process should be continued into the future and replicated in other projects. For example, it was stated that: "Having a space for civil society and the public to participate in topics related to the environment should be something that we do in all negotiations of environmental issues." In addition, the data indicate that continued efforts should be made to include a range of countries from the region (including the Caribbean) and that expansion to include other stakeholder groups such as municipalities, youth, academia and private businesses could also be considered.
105. With regard to sustainability, there are some indications that project activities will continue. For example, the Principle 10 negotiations are still under way and further support and commitment from participants in this regard are expected. Concerning the studies on the economic impacts of climate change, this initiative is fairly large and is still ongoing throughout the region with the support of a number of different donors (including the Department for International Development, (DFID), the Inter-American Development Bank and the Government of Spain) and national governments. With regard to the measurement of environmental expenditures, some countries noted that further initiatives are under way that will continue to support this area of work.
106. The sustainability of the project was also echoed by ECLAC project managers, as depicted in figure 13 below.
107. Overall, most ECLAC project managers felt that the activities would be continued by project partners and beneficiaries "a lot" while only one respondent indicated that they would be continued "a little." Beneficiaries indicated that they would like to continue participating in related activities. Many of the project's outputs thus appear to be both replicable and sustainable and it is fairly likely that project activities will continue into the future.

Figure 13
Extent to which ECLAC project managers feel that project activities and outputs will be sustained by beneficiaries and other partners after project finalization



4. LESSONS LEARNT AND BEST PRACTICES

108. What has been achieved by the project provides for some lessons learnt and best practices that could be given consideration in subsequent and similar projects implemented in the areas of financial management of environmental resources, regional sustainable development processes, and climate change in the region. Some of the key lessons learnt and best practices include the following:

- Throughout the lifetime of the project, many requests were made by countries for technical assistance from ECLAC in a variety of different areas. In addition, the methodologies developed for tracking financial resources for sustainable development were somewhat complex and some felt that additional technical assistance to support the implementation of these methodologies would have also been useful. Given these findings, it is evident that **increasing technical assistance for countries to implement methodologies for tracking financial resources for the environment is critical, as this could be essential to the implementation of the methodologies developed by the project.**
- One very important success of the project was its ability to include, involve and obtain support from a network of NGOs/CSOs in the Principle 10 process which came about through Rio+20. This support was essential to the success of this process and the progress that was made in terms of identifying a common regional instrument for access to information, participation and justice in environmental matters. Furthermore, the project also ensured the participation of the public in discussions and ensured a transparent process for the dissemination of information and decisions. Owing to these accomplishments, a key lesson learnt from the project is that **ensuring the participation of the public and NGOs/CSOs in regional processes in order to encourage transparency and strengthen the overall process can improve the effectiveness of such initiatives and the processes they aim to influence.**
- Many of those who participated in the project felt that the virtual meetings that were held were very useful in terms of encouraging participation and transparency. Given that many of the meetings would have required travel for a number of those involved, having a virtual option for the discussion and dissemination of information promoted a broader, more inclusive involvement of key stakeholders. For this reason, the **use of inclusive implementation mechanisms such as virtual meetings in the management of such projects can enhance overall participation and efficiency.**
- Although this project began as a simple initiative for addressing key gaps in capacity, knowledge and information with regard to the management of financial resources for the environment in Latin America and the Caribbean, as the context evolved, so did the project's areas of work. While it is important to adhere to initial project design and objectives to a certain extent, it is also important to respond to the demands of beneficiaries in terms of what they need at a given time. As Rio+20 approached and governments were increasingly focused on preparing for this process, the project took this opportunity to support the region in terms of generating information and preparatory material on sustainable development. Furthermore, following Rio+20, the Principle 10 process emerged and the project had a further opportunity to respond to the region's

needs. While these areas of work were not planned, they were still relevant to the overall context of the project and helped to ensure the involvement of key beneficiaries. In addition, it is also notable that this flexibility allowed the project to achieve a wide range of results, including many of those that had been planned from the outset. An important best practice that can be learned from this experience is that **flexibility in project scope and activities can help to ensure that the project can adapt to relevant contexts and evolve appropriately to respond to shifting needs and priorities.**

5. CONCLUSIONS

109. There is an evident gap in Latin America and the Caribbean between the expectations enshrined in constitutional and national legal mandates for environmental sustainability, the persistence of environmental degradation, and the inadequate budgets of environmental institutions. Improving resource management and policy coordination among institutions with environmental responsibilities will provide decision makers with an opportunity to enhance the economic efficiency and effectiveness of current environmental policies.
110. At the time it was formulated, this project aimed to improve the knowledge and abilities of governmental institutions collaborating on environmental management in Latin America and the Caribbean, in particular the ministries of environment and finance, to more effectively identify, allocate and manage financial resources dedicated to the environment. As the project progressed and, based on the needs of the governments of the region, the project and its activities evolved to include other areas of work including support to the Rio+20 process and the Principle 10 process, which came about through Rio+20. Efforts were also made to support national climate change planning and processes, particularly by supporting the formulation of studies on the economic impacts of climate change. As such, three areas of work can be identified: management of financial resources for the environment; regional and global sustainable development processes; and support to national climate change initiatives. This assessment evaluated the project on its relevance, effectiveness, efficiency and sustainability, with a view to determining whether it was relevant to the countries of the region, effective in attaining its objectives, implemented efficiently, and sustainable in terms of continued efforts in this area and capacity-building.

RELEVANCE

111. Overall, the data indicate that the project was very relevant to the countries of the region and that all participants felt the activities undertaken were in line with their national priorities for sustainable development. Furthermore, the fact that the project took into consideration relevant processes for sustainable development in the region (Rio+20 and Principle 10), and incorporated them into project activities, demonstrates the project's flexibility in terms of ensuring that activities remained relevant throughout implementation. While greater efforts could have been made during formulation to anticipate that project beneficiaries (government officials) would be involved in and busy with those processes and would hence be focused on that area of work, the project made up for this oversight by being flexible and adapting to the needs of participants. Thus, the project was relevant during project design and remained so throughout implementation.

EFFECTIVENESS

112. According to data collected from key stakeholders, capacity-building and technical assistance activities provided some project stakeholders with the ability to better manage and track financial resources for the environment and hence also increased the availability of information on national budgets. It should be noted that, while there have been some notable successes, as in Chile and El Salvador, where data on public expenditures for the environment are being published, the data suggest that additional technical assistance could have led to more results. Nevertheless, important resources and tools have been produced that will help to provide participating countries and others with additional knowledge going forward as they work to improve national management and identify financial resources for the environment.

113. With regard to the project's contributions to the sustainable development processes of Rio+20 and Principle 10, the data from this assessment indicated that the activities undertaken were effective and useful for stakeholders. For example, the documents produced to support Rio+20 and Principle 10 have been used as important resources for decision-making, identifying national policy positions and for research. Furthermore, an unexpected yet key result of the project concerns the participation of the public and non-governmental organizations/civil society organizations in Principle 10 activities, which has ensured transparency and strengthened the whole process. It was found that the participation of civil society organizations in particular has helped to advance the objectives of Principle 10 and ensure the success of this initiative. Although work on this area came about unexpectedly, it was extremely effective, efficient and important for participating stakeholders.
114. Overall, the data indicate that project activities that specifically addressed climate change issues, and particularly the studies on the financial impacts of climate change, were effective in providing stakeholders with information that could be used at a country level to support national processes and planning. While coordination strategies for climate change issues may not have improved in all countries, the documents developed through the project in this area were useful for providing information on the issues as well as supporting the need for greater coordination in the future.
115. With regard to gender mainstreaming, it is evident that women did participate in the project and were represented in all the activities; nevertheless, additional efforts to demonstrate that gender mainstreaming was a conscious strategy throughout the life of the project by, for example, reporting on gender in the project reports could have been beneficial and should be considered for future initiatives.
116. In general, the project was fairly effective in achieving its expected results, and it should be commended for its flexibility in being able to successfully incorporate new activities with regard to important regional processes for sustainable development in response to beneficiaries' needs and also for being a small initiative that achieved a considerable amount in a short time frame with limited resources.

