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FINAL ASSESSMENT REPORT

ASSESSMENT OF DEVELOPMENT ACCOUNT
PROJECT 10/11 AQ

**Strengthening government and civil society capacity
to incorporate economic and social rights
into macroeconomic policy**

December 2015

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ACRONYMS

Acronym	Definition
DA	Development Account
EAs	Expected accomplishments
ECLAC	Economic Commission for Latin America and the Caribbean
ERG	Evaluation Reference Group
GA	General Assembly
IADGs	Internationally agreed development goals
KPI	Key performance indicator
LAC	Latin America and the Caribbean
MA	Main activity
MDGs	Millennium Development Goals
MOOC	Massive open online course
OECD	Organization for Economic Cooperation and Development
OHCHR	Office of the United Nations High Commissioner for Human Rights
PPEU	Programme Planning and Evaluation Unit (ECLAC)
PPOD	Programme Planning and Operations Division (ECLAC)
RBM	Results-based management
ToC	Theory of change
ToR	Terms of reference
UDHR	Universal Declaration of Human Rights
UN	United Nations
DESA	Department of Economic and Social Affairs
UNEG	United Nations Evaluation Group

EXECUTIVE SUMMARY

This is the end-of-project evaluation report of the Development Account (DA) project “Strengthening government and civil society capacity to incorporate economic and social rights into macroeconomic policy” (DA project # 2290-ROA-196-7-B), which was implemented during the period 2012-14 for a total budget of US\$ 371,086. Its main objective was to strengthen the capacity of national governments and civil society organizations by increasing their knowledge, skills and awareness and by fostering dialogue and cooperation.

Relevance and design

The project responded to regional and national needs and the objectives were in line with identified priorities, particularly that of enhancing regional dialogue. It explored a pioneer line of work and therefore was designed with an in-built flexibility to adapt to differing national contexts. Thus, recognizing that one size does not fit all, the project was able to cater for individual country needs during implementation.

The project was also relevant to the mandate of the Economic Commission for Latin America and the Caribbean (ECLAC), contributing to implementation of the outcomes of several major United Nations conferences and summits. Moreover, it was well aligned with the ECLAC strategic framework and was instrumental in coordinating economic development initiatives and in strengthening economic relationships within the region. The project also contributed to the strategic aim of generating, disseminating and applying innovative approaches to tackling development challenges while strengthening (a) multisectoral and interdisciplinary analysis and (b) the development of analytical models using quantitative and qualitative tools.

However, the project design reflected a simplistic analysis of the situation, and failed to (a) determine crucial underlying causes, including the specificities of the three targeted macroeconomic policy areas (taxation, public expenditure and monetary and financial policy); (b) explain the different stakeholders’ roles, positions, strengths, weaknesses and influences; and (c) credibly address gender-related issues. As a result, the project lacked a robust strategy; its simplified logical framework was useful at the project proposal stage but did not prove to be an effective management tool.

Efficiency

The implementation started almost one year later than planned mainly due to external factors which were beyond the control of the project. Nevertheless, the project was able to respond to the changing needs of beneficiaries and the organizational arrangements and management structures contributed to an effective implementation.

The division of tasks within ECLAC and the coordination between implementing bodies allowed for an efficient use of the resources. For example, at the beneficiaries’ request, the planned activities were modified thereby enriching the scope of the project and expanding the limited background available in Central America.

The beneficiaries judged the quality of the activities implemented and outputs realized to be very high and additional activities were implemented at no additional cost. Nevertheless, several outputs have been only partly realized, including testing of the applicability of the methodology in the six countries and providing specific technical assistance to civil society organizations.

The Commission acted as a catalyst for dialogue between government entities and civil society organizations. It also mobilized additional resources from and implemented joint activities with national counterparts, contributed to a unified United Nations vision and introduced cutting-edge knowledge into the project.

Effectiveness

Despite the difficulty in assessing the fulfilment of the three expected accomplishments owing to their confusing formulation and the lack of baselines and targets, data confirmed that they had for the most part been achieved. First, the beneficiaries' knowledge and skills in relation to human rights frameworks and their relevance to macroeconomic policy increased significantly. The activities also enhanced their analytical capabilities and the knowledge acquired was recognized as applicable to their daily work.

Secondly, by promoting dialogue between government officials and civil society groups (probably the most successful outcome of the undertaking), the project encouraged the exchange of knowledge among key stakeholders and the national and regional workshops and country-level technical assistance were a source of inspiration to participants. The different activities and products increased awareness and facilitated agreement on certain macroeconomic policies.

Lastly, the project also helped to improve cooperation between civil society organizations and governmental institutions in analysing macroeconomic policies from a human and social rights perspective. The beneficiaries particularly appreciated the fact that institutions and technical staff, far from simply acquiring passive knowledge, were now able to effectively integrate social and economic rights into the formulation of macroeconomic policy thanks to the assistance provided. The project also fostered synergy between the institutions in the region.

Overall, the project deepened understanding of macroeconomic and social policies among civil society organizations and government entities by opening up a public dialogue on these issues and increasing face-to-face interactions between the different groups. The two-way information flow relating to government policies and their impact on the ground will enhance policymaking.

Sustainability

Although the project may be considered to be a pilot experiment that has triggered dialogue, there is evidence that it has already contributed to long-term processes, such as drafting of legislation and national development plans, thanks to its promotion of a more informed public debate on macroeconomic reform and of an interdisciplinary approach to macroeconomics and human rights.

Emphasis has been placed on output and results dissemination. Regional and national workshops were organized to disseminate experiences, country-specific methodologies and comparative findings. The knowledge gained at the workshops and the content of the publications have been discussed at numerous conferences and seminars. However, whether the project will have a lasting impact in terms of sustained access to knowledge and enhanced technical capacity of beneficiaries, in particular among civil society groups, remains to be seen.

ECLAC is aware of the need to sustain the results achieved under the project in order to have a lasting impact and therefore continues to provide capacity-building support to governmental and non-governmental organizations. The online course is a critical dissemination mechanism that offers an excellent opportunity to amplify the impact of the project.

Lessons

ECLAC is an excellence-driven organization with a strong record and reputation in the region. It has the potential to bring about significant efficiency gains by fostering dialogue, facilitating access to cutting-edge knowledge and attracting additional contributions (in cash or in kind) for the projects.

The important role of social development in stimulating economic growth and the relevance of reaching agreements on citizens' rights and duties to implement macroeconomic policies are increasingly recognized. In line with its mandate, ECLAC promotes multilateral dialogue, knowledge-sharing and networking at the regional level, and seeks to promote intra- and interregional cooperation. The Development Account

enables member countries to tap into the normative and analytical expertise of the United Nations Secretariat, as was evident throughout this evaluation. Given its special knowledge and unique skills ECLAC can be a game changer (a) by promoting dialogue between government officials and civil society groups and (b) by promoting the exchange of knowledge and the transfer of skills between countries. ECLAC is regarded as a key actor that contributes to a shared United Nations vision, ensuring coordination with other United Nations agencies and even facilitating their involvement in the policy dialogue.

An active and enduring participation by civil society groups through targeted activities would have boosted ownership, contributing to policy implementation and ensuring that reforms are sustained.

The policymaking process calls for a balance between the broader goals of equity and the welfare and interests of various groups. Through close coordination with different governments, the project has promoted an innovative approach to public policies, consisting in the incorporation of a human rights perspective into macroeconomic policies. The participation in the project of non-governmental organizations (NGOs) dedicated to advancing human rights has helped to build bridges between macroeconomic authorities and human rights advocates. Nevertheless, the primary objective of the project was to finance short-term capacity-building and civil society groups were not specifically targeted. This prevented such groups from participating more actively and more consistently. More focused activities would have boosted ownership, thereby enhancing the probabilities of policy implementation and the sustainability of reforms.

No amount of monitoring and evaluation can compensate for goals and objectives that are unclear or for which accountability is absent.

A project design based on a weak analysis that fails to determine the underlying causes of a situation results in a limited evaluability due to insufficient clarity of purpose, difficulties in causal attribution, lack of clear indicators and absence of baseline data. This is incompatible with results-based management, which requires managers to focus on the outcomes to be achieved, track the outputs and sequence of outcomes and, based on a theory of change for the programme, adjust their activities and outputs to maximize the likelihood that the desired outcomes will be realized. A weak design means that only inputs, activities and immediate outputs are monitored instead of examining the data collected on outputs and determining how or whether they contribute to the achievement of outcomes.

Recommendations

To enhance the evaluative culture and results management by providing ongoing training to managers and staff in the various aspects of results management, including self-evaluation.

Developing and maintaining an evaluative culture in an organization is often seen as key to building more effective results management and evaluation approaches. Projects aimed at achieving complex change must be underpinned by a robust theory of change (ToC). The ToC is essential for demonstrating what has been achieved, facilitating monitoring and sharing information. It enables senior managers to challenge the logic of the projects and the evidence gathered on performance in order to oversee the results management regime, thus ensuring that the results are realistic, transparent and verifiable.

The analysis should explain country and sector specificities (for example, different policy areas), even developing specific ToCs, if necessary. A systemic approach during the design phase allows for the investigation of any unintended effects (whether positive or negative), power relationships and possible conflicts at the boundaries of the system. Different stakeholders should be involved in identifying the most critical problems (including underlying causes) and credible cause-effect relationships. By assessing their different roles, positions, strengths, weaknesses and influences, stakeholders can build consensus and identify the partnerships necessary to effectively address problems.

A solid results-based management (RBM) system rests on what is commonly referred to as a 'life cycle', in which 'results' are central to planning, implementation, monitoring and evaluation, reporting and ongoing decision-

making. By focusing on 'results' rather than 'activities', RBM helps to articulate more clearly the vision and support for expected results and to monitor progress more effectively using indicators, targets and baselines. Thus, the project proposals must include a robust and comprehensive logical framework matrix along with specific and clear expected results; they must qualify as SMART (specific, measurable, attainable, relevant, and time-bound); and they must also include process and impact indicators (in particular, targets, baselines and means of verification), risks, assumptions and define the role of partners. This would enhance both the design and the evaluability of the projects.

The evaluator recommends that ECLAC divisions and subregional headquarters (with support from the Programme Planning Evaluation Unit (PPEU) and the Programme Planning and Operations Division (PPOD)) provide ongoing training to managers and staff in the various aspects of results management, including ToC, logical framework approach, indicators and self-evaluation.

To strengthen the learning focus by regularly assessing project evaluability, implementing results-oriented monitoring and/or mid-term evaluations and organizing structured learning events.

The evaluator recommends that ECLAC divisions and subregional headquarters (with support from the Programme Planning and Evaluation Unit (PPEU)/Programme Planning and Operations Division (PPOD)) establish a system for checking the evaluability of project proposals. This should involve planning for monitoring and evaluation at the planning stage (including regularly monitoring results and/or conducting mid-term evaluations). Structured learning events should be routinely organized to discuss future directions, using available results data and information. Independent validation should also be incorporated into the system to counteract the natural biases of self-evaluation.

To ensure that full consideration is given to gender-related issues (mainstreaming or focus) by undertaking a comprehensive gender analysis at project outset and including targeted activities.

The evaluator recommends that ECLAC divisions and subregional headquarters (with support from the Division for Gender Affairs) include a comprehensive gender analysis in their project proposals in order to identify gender-specific roles and responsibilities, gender-related differences and the different levels of impact on men and women. Gender-specific measures thus identified will help to increase the effectiveness and impact of the project and strengthen replication and sustainability. One effective way of ensuring an ongoing focus on these issues would be to invite gender (or human rights) analysts in partner development agencies or representatives from women's or gender NGOs to take part as stakeholders

To maximize the chances of benefiting civil society organizations by undertaking a thorough stakeholder analysis at project outset and including targeted activities.

Pioneer projects in areas of work such as capacity-building for civil society groups should be recognised as specific initiatives and cooperation arrangements should be established in order to identify the key actors and ensure their participation in the relevant activities. The evaluator recommends that ECLAC divisions and subregional headquarters undertake a thorough stakeholder analysis at project outset in order to include specific activities targeting civil society. Focus group discussions and consultations with various stakeholders may suffice but it is recommended that the various stakeholders be brought together in one place.

To maximize the sustainability of the project's effects by elaborating an 'exit strategy' at project outset and/or during its implementation, including targeted activities.

The evaluator recommends that ECLAC divisions and subregional headquarters outline an explicit 'exit strategy' at project outset and further develop it during the implementation. Its aim should be to ensure that the individual capacities are further translated into enhanced institutional capacities. It should define the change from one type of assistance to another and include targeted activities linking the project's results and the implemented dissemination activities with future undertakings by ECLAC and its partners.

During an initial stage, the evaluator recommends that reasoned indications or suggestions as to how the project results may be further sustained should be included at least in the termination reports.

To maximize the impact of the project by outlining a strategy to advertise the online course widely and to consider making it available through broadly recognized online education platforms.

The evaluator recommends that the Social Development Unit of the ECLAC subregional headquarters in Mexico outline a comprehensive launching strategy to further advertise the course—in particular among civil society groups. It would be wise to identify any related activities implemented in the region in order to link the launching of the course with them. It would be interesting to consider making the course available through broadly recognized online education platforms (including certification). In this regard, it would be advisable to investigate potential alliances with strategic partners (for example, the Inter-American Development Bank).

1. INTRODUCTION

1. This report presents the final assessment of the Development Account (DA) project, “Strengthening government and civil society capacity to incorporate economic and social rights into macroeconomic policy” (DA project # 2290-ROA-196-7-B) as commissioned by the Economic Commission for Latin America and the Caribbean (ECLAC) under contract number 20727. For further details, please see the terms of reference (ToR) included in annex 1.
2. This report was prepared by Raul Guerrero (hereinafter referred to as “the evaluator”) who, in parallel, has coordinated the final assessment of another four DA projects. The report is based on the information collected by another consultant under the evaluator’s guidance.