EFFICIENCY

117. Overall, the data suggest that ECLAC implemented activities efficiently and effectively. Both interview and survey respondents were quite satisfied with ECLAC project management. Notable in terms of event organization were the management of debates, general organization, simultaneous translation and the fact that meetings always adhered to the schedule. Generally speaking, the project appears to have been quite efficient, as a number of activities were successfully implemented within a relatively short time frame and with a fairly small budget. Of course, the support of project partners and beneficiaries should also be noted, as collaboration was key to the overall success of the project.

SUSTAINABILITY AND REPLICABILITY

118. Given that there were multiple different components to this project as well as a large variety of activities, it is not surprising that there are a number of areas where it could be replicated. Generally, the data suggest that many of the project activities as well as the project strategy could be replicated, such as the studies on the economics of climate change,

the support provided for the measurement of international financing, the use of virtual meetings, and the involvement of civil society organizations. Furthermore, it does appear that, in many cases, the activities undertaken will be expanded upon and sustained after the project ends, thanks to support from ECLAC and other donors. For example, Principle 10 negotiations are still under way and further support and commitment from participants is expected; in terms of the measurement of environmental expenditures, some countries have mentioned other ongoing initiatives that will continue to support this area of work.

OVERALL CONCLUSION

119. Although the initial project design focused more on the management of financial resources for sustainable development and national planning for climate change, the incorporation of other relevant and related project activities added value to the results and purpose of the initiative. The work undertaken was a fairly ambitious approach to sustainable development, which took into consideration not only financial and economic dimensions but also social and human dimensions as well. Financing, expenditures, economic and legal instruments, technologies and methodologies, strategies and policies, information data and governance in relation to environmental management were all included in project activities. This was supported through events, conferences, meetings, technical assistance and publications, which ranged from very specific work on financial management to regional discussions on sustainable development and access to information.
120. The sheer variety of work undertaken is notable, particularly given the small budget, as well as the results that were obtained. Yet all the areas of work were not only fundamentally interrelated but also equally relevant to stakeholders that participated. Consequently, while there are some areas where improvements could have been made, as seen in the recommendations section that follows, the project itself has achieved most of its objectives and more, and will likely lead to further initiatives and activities in these areas of work moving forward.

6. KEY RECOMMENDATIONS

121. The assessment's recommendations include the following:

RECOMMENDATION 1

122. **Key finding 3.1.3a:** While the project's logical framework has served its purpose and was of the required standard, additional efforts could have been made to align the results-based management used by the project with international best practices in this area by, for example, using neutral indicators, baselines and targets, including output-level results, and formulating a more precise articulation of expected results and relevant indicators that reflect said results.
123. **Recommendation 1:** Robust results-based management is essential for demonstrating what has been achieved and for facilitating ongoing reporting and information-sharing among stakeholders. It ensures that realistic development results are transparent and accountable, and that they support ongoing learning and adjustments to improve interventions. **In the context of future projects, the logical framework should be expanded upon and improved in order to ensure accurate monitoring, evaluation and reporting throughout the project life cycle.**
124. **Implementing recommendation 1:** This recommendation would be implemented by ECLAC, as the project implementers, in collaboration with other key stakeholders. In order to improve the use of results-based management in future projects, this recommendation could be implemented by refining the project indicators and results during the formulation phase, by ensuring that indicators are neutral and reflect the expected results, and by identifying a target and baseline for each indicator. In addition, after the formulation phase, a further expansion of the logical framework into a full performance management framework would very much help facilitate monitoring and reporting, despite the fact that this may not be a requirement by the Development Account or ECLAC. Implementing a more robust results-based management system would have to be taken into consideration during all phases of project implementation and key stakeholders would need to be engaged.

RECOMMENDATION 2

125. **Key finding 3.2.1b:** While initial project design was relevant in terms of work in the area of financial management of resources and climate change, as the context changed throughout implementation, flexibility was required to include new areas of work (such as key global and regional processes) and ensure the initiative remained relevant.
126. **Recommendation 2:** While the flexibility of the project to incorporate new activities in light of the changing context of the region should be commended, it should also be noted that large processes such as Rio+20 are planned far in advance and should be considered during project formulation. For this reason, **at the planning stage of future projects, careful consideration should be given to ongoing or future regional and global processes that may ultimately affect the region's priorities and needs.**

127. **Implementing recommendation 2:** This recommendation would be implemented by ECLAC, as the organization that designed the project. It would entail simply reviewing international development news, events and processes to identify future global and regional initiatives that have the potential to affect national governments or other stakeholders, depending on who the project beneficiaries would be. This could be somewhat of a situation analysis to ensure that the beneficiaries the project aims to engage will not have more pressing priorities. Or, if they do, to find a way to incorporate these priorities into the project design and formulation phase instead of during implementation.

RECOMMENDATION 3

128. **Key finding 3.3.1c:** The data indicate that initiatives like this should ensure that the stakeholders and participants invited to technical workshops are the most relevant technical staff from government institutions, rather than consultants, to ensure knowledge transfer within the country and to enhance overall effectiveness.
129. **Recommendation 3:** Overall and based on the data collected, in projects that aim to generate knowledge and build capacity, it is of the utmost importance that the relevant participants are involved in project activities, so as to ensure that capacity stays within a particular country or institution. For this reason, **the stakeholders and participants invited to technical workshops should be the most relevant technical staff from government institutions to ensure knowledge transfer and sustainability within the country.**
130. **Implementing recommendation 3:** This recommendation would be the responsibility of those organizing the technical workshops, which would include relevant ECLAC divisions as well as other partner institutions. While this may be somewhat out of the control of the project and its implementers, they should ensure to the best of their abilities that the most relevant representatives are invited to technical workshops (i.e. those that are implementing what has been learned from said workshops). This would be a matter of clearly communicating with the beneficiaries (in this case the representatives of national government ministries) and ensuring that the staff sent are from the relevant division or department.

RECOMMENDATION 4

131. **Key finding 3.3.1d:** Increased technical assistance to help countries implement methodologies for tracking financial resources for the environment could be beneficial to ensuring that capacity-building translates into results.
132. **Recommendation 4:** While the formulation of relevant methodologies for tracking public expenditures for sustainable development is an important contribution of the project, there is a need for this to be taken one step further by supporting the implementation of these methodologies and providing information and instruction on how the results could realistically be applied to policies at a governmental level. For this reason, **future initiatives aimed at improving the ability of countries to measure environmental or other expenditures should include the provision of more technical assistance and support to relevant government stakeholders in participating countries on the implementation of relevant methodologies for tracking public expenditures on sustainable development and utilizing these results to bring about policy change.**

133. **Implementing recommendation 4:** This recommendation would also be implemented by ECLAC and other project partners. In order to implement this recommendation, consideration could be given during the formulation phase to including a component within the project that would consist of in-country technical assistance to support the application of relevant methodologies introduced through technical workshops or other means. This would mean taking project activities one step further and not only ensuring that capacity-building is provided in terms of knowledge and skills transfer but also with regard to utilizing the knowledge and skills gained at a country level. This recommendation would likely necessitate further funding, and as such, it is something that could also be considered as a follow-up project to ensure that more of the participating countries are able to implement the methodologies provided and utilize the guides and knowledge that were produced by the project.