1.1 DEVELOPMENT ACCOUNT

3. The Development Account was established by the General Assembly in 1997, as a funding mechanism for capacity development projects assigned to the United Nations economic and social entities. It is designed to be a supportive vehicle for advancing the implementation of internationally agreed development goals (IADGs) and the outcomes of United Nations conferences and summits by building capacity at three levels: individual, organizational and enabling environment. The Development Account adopts a medium- to long-term approach to help countries to better integrate social, economic and environmental policies and strategies with a view to achieving inclusive and sustained economic growth, poverty eradication and sustainable development.
4. 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 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. The United Nations Department of Economic and Social Affairs (DESA) provides overall management of the Development Account portfolio.
5. Development Account projects aim at achieving development impact by building the socioeconomic capacity of developing countries through collaboration at the national, subregional, regional and interregional levels. The Development Account provides a mechanism for promoting the exchange and transfer of skills, knowledge and good practices between target countries within and between different geographical regions, and through cooperation with a wide range of partners in the broader development assistance community. It provides a bridge between in-country capacity development actors, on the one hand, and United Nations Secretariat entities, on the other. The latter offer distinctive skills and competencies in a broad range of economic and social issues that are often only marginally dealt with at the country level by other development partners.
6. The Development Account enables target countries to tap into the normative and analytical expertise of the United Nations Secretariat and receive on-going policy support in the economic and social area, particularly in areas where the United Nations country teams are not in a position to provide such expertise. The Development Account’s operational profile is further reinforced by the adoption of pilot approaches that test new ideas and eventually scale them up through supplementary funding and by the integration of national expertise in projects to ensure national ownership and sustainability of project outcomes.

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. For further information, see the Development Account website: www.un.org/esa/devaccount/projects/active/theme.html.

7. ECLAC undertakes internal assessments of each of its Development Account projects in accordance with relevant 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.

1.2 PROJECT DESCRIPTION

8. The project “Strengthening government and civil society capacity to incorporate economic and social rights into macroeconomic policy” (hereinafter referred to as “the project”) was implemented during the period 2012-2014 for a total budget of US\$ 371,086.²
9. The main objective of the project was to strengthen the capacity of national governments and civil society organizations to analyse and design macroeconomic policy which incorporates the consideration of economic and social rights, with a particular focus on rights related to gender equality. The following three expected accomplishments (EAs) were also anticipated:³

Table 1
Expected accomplishments

EA1. Increased knowledge and skills of relevant government bodies and civil society groups to apply human rights frameworks, and to citizens’ rights and duties, in the analysis and formulation of macroeconomic policy and in the negotiation of social or collective agreements on macroeconomic issues.

EA2. Increased awareness and dialogue among participating actors facilitating and contributing to reaching agreements on certain macroeconomic issues, such as employment and fiscal policy.

EA3. Increased level of cooperation between citizens from within civil society and economic/financial government entities (such as the ministries of finance, planning and economic affairs and central banks) in the analysis of macroeconomic policies from an economic and social rights perspective.

Source: Project document

10. The project was designed to contribute to subprogramme 11 of ECLAC⁴ and its implementation and coordination was undertaken by the Social Development Unit of the ECLAC’ subregional headquarters in Mexico⁵ in collaboration with the Center for Women’s Global Leadership of Rutgers University.⁶ The project aimed at bringing together representatives of civil society and relevant government entities in six countries (Costa Rica, El Salvador, Guatemala, Honduras, Mexico and Nicaragua).⁷

² The original implementation period was 2012-2013 and the budget was US\$ 391,000.

³ Given the scale of the capacity-building required, the project focused on gender equality rights in relation to three selected macroeconomic policy areas: taxation, public expenditure and monetary and financial policy.

⁴ Subregional activities in Mexico and Central America: to achieve dynamic growth and sustainable, inclusive and equitable development within a robust and democratic institutional framework, to enable the countries in the subregion to fulfil the internationally agreed development goals including those set forth in the Millennium Declaration.

⁵ Close cooperation was sought with the Economic Development Unit, the Economic Development Division and the Division for Gender Affairs.

⁶ Other important stakeholders in the project were the Council of Ministers of Finance of Central America, Panama and the Dominican Republic (COSEFIN) and the Central American Social Integration Secretariat (SISCA).

⁷ Mexico was added to the five countries initially targeted (i.e. Costa Rica, El Salvador, Guatemala, Honduras and Nicaragua).

11. The project has implemented three main types of activities: studies (twelve) and an online course, technical assistance (five missions) and workshops (three). The planned and implemented activities are shown in the following table. See section 3.2.3 for further details on the implementation of the main activities and production of outputs.

Table 2
Project activities

PLANNED	IMPLEMENTED
<p>MA1.1</p> <p>Formulation of the methodology on macroeconomic policy, social covenants and the incorporation of the economic and social rights perspective, including gender equality; conducting a peer review meeting to ensure the coherence and applicability of the methodology to the identified countries, and development of the online course.</p> <p>MA1.2</p> <p>Provision of individual country-level technical assistance to specific government sectors.</p> <p>MA1.3</p> <p>Provision of individual country-level technical assistance to relevant civil society groups.</p>	<p>12 studies</p> <p>1) Challenges to guarantee the right to food: the contrasting experiences of Mexico and Brazil (LC/MEX/L.1130, November 2013).^a</p> <p>2) Methodology for the construction of the food basket from the perspective of the human right to food – The cases of Mexico and El Salvador (LC/MEX/L.1136, December 2013).^b</p> <p>3) Analysis of international experiences in national health systems: the case of Costa Rica (LC/MEX/L.1126, November 2013).^c</p> <p>4) The rights approach in labour and wage policy: Building a methodological framework to be applied in Costa Rica, El Salvador, Guatemala, Nicaragua and Mexico (LC/MEX/L.1135, December 2013).^d</p> <p>5) Monetary Policy and Human Rights: A Methodological Approach and its Application to Costa Rica, Guatemala and Mexico (LC/MEX/L.1162, October 2014).^e</p> <p>6) The focus of the rights perspective in fiscal policy: building a methodological framework to be applied in selected countries of the subregion: Mexico and Central America (LC/MEX/L.1153, August 2014).^f</p>
<p>MA1.4</p> <p>Organization of four regional workshops to present the methodology to participating countries, design country plans for methodology adaptation to context and related analysis, sharing of experience regarding methodology adaptation between countries.</p> <p>MA2.1</p> <p>Organization of one regional seminar to disseminate experiences, country-specific methodologies, and country and comparative findings.</p> <p>MA2.2</p> <p>Preparation of five country reports and one book.</p> <p>MA 3.1</p> <p>Provision of individual country-level technical assistance to specific government sectors and civil society groups to develop effective communication and dialogue between government sectors and civil society.</p>	<p>7) Study on the main elements and tax considerations, including an estimate of the fiscal cost of implementing a universal social protection programme for Central America and Dominican Republic.</p> <p>8) 2000-2012 Major tax reforms in Mexico and an analysis of tax structure: the study includes assessing the cost of implementing a universal protection programme.</p> <p>9) Economic, social and cultural rights in the macroeconomic agenda: Costa Rica, El Salvador, Honduras, Guatemala and Nicaragua.</p> <p>10) Description and analysis of databases, income and poverty lines used to measure poverty in Mexico.</p> <p>11) Towards poverty measures that fully reflect the reality of Latin America. Recommendations for ECLAC based on the comparative study of different methods of measuring poverty for Mexico.</p> <p>12) Comparative study of different methods of measuring poverty: Mexico (ECLAC, the two methods of CONEVAL and MIP) and recommendations for improvement.</p>

PLANNED

MA 3.2

Organization of network meetings (as part of the activity MA 3.1) between government officials from the economic / financial sector and civil society counterparts.

IMPLEMENTED

Online course

Operative since April 2015 (available from the link <http://cursos.cepal.org>, but not yet accessible via the main ECLAC website www.cepal.org), this interactive training course in Spanish is based on an adaptation of the methodological framework:

- 1) The Methodology for the Development of Indicators on Human Rights from the Office of the United Nations High Commissioner on Human Rights and its application in the case of Mexico.
- 2) Macroeconomics and Human Rights (Notes for an introductory course).
- 3) Economic, Social and Cultural Rights: Their development, characteristics and the obligation to guarantee them. Course content on economic, social, and cultural rights and macroeconomics policies in El Salvador, Guatemala and Mexico.

Five advisory missions to El Salvador

These missions were aimed at providing government officials with technical support in the development of a food basket from a multidimensional perspective, on the incorporation of economic and social rights into macroeconomic policy, and on citizen participation in public policies and management.

Three workshops

Two regional workshops (El Salvador, 12 May 2014 and Mexico City, 25-26 August 2014) and one national workshop (San José, 17-18 November 2014) aimed at disseminating the methodology. The feedback received during the workshop was included in the contents of the interactive training course.

These activities effectively initiated a dialogue between civil society organizations and economic/financial authorities.

Source: Project document and Project Termination Report.

^a <http://www.cepal.org/es/publicaciones/desafios-para-garantizar-el-derecho-la-alimentacion-las-experiencias-contastantes-de>.

^b <http://www.cepal.org/es/publicaciones/desafios-para-garantizar-el-derecho-la-alimentacion-las-experiencias-contastantes-de>.

^c <http://www.cepal.org/es/publicaciones/analisis-de-experiencias-internacionales-sobre-sistemas-nacionales-de-salud-el-caso>.

^d <http://www.cepal.org/es/publicaciones/el-enfoque-de-derechos-en-la-politica-laboral-y-salarial-construccion-de-un-marco>.

^e <http://www.cepal.org/es/publicaciones/politica-monetaria-y-derechos-humanos-un-enfoque-metodologico-y-su-aplicacion-costa>.

^f http://www.cepal.org/es/publications/list?search_fulltext=El+enfoque+de+la+perspectiva+de+derechos+en+la+pol%C3%ADtica+fiscal%3A+construcci%C3%B3n+de+un+marco+metodol%C3%B3gico+para+aplicarse+en+pa%C3%Ases.

1.3 DEVELOPMENT CONTEXT

12. Most Central American countries are signatories to several human rights treaties. However, the human rights perspective seems to be overlooked in the formulation of macroeconomic policy in the region. One frequent criticism is that macroeconomic policy hinders legitimate efforts to step up expenditure on poverty reduction programmes. This debate is in large part coloured by the misconception that macroeconomic policy is driven only by considerations of macroeconomic stability. The preservation of macroeconomic stability is indeed important, not as an end to itself, but as a necessary precondition for sustained economic growth, which is the single most important factor influencing poverty reduction. Without a disciplined macroeconomic policy stance, it is much more difficult to achieve sustained economic growth and social objectives.
13. Responsible growth, embracing both environmental sustainability and social development, is needed to maintain the increases in human welfare through improved consumption, human capital, social equity (all of which are targets of the Millennium Development Goals (MDGs)). The benefits of that growth must be shared, so that the social consensus on a country's development and social objectives can be maintained. Only recently has the focus of macroeconomic policies shifted to designing macroeconomic frameworks into which poverty outcomes are explicitly integrated, alongside growth and stability objectives.⁸
14. Limited knowledge of economic and social rights and a lack of effective tools make it difficult for the relevant government officers (e.g. ministries of finance and economy) to incorporate this perspective in policy formulation. This has been acknowledged as an important constraint. Another limitation is due to the fact that civil society groups that advocate greater consideration of human rights may not master the appropriate language, in-depth macro-economic knowledge, political negotiation skills or practical tools necessary in such cases.
15. It is broadly assumed that an enhanced and more constructive dialogue between economic affairs officers in the government sector and civil society representatives, who specialize in human rights advocacy, would contribute to sounder analysis, policy formulation and capacity-building in both sectors. All this was expected to contribute to the realization of economic and social rights through macroeconomic policy.
16. The project was designed to address the above-mentioned limitations through the second phase of an initiative implemented by ECLAC in Mexico during the period 2007-2009.⁹ The purpose was to build upon the developed methodology¹⁰ and adapt it for dissemination and capacity-building in Central America. The project's first 'entry point' was the government's obligations relating to economic and social rights (as specified in the relevant international human rights instruments) and the extent to which macroeconomic policy showed compliance with these obligations. The second was the capacity of civil society and government to draw on human rights norms, standards, obligations and procedures, and the analytical and policy development tools available for building a progressive political economy.

⁸ "Integrating macroeconomic policies and social objectives: choosing the right policy mix for poverty reduction", Elliott Harris (International Monetary Fund) and Caroline Kende-Robb (World Bank), Arusha Conference 'New Frontiers of Social Policy', December 2005.

⁹ Implemented by Professor Radhika Balakrishnan, with advice from senior academics of the University of Essex, United Kingdom, and the FUNDAR Centre for Analysis and Research, The Ford Foundation, the ECLAC subregional headquarters in Mexico and an advisory group (economists and human rights specialists).

¹⁰ The development of the methodology was research-oriented and comprised an analytical pilot process, the development of a methodology framework, and policy recommendations for incorporating citizens' economic and social rights and duties into macroeconomic policy and analysing existing macroeconomic policies from an integrated perspective. The initial pilot study was undertaken in Mexico and the United States where special emphasis was placed on addressing disadvantages associated with gender, class, race and ethnicity. It is hoped that this methodology will give countries the appropriate tools and capacity to facilitate, in a participatory, effective and efficient manner, broad-based agreements on sustainable macroeconomic policy incorporating a socioeconomic rights perspective.

17. Mainstream economic analysis has traditionally overlooked gender issues. The World Bank and other entities have recognized that “engendering” macroeconomics is an important and valid research and policy area,¹¹ not least because of the unintended gender biases of (structural adjustment) policies. Although there have been huge improvements (since the late 1970s) in recognizing gender as an analytical category at the microeconomic level, the macroeconomic implications of gender equality remain undeveloped. The project seems to be in line with this need for an “engendering” macroeconomic policy that requires a deep understanding of gender equality and what it means for economic analysis at the macroeconomic level.

¹¹ Raj Nallari and Breda Griffith, “Gender and Macroeconomic Policy”, World Bank, 2011.

2. EVALUATION METHODOLOGY

18. The Executive Secretary of ECLAC is implementing an evaluation strategy that includes periodic evaluations of its different areas of work to support and inform the decision-making cycle in the United Nations Secretariat in general and ECLAC in particular. This assessment complies with General Assembly resolution A/RES/54/236 of December 1999 and resolution A/RES/54/474 of April 2000, which endorsed the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (PPBME). It is a discretionary internal evaluation, managed by the Programme Planning and Evaluation Unit (PPEU) of the ECLAC Programme Planning and Operations Division.

2.1 PRINCIPLES

19. Despite the limited scope of this evaluation,¹² it was conducted in line with the norms, standards and ethical principles of the United Nations Evaluation Group (UNEG)¹³ and the ECLAC guiding principles.¹⁴ In particular, the evaluator fully adhered to the recommendation that "...evaluations should be carried out in a participatory and ethical manner..." During the evaluation process, efforts were made to involve many of the key stakeholders (within time and resource constraints).
20. The information was triangulated at different levels (including sources and methods). To the extent possible, the evaluator ensured a cross-checking of all findings through each line of inquiry with one another (e.g. desk research, interviews, surveys, beneficiaries and project managers) in order to answer the evaluation questions credibly and comprehensively.
21. Lastly, the evaluator sought to ensure that all beneficiaries, irrespective of their sex or ethnic group, were able to participate under the right conditions and to determine whether ECLAC activities and products respected and promoted human rights, treated beneficiaries as equals, safeguarded and promoted the rights of minorities, and helped to empower civil society.

2.2 OBJECTIVES AND SCOPE

22. In accordance with Development Account requirements, ECLAC undertook this internal assessment¹⁵ between November 2014 and December 2015. In line with the ToR, this evaluation is retrospective and summative in nature and it considers both expected and unexpected results. It looked at all project activities and, to the extent possible, at non-project activities. Specifically, it seeks to:

- (a) 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.

¹² According to the terms of reference (ToR), "this exercise should not be considered a fully-fledged evaluation (e.g. less extensive data collection and analysis involved, less evaluation criteria considered, etc.)".

¹³ 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/2>. UNEG Ethical Guidelines for Evaluation, UNEG, March 2008: <http://www.unevaluation.org/document/detail/102>.

¹⁴ ECLAC activities and products are carefully examined to ascertain whether they uphold and promote human rights, in particular whether beneficiaries are treated as equals, the rights of minorities are safeguarded and promoted, and civil society is empowered. The evaluation itself, including the design, data collection and dissemination of the evaluation report, was carried out in accordance with these principles.

¹⁵ The evaluator noted that there might exist some ambiguity between the complementary nature and roles of self-evaluation (i.e. as undertaken under the auspices of respective programme managers) as opposed to independent evaluation (i.e. as undertaken by oversight bodies that are not directed by the managers of the programmes in question).

- (b) Assess the project's level of efficiency in implementing its activities, including its governance and management structures.
 - (c) Take stock of the results obtained by the project and evaluate the extent to which it achieved its objectives.
23. Regarding the time frame, the evaluation covered the period beginning with the project's initial design through to the completion of its final activities; it also incorporated any results and impact generated during the period between the completion of the project and the end of 2014. In terms of its geographical scope, the evaluation covered the six project countries (Costa Rica, El Salvador, Guatemala, Honduras, Mexico and Nicaragua). The target audience and principal users of the evaluation are the implementing partners (ECLAC divisions and subregional headquarters, as well as associated donors), Development Account Programme Manager (DESA) and other entities of the Executive Committee on Economic and Social Affairs.
24. Lastly, the evaluation placed special emphasis on measuring the project's adherence to the following key Development Account criteria:¹⁶
- (a) To result in durable, self-sustaining initiatives to develop national capacities, with a measurable impact at the field level, ideally having multiplier effects.
 - (b) To be innovative and take advantage of information and communication technology, knowledge management and networking of expertise at the subregional, regional and global levels.
 - (c) To utilize the technical, human and other resources available in developing countries and effectively draw on existing knowledge/skills/capacity within the United Nations Secretariat.

2.3 APPROACH

25. The evaluation focuses on addressing the evaluation questions presented in the ToR in a timely manner (see annex 1). The unit of analysis is the project itself, which includes the design and implementation of planned activities and the results achieved.
26. The evaluation was structured around four UNEG standard evaluation criteria: relevance, efficiency, effectiveness and sustainability (the impact of the project as a proxy for sustainability was addressed only briefly):
- (a) 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.
 - (b) Efficiency:** measurement of the outputs (qualitative and quantitative) in relation to the inputs, including complementarity (the extent to which the activities and the outcomes of the project have been able to establish and/or exploit synergies with other actions implemented by ECLAC, other United Nations bodies or local organizations) and value added (the extent to which the project activities and outcomes have confirmed the advantages of the Commission's involvement, especially by promoting human rights and gender equality).
 - (c) Effectiveness:** the extent to which the activities attained the objectives and expected accomplishments of the project.
 - (d) Sustainability:** the extent to which the benefits of the project are likely to continue after funding has been withdrawn, including long-term impact, dissemination and replication.

¹⁶ Guidelines for the Preparation of Concept Notes for the 7th Tranche of the Development Account (2010-2011), United Nations General Assembly.

27. The evaluator worked independently but did receive organizational support from ECLAC in setting up interviews and managing the online survey (see section 2.3.2 below). The evaluation was undertaken as a desk study and organized in three different phases: (a) inception, (b) data collection and (c) data analysis and reporting. The approach and these phases are outlined below.

2.3.1 INCEPTION

28. Starting with the Document Review, this phase was designed to collect and analyse information on the project, context, main stakeholders (partners, beneficiaries, etc.) and results (intended and achieved). This entailed reviewing relevant documentation and mapping key stakeholders. Relevant sources of information and conceptual frameworks that fall within the framework of the project were identified and reviewed, including: allotment advice, redeployments, project document, progress reports, final report, meeting reports, workshop-related documents, studies, consultancies, ToR, etc. (see the full list in annex 2).
29. In addition, the main stakeholders of the project were mapped, including managers, implementing partners within and outside the United Nations system, and programme beneficiaries (for further details, see annex 3).
30. This phase concluded with the elaboration of the Inception Report, which described the overall evaluation approach and included an evaluation matrix and a detailed work plan. The evaluation matrix served as a guide in the preparation and use of data collection tools (see annex 4). It also illustrates how evaluation criteria and key evaluation questions were organized (for concision and in order to avoid repetition).

2.3.2 DATA COLLECTION

31. To the extent possible, data were collected and analysed using a mixed method approach. On the basis of the evaluation matrix, several tools were developed to gather primary data, including specific interview guides (see annex 5) and survey questionnaires (see annex 6). In consultation with the ECLAC subregional headquarters in Mexico, 14 interviews (semi-structured, telephone-based, individual, key informant) were carried out with project managers, implementing partners and beneficiaries (see the full list of interviewees in annex 7).
32. In order to probe different hypotheses, both quantitative and qualitative data were collected from key project stakeholders (a sample of implementing partners and project beneficiaries) through two electronic surveys. The Programme Planning and Evaluation Unit (PPEU) administered the surveys and consolidated preliminary information. The table below summarizes the number of stakeholders that were contacted and the different response rates.

Table 3
Response rates

	Implementing partners	Project beneficiaries	ECLAC project managers	Total
Interviews:				
Number of stakeholders contacted	8	6	3	17
Number of stakeholders interviewed	5	6	3	14
Surveys:				
Number of stakeholders contacted	11	120	-	131
Number of survey responses	5 (45%)	31 (26%)	-	36 (27%)

Source: Prepared by the evaluator.

33. The above figures prove that every effort was made to ensure a sufficient number of responses from beneficiaries, although the distinction between beneficiaries and partner institutions in this project is rather vague. Many of the partner institutions (if not all) are also beneficiaries.

2.3.3 DATA ANALYSIS AND REPORTING

34. Since this was not a fully-fledged evaluation but a brief end-of-project assessment, the evaluator used the data collected (a) to make judgements on whether meanings and assertions from the different data sources were trustworthy; and (b) to identify patterns in the data, whether consistencies or co-variations.¹⁷
35. The evaluation includes a content analysis of findings from the document review to the extent that they provide answers to the evaluation questions. In particular, the evaluator analysed both the problem and objective trees included in the project document by logically reconstructing the theory of change (ToC), identifying original weaknesses, gaps and/or any unintended effects (both positive and negative).
36. The interview responses were analysed¹⁸ to tease out any details, gaps and uncertainties to questions that were not clarified by documentary evidence. For those questions that were answered through the documents, these responses were cross-checked with the responses from interviewees for convergence.
37. Lastly, the Consultant reviewed the results of the surveys provided by the Programme Planning and Evaluation Unit to check (a) internal consistency between the different respondents and (b) external consistency between the survey results and the findings from the other two sources of evidence (document review and stakeholder interviews).

2.4 LIMITATIONS

2.4.1 LIMITATIONS INTRINSIC TO THE EVALUATION

38. This end-of-project evaluation should be seen as a quick review through an expedited process. The available resources were rather limited and therefore the assessment's depth and scope are also somewhat limited (for instance, the evaluation did not involve in-country field work or any face-to-face interviews with project stakeholders or project target groups). The findings should therefore be taken with caution, in particular those related to the project's effects at the policy level. As discussed earlier, this evaluation has not addressed the impact of the project in great depth (see section 2.3). A more thorough investigation of contribution and/or attrition could be undertaken in a future evaluation (ideally at a more strategic level and based on a more comprehensive methodology).
39. Despite the triangulation provided for in the methodology, the evaluation may contain biases of various kinds. In this regard, it should be noted that (a) the reformulation of hypotheses has been very limited; (b) the findings may be inconclusive due to the limited number of actors consulted; and (c) the methodology deliberately did not provide for investigation of power relationships, possible conflicts or the boundaries of the system.¹⁹ Therefore, the evaluation did not seek to answer why some aspects were prioritized over others.

¹⁷ An effect is attributed to the one of its possible causes with which, over time, it covaries (Kelley, 1973).

¹⁸ The 55-minute interviews were conducted in Spanish and later transcribed (then translated into English) in order to identify themes using categories of codes that consistently appeared in the transcribed data. These were based on the Grounded Theory Method developed by Glaser and Strauss (1967).

¹⁹ The boundaries define what lies within and what lies outside the system.

40. Given the time that has elapsed since the end of the project, it was not always easy for some people (for example, workshop participants) to remember the project or its activities. In addition, since the project had been implemented in collaboration with other partners and donors and similar actions were still ongoing, some stakeholders could not readily identify the specific activities of the project.
41. The evaluator took over the evaluation after numerous difficulties, mainly due to the poor quality of the information collected and the very poor quality of the Preliminary Findings Report. The evaluator was supposed to work with the findings already available and no additional information could be collected. Therefore, no further triangulation or confirmation of hypotheses was possible. Nevertheless, the evaluator conducted a complete revision and analysis of the available information, which resulted in the findings being entirely revisited.
42. Although it compares favorably with similar evaluations, the survey yielded a low rate of response and a significant number of beneficiaries did not answer all the questions. This reduced the comparability of surveys to some extent and a more careful interpretation of the survey results was needed.

2.4.2 LIMITATIONS INTRINSIC TO THE PROJECT

43. The evaluability²⁰ of the project is rather limited owing to design-related issues, namely, an intervention theory that was too general, insufficient clarity of purpose (for example, the stated objectives were too vague) and difficulties with causal attribution, a lack of clear indicators and the absence of baseline data (for further details, see section 3.1.3).
44. The documentary information available for the project was often descriptive rather than analytical. Moreover, the fact that the project documents do not thoroughly address human rights or gender equality (either during design or during the implementation) makes it difficult to credibly assess to what extent these issues were adequately mainstreamed.

²⁰ The extent to which an activity or project can be evaluated in a reliable and credible fashion (Organization for Economic Cooperation and Development (OECD)/Development Assistance Committee (DAC), 2010).

3. MAIN FINDINGS

45. This section outlines the main findings and analysis relating to each of the evaluation criteria (relevance, effectiveness, efficiency and sustainability), including design and theory of change.

3.1 RELEVANCE

3.1.1 COUNTRY AND REGIONAL NEEDS

The project responded to the needs identified in the Latin American and Caribbean region and participating countries, in particular, with respect to strengthening the capacity to analyse and design macroeconomic policies that incorporate economic and social rights. (F1)

At the project design stage, the main bottlenecks were identified, namely the lack of knowledge and practical tools required in order to effectively develop a dialogue between the government and civil society groups. (F2)

Although the specificities of each country were not thoroughly analysed, the project responded to the different needs by adapting to the specific context. In this regard, the majority of beneficiaries considered that both the methodology and the implemented activities were relevant for their work and the national context. (F3)

46. The core human rights principles (universality, interdependence and indivisibility, equality and non-discrimination) were first set out in the Universal Declaration of Human Rights. The treaties that stem from the Declaration set out the obligations of governments with respect to human rights.²¹ The obligation to fulfil these commitments requires States to take appropriate legislative, administrative, budgetary, judicial and other measures to ensure full respect for such rights.
47. By becoming parties to international treaties (such as the Maastricht Guidelines on Violations of Economic, Social and Cultural Rights),²² States assume obligations and duties under international law to respect, protect and fulfil human rights. The obligation to respect means that States must refrain from interfering with or curtailing the enjoyment of human rights. The obligation to protect requires States to protect individuals and groups against human rights abuses. The obligation to fulfil means that States must take positive action to facilitate the enjoyment of basic human rights.
48. Most Central American countries and Mexico have signed a number of international human rights treaties. Accordingly, governments undertake to put into place domestic measures and legislation compatible with their treaty obligations and duties. The domestic legal system is the principal means for safeguarding the human rights enshrined in international law. Several countries have enforced these treaties in various areas of legislation and public policy. The region (like many other regions in the world) has been criticized for its failure to incorporate the human rights perspective in macroeconomic policy.²³

²¹ The Universal Declaration of Human Rights enshrines civil and political rights and economic, social and cultural rights and was intended to be the precursor to a single human rights covenant. Political, ideological and other factors, however, precluded this and two international covenants were eventually adopted—nearly two decades after the promulgation of the Declaration.

²² In January 1997, the Limburg Principles on the Implementation of the International Covenant on Economic, Social and Cultural Rights were further articulated by a group of over thirty experts who defined the nature and scope of violations of economic, social and cultural rights and proposed appropriate responses and remedies.

²³ The adverse impacts of globalization and the new global economy on people in both developed and developing countries have been analysed by activists and academics of every ilk. Theorists and activists are studying the wide

49. At project design, the main bottlenecks were identified. Foremost of these were the lack of knowledge and the lack of practical tools for developing a constructive dialogue between the government (for example, ministries of finance and economy) and civil society groups (that advocate greater respect for human rights). Clearly, both national governments and civil society organizations needed to strengthen their capacity to analyse and design macroeconomic policies that incorporate economic and social rights in order to enhance regional dialogue. This was confirmed by most stakeholders during the interviews and the survey. For example, one survey respondent mentioned that “the economic history of our country is characterized by the fact that economic imperatives take precedence over social and environmental considerations and that the human rights approach promoted by the project will help to balance the development approach”.
50. The selection of the initial five countries responded to previous experiences promoting the participation of civil society in public policy negotiations, existing partnerships with governments and stakeholders and data availability. The project document recognized that there is no “one-size-fits-all” solution. Although the specificities of each country were not thoroughly analysed during the design phase, the project efficiently responded to the different needs by adapting to the specific context (see section 3.2.4).
51. This was confirmed by the survey results as the majority of beneficiaries (97%) considered that the methodology was relevant or very relevant for their work (only one respondent thought that it was not so relevant). Along the same lines, beneficiaries considered that the activities implemented were relevant for the national context: the publications and studies were relevant or very relevant for 93% of the respondents; the workshops and regional seminars for 93%; and the technical assistance for 75%. As regards the workshops and seminars, beneficiaries stated that “not many high-calibre activities are organized jointly by both civil society and government actors”.