RECOMMENDATION 5

134. **Key finding 3.3.2c:** According to stakeholders, participation of the public and non-governmental organizations/civil society organizations in Principle 10 activities has ensured transparency and strengthened the overall process.
135. **Recommendation 5:** As mentioned previously, the involvement of the public and a network of non-governmental organizations/civil society organizations in the project provided important support and contributed to key results. Therefore, **the public and civil society organizations/non-governmental organizations should be strongly and continually engaged in Principle 10 and similar sustainable development processes.**
136. **Implementing recommendation 5:** This recommendation would be implemented by ECLAC and other partner institutions. Non-governmental organizations/civil society organizations are expected to continue to be engaged in the Principle 10 process, and given that this has strengthened the process overall, it should be pursued by the project implementers and specifically by ECLAC as technical secretariat. Furthermore, in future projects or initiatives that require public participation and advocacy, strong efforts should be made to engage the non-governmental organization/civil society organization sector by, for example, including them and their feedback in the formulation of documents and/or publications, and ensuring their participation in relevant meetings, events and conferences.

RECOMMENDATION 6

137. **Key finding 3.5.1d:** The data indicate that continued efforts should be made to include a variety of countries from the region (including the Caribbean) and that expanding to include other stakeholder groups such as municipalities, youth, academia and private businesses could also be considered.
138. **Recommendation 6:** Throughout the assessment, it was noted that a number of other relevant actors within the Latin American and Caribbean region could have benefited from and contributed to the activities falling within the framework of this project. While all of these stakeholders were not necessarily the target beneficiaries of this project, **future initiatives in the Latin American and Caribbean region that address inclusive sustainable development should consider focusing on increasing the participation from the following areas/sectors:**

- The Caribbean subregion
- Local representatives of municipal government and schools
- Youth
- Academia
- Private businesses

139. **Implementing recommendation 6:** This recommendation would be implemented by ECLAC. It should be noted that better inclusion of the Caribbean region is of the utmost importance, particularly since the project had identified this region as being included from the outset. However, while the inclusion of the other groups mentioned (local government, youth, academia, private businesses) would provide value added, it is understood that these stakeholder groups were not necessarily target beneficiaries/partners of this project. Better inclusion of the Caribbean region would require more concerted efforts to engage the Caribbean countries and additional support, as required, to ensure that they are participating in project activities such as events, conferences and technical assistance. The Port of Spain office could have been better engaged in order to work more closely with countries from the region. With regard to the other stakeholder groups, these groups and the project itself could have benefited from participation in activities, and consideration could be given to including these groups in relevant activities during future or similar projects.

ANNEXES

ANNEX 1	Evaluation Design Matrix
ANNEX 2	Interview Protocol
ANNEX 3	Assessment Questions
ANNEX 4	Simplified Logical Framework
ANNEX 5	List of Stakeholders Consulted Through Interviews
ANNEX 6	Bibliography
ANNEX 7	Stakeholder Map
ANNEX 8	Evaluator's revision matrix

ANNEX 1

Evaluation Design matrix

Questions and sub-questions	Indicators	Data Collection Methods	Information and Data Sources
<p>RELEVANCE: The extent to which the project and its activities are suited to the priorities and policies of the region and countries at the time of formulation and to what extent they are linked or related to the ECLAC mandate and programme of work.</p> <ul style="list-style-type: none"> • Did the project design properly address the issues identified in the region? <ul style="list-style-type: none"> ○ Did the objective and accomplishments remain relevant throughout the implementation? • To what extent are Project activities related to the ECLAC mandate and sub-programmes? 	<ul style="list-style-type: none"> • Evidence of alignment of objectives and EA with the region and countries' needs and priorities • Level of satisfaction of relevant stakeholders with the design and content of the project • Degree of relevance of the project objectives throughout implementation • Level of alignment of the project design, objective and expected accomplishments with ECLACs mandate and sub-programmes • Evidence that the project design took into consideration human rights and gender issues 	<ul style="list-style-type: none"> • Document review • Interviews • Surveys 	<ul style="list-style-type: none"> • Project Document • Annual Progress Reports • Final Project Reports • Meeting Reports • ECLAC Project Managers • UN/International Partners
<ul style="list-style-type: none"> • Did the objectives analysis demonstrate the logic and plausibility of the means-end relationship? 	<ul style="list-style-type: none"> • Quality of the problem tree analysis • Level of alignment of the problem analysis with major problem conditions (including the cause and effect links between the problem conditions). • Quality of the objective analysis 	<ul style="list-style-type: none"> • Document review • Interviews • Surveys 	<ul style="list-style-type: none"> • Project document • Annual Progress Reports • Final Project Reports • External documents • ECLAC Project Managers

EFFECTIVENESS: The extent to which the activities attain its objective and expected accomplishments.

<ul style="list-style-type: none"> Did the project contribute to improved availability of information regarding national environmental budget (EA 1) 	<ul style="list-style-type: none"> Number of professionals in government ministries and departments in the region who report tracking environmental expenditure in the context of the MDGs fulfillment and of other regional and international sustainable development initiatives (Logical Framework) Number of professionals in government ministries and departments in the region who acknowledge having used the information distributed to inform their decision-making (Logical Framework) Level of satisfaction of professionals in government ministries and departments/beneficiaries with the availability of information regarding environmental financial management 	<ul style="list-style-type: none"> Document Review Surveys Interviews 	<ul style="list-style-type: none"> Annual Progress Reports Final Project Reports Meeting Reports ECLAC Project Managers Beneficiaries/Country Representatives UN/International Partners
<ul style="list-style-type: none"> Did the project contribute to enhanced policy coordination mechanisms for designing policy responses, related to climate change mitigation and adaptation (EA2) I. How effective were the project activities in enabling capacities and influencing policy making? 	<ul style="list-style-type: none"> Number of countries taking steps to improve national coordinating strategies for sustainable development and climate change based on technical cooperation from the project (Logical Framework) Number of professionals in government ministries and departments who acknowledge having increased their overall capacity for comprehensive management of environmental resources through integrated country assessments provided by the sub-programme (Logical Framework) Number of tangible policies that have considered the contributions provided by the project 	<ul style="list-style-type: none"> Document review Interviews Surveys 	<ul style="list-style-type: none"> Annual Progress Reports Final Project Reports Meeting Reports Regional Assessments Capacity building documents ECLAC Project Managers Beneficiaries/Country Representatives UN/International Partners