Table 4
Beneficiaries’ perceptions of relevance

Methodology (relevance for the beneficiaries’ work)	Publications and studies (relevance for the national context)	Workshops and seminars (relevance for the national context)	Technical assistance (relevance for the national context)
Very relevant: 25 respondents (83%)	Very relevant: 14 respondents (50%)	Very relevant: 11 respondents (41%)	Very relevant: 3 respondents (37.5%)
Relevant: 4 respondents (13%)	Relevant: 12 respondents (43%)	Relevant: 14 respondents (52%)	Relevant: 3 respondents (37.5%)
Not so relevant: 1 respondent (3%)	Not so relevant: 2 respondents (7%)	Not so relevant: 2 respondents (7%)	Without sufficient knowledge to answer: 2 respondents (25%)
(Skipped by 1 respondent)	(Skipped by 3 respondents)	(Skipped by 4 respondents)	(Skipped by 4 respondents)

Source: Prepared by the evaluator.

range of social and economic insecurities in order to determine how they affect different groups of individuals. These insecurities include insecurity of employment; the rise of rural as well as urban poverty; increasing gaps between rich and poor; erosion of the quality of life due to accelerating environmental degradation; government cutbacks on spending for social services; the privatization of public goods and services; setbacks to gender equality; and increasing vulnerability among children. Other adverse effects of economic globalization stem from structural and institutional factors that create problematic relationships between developed and developing nations and affect citizens in both types of countries. These effects include growing deficits in the balance of trade; economic and political insecurities created by volatile capital mobility; imbalances of economic and political autonomy and functional sovereignty between developed and developing countries; and alarming increases in the power of corporations and of international institutions. (Radhika Balakrishnan, *Why MES with Human Rights? Integrating Macro Economic Strategies with Human Rights*, 2004).

52. Both the beneficiaries and ECLAC project managers confirmed during the interviews that the project and its objectives were relevant at the time of the design as well as at the beginning of the implementation one year later (see section 3.2.1). In particular, it was pointed out that close and constant communication was maintained with the beneficiary countries. This enabled managers to keep the project relevant to the context by, for example, adjusting the activities to focus on certain policies (see sections 1.2. and 3.2.3). For instance, one beneficiary pointed out that “the project not only responded to a need but to a constitutional mandate”.
53. Similarly, several project managers stated that it was crucial to increase awareness among those responsible for the design and implementation of macroeconomic policies in order to go beyond the usual macroeconomic targets to include human rights in the related objectives and instruments. The interviewees also agreed that there existed a macroeconomic knowledge-gap between human rights advocates (civil society). The responses of project managers (five) to the survey questions seemed to confirm the relevance of both the methodology and the activities.

Table 5
Project managers’ perceptions of relevance

Methodology (relevance for the beneficiaries’ work)	Activities (relevance for the regional context)
Very relevant: 1 respondent (20%)	Very relevant: 1 respondent (20%)
Relevant: 3 respondents (60%)	Relevant: 3 respondents (60%)
Not so relevant: 1 respondent (20%)	Not so relevant: 1 respondent (20%)
(Skipped by 0 respondent)	(Skipped by 0 respondent)

Source: Prepared by the evaluator.

3.1.2 THE ECLAC MANDATE

The project was fully in line with several United Nations conferences and summits and clearly contributed to the ECLAC mandate by contributing to and coordinating actions towards economic development and by reinforcing economic relationships within the region. (F4)

54. The project was related to the outcomes of several major United Nations conferences and summits such as the Millennium Declaration (2000), the Vienna Declaration and Programme of Action of the World Conference on Human Rights (1993), and the Beijing Declaration adopted at the Fourth World Conference on Women (1995). Given the scale of the capacity-building required, the project focused on gender equality rights in relation to three macroeconomic policy areas (taxation, public expenditure and monetary and financial policy), the aim being to enhance the dialogue and arrive at a new fiscal covenant in the region.
55. Furthermore, ECLAC has stressed the need for more ‘inclusive financing’, particularly for microenterprises and the poor; a more relevant role for development banking in support of productive sectors that are employment-oriented; and greater regulation of the foreign-exchange market and external capital flows aimed at mitigating cyclical effects and reducing the vulnerability of less endowed sectors.

56. The project was well aligned with the Commission's strategic framework and programme of work for the period 2010-2011 (and successive ones), given its objective of contributing to and coordinating efforts to further economic development and strengthen economic ties in Latin America and the Caribbean. Moreover, the project contributed directly to the ECLAC strategic framework 2010-2011 for subprogramme 11,²⁴ which specifically focused on the promotion of gender equality and the empowerment of women. The project is specially related to the following EAs:
- (a) Strengthened understanding and analytical knowledge of ECLAC stakeholders of the subregional development agenda and the related policy options regarding poverty eradication, and the economic, social and sustainability dimensions of development.
 - (b) Increased technical capacities of ECLAC stakeholders to design, formulate and evaluate policies in the area of poverty eradication, and economic, social and sustainable development.
57. The project also contributed to the strategic aim of generating, disseminating and applying "innovative and sound approaches to tackling development challenges in the subregion" while strengthening "multisectoral and interdisciplinary analysis and the development of analytical models with quantitative and qualitative tools".

3.1.3 PROJECT DESIGN

The design of the project did not include a thorough stakeholder analysis such as might ensure a better understanding of the rules and incentives that govern policy reform implementation and define more clearly the roles of the various actors. (F5)

The problem and the objective analysis included credible cause-effect relationships. Nevertheless, they failed to determine crucial underlying causes and therefore do not fully demonstrate the adequacy of the project to address the challenges. (F6)

The project design would have benefited from a more thorough description of its logical framework. Ideally, stakeholders should have taken steps, including testing crucial cause-effect assumptions, to visualize what the future would look like if the problems were resolved. (F7)

The Simplified Logic Framework was useful at the project proposal stage but it did not suffice as an effective management tool. (F8)

58. The idea for the project stemmed from the global financial crisis²⁵ when governments realized that social development can be an important stimulus for economic growth. They also recognized the relevance of reaching agreements on citizens' rights and duties to implementing macroeconomic policies designed to reduce poverty and uphold social and economic rights. The design of the project comprised several steps: stakeholder analysis, problem analysis and objectives analysis.

²⁴ In particular, the project has contributed to the overall objective of Subprogramme 11: Subregional activities in Mexico and Central America: "to achieve dynamic growth and sustainable, inclusive and equitable development within a robust and democratic institutional framework, to enable the countries in the subregion to fulfil the internationally agreed development goals including those set forth in the Millennium Declaration".

²⁵ The project document pointed out that the 2008 global economic crisis had cut short the longest and most vigorous phase of economic growth ever seen in Latin America and the Caribbean.

STAKEHOLDER ANALYSIS

59. Regarding stakeholders, the project document was descriptive and rather succinct. It identified the main project stakeholders as “local policymakers from government bodies in charge of designing, managing and controlling policy relating to the economy, finance, taxation, expenditure, income and debt (such as the ministries of finance and economy and the central banks)” and “relevant civil society representatives working in human rights advocacy and public policy analysis (the specific national NGOs that will be involved in the project will be defined during the first mission to provide individual country level technical assistance)”.
60. In reality, the policymaking process is not purely technical in nature —it consists in seeking a balance between the broader goals of equity and the welfare and interests of various groups since different groups with different interests can affect the reform process. The choice of policy therefore is often constrained not just by macroeconomic considerations but also by sociopolitical dynamics. As such, it is necessary to understand the rules and incentives that govern the implementation of policy reform, expressed both as price-based incentives and as less predictable organizational cultures and social norms. This can help to define more clearly the roles of the various actors (government officials, domestic stakeholders and interest groups, and external partners) in contributing to the analysis and providing inputs in the policymaking process (Harris and others, 2005).
61. However, the design does not provide any evidence of an attempt to identify the different actors’ roles, positions, strengths, weaknesses and influences. This analysis should also have played an important role in building stakeholder consensus. Although two institutions are mentioned in the project document (the Central American Monetary Council (which also encompasses Panama and the Dominican Republic) and the Central American Social Integration Secretariat (SISCA), there is no evidence of (a) any thorough identification of the partnerships necessary to address the problem or (b) any assessment of the roles that different stakeholders needed to play to solve the problem.
62. The most recent guidelines for preparation of project documents²⁶ recommend identifying all the non-United Nations stakeholders of the project, including those affected by the relevant problem(s). Implementing entities are requested to provide the following information for each relevant stakeholder:

Table 6
Stakeholder analysis

Non United Nations stakeholders	Type and level of involvement in the project	Capacity assets	Capacity gaps	Desired future outcomes	Incentives
All direct and indirect non-United Nations stakeholders should be listed here, each on a separate row	How does each of the stakeholders relate to the project/problem outlined in the previous section?	What are the stakeholder’s resources and strengths that can help address the problem that the project strives to solve?	What are the stakeholder’s needs and vulnerabilities that the project attempts to bridge?	What are the desired outcomes for the stakeholder as a result of project implementation?	What is the stakeholder’s incentive to be involved in the project? How can buy-in be ensured?

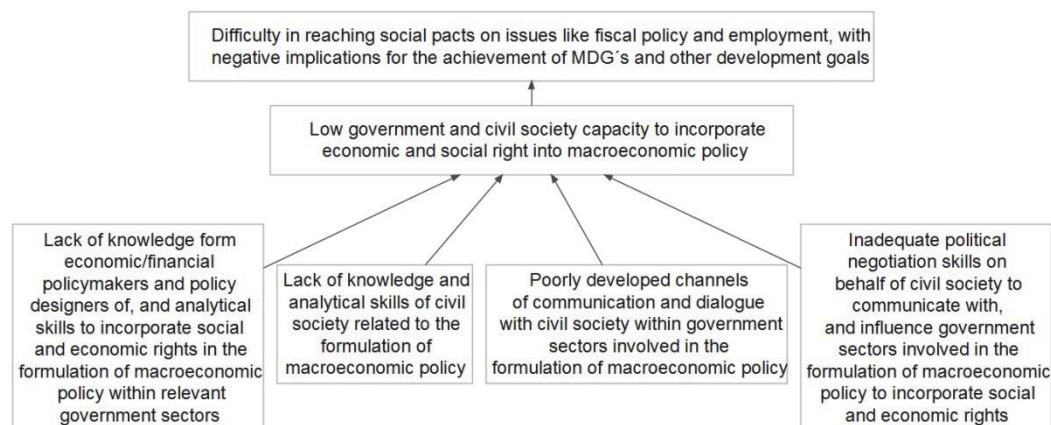
Source: Guidelines for the preparation of project documents for the 10th tranche of the development account.

²⁶ Guidelines for the preparation of project documents for the 10th tranche of the Development Account (July 2015), <http://www.un.org/esa/devaccount/projects/guidelines.html>.

PROBLEM ANALYSIS

63. The project sought to tackle the identifiable capacity deficits that were preventing governments and civil society in the region from engaging in a more constructive dialogue on incorporation of economic and social rights into macroeconomic policy. Efforts were also made to forge social covenants on issues such as fiscal policy and employment and to overcome obstacles to the achievement of MDGs and other development goals.

Figure 1
Problem tree



Source: Project document.

64. The problem analysis briefly described the initial situation in the region, including credible cause-effect relationships. The analysis remained too simplistic as it only identified superficial problems. Failure to determine the crucial underlying causes of the problems means that it is impossible to assess whether the project will be able to address the challenges. In particular, the analysis does not address specific country-level problems, needs or constraints. The above-mentioned guidelines for the preparation of Development Account project documents recommend undertaking a country-by-country analysis in order to provide a clearer picture of the state of affairs in each target country and the realistic outcome sought. The project design would probably have benefited from additional analysis with specific stakeholders at the country level. The extent and complexity of the problem and the relationships between different contributing factors could then have been evaluated more accurately.

Table 7
Country analysis

Country	State of affairs	Realistic outcomes
Country name	How does the problem identified play out in the selected country?	What will this project be able to achieve in the country within the time frame available?
	What progress has already been made or what steps have been taken to address the issues?	What tangible outcomes/outputs are foreseen?
	What are the country's main assets in terms of its ability to address the issue?	
	What are the principle gaps to be addressed?	

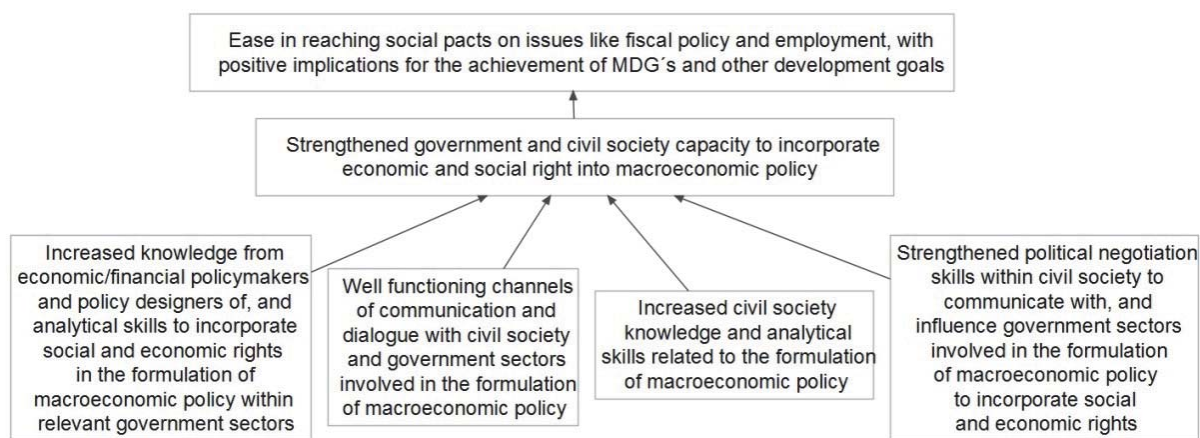
Source: Guidelines for the preparation of project documents for the 10th tranche of the Development Account.

65. In addition, the analysis does not attempt to explain the specificities of the three targeted macroeconomic policy areas (taxation, public expenditure and monetary and financial policy) and completely overlooks gender-related issues. The guidelines are also clear in this respect as they stress the need to address gender issues with emphasis on gender inequality and the need for differentiated capacity development support to deal with the different impact of the problem on women and men.

OBJECTIVES ANALYSIS

66. Apparently, the analysis of objectives was limited to modifying the problems into positive statements of what is to be achieved. The objective tree corresponded directly to the problem tree discussed above.

Figure 2
Objective tree



Source: Project document.