<ul style="list-style-type: none"> Improved knowledge and management from government institutions' of current trends and opportunities in the international financing sources for environment, including climate change, available for countries in the Latin America and Caribbean region (EA 3) 	<ul style="list-style-type: none"> Number of professionals in government ministries and departments who report using international standardized methodologies to measure environmental expenditures (Logical Framework) Number of professionals in government ministries and departments using new methodologies on the measurement of environmental expenditures based on national technical assistance received from this project(Logical Framework) Number of countries which are exploring the use of additional funding for sustainable development and economic instruments for environmental management based on national technical assistance received from this project (Logical Framework) % of beneficiaries from government institutions feel that they have increased capacity to manage and identify trends and opportunities in international financing 	<ul style="list-style-type: none"> Document review Interviews Surveys 	<ul style="list-style-type: none"> Annual Progress Reports Final Project Reports Meeting Reports National Assessments Capacity building documents ECLAC Project Managers Beneficiaries/Country Representatives UN/International Partners
<ul style="list-style-type: none"> Were the activities and outputs consistent with the objective and the attainment of the expected accomplishments? 	<ul style="list-style-type: none"> Consistency between the activities and outputs and the objective and expected accomplishments Existence and quality of RBM design documents clearly explaining the links between the activities and outputs and the EAs Evidence that gender considerations were taken into account throughout the project 	<ul style="list-style-type: none"> Document review Interviews Surveys 	<ul style="list-style-type: none"> Annual Progress Reports Final Project Reports ToRs (consultancies) ECLAC Project Managers Beneficiaries/Country Representatives UN/International Partners

<ul style="list-style-type: none"> To what extent did the project apply a gender mainstreaming and human rights-based approach to programming? 	<ul style="list-style-type: none"> Evidence that human rights based approach to programming was understood and pursued coherently Evidence that gender considerations were mainstreamed into programme implementation Number of reports and publication materials demonstrating gender mainstreaming and participation of civil society, youths and ethnic minorities 	<ul style="list-style-type: none"> Document review Interviews Surveys 	<ul style="list-style-type: none"> Project Document Annual Progress Reports Final Project Reports Meeting Reports Project Managers UN/International Partners
---	--	--	--

EFFICIENCY: Measurement of the outputs (qualitative and quantitative) in relation to the inputs.

<ul style="list-style-type: none"> Did organizational factors contribute to effective implementation of the project and support partner coordination? <ul style="list-style-type: none"> Did project procedures contribute or jeopardize the effective implementation of the project? 	<ul style="list-style-type: none"> Extent to which governance and management structures of the project contributed to implementation Evidence of clarity in definition of roles and responsibilities of cooperating agency and partners with regard to ECLAC's procedures and reporting requirements from the beginning of the project Extent to which there was a planned or developed RBM policy for the project Number/type of processes/procedures that were enacted to improve the implementation of the project 	<ul style="list-style-type: none"> Document review Interviews Surveys 	<ul style="list-style-type: none"> Project Document Annual Progress Reports Final Project Reports Meeting Reports ECLAC Project Managers UN/International Partners
<ul style="list-style-type: none"> Were there any complementarities or synergies with the others working in the area of management of environmental expenditures? 	<ul style="list-style-type: none"> Evidence of joint programming with other development partners or institutions Degree to which the project developed complementarities/synergies with other work being developed Evidence of active involvement civil society, youths and ethnic minorities 	<ul style="list-style-type: none"> Document review Interviews Surveys 	<ul style="list-style-type: none"> Annual Progress Reports Final Project Reports Meeting Reports ECLAC Project Managers UN/International Partners

- Evidence of internal coordination within ECLAC between subprogrammes and offices
- Level of satisfaction of ECLAC with internal coordination for project implementation

- Were the needed resources available in a timely manner and utilized as planned?
 - Planned allocation of expenses vs. actual allocation of expenses
 - Implementation delays due to lack of resource allocation timeliness
 - Responses and actions taken to expedite processes
 - Document review
 - Interviews
 - Surveys
 - Project Document
 - Final Project Reports
 - Annual Progress Reports
 - ECLAC Project Managers

- Were project activities delivered in a timely manner? Were outcomes achieved on time?
 - Planned work plan/timeline versus actual work plan/timeline
 - Nature of delays that affected the work plan/timeline
 - Degree to which project beneficiaries feel that project activities were delivered in a timely manner
 - Document review
 - Interviews
 - Surveys
 - Project Document
 - Final Project Reports
 - Annual Progress Reports
 - ECLAC Project Managers
 - Beneficiaries/Country Representatives
 - UN/International Partners

SUSTAINABILITY: The extent to which the benefits of the project are likely to continue after funding has been withdrawn.

- Was the project successful in creating a continuous capacity strengthening process, jointly with country authorities, over the lifetime of the project?
 - Evidence that capacity building was ongoing throughout the project
 - Level of satisfaction of beneficiaries with the consistency of capacity building activities over the lifetime of the project
 - Document review
 - Interviews
 - Surveys
 - Annual Progress Reports
 - ECLAC Project Managers
 - Beneficiaries/Country Representatives
 - UN/International Partners

- Will the activities/outputs delivered be sustained by national capacities after project completion?
 - Evidence of an Exit Strategy or plan addressing various risks to sustaining project benefits
 - Level of satisfaction of country government beneficiaries with their involvement in the implementation of the project
 - Document review
 - Interviews
 - Surveys
 - Annual Progress Reports
 - Meeting Reports
 - ECLAC Project Managers
 - Beneficiaries/Country Representatives
 - UN/International Partners

<ul style="list-style-type: none"> • Number of planned activities/outputs for after Project completion 	
<ul style="list-style-type: none"> • Are the project outcomes expected to have a lasting impact on beneficiaries' access to knowledge and technical capacity in the medium- to long term? 	<ul style="list-style-type: none"> • Perception of an enabling environment by government officials to carry on after Project ends • % of country government beneficiaries who report using the knowledge and tools acquired through the project
<ul style="list-style-type: none"> • Has follow up support after the end of the activities been discussed and formalized? 	<ul style="list-style-type: none"> • Document review • Interviews • Surveys • Project Document • Final Reports • Annual Reports • ECLAC Project Managers • Beneficiaries/Country Representatives • UN/International Partners
<ul style="list-style-type: none"> • Does the project demonstrate potential for replication and scale-up of successful practices? 	<ul style="list-style-type: none"> • Number of follow-up support activities that have been discussed or formalized • Existence and quality of exit strategy • Evidence all project activities have been implemented before the end of the project • Funds committed by beneficiary government to continue implementing similar activities after the project ends • Lessons learned/best practices for replication/expansion of the project to other locations • Existence of similar needs in other countries/regions • Availability of human and financial resources to replicate the project elsewhere • Evidence beneficiaries are seeking more detailed, in depth support to continue increasing their knowledge

ANNEX 2

Interview Protocol

Questions	ECLAC Project Managers	Beneficiaries (Country Officials)	UN/International Partner Agencies
To what extent the project and its activities are suited to the priorities and policies of the region and countries at the time of formulation and to what extent they are linked or related to the ECLAC mandate and programme of work?			
<ul style="list-style-type: none"> • To what extent do you consider the project design (objective/expected accomplishments (EAs) etc.) to have addressed the issues identified in the region? <ol style="list-style-type: none"> a. Are there any particular issues that are relevant to the region that you feel were not addressed? b. To what extent do you feel that the objective and the EAs remained relevant throughout the implementation of the project? 	✓		✓
<ul style="list-style-type: none"> • To what extent do you feel that the project design, objective and EAs align with ECLACs mandate and the relevant sub-programmes? <ol style="list-style-type: none"> a. Did the project design include both gender and human rights considerations from the onset? 	✓		✓
<ul style="list-style-type: none"> • To what extent do you consider that the activities in which you participated were relevant to your country context? 		✓	
To what extent did the project activities attain its objective and expected accomplishments?			
<ul style="list-style-type: none"> • EA 1: Has the project contributed to an improved availability of information regarding national environmental budgets? <ol style="list-style-type: none"> a. To your knowledge, are any of the beneficiary countries now tracking their environmental expenditures, thanks to the efforts of this project? 	✓		✓
<ul style="list-style-type: none"> • In your opinion, have the activities in which you have participated contributed to an improved availability of information regarding national environmental budgets? 		✓	
<ul style="list-style-type: none"> • To your knowledge, have any of the beneficiary countries acknowledged having used the information distributed by the project to inform their decision-making? 	✓		✓
<ul style="list-style-type: none"> • Have any of the activities in which you have participated provided you with knowledge or information that you have used to inform your decision-making? 		✓	

<ul style="list-style-type: none"> How satisfied are you with the availability of information regarding environmental management through the activities in which you have participated/contributed? 	✓	✓
<ul style="list-style-type: none"> EA 2: Has the project contributed to enhance policy coordination mechanisms for creating policy responses to climate change mitigation and adaption? <ul style="list-style-type: none"> a. To your knowledge, have any tangible policies, in any of the beneficiary countries, considered the contributions provided by the project? 	✓	✓
<ul style="list-style-type: none"> In your opinion, have the activities in which you have participated contributed to enhance policy coordination mechanisms for creating policy responses to climate change mitigation and adaption? <ul style="list-style-type: none"> a. To your knowledge, have any tangible policies considered the outcomes of specific activities in which you were involved (publications, workshops etc.)? 	✓	
<ul style="list-style-type: none"> To your knowledge, are any of the beneficiary countries taking steps to improve national coordinating strategies thanks to efforts of this project? 	✓	✓
<ul style="list-style-type: none"> Have any of the activities in which you have participated contributed to the improvement of national coordinating strategies within your country? 	✓	
<ul style="list-style-type: none"> To your knowledge, have any of the beneficiary countries acknowledged having increased their overall capacity for management of environmental resources? 	✓	✓
<ul style="list-style-type: none"> Taking into consideration the activities in which you have participated, to what extent do you feel that your overall capacity for management of environmental resources has increased? 	✓	
<ul style="list-style-type: none"> EA 3: Has the project contributed to improved knowledge and management from government institutions in regards to current trends and opportunities in international financing sources for the environment? 	✓	✓
<ul style="list-style-type: none"> In your opinion, have the activities in which you have participated contribute to improved knowledge and management from government institutions in regards to current trends and opportunities in international financing sources for the environment? 	✓	
<ul style="list-style-type: none"> To your knowledge, are any country officials or beneficiary countries either using or exploring the use of any of the following thanks to technical assistance received from this project: <ul style="list-style-type: none"> a. New methodologies to measure environmental expenditures b. Additional funding for sustainable development c. Economic instruments for environmental management 	✓	✓

<ul style="list-style-type: none"> • Thanks to the activities in which you have participated, are you or any other officials from your country using or exploring the use of any of the following thanks to technical assistance received from this project: <ul style="list-style-type: none"> a. New methodologies to measure environmental expenditures b. Additional funding for sustainable development c. Economic instruments for environmental management 			✓
<ul style="list-style-type: none"> • To what degree do you feel that your capacity to manage and identify trends and opportunities in international financing has increased through the activities in which you participated? 			✓
<ul style="list-style-type: none"> • Were the activities and outputs of this project consistent with the overall objective? 	✓		✓
<ul style="list-style-type: none"> • Was a human rights-based approach understood and pursued throughout the project? <ul style="list-style-type: none"> a. Were gender considerations mainstreamed throughout the implementation of the project? 	✓		✓
Measurement of the outputs (qualitative and quantitative) in relation to the inputs			
<ul style="list-style-type: none"> • In your opinion, did the governance and management structures contribute to effective implementation? <ul style="list-style-type: none"> a. Were roles and responsibilities clearly established at the beginning of the project? b. Were any processes or procedures established to improve implementation? c. Was there a Results-based Logical Framework? d. Did the project use results-based monitoring and reporting? 	✓		✓
<ul style="list-style-type: none"> • In regards to project procedures, did they contribute to or jeopardize the effective implementation of the project? 	✓		✓
<ul style="list-style-type: none"> • How effective was the project at bringing partners together? <ul style="list-style-type: none"> a. Which partners did the project bring together? b. To your knowledge, did this project develop any complementarities or synergies with other work that was being developed (i.e. other environmental financial management work, sustainable development work, regional work etc.)? c. To what extent was civil society, youths and ethnic minorities involved in the project? 	✓		✓
<ul style="list-style-type: none"> • How satisfied were you with the coordination between the different sub-programmes and offices within ECLAC? <ul style="list-style-type: none"> a. How could this coordination have been improved? b. Did coordination within ECLAC contribute to the achievement of the project outcomes? Why or why not? 			✓
<ul style="list-style-type: none"> • Were the needed resources available in a timely manner? <ul style="list-style-type: none"> a. In your opinion, have the invested resources been used efficiently to produce the planned outcomes? 	✓(all)	✓(b)	✓(a&b)

- b. Were project activities delivered in a timely manner and outcomes achieved on time?

The extent to which the benefits of the project are likely to continue after funding has been withdrawn.

<ul style="list-style-type: none"> • Do you feel that the project was successful in creating a continuous capacity strengthening process, jointly with country authorities, over the lifetime of the project? <ul style="list-style-type: none"> a. To what extent are you satisfied with your level of involvement in the project implementation? b. Do you feel you could potentially continue carrying out some of the activities implemented by the project 	✓		✓
<ul style="list-style-type: none"> • Were you involved in more than one activity? (yes or no) <ul style="list-style-type: none"> a. If so, then do you feel that a continuous capacity strengthening process, jointly with country authorities was provided by ECLAC? 		✓	
<ul style="list-style-type: none"> • To what extent do you feel that the activities/outputs delivered by Project will be sustained by project beneficiaries and other partners after project completion? 	✓		✓
<ul style="list-style-type: none"> • To what extent do you feel that the activities in which you were involved will have provided you with increased access to knowledge and technical capacity in the medium-long term? 		✓	
<ul style="list-style-type: none"> • Has follow-up support after the end of the activities been discussed and formalized? 	✓	✓	✓
<ul style="list-style-type: none"> • In your opinion, does the project demonstrate potential for replication and scale-up of successful practices? <ul style="list-style-type: none"> a. What do you see as being some of the lessons learned and/or best practices for replication/expansion of the project? b. Any recommendations? 	✓		✓
<ul style="list-style-type: none"> • In your opinion, do any of the activities in which you have participated demonstrate potential for replication and scale-up of successful practices? <ul style="list-style-type: none"> a. What do you see as being some of the key elements that could be replicated or expanded upon? b. Do you have any recommendations for future activities? 		✓	

ANNEX 3

Assessment Questions

1. EVALUATION CRITERION: RELEVANCE

Assessment Question:	R1) To what extent the project and its activities are suited to the priorities and policies of the region and countries at the time of formulation? To what extent they are linked or related to the ECLAC mandate and programme of work?
Assessment Sub-Question:	R1.1) Were governance and management structures of the project effectively established?
	R1.2) Were the objectives and accomplishments relevant to the countries' development needs and priorities?
	R 1.3) Did the objectives and accomplishments remain relevant throughout the implementation?
	R1.4) Were the objective and accomplishments aligned with ECLAC's mandate and the relevant sub-programmes?
	R1.5) Did the design properly address the issues identified in the region?
	R1.6) Were these structures appropriate to the objective, accomplishments and activities?
	R1.7) Were the activities and outputs consistent with the objective and the attainment of the expected accomplishments (EAs)?
	R1.8) Did the problem analysis define the initial situation with sufficient precision?
	R1.9) Did the problem analysis define the major problem conditions with sufficient precision?
	R1.10) Did the problem analysis identify realistic cause-effect relationships among problem conditions? R.11) Did the objectives analysis demonstrate the logic and plausibility of the means- end relationship?