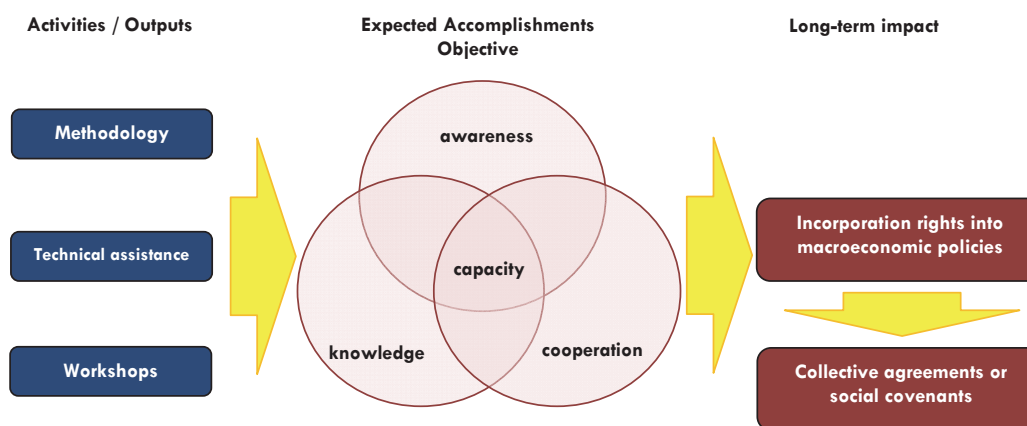
67. Although the objective tree lists some of the short, medium and long-term goals to be achieved in order to reach a sustainable solution, it reflects the issues identified above for the problem tree (e.g. lack of detail). A more robust problem tree could have been translated into a more robust objective tree. Thus, it would have been advisable to verify the hierarchy and causality of the objectives. Before redefining the problems, stakeholders could have visualized what the future would have looked like if the problems had been solved.
68. Even if the tree does already focus on specific key areas (relevant for the project), some indication should have been given as to whether or not a simplification process existed prior to the formulation of the objective and problem trees. A broader analysis would not only facilitate the identification of both the intended and the unintended effects of the project but would also serve to accommodate changes during implementation.

PROJECT STRATEGY

69. The project strategy is a comprehensive list of the project's objective, EAs, indicators of achievement (including means of verification) and main activities together with explicit assumptions and hypotheses. It is presented as a 'simplified logical framework' (see annex 8). Although the project could be considered small in scope and budget, the importance of a robust ToC and/or logical framework should not be underestimated. These are essential for demonstrating what has been achieved, facilitating monitoring and sharing information, thus, ensuring that the results are realistic, transparent and accountable.

70. The project design would have benefited from a more thorough description of its logic, for example, an explicit theory of change. Although an important cause-effect assumption was made explicit,²⁷ the project document overlooked other crucial ones, such as the fact that the capacity deficit (of both government and civil society) was the main bottleneck to the incorporation of economic and social rights into macroeconomic policy. No other significant stumbling blocks were considered.

Figure 3
The project's implicit theory of change



Source: Prepared by the evaluator.

71. A systemic approach to the problems would have enabled the project managers to investigate possible unintended effects (either positive or negative); power relationships; and possible conflicts at the boundaries of the system. For example, the logic behind the project arose from the previous phase (see section 1.3) when it was concluded that “it was clear that human rights advocates and progressive economists share common concerns” (an important assumption that may warrant further discussion). It would have been important to consider for example the stakes held by other actors in the project (for example, “traditional” economists or defenders of less-progressive policies).
72. As mentioned above (see section 1.2), the project objective was “to strengthen the capacity ... with a particular focus on rights related to gender equality”. However, the strategy does not explain exactly how gender equality will be addressed and the EAs do not reflect it at all. Moreover, the formulation of EAs is rather confusing. For example, the reference to citizens’ rights and duties,” seems misplaced in EA1. A clear definition is also needed of terms such as “increased level of cooperation ... in the analysis of macroeconomic policies from an economic and social rights perspective” (EA3). For instance, the narrative of the project document should indicate whether this cooperation also implies that civil society should act as a “watchdog” in promoting public accountability.
73. The Simplified Logic Framework was useful at the project proposal stage but it did not prove to be an effective management tool. It would have been useful to further expand it to serve as a guide in monitoring and reporting. The formulation of the indicators of achievement was too similar to the

²⁷ The Governments in the region consider that the incorporation of rights into macroeconomic policy and the analysis of existing macroeconomic policies from an economic and social rights perspective will facilitate the adoption of collective agreements or social covenants on issues such as employment and fiscal policy, in accordance with national development plans and mandates.

formulation of EAs²⁸ and they are essentially key performance indicators (KPI). It is more difficult to measure ongoing progress against a KPI due to the lack of baselines and targets. Although not specifically mentioned in the Development Account project document template,²⁹ the most recent guidelines recommend strengthening the indicators by ensuring that all of them include clear targets. The participating entities are expected to include benchmarks for all indicators and ensure that there is a baseline for measuring or assessing change quantitatively and/or qualitatively.

74. According to a report prepared for the Quadrennial Comprehensive Policy Review of the United Nations Department of Economic and Social Affairs (2012), results-based management (RBM) is a broader management strategy and is not synonymous with performance monitoring and evaluation. RBM is conceptualized as a results chain of inputs-activities-outputs-outcomes-impact. The assumption is that actions taken at one level will lead to a result at the next level, and in this sense, the results chain stipulates the sequence of actions taken to achieve a particular result.³⁰
75. Therefore, results-based management calls for definition and measurement at the outcome level (particularly challenging for development interventions such as advocacy, capacity development and advisory services). Measurement at the output level is also recognized as important for monitoring the use of resources, the implementation of activities linked to those resources and the specific outputs delivered through these activities. However, the project did not develop indicators that capture its performance comprehensively.

Table 8
Project results framework

Expected accomplishments	Indicators of achievement
<p>EA1 Increased knowledge and skills of relevant government bodies and civil society groups to apply human rights frameworks, and citizens' rights and duties, in the analysis and formulation of macroeconomic policy and in the negotiation of social or collective agreements on macroeconomic issues.</p>	<p>IA1.1 Number of government officials from the economic/financial sector who acknowledge having increased their knowledge or skills on human rights frameworks, including those related to gender equality, and their relevance to macroeconomic policy at the end of the project.</p> <p>IA1.2 Number of civil society counterparts who acknowledge having increased their knowledge or skills of the processes of macroeconomic policy and improved their capacity on ways to integrate human rights frameworks as a result of project activities.</p>
<p>EA2 Increased awareness and dialogue among participating actors facilitating and contributing to reaching agreements on certain macroeconomic issues, such as employment and fiscal policy.</p>	<p>IA2.1 At least two countries (or three public or non-governmental institutions) reflect in the formulation of their policies the results of the dialogues at the end of the project.</p>

²⁸ For example, "EA3. Increased level of cooperation between citizens from within civil society and economic/financial government entities (such as the ministries of finance, planning and economic affairs and central banks) in the analysis of macroeconomic policies from an economic and social rights perspective".

²⁹ <http://www.un.org/esa/devaccount/projects/guidelines.html>.

³⁰ Results-Based Management in the United Nations Development System: Progress and Challenges – A report prepared for the United Nations Department of Economic and Social Affairs, for the Quadrennial Comprehensive Policy Review (July 2012). http://www.un.org/esa/coordination/pdf/rbm_report_10_july.pdf.

Expected accomplishments	Indicators of achievement
<p>EA3 Increased level of cooperation between citizens from within civil society and economic/financial government entities (such as the ministries of finance, planning and economic affairs and central banks) in the analysis of macroeconomic policies from an economic and social rights perspective.</p>	<p>IA3.1 Increased number of government officials from the economic/financial sector and civil society counterparts actively taking part in the discussions and activities related to macroeconomic policy and human rights during the timescale of the project.</p> <p>IA3.2 Number of participants reporting benefits from the discussions and activities and the exchange of experiences aimed at improving their knowledge or skills of macroeconomic policy formulation and their capacity to integrate human rights frameworks into them.</p>

Source: Project document.

76. The indicators can hardly be considered to be SMART.³¹ For example, the two indicators IA1.1 and IA1.2 are manifestly insufficient to measure the achievement of EA1. Although these were not intended to be output level indicators, they barely provided any evidence at EA level. In their responses immediately or shortly after the meeting(s), the participants probably referred mainly to the meeting itself (output) and less to the EA. The same may be said about EA3 and its indicators. Lastly, IA2.1 (policies reflect the results of the dialogues) is somehow disconnected from EA2 (increased awareness and dialogue) and it exceeds the scope of the project (policy formulation).
77. Overall, the description of the means of verification was too general³² and the methodology for collecting data was insufficiently developed (i.e. data sources, frequency and responsibility). As a result, the interpretation of some of the indicators (for example, IA2.1 and IA3.2) was fundamentally dependent upon the subjective judgement of the programme manager(s). In addition, the strategy mixed assumptions, hypothesis and risks. Consequently, it did not envisage any mitigation measures for the important risks identified (e.g. the willingness of civil society groups and government entities to establish partnerships).
78. The project strategy explains to some extent how the chosen activities are relevant for the achievement of the objectives. However, the weaknesses mentioned for the problem and objective trees were also reflected in the strategy. While an overall anticipation of the activities did exist, it was not clear whether they had been considered on a country-by-country basis and whether the different contexts had been taken into account. Integrating social and poverty reduction goals with macroeconomic goals is not simply about adding social policies to a pre-designed sound macroeconomic framework (Elson and Cagatay, 2000). It is not easy to formulate sustainable macroeconomic and social policies without a clear understanding of the particular situation and social context of the country in question and without an in-depth analysis of the impact of macroeconomic policies on poverty and livelihoods. Lastly, the chronological sequencing of activities was not sufficiently clear.

³¹ The acronym “SMART” stands for the following attributes: specific (the indicators are specific enough to measure progress towards the results); measurable (they are a reliable and clear measure of results), attainable (the results in which the indicator seeks to chart progress are realistic), relevant (they are relevant to the intended outputs and outcomes), and time-bound (data are available at reasonable cost and effort).

³² For example, “MV3.1 References from workshop registrations and participations, as well as continued participation during the life of the project”.

3.2 EFFICIENCY

3.2.1 ORGANIZATIONAL ARRANGEMENTS

The project management structure contributed to effective implementation and, despite the delay due to factors beyond its control, the project was able to respond to the changing needs of the beneficiaries. (F9)

Most information sources indicated that the level of collaboration (including coordination between implementing entities and their counterparts) was outstanding and allowed for an efficient use of the resources. (F10)

Nevertheless, no evidence has been found of any contribution through this project in terms of gender equality. (F11)

79. Although the allotment advice was received in February 2012, the project did not become fully operational until January 2013 due to understaffing in the Social Development Unit.³³ Despite the long delay, some preparatory activities were carried out during that period (e.g. three studies were undertaken and a dialogue was initiated with the Government of El Salvador). Notwithstanding a few unavoidable external factors, the project was able to respond to the changing needs of the beneficiaries and the management structures contributed to its effective implementation.
80. The data suggest that the tasks were efficiently divided up within ECLAC. Under the guidance of the Programme Planning and Operations Division of ECLAC, the Social Development Unit of the ECLAC subregional headquarters in Mexico was responsible for project implementation and management. As stated in the interviews, this collaboration was exemplary and allowed for the efficient use of the resources demonstrated for example by “their understanding to redistribute the funds within the existing constraints”. In particular, two out of three project managers thought that the coordination between implementing entities and their counterparts was effective and efficient (One thought otherwise and two were unable to respond due to insufficient knowledge).
81. Although the documents state that further support was provided by the Division for Gender Affairs of ECLAC, no evidence has been found that this project helped in any way to place or keep gender equality high on the agenda.

3.2.2 RESOURCE MANAGEMENT

The funds were properly allocated to their expected allotment areas. Moreover, the Commission’s management and collaboration with other partners allowed for efficiency gains. (F12)

³³ The recruitment of the Chief of Unit and the Social Affairs Officer took longer than anticipated and was only completed in November 2012.

82. As a consequence of the delayed implementation, only 5% of the budget had been implemented at the end of 2012. Some activities were modified and the budget revised in May 2013. By the end of 2013, 43% of the budget had been executed. The final implementation rate was over 94% at the end of 2014 and the expenditures indicate that the funds were properly allocated to their expected allotment areas.

Table 9
Budget implementation

	Budget allotment	Actual disbursements	Commitments outstanding	Total expenditures	Balance remaining
General temporary assistance	20,893	20,893		20,893	--
Consultants and expert groups	208,500	183,139	25,360	208,499	--
Staff travel	25,301	19,158	6,180	25,338	--
Contractual services	57,000	26,944	30,000	56,944	--
Fellowships, grants & contributions	81,306	59,288	124	59,412	21,894
Total	393,000	309,422	61,664	371,086	21,914

Source: Financial Report, 31 December 2014.

83. The remaining balance at the end of the project is partly due to the funds reserved for this final evaluation but also to in-kind contributions received from El Salvador Costa Rica, and Mexico.³⁴ Therefore, while ECLAC may be credited with efficient management, other partners have also contributed to the overall success of the project. Six countries (instead of the five planned) finally benefited from the project with no changes to the log frame, activities or budget. Moreover, the additional activities implemented at the request of the beneficiaries (see below) had no additional cost and allowed for efficiency gains (for example, the four regional workshops originally planned were merged into one, which was organized jointly with the Technical Secretariat of the Office of the President of El Salvador).
84. ECLAC project managers confirmed during the interviews that the Commission's support was excellent. The Programme Planning and Operations Division was particularly commended for its support, for example in reformulating the activities and redistributing funds. However, the project managers' survey yielded an inconclusive result. Although three (out of five) respondents were satisfied with the support provided by ECLAC, two were not very satisfied (one) or not satisfied at all (one). Furthermore, only two (out of five) respondents were satisfied with the resources provided by ECLAC while three were not very satisfied (two) or not satisfied at all (one). These survey results should be viewed with caution as some of the respondents recognized that they did not keep abreast of the whole project but only one specific activity.

³⁴ Two workshops were organized and convened jointly with the Technical Secretariat of the Office of the President (San Salvador, 12 May 2014) and the Office of the First Vice-President of the Government of Costa Rica (San José, 17-18 November 2014), while the regional seminar was organized and convened jointly with the National Institute for Social Development (INDESOL) (Mexico City, 25-26 August 2014).

3.2.3 ACTIVITY/OUTPUT REALIZATION

The project was implemented in more countries than originally planned and additional activities were implemented in response to the beneficiaries' request. (F13)

Most stakeholders considered that the different activities and outputs were of a high quality and that support from ECLAC was satisfactory. Nevertheless, some beneficiaries thought that a broader dissemination would have boosted the participation of civil society organizations and probably increased the benefits of the project. (F14)

85. As mentioned above, the planned activities were modified in 2013 at the beneficiaries' request and, in the final analysis, more activities were implemented than originally planned and several additional outputs were produced (for further details, see annex 9). Mexico was included so as to enrich the scope of the project and broaden the reach of the comparative perspective. The aim was to expand on the subjects to be incorporated into the methodology to compensate for the limited background available in Central America. For example:
- (a) At the request of beneficiary countries, the five country reports were replaced by a series of original and innovative studies that formed the basis of the methodology (for further details, see section 1.2).
 - (b) Various original aspects that were considered important by the beneficiaries were incorporated into the methodology.
 - (c) At the request of Costa Rica, a workshop was organized in San José to present the methodological framework.³⁵
86. According to the project's terminal report, the underpinnings of a methodology to formulate, analyse and evaluate macroeconomic policies from a human rights approach were established. The methodology was developed and adapted (**MA1.1**) through the different research studies and publications (**MA2.2**), as well as through the three regional workshops and seminars in El Salvador, Mexico and Costa Rica (**MA1.4**, **MA2.1** and **MA3.2**). Moreover, the material used to adapt the methodological framework into an interactive training course was completed and the 'beta' version of the online course was tested internally. The course has been available online since April 2015 but is not yet accessible via the ECLAC website (**MA1.1**). It is still unclear, however, whether the methodology has been fully tested in the six countries and whether it covers the issue of gender equality.
87. In addition, several public institutions received technical assistance (**MA1.2** and **MA3.1**) from the Social Development Unit of ECLAC (administrative, technical and research staff), namely the Technical Secretariat and Planning of the Office of the President (El Salvador), the National Institute for Social Development (INDESOL) (Mexico) and the Ministry of Finance (Costa Rica). It is not clear to what extent civil society groups have also benefited from specific technical assistance (**MA1.3**). Some beneficiaries pointed out during the interviews that a broader dissemination of the activities would have increased the participation of civil society organizations (mainly in the workshops) and would have probably added to the benefits of the project.
88. Beneficiaries rated the quality of the actual project activities as very high. In general, the average quality of the different activities and/or outputs was considered to be very good or excellent; their implementation efficient; and support from ECLAC satisfactory. The table below summarizes the results of the beneficiaries' survey:

³⁵ This workshop was conducted in conjunction with the Office of the First Vice-President, the Ministry of Finance and the College of Professionals in Economic Sciences.

Table 10
Beneficiaries' perceptions of the activities

Type of activity	Quality	Effective and efficient implementation	Satisfaction with the activity and support provided by ECLAC
Workshops and seminars ^a	Very high: 1 respondents (56%)	Yes: 27 respondents (100%)	Very satisfied: 17 respondents (63%)
	High: 12 respondents (44%)		Satisfied: 10 respondents (37%)
Publications and studies ^b	Very high: 12 respondents (43%)	N/A	Very satisfied: 16 respondents (57%)
	High: 15 respondents (54%)		Satisfied: 11 respondents (39%)
Technical assistance ^c	N/A	Yes: 6 respondents (75%)	Very satisfied: 5 respondents (62%)
		Without sufficient knowledge to answer: 2 respondents (25%)	Satisfied: 1 respondent (25%)
			Without sufficient knowledge to answer: 2 respondents (12%)

Source: Prepared by the evaluator.

^a Questions skipped by 4 respondents.

^b Questions skipped by 3 respondents.

^c Questions skipped by 23 respondents.

89. This positive picture was confirmed both in the surveys and interviews. For example, it was noted in the survey that the publications “were relevant to the current context and that they have a high level of scientific rigour” and “offered a great deal of information, very well systematized and good critical analysis”. One interviewee thought that “the material was very useful, especially the three publications used in the workshops”. At least two interviewees considered “the studies to be very interesting because they allowed for comparisons between countries”. Generally, there is consensus in this regard. On the other hand, several interviewees mentioned that additional support would be needed in order to adapt the documents to different audiences (for example, those with a lower level of education).

3.2.4 COMPLEMENTARITIES AND ADDED VALUE

The project allowed for a dialogue with both government bodies and members of civil society and mobilized additional resources. There is, however, little evidence that ECLAC provided value added in terms of promoting gender equality. (F15)

90. In line with its core objectives, the project and ECLAC established a dialogue with both government bodies and members of civil society in the beneficiary countries. In this way, it was possible to fine-tune the technical assistance to match beneficiary needs. Furthermore, additional in-depth analysis of various topics was provided at the request of beneficiaries at the national and regional workshops and during technical assistance missions.
91. As already mentioned, the project mobilized additional resources from and implemented joint activities with national stakeholders, namely the Technical Secretariat of the Office of the President (El Salvador), Office of the First Vice-President (Costa Rica) and INDESOL (Mexico). Other important partners during implementation were: the Civil Society Department of the Foreign Affairs Office (Mexico); the Ministry of

Finance and the College of Professional Economists (Costa Rica); the central bank and the Ministry of Social Development (Guatemala); Central Bank (Honduras); and the Ministry of Labour (Nicaragua).

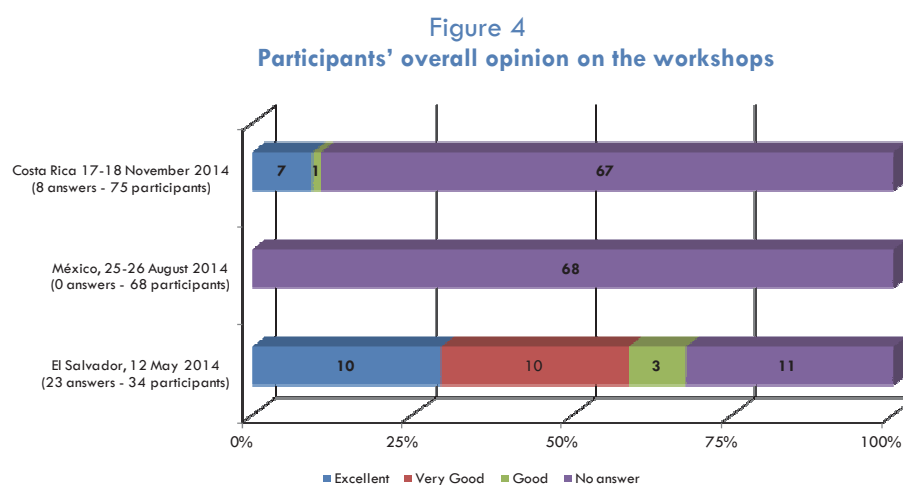
92. The ECLAC subregional headquarters in Mexico sought cooperation with the Division for Gender Affairs with a view to ensuring that gender concerns were incorporated into the project (for example, indicators disaggregated by race, gender and ethnicity.) In addition, ECLAC collaborated closely with the Office of the High Commissioner for Human Rights in Mexico (OHCHR), which provided access to cutting-edge knowledge on human rights with emphasis on economic and social rights. Although the project intensified the collaboration between the two organizations and contributed to a unified United Nations vision and approach, there was little evidence of its promoting (or even mainstreaming) gender equality. The evaluator sees this as a missed opportunity to capitalize on the potential value added that ECLAC can afford.

3.3 EFFECTIVENESS

93. The project document indicators were not used to determine the effectiveness of the project. Moreover, the EAs had to be interpreted to some extent.

3.3.1 INCREASED KNOWLEDGE AND SKILLS (EA1)

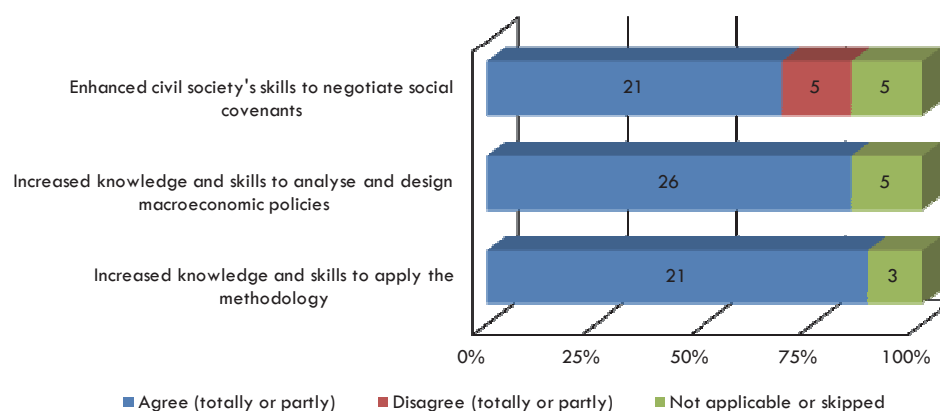
94. The first EA of the project was that relevant government bodies and civil society groups would acquire greater knowledge and skills for mainstreaming human rights frameworks into the analysis and formulation of macroeconomic policy and the negotiation of social or collective agreements on macroeconomic issues. In March 2015, the terminal report of the project drew attention to the new human rights approach to macroeconomic policies. The project was thus able to establish the underpinnings of a methodology to formulate, analyse and evaluate macroeconomic policies from a human rights approach with a view to their gradual enforcement.
95. Although the surveys administered to the participants (from both the government and civil society) at the end of the three workshops (Costa Rica, El Salvador and Mexico) only provided limited information (17% response rate), the participants acknowledged (all respondents) having increased their knowledge on human rights frameworks and their relevance to macroeconomic policy (see the terminal report). All respondents also concurred that the workshops had enhanced their capacity for analysis and that the knowledge they gained would be applicable in their daily work. Nevertheless, a number of participants considered that more extensive workshops and more in-depth presentations were needed in order to maximize the use of the new knowledge in their daily work.



Source: Prepared by the evaluator.

96. As shown in the above figure, the data for the workshop organized in El Salvador are rather conclusive, all respondents (68% response rate) thought that the workshop was excellent, very good or good. The opinion about the workshop organized in Costa Rica is similar but based on an 11% response rate. Unfortunately, no quantitative information was gathered after the workshop in Mexico.
97. The data from the survey revealed a similar scenario. In over three quarters of cases, the beneficiaries agreed that the project significantly enhanced the knowledge and skills of government institutions and civil society groups in a number of areas (for example, application of the methodology, macroeconomic policy analysis and design, and negotiation of social covenants).

Figure 5
Beneficiaries' opinion on the contribution of the project



Source: Prepared by the evaluator.

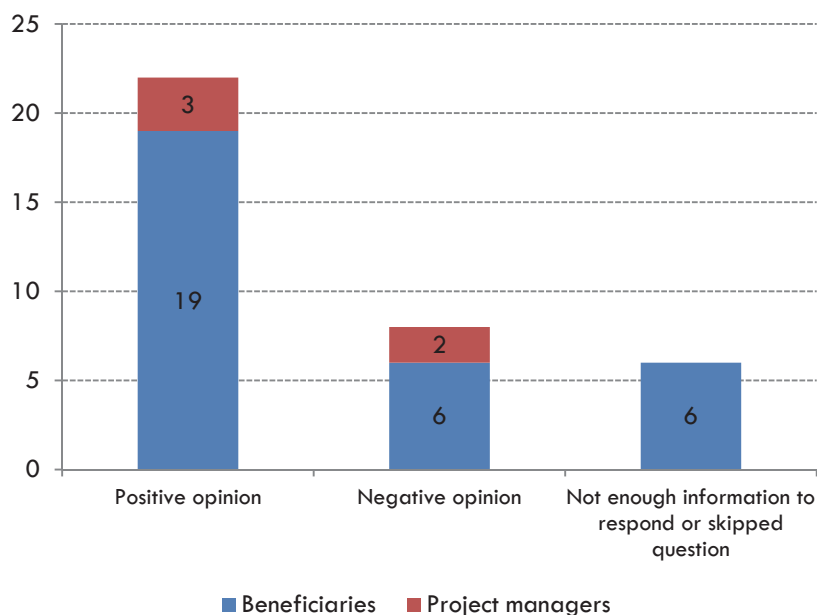
98. In their response, 60% (three out of five) of the partner institutions' representatives and ECLAC project managers thought that the project's activities increased beneficiaries' knowledge and skills (the other 40% responded that they did not have sufficient knowledge). Three (60%) of them answered that the methodology was relevant to the beneficiaries' work. However, two (40%) thought that it was not so relevant (1) or not relevant at all (1).
99. As mentioned before (see section 3.2.3), an online course was developed in order to open up a permanent channel to keep abreast of the topic, enhance the skills of government officials and human rights advocates and consolidate the dialogue between them. According to the terminal report, it is the first online course in the region concerning the relationship and interlinkages between human rights and macroeconomic policies. The course was made available online while this evaluation was being carried out but no feedback has been received from users or beneficiaries.

3.3.2 INCREASED AWARENESS AND DIALOGUE (EA2)

The project was definitely successful in promoting awareness and dialogue among government officials and civil society groups. In particular, it encouraged the exchange of knowledge and was a source of inspiration. (F19)

100. The second EA of the project aimed at increasing awareness and dialogue among participating actors in order to facilitate and contribute to agreements on certain macroeconomic issues, such as employment and fiscal policy. According to the terminal report, the project was instrumental in building bridges between macroeconomic authorities and human rights advocates and has demonstrated the viability of these groups' pursuing a permanent and insightful dialogue in order to attain common ground, given the interrelationship and interdependence of human rights and macroeconomic policies.
101. The most successful feature of the project was most probably the dialogue it succeeded in promoting between government officials and civil society groups. During the interviews, beneficiaries and ECLAC project managers were unanimous in the view that the beneficiaries had gained an increased awareness of the importance of integrating the two different perspectives, i.e. macroeconomics and human rights. The project encouraged the exchange of knowledge between key stakeholders and was a source of inspiration in the six beneficiary countries where national and regional workshops were organized and individual country level technical assistance was provided. Country teams made up of government and civil society representatives collaborated to adapt the methodology to the specific country context and to analyse the different countries' macroeconomic policies.
102. The survey results showed that over 60% of the beneficiaries thought that the project helped to improve dialogue, the exchange of ideas and communication between those working in the macroeconomic field and those working on human rights (less than 20% thought that it did not). Similarly, 60% of the project managers considered that the project had helped to launch a dialogue and improve communication between the two groups and that this had worked in favour of the inclusion of a human rights perspective in macroeconomic policy. Nevertheless, 40% were not convinced.

Figure 6
The project's contribution to greater awareness and dialogue



Source: Prepared by the evaluator.