2. EVALUATION CRITERION: EFFECTIVENESS

Assessment Question:	E1) To what extent did activities attain their objectives and EAs?
Assessment Sub-Questions:	E1.1) To what extent did the project achieve the EAs outlined in the Project Document?
	E1.2) Did the project contribute to improved availability of information regarding national environmental budgeting
	E1.3) Did the project contribute to enhance policy coordination mechanisms among sectors and levels of the government to contribute to the design of policy responses related to climate change mitigation and adaptation?

	E1.4) Did the project contribute to improve the knowledge (and management) of government institutions about current trends and opportunities in international financing sources for environment and climate change?
	E1.5) To what extent are the project's main beneficiaries satisfied with the quality and timeliness of the outputs and services?
	E1.6) What factors have contributed to achieving or not achieving the intended outcomes?
	E1.7) What factors contributed to effectiveness or ineffectiveness?
	E1.8) To what degree were approaches such as a human rights based approach to programming, gender mainstreaming and results-based management understood and pursued in a coherent fashion?
	E1.9) Has the project made any difference in the behavior/attitude/skills/performance of the clients?
	E1.10) How effective were the project activities in enabling capacities and influencing policy-making?
	E1.11) Are there any tangible policies that have considered the contributions provided by the project in relation to the project under evaluation?
3. EVALUATION CRITERION: EFFICIENCY	
Assessment Question:	EF1) Was Project coordination and implementation timely, cost-effective and supportive to continuous capacity strengthening?
Assessment Sub-Questions:	EF1.1) Did governance and management structures of the project contribute to effective implementation and coordination of partners?
	EF1.2) Was the project successful in creating a continuous capacity strengthening process, jointly with regional/country authorities, over the lifetime of the project?
	EF1.3) Did project procedures contribute or jeopardize the effective implementation of the project?
	EF1.4) Which partners did the project bring together?
	EF1.5) Have the invested resources produced the planned outcomes?
	EF1.6) Were the needed resources available in a timely manner and utilized as planned?
	EF1.7) Were the project EAs/outcomes achieved on time?
	EF1.8) Was the project implemented in the most efficient way compared to alternatives?
	EF1.9) Were there any complementarities and synergies with the other work being developed?
4. EVALUATION CRITERION: SUSTAINABILITY	
Assessment Question:	S1) What is the extent to which the benefits of the project are likely to continue after funding has been withdrawn?
	S2) Are the project outcomes expected to have a lasting impact on beneficiaries' access to knowledge and technical capacity in the medium-to long term?

	S3) To what extent has the project contributed (or will it contribute) to improve and harmonize the ability of LAC countries to adapt and cope with the economic impacts of climate change on development?
	S4) Has follow-up support after the end of the activities been discussed and formalized?
	S5) Does the project demonstrate potential for replication and scale-up of successful practices?

ANNEX 4

Simplified Logical Framework

Intervention Logic	Indicators	Means of Verification	Risks and Assumptions
<p>Objective: To improve the knowledge and management of financial resources availability, allocation and coordination mechanisms of the governmental institutions concerning environment in the countries of Latin America and the Caribbean, in particular, the Ministries of Environment and Finance.</p>			
<p>Expected accomplishment 1</p> <p>Improved availability of information regarding national environmental budget (environmental protection activities and other environmental-related management issues, including distribution among environmental items/concerns, the degree of efficiency and efficacy and opportunity costs).</p>	<p>Increased number of countries tracking environmental expenditure in the context of Millennium Development Goals fulfillment and of other regional and international sustainable development initiatives.</p> <p>At the end of project five country acknowledge having used the information distributed to inform their decision-making.</p>	<p>Diagnosis reports, Official documents reporting results, communications and registers of requests for technical assistance, capacity building, evaluation surveys.</p>	<p>Risks:</p> <ul style="list-style-type: none"> – Lack of personnel or poor technical background of national officers. – Change in political priorities, national counterparts or national governments
<p>A1.1 Analyze the mechanisms and tools to obtain/compile information on environmental expenditure and investment suggested for implementation by the countries. Priority will be given to internationally approved methodologies, such as the Classification of Environmental Protection Activities and Expenditures (UN-DESA), SERIEE-Eurostat, OECD surveys of environmental protection activities and of pollution abatement and control expenditures. Conceptual issues, evaluation frameworks, double counting, and data interpretation will be assessed.</p> <p>A1.2 Organize a Regional Seminar to discuss a common regional approach (pilot country studies will be presented) to account environmental expenditures and to address the international state of the art in green fiscal reforms, environmental taxation, earmarking, etc., in order to improve the capacities of the countries in the region to estimate the environmental budget, under international methodological standards, on a permanent basis. This includes pilot country case studies and methodological interim workshops.</p>			

Intervention Logic	Indicators	Means of Verification	Risks and Assumptions
<p>Expected accomplishment 2</p> <p>Enhanced policy coordination mechanisms among sectors and levels of the government to contribute to the design of policy responses, related to climate change mitigation and adaptation.</p>	<p>Increased number of countries taking steps to improve national coordinating strategies for sustainable development and climate change based on technical cooperation from the project.</p>	<p>Comprehensive assessment on policy issues reported in documents, speeches, presentations, registers of requests for technical assistance, workshops, evaluation surveys with beneficiaries</p>	<p>Assumptions:</p> <ul style="list-style-type: none"> - Continuous interest on the issues from the national offices <p>Risk:</p> <ul style="list-style-type: none"> - Lack of interest for policy coordination sustained in the competition for scarce resources. - Other priorities of Ministries different from the Environment one prevent them to take seriously the sustainability problem.
<p>A2.1 Develop a regional database of economic policy instruments (e.g. taxes, expenditures, international funds for the environmental conventions, etc.) with environmental incidence, in order to assess policy coordination gaps and frameworks to improve coherence, coordination and integration of public policies.</p>			
<p>A2.2 Support the Latin American and the Caribbean (LAC) Environmental Ministers Forum with a regional overview on financing for sustainable development, and to the Rio+20 and green economy process. Provide this information to the system of indicators of the LAC Initiative for Sustainable Development, in order to support the institutionalization of the calculus of financing for sustainable development indicators in Latin American Countries.</p>			
<p>Expected accomplishment 3</p> <p>Improved knowledge and management from government institutions' of current trends and opportunities in international financing sources for environment, including climate change, available for countries in the Latin American and Caribbean region.</p>	<p>Increased number of country officials using international standardized methodologies to measure environmental expenditures.</p>	<p>Surveys, reports, registers of requests for technical assistance and advisory services, technical assistance mission reports, capacity building satisfaction appraisals</p>	<p>Risk:</p> <ul style="list-style-type: none"> - High turnover of national officers due to natural disasters

Intervention Logic	Indicators	Means of Verification	Risks and Assumptions
	<p>Increased number of countries using new methodologies on the measurement of environmental expenditures, and which are exploring the use of additional financing for sustainable development and economic instruments for environmental management based on national technical assistance received from the project.</p>		
<p>A3.1 Organize 3 national workshops and technical cooperation missions on opportunities and challenges of international financing for sustainable development and low carbon economies, with the aim to present an overview of economic instruments for environmental management and to give technical support to policy makers to include environmental issues in fiscal, sectoral and other economic policies as well as to implement economic instruments for environmental management. Provide additional advisory services upon request.</p> <p>A3.2 Generate country reports to provide comprehensive overviews on selected environmental-topics with special attention to the financing for sustainable development (expenditures, revenues, economic instruments, tools and policies), to support the activity A3.1 mentioned above.</p>			

ANNEX 5

List of stakeholders consulted through interviews

Nombre	Cargo	País	Institución	Mail	Teléfono
Carlos de Miguel	Oficial de Asuntos Ambientales		CEPAL	Carlos.demiguel.cepal.org	
David Barrio	Oficial Asuntos Políticos		CEPAL	David.barrio@cepal.org	
Mauricio Pereira	Investigador		CEPAL	Mauricio.pereira@cepal.org	
Daniel Ryan		Argentina	Fundación de Ambiente y Recursos Naturales	anapoli@farn.org.ar	54-11-4312-0788
Constance Nalegach	Punto focal, OCDE y Foros Internacionales	Chile	Ministerio de Medio ambiente	cnalegach@mma.gob.cl	56 2 2240-5628
María Amalia Jiménez	Oficial, Desarrollo Sostenible	Costa Rica	Ministerio de Relaciones Exteriores y Culto	majimenez@rree.go.cr	(506) 2539-5300
Raúl Figueroa	Dirección de Cuentas Satélite	Mexico	INEGI	Raul.figueroa@inegi.org.mx	52-449-910-53-00
Sonia Gonzales	Directora General de Investigación	Perú	Ministerio del Ambiente	sgonzalez@minam.gob.pe	511-611-6000
Monica Rodriguez	Grupo de Cuentas Ambientales	Colombia	Departamento Administrativo Nacional de Estadísticas Colombia		
Alexandra Patricia Barreto Piña	Dirección de Síntesis y Cuentas Nacionales	Colombia	Departamento Administrativo Nacional de Estadísticas Colombia	apbarretop@dane.gov.co	

ANNEX 6

Bibliography

Progress Reports

- Annual Development Account Progress Report, ECLAC ROA 145 7 DDSAH, December 2011.
- Annual Development Account Progress Report, ECLAC ROA 145 7 DDSAH, December 2012.
- Annual Development Account Progress Report, ECLAC ROA 145 7 DDSAH, December 2013.
- Draft Final Report ROA 145, December 2014.

Studies and Publications

- A comprehensive report of the Regional preparatory meeting was developed by IISD (2011).
- Acceso a la información, participación y justicia en temas ambientales en América Latina y el Caribe: situación actual, perspectivas y ejemplos de buenas prácticas" (2013).
- Climate Change and Reduction of CO2 Emissions: the role of Developing Countries in Carbon Trade Markets", (2012).
- Desarrollo sostenible en América latina y el Caribe: seguimiento de la agenda de las naciones unidas para el desarrollo post-2015 y RÍO+20 (2013).
- El gasto en protección ambiental en América Latina y el Caribe: Bases conceptuales y experiencia regional", (2014).
- Evaluaciones del desempeño ambiental: Colombia", (2014).
- Financiamiento para el logro de los Objetivos del Milenio en un contexto de crisis: Indicadores para Chile, (2011)
- Gasto Público en Protección Ambiental de Chile", (forthcoming 2014/2015).
- Guía metodológica: Instrumentos económicos para la gestión ambiental" (forthcoming 2014/2015).
- Guía metodológica: Medición del Gasto en Protección Ambiental del Gobierno General (forthcoming 2014/2015).
- Incidencia distributiva del impuesto a los combustibles en el Gran Santiago", (2013).
- La economía del cambio climático en Argentina: Primera aproximación (2014)
- La economía del cambio climático en Chile (2011).
- La economía del cambio climático en Ecuador 2012 (2013).
- La economía del cambio climático en Paraguay (2014).
- Políticas fiscales, impactos energéticos y emisiones de CO2 en Chile", (2012).
- Regional Perspectives on Sustainable Development: Advancing Integration of its Three Dimensions through Regional Action" (2014).
- Report of the Latin American and Caribbean regional meeting preparatory to the United Nations conference on sustainable development (2011).

- Roundtable discussion on the nature of the regional instrument: summary of the answers and the comments from experts in public environmental international law: Sixth meeting of the working group on access rights and the regional instrument of the Declaration on the application of Principle 10 of the Rio Declaration on Environment and Development in Latin America and the Caribbean" (2014).
- Sustainable Development 20 Years on from the Earth Summit Progress, Gaps and Strategic guidelines for Latin America and the Caribbean. (2012).
- Sustainable development 20 years on from the Earth Summit: progress, gaps and strategic guidelines for Latin America and the Caribbean. Summary (2012).
- Typology of instruments of public environmental international law" (2014).

Meeting Documents

- Forum of Ministers Meeting, Quito, February 2012.
- Informe Final de "Taller Internacional sobre estadísticas de gastos en protección medioambiental", 2012.
- UNEP documents of the Eighteenth Meeting, January – February 2012.

Other

- Approved Redeployment, ECLAC 10-11, Project G14-03-1751, May 28 2014.
- Improving the Management of Resources for the Environment in Latin America and the Caribbean, Project Document.
- Material Complementario Evaluación, December 2014.
- Contracts (17)
- Media Coverage Documents
- Other Correspondence (Cartas de agradecimiento e invitaciones)
- Other Material from Project Meetings
- Terms of Reference, Assessment of Development Account Project # 2234-ROA-145-7.

ANNEX 7

Stakeholder Map

IMPORTANCE How influential How affected	HIGH	Beneficiaries: 1. Officials from the Ministry of Environment and Finance 2. Officials From other relevant Ministries and government institutions 3. Officials from other participating organizations or institutions	Implementing Partners: -ECLAC Project Managers
	LOW		UN and other International Partner Organizations
		LOW	HIGH

SUPPORT

Categories of respondents include members of the following stakeholder groups:

- ECLAC's Project Managers;
- International Partner Organizations (other UN agencies, OECD etc.)
- Beneficiaries (Officials from the Ministry of Environment and Finance, among others).

ANNEX 8

Evaluator's revision matrix

A. COMMENTS ERG

GENERAL COMMENTS

REPORT SECTION (if applicable)	COMMENTS ERG	EVALUATOR'S RESPONSE
	Agradecemos y valoramos el trabajo realizado por el equipo evaluador y las recomendaciones formuladas. Consideramos que el informe es de gran apoyo y utilidad, especialmente en las indicaciones relativas al diseño del proyecto.	Gracias!

SPECIFIC COMMENTS

REPORT SECTION (if applicable)	COMMENTS ERG	EVALUATOR'S RESPONSE
3.3.1. Management of Financial Resources for the Environment, páginas 20 y 21	En el informe se indica que el estudio de gasto ambiental de Chile está próximo a publicarse. Hacemos notar que dicho estudio se lanzó el 1 de julio por lo que consideramos oportuno incluirlo en la evaluación. La nota de prensa y publicación están disponibles en: http://www.cepal.org/es/noticias/informe-analiza-desafios-de-chile-en-materia-de-informacion-ambiental http://repositorio.cepal.org/handle/11362/37909 Además, sería deseable hacer referencia al hecho de que otros países como el Perú están trabajando en esta misma temática.	This has been revised and included in the report.