103. Data also suggest that the different activities and products increased awareness among different stakeholders of the need to facilitate and contribute to agreements on certain macroeconomic issues. The project's terminal report affirms that at least two countries (El Salvador and Mexico) have made

significant changes in the design of their public policies. Beneficiaries confirmed that the publications and studies have been consulted and used for different purposes and in various settings (including government, civil society organizations, academia and research institutions). For example, the publication and workshops provided valuable information as indicated below:

- (a) As a framework reference for introducing a human rights approach in economic analysis (Guatemala, Mexico and Costa Rica).
- (b) For incorporating budgetary issues relating to the new Mexican Law on Children's Rights of December 2014.³⁶
- (c) For drawing up indicators of economic, social, cultural and environmental human rights in the context of the Protocol of San Salvador (Mexico).
- (d) For formulating economic policy proposals such as the "Foro Nacional de Salud" (National Health Forum) and for guiding public debate (El Salvador).
- (e) As an important theoretical/methodological contribution and bibliographical reference for research and other academic activities (Costa Rica, Mexico and Nicaragua).

3.3.3 INCREASED LEVEL OF COOPERATION (EA3)

The project fostered cooperation between civil society organizations and governmental institutions in analysing macroeconomic policies from a human and social rights perspective. (F20)

Beneficiaries acknowledged the benefit of the technical assistance received, which enabled them to move from passive knowledge acquisition towards the integration of social and economic rights into the formulation of macroeconomic policy. (F21)

Evidence has been found of the project's success in fostering synergies between institutions in the region. A number of them are currently collaborating on new activities following their participation in the project. (F22)

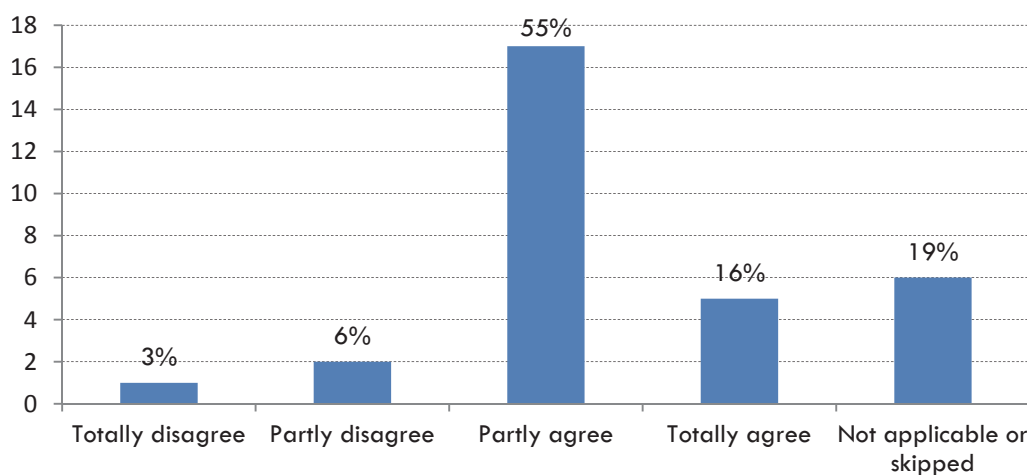
104. The third EA was that closer cooperation in the analysis of macroeconomic policies from an economic and social rights perspective would be forged between individual members of civil society and economic/financial government entities (such as ministries of finance, planning and economic affairs and central banks).
105. This third (EA3) is very close to the previous one (EA2). Understandably many stakeholders struggled to differentiate between "dialogue" and "cooperation" (see also section 3.1.3). Nevertheless, most interviewees (both beneficiaries and ECLAC project managers) confirmed that the project contributed to stronger cooperation ties between civil society organizations and government entities. For example, one beneficiary stated that the workshops provided inputs that were reviewed by the Interministerial Commission³⁷ that coordinates the public policy sector for the promotion of civil society organizations in Mexico.
106. Along the same lines, the survey results showed that over 70% of beneficiaries (22 out of 31) agreed either totally or partly with the statement that "the project contributed to improve the level of cooperation among civil society organizations (economic and financial) and governmental institutions

³⁶ General Law on the Rights of Boys, Girls and Adolescents, Official Gazette of the Federation (Ley General de los Derechos de Niñas, Niños y Adolescentes, Diario Oficial de la Federación), 4 December 2014.

³⁷ This Commission is made up of representatives of the Ministry of Foreign Affairs, the Ministry of Finance, the Ministry of the Interior and the Ministry of Social Development.

(such as ministries of finance, economy and planning and central banks) to analyse macroeconomic policies with a human and social rights perspective”. Only 3 out of 31 beneficiaries (less than 10%) disagreed either totally or partly.

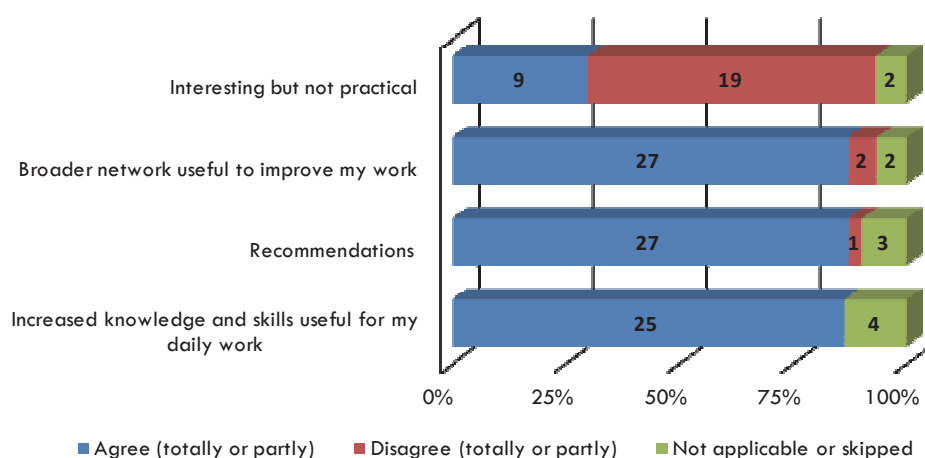
Figure 7
The project’s contribution to greater awareness and dialogue



Source: Prepared by the evaluator.

107. A similar response was obtained when beneficiaries were asked about the contribution of the activities. Over three quarters thought that they were useful for their daily work and less than one third considered that they were interesting but not practical. The beneficiaries particularly appreciated the fact that the assistance provided enabled the institutions and technical staff to move from the acquisition of passive knowledge towards integration of social and economic rights into the formulation of macroeconomic policy.

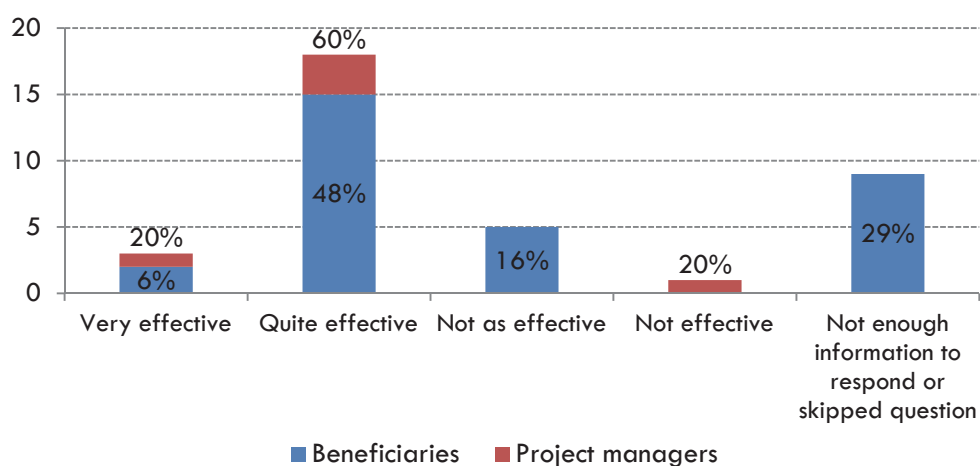
Figure 8
Beneficiaries’ opinion on the contribution of the activities



Source: Prepared by the evaluator.

108. The data confirmed that the project was successful in promoting cooperation and increasing complementarities between different actors. In this regard, four (out of five) project managers (80%) thought that the project was effective (three) or very effective (one) in fostering synergy between partners, collaborators and beneficiaries (only one thought it was not effective). As for the beneficiaries, 17 out of 31 (54%) thought that the activities forged synergies between the institutions in the region (16% thought that they were not so effective and the rest did not have enough information or skipped the question).

Figure 9
The project's contribution to fostering synergies



Source: Prepared by the evaluator.

109. Eight beneficiaries (almost 30%) stated that, as a result of their participation in the project activities, they were currently collaborating on new ECLAC or non-ECLAC activities. The table below summarizes the results of the beneficiaries' survey:

Table 11
Beneficiaries' participation in new activities

Are you currently involved in new activities or collaborations as a result of having attended any of the project's activities?
Yes: 8 respondents (28%)
No: 18 respondents (62%)
Without sufficient knowledge to answer: 3 respondents (10%)
(Skipped by 2 respondents)

Source: Prepared by the evaluator.

3.3.4 STRENGTHENED CAPACITY (PROJECT OBJECTIVE)

By opening up public dialogue and promoting face-to-face interactions, the project deepened understanding and strengthened the capacity of national Governments and to some extent civil society organizations to analyse and design macroeconomic policy which incorporates consideration of economic and social rights. (F23)

Gender equality was not clearly mainstreamed in the design or during implementation of the project. There is little evidence that the project contributed to gender equality. (F24)

110. The main objective of the project was twofold: to strengthen the capacity of national governments and civil society organizations to analyse and design macroeconomic policy which incorporates the consideration of economic and social rights, with emphasis on rights relating to gender equality. As discussed above, the project helped to increase knowledge, awareness and cooperation and most interviewees (beneficiaries and ECLAC project managers alike) thought that it strengthened the capacity of national governments and, to some extent, civil society organizations to analyse and design macroeconomic policy which incorporates the consideration of economic and social rights. Nevertheless, the evaluation failed to find any convincing evidence of a particular focus on gender equality.
111. By opening up public dialogue on macroeconomic and social policies and increasing face-to-face interactions between diverse groups (for example, NGOs, academia, local and central governments), the project deepened understanding between civil society and the State. By promoting a two-way information flow (relating to government policies and their impact on the ground), the project also contributed to more robust policymaking. ECLAC project managers provided concrete examples of this contribution during the interviews and surveys:
- (a) The project provided technical assistance for the development of a food basket from a multidimensional perspective, which has been incorporated into the new poverty measurement methodology in El Salvador. The bill on citizen participation in public management³⁸ (currently being analysed by the Office of the President) also benefited from technical assistance under the project. The human rights approach is known to have guided macroeconomic policy formulation in a number of other cases such as the National Development Plan (2014-2019)³⁹ and the Social Development and Protection Plan (2014-2019).
 - (b) In Guatemala, the knowledge and skills gained from the project provided the National Council for Urban and Rural Development (Consejo Nacional de Desarrollo Urbano y Rural, CONADUR)⁴⁰ with a benchmark for the formulation of the national development plan (Plan Nacional de Desarrollo: K'atun, Nuestra Guatemala 2032).⁴¹
 - (c) In Mexico, a close relationship was established with the National Institute for Social Development and the Civil Society Department of the Foreign Affairs Office to enhance and deepen mechanisms for participation by civil society organizations in public

³⁸ Proposed in September 2014, the bill on citizen participation in public management seeks to empower citizens through mechanisms for consultation and dialogue and is an opportunity for civil society organizations to participate more fully in decision-making.

³⁹ "A productive, educated and safe El Salvador. Five-year Development Plan 2014-2019", Technical Planning Secretariat, January 2015 ("El Salvador productivo, educado y seguro. Plan Quinquenal de Desarrollo 2014-2019", Secretaría Técnica y de Planificación, enero 2015); <http://www.presidencia.gob.sv/wp-content/uploads/2015/01/Plan-Quinquenal-de-Desarrollo.pdf>.

⁴⁰ CONADUR is responsible for the formulation of urban and rural development policies as well as territorial planning.

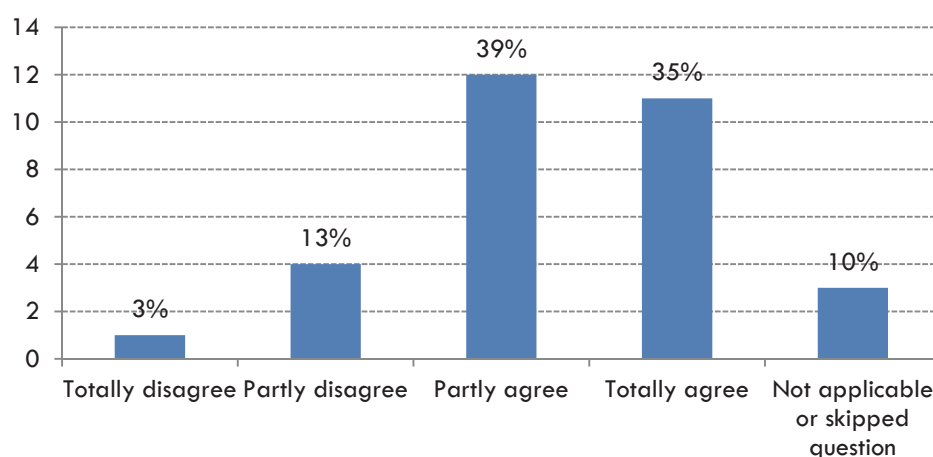
⁴¹ <http://www.katunguatemala2032.com>.

polymaking and public affairs. The terminal report also noted that a human rights perspective was introduced in the National Plan to Eradicate Discrimination (2013-2018). In addition, it was confirmed during the interviews that the project activities and products had been used regularly as a reference during the workshops and debates organized by the government on the post-2015 sustainable development agenda and as an additional input in the definition of indicators for measuring implementation of the Additional Protocol to the American Convention on Human Rights in the Area of Economic, Social and Cultural Rights, "Protocol of San Salvador".⁴²

- (d) Lastly, the project terminal report mentions that Costa Rica is in the process of drawing up a technical cooperation programme to integrate the human rights approach in the design of macroeconomic policy with a view to narrowing inequality gaps.

112. The above scenario was confirmed by beneficiaries' responses to the survey questions. For example, 22 out of 31 (over 70%) stated that they had used "information and/or knowledge" gained through the project activities (including publications). Only five (16%) declared that they had not. These figures indicate that the project was very successful in enhancing beneficiaries' capacities. In fact, 23 of them (almost 75%) acknowledged that the project enhanced the capacities of both civil society groups and government institutions to incorporate economic and social rights in the design of macroeconomic policies and therefore to reach agreements crucial for the socioeconomic development of these countries.

Figure 10
The project's contribution to enhancing capacities



Source: Prepared by the evaluator.

113. In line with the above, 18 beneficiaries (almost 60%) recognized that their technical capacity to negotiate macroeconomic policies incorporating social covenants improved considerably or sufficiently. These respondents are three times as many as those who replied that it had improved only slightly (6). None of the 31 respondents stated that his or her capacity had not improved at all. The table below summarizes the answers on the specific contribution of the different activities.

⁴² The Additional Protocol to the American Convention on Human Rights in the area of Economic, Social, and Cultural Rights (more commonly known as the "Protocol of San Salvador"), was opened for signature in the city of San Salvador on 17 November 1988. This Protocol seeks to take the inter-American human rights system to a higher level by enshrining its protection of so-called second-generation rights in the economic, social, and cultural spheres. The Protocol's provisions cover such areas as the right to work, the right to health, the right to food, and the right to education. It came into effect on 16 November 1999 and has been ratified by 16 nations.

Table 12
Beneficiaries' perceptions of how the activities strengthened their capacities and to what extent they applied the knowledge acquired to their daily work

Methodology	Workshops and seminars	Technical assistance
To what extent did this activity strengthen your capacity and help in your daily work?	To what extent did this activity strengthen your capacity and help in your daily work?	To what extent did this activity strengthen your capacity and help in your daily work?
Considerably: 10 respondents (37%)	Considerably: 9 respondents (33%)	Considerably: 3 respondents (38%)
Sufficiently: 12 respondents (44%)	Sufficiently: 14 respondents (52%)	Sufficiently: 3 respondents (38%)
Slightly: 3 respondents (11%)	Slightly: 4 respondents (15%)	Not enough information to respond: 2 respondents (25%)
Not at all: 2 respondents (7%) (Skipped by 1 respondent)	(Skipped by 4 respondents)	(Skipped by 23 respondents)

Source: Prepared by the evaluator.

114. The beneficiaries also highlighted a number of initiatives being implemented as a consequence of their participation in the workshops or the technical assistance, such as documents and publications relating to the incorporation of human rights (12 answers), economic instruments designed to incorporate human rights into their organization (6), new legislation incorporating socioeconomic rights into macroeconomic policy (4), negotiation of social and collective covenants on macroeconomic issues (4) and others (6).
115. The responses from ECLAC project managers and representatives of partner institutions' (five answers in total) paint a rather different picture. Two of them considered that the activities contributed (considerably) to enhancing beneficiaries' capacities. One thought that it had contributed slightly and another thought that it had not contributed at all. As already mentioned, these results should be viewed with caution as some of the respondents recognized that they had not participated in the entire project. The table below summarizes the responses concerning the specific contribution of the different activities.

Table 13
Project managers' perceptions of how the activities contributed to strengthening the beneficiaries' capacities

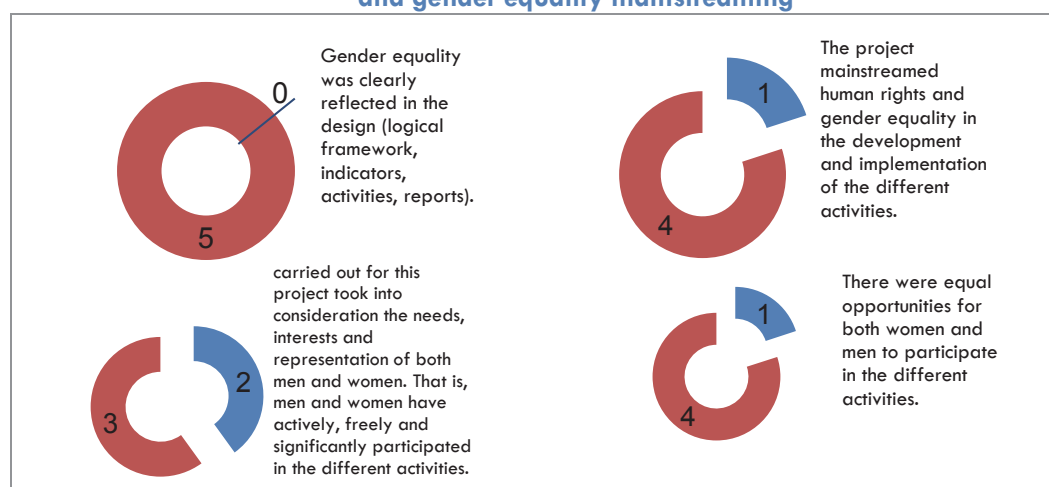
Methodology	Workshops and seminars	Technical assistance
To what extent did this activity strengthen your capacity?	To what extent did these activities strengthen your capacity?	To what extent did this activity strengthen your capacity?
Sufficiently: 1 respondent (20%)	Sufficiently: 1 respondent (20%)	Considerably: 1 respondent (20%)
Slightly: 2 respondents (40%)	Slightly: 1 respondent (20%)	Slightly: 1 respondent (20%)
Not at all: 1 respondent (20%)	Not at all: 1 respondent (20%)	Not at all: 1 respondent (20%)
Not enough information to respond: 1 respondent (20%) (Skipped: 0)	Not enough information to respond: 2 respondents (40%) (Skipped: 0)	Not enough information to respond: 2 respondents (40%) (Skipped: 0)

Source: Prepared by the evaluator.

GENDER FOCUS

116. As already discussed, the intended special focus on gender equality was insufficiently addressed during the design of the project (see section 3.1.3). Moreover, the evaluation has failed to find any convincing evidence of this focus during implementation. In fact, several interviewees thought that a gender perspective was not present in the project strategy. The survey results also indicate that the project contributed little to gender equality as none of the five project managers thought that gender equality was clearly mainstreamed in the design of the project (logical framework, indicators, activities or reports).

Figure 11
Project managers' perceptions of human rights
and gender equality mainstreaming



Source: Prepared by the evaluator.

3.4 SUSTAINABILITY

The project was a pilot experience that encouraged dialogue between civil society and the Government. Nevertheless, it has already contributed to long-term processes such as drafting of legislation and national development plans. (F25)

The project implemented a successful strategy to disseminate outputs and results. The regional and national workshops were crucial for sharing experiences, country specific methodologies and comparative findings. (F26)

The technical cooperation foreseen by the cooperation agreements recently signed by ECLAC with Costa Rica and El Salvador should further strengthen the public debate on macroeconomic reforms by combining social, economic, environmental and political analysis. (F27)

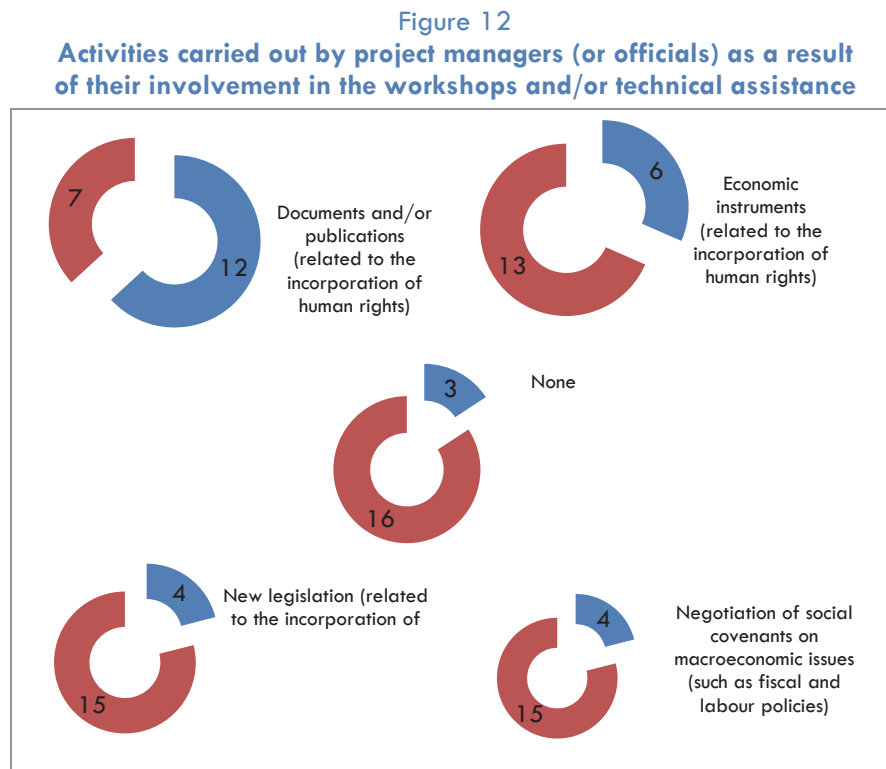
The work will need to be more widely disseminated, particularly among civil society organizations. The online course will be useful in this regard but is still not accessible through the ECLAC website and should be more widely advertised. (F28)

117. Projects that involve macroeconomic policy choices should be articulated not only on the basis of short-term impact—appropriate policies must be sustained over longer time horizons in order to achieve the desired social outcomes (Harris and others, 2005). In this sense, the project could be considered as a pilot experience that has encouraged dialogue between civil society and the government. In terms of sustaining the effects over the long term, it is crucial that individual capacities have translated into enhanced institutional capacities.

118. During the interviews, project managers stressed that the Commission’s involvement does not finish with the termination of the contract. Although necessarily more limited than during the implementation of the project, ECLAC –in line with its mandate– continues to provide support to and enhance the capacities of governmental and non-governmental organizations (for example by taking advantage of in-country missions to hold meetings related to the project results). In February 2015, ECLAC signed framework cooperation agreements with Costa Rica and El Salvador, respectively, and both countries requested ECLAC to include technical cooperation on the incorporation of economic and social rights in several public policies (including macroeconomic and other policies).

3.4.1 IMPACT

119. As described above, several stakeholders pointed out that the project had already contributed to long-term processes such as drafting of legislation and national development plans (see section 3.3.4). The results of the survey show that 40% of the project managers (two out of five) think that “the knowledge and skills acquired through the project have contributed to or influenced new policies, regulations or standards” (two respondents partly disagree with the statement and one totally disagrees). Nevertheless, only one of them (20%) considers that “the results and achievements of the project will have a lasting impact with regard to access to knowledge and the technical capacity of beneficiaries in the medium and long term” while two think that they will not (two did not have enough information).
120. This feedback seems particularly encouraging as only recently has the focus of macroeconomic policies shifted to designing macroeconomic frameworks that explicitly integrate poverty alleviation and human rights outcomes, alongside growth and stability objectives. The table below shows the activities carried out by project managers (or other officials) as a result of their involvement in the project. These activities may not be the result of the project but it is fair to believe that they benefited from the increased knowledge, skills and capacities of the participants.



Source: Prepared by the evaluator.

121. The project may have contributed to a more informed public debate on macroeconomic reforms through the promotion of an interdisciplinary approach designed to integrate macroeconomic and human rights. Nevertheless, this should be further strengthened by combining social, economic, environmental and political analysis. Such an approach would strengthen policymaking and could contribute to evidence-based policy choices, enhanced public transparency, and strengthened ownership, thereby increasing the likelihood of policies being implemented and reforms sustained. In this regard, over 70% of the beneficiaries (22 out of 31) affirmed that the project activities and products offered knowledge and information that they used as decision makers (this percentage seems high and should be viewed with caution). Only five respondents (16%) indicated that they did not use it (four replied that they did not have enough information or skipped the question).

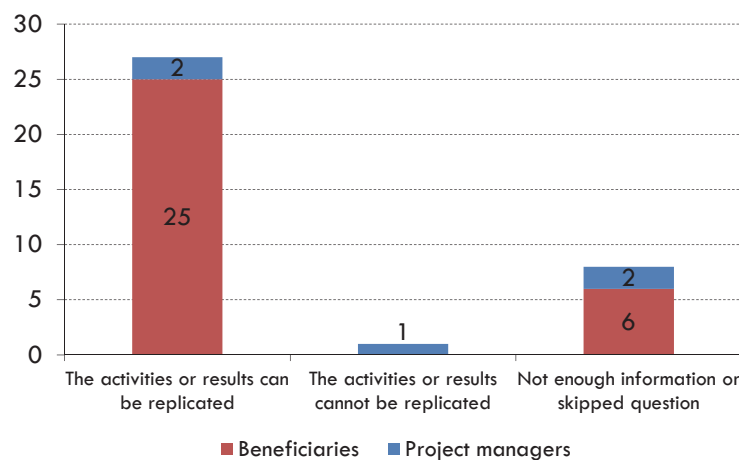
3.4.2 DISSEMINATION

122. Significant efforts were devoted to output and results dissemination. The regional and national workshops were crucial in this strategy as they served to disseminate experiences, country specific methodologies and comparative findings: El Salvador (40 participants, 20 women), Mexico (65 participants, 26 women) and Costa Rica (75 participants, 24 women). Both beneficiaries and project managers attested to the success of this strategy during the interviews (see also section 3.3.2). Beneficiaries pointed out that the knowledge gained at the workshops and the content of the publications were discussed at numerous conferences and seminars. In addition, the documents are currently being used in several university courses (for example, in Costa Rica).
123. The results of the survey indicate that 60% (three out of five) of the project managers consider that the strategies used for disseminating the results of the project were effective while only one (20%) did not (one did not have enough information).
124. Despite the Commission's efforts, several stakeholders highlighted the need for further dissemination. For example, one beneficiary thought that there was a need "to give more publicity to the work done through this project and to disseminate the studies, workshops and seminars more widely to civil society organizations". The online course on macroeconomic policy and the incorporation of the economic and social rights perspective will be a useful additional mechanism for disseminating the project's products (see also section 3.3.1), in particular among civil society groups. For the time being, it is still not accessible through the main ECLAC website (www.cepal.org) nor has it been widely advertised (only the main counterparts have been notified by e-mail of the link <http://cursos.cepal.org/>).

3.4.3 REPLICATION

125. Indications are that the project activities can be replicated. For example, 86% of the beneficiaries and 40% of project managers thought that "some of the implemented activities or results can be replicated". The figure below shows the responses from both groups.

Figure 13
Replicability of the project activities



Source: Prepared by the evaluator.

126. Out of the 29 answers from beneficiaries, the following activities were identified as having the potential for replication: regional workshops/seminars (10 answers), studies/publications(8), methodology (5) and technical assistance (5). In addition, most beneficiaries (93%) felt that they will “continue participating in similar activities in the future” (27 out of 31), while the rest (4) did not have enough information or skipped the question. The themes and issues addressed by the project were deemed to be important for tackling national priorities and promoting further development. Thus, many of the project outputs appear to be both replicable and sustainable and it is likely that similar activities will be implemented in the future.

4. CONCLUSIONS

4.1 RELEVANCE AND DESIGN

127. The project responded to regional and national needs. The objectives were in line with identified priorities, particularly for strengthening the capacity of national governments and civil society organizations to analyse