B. COMMENTS PPOD

GENERAL COMMENTS

REPORT SECTION (if applicable)	COMMENTS PPOD	EVALUATOR'S RESPONSE
	Favor incluir un resumen ejecutivo de 2-4 páginas al inicio del informe.	This has been included.
	Favor asegurarse que tanto en los hallazgos como en las conclusiones y/o recomendaciones (si es aplicable) se haga mención específica al cumplimiento o no de la transversalización de género en el proyecto bajo evaluación.	A section on gender has been added to the report (Section 3.3.4).
	Favor numerar cada párrafo del informe. En general, se solicita este formato en todo informe de evaluación para facilitar la lectura y los comentarios vinculándolos al número de párrafo.	Each paragraph has been numbered.

	Falta incluir una sección de conclusiones, después de la sección de hallazgos y la de lecciones aprendidas. Estas deben dar respuesta a las “grandes preguntas evaluativas” basándose en un análisis general por parte del evaluador de los principales hallazgos.	A conclusions section has been added (Section 5).
	En general, por la forma en que fue redactado el informe, da la impresión de que muchas de los hallazgos presentados se basan en una o dos respuestas de parte de los entrevistados, lo cual pareciera ser un poco riesgoso al presentar hallazgos sin el suficiente respaldo o evidencia. Esto especialmente se da en aquellas acotaciones que hacen referencia a “one respondent stated...” “more than one respondent”, etc. De lo cual se encuentran varios ejemplos en el informe. Se les agradecería revisar y sustentar apropiadamente o dejar en claro que si bien no son hallazgos concluyentes o afirmaciones generalizadas si hubiera ciertos comentarios interesantes de algunos entrevistados que se recomienda sean tomados en cuenta.	Any findings that were based on too few respondents have been modified to be represented as just interesting commentary that could be noted. In other places, where multiple respondents had similar feedback, this has been revised to properly represent this number. Overall, some findings were either removed or slightly modified to ensure that they are supported by sufficient evidence.
	Recomendamos homologar todas las gráficas con los resultados de las encuestas utilizando porcentajes y no número de respuestas como sucede en varios casos.	Percentages have been added to all graphics.
3.4 Efficiency	Hace falta incluir un análisis y los principales hallazgos relacionados a los niveles de cooperación y coordinación de la DDSAH a lo interno de la CEPAL con otras Divisiones de la CEPAL y a lo externo con otras instituciones, en la implementación del proyecto.	A short analysis has been included in section 3.4.2.
4.2 Key Recommendations	Favor asegurarse de que en la presentación de cada recomendación se haga referencia específica al hallazgo y conclusión con que se vincula, para lo cual sería conveniente identificar cada hallazgo específico con un número, así como asignar un número a cada recomendación.	Each finding has been numbered and the recommendations at the end of the document are linked to this numbering.
4.2 Key Recommendations	Favor explicitar a quien está dirigida cada recomendación o quien estaría a cargo de su implementación. La DPPO, CEPAL en general DESA como Project manager del Development Account para temas más transversales o la División sustantiva a cargo del proyecto o tema.	In the recommendations section, each recommendation has a paragraph entitled “implementing recommendation #”. This provides an overview of who would be responsible for implementation of each recommendation.
4.2 Key Recommendations	Se recomienda explicitar un poco sobre como el consultor considera pudiesen ser implementadas las recomendaciones incluidas en el informe. No debe ser más de uno o dos párrafos por recomendación.	In the recommendations section, each recommendation has a paragraph entitled “implementing recommendation #”. This also provides an overview of how the recommendation could be implemented.

4.2 Key Recommendations	Llama la atención el hecho que no se haya incluido ninguna recomendación relacionada con el proceso de diseño del programa y su marco lógico, siendo que se mencionan muchas deficiencias del mismo en la sección de hallazgos.	This has been added based on the findings in the report (Recommendation 1).
SPECIFIC COMMENTS		
REPORT SECTION (if applicable)	COMMENTS PPOD	EVALUATOR'S RESPONSE
Portada	Eliminar la mención que la Oficina Subregional de Caribe y la División de Desarrollo Sostenible y Asentamientos Humanos a en la referencia a quienes solicitaron la evaluación: Requested by: Economic Commission for Latin America and the Caribbean (ECLAC) Sub-regional Headquarters for the Caribbean and the Sustainable Development and Human Settlements Division, Santiago, Chile	This has been removed.
Página 1, sección 1. Introducción	Eliminar la mención que la Oficina Subregional de Caribe y la División de Desarrollo Sostenible y Asentamientos Humanos a en la referencia a quienes solicitaron la evaluación. Dejar solamente referencia a CEPAL.	This has been removed.
Página 6. Sección 1.3 Objective and scope of the evaluation	Favor mencionar de manera explícita, el propósito y objetivo de la evaluación, y cuál fue el alcance y objeto de la evaluación detallando el proyecto evaluado. Incluir asimismo el período en el cual se desarrolló la evaluación.	This has been added to section 1.3.
Página 7. Sección 2.1 Assessment Strategy	Favor incluir una descripción de cómo se incorporaron las perspectiva de género y derechos humanos en el proceso de evaluación.	This has been integrated throughout section 2.2.
Página 9. Tabla 1.	Agradeceríamos incluir dos filas al final de cada sección (entrevistas y encuestas) detallando los porcentajes de respuesta.	We were unable to do this. The reason for this is that each section in the report for project 137 is split up by EAs and includes a number of different graphs and questions that were asked during interviews and surveys to which a different number of persons have responded in each case. Given that there are more than one question included in each section, to which a varying number of answers were provided, it is impossible for us to provide a summary of percentages of answers per section. Each graph now has the percentage as well as the number of respondents, since

		each graph corresponds to a question that was often answered by a different number of people during the surveys or interview. That is where you can see the number of respondents for each stakeholder group as well as the percentage for each answer, per stakeholder group.
Anexo 5	Favor actualizar la información presentada en el anexo 5, ya que todavía incluye solamente el listado de las 8 personas originalmente entrevistadas.	This has been updated.
Página 18. Sección 3.2.2 Links to ECLAC Mandates	Favor incluir los objetivos y resultados esperados de la División (subprograma 8) establecidos en el Programa de Trabajo de la CEPAL (documento oficial) como marco de referencia al momento de analizar qué tan vinculado esta el proyecto con el programa de trabajo de la División, y no solamente hacer referencia a la información incluida en su página web.	This has been added to section 3.2.2.
Página 21, último párrafo.	Incluir la palabra “of” en la primera línea: In general, the Project has been somewhat successful in terms of assisting participating countries to better manage and track financial resources for the environment.	This has been included.
Página 23, párrafo 2, línea 2	Incluir la palabra “with”: the Rio+20 event in 2012, helped to ensure that the Project was in line with the needs of the region and contributed to	This has been included.
Página 31, ultimo párrafo, línea 2	Corregir: and information for managing financial resources for the environment is in LAC, as the context evolved, so	This has been corrected.
Página 31, recomendación 3, línea 1	Corregir texto: <i>While the flexibility of the Project to incorporate new activities given an the changing context of the region</i>	This has been corrected.



Economic Commission for Latin America and the Caribbean (ECLAC)
Comisión Económica para América Latina y el Caribe (CEPAL)
www.eclac.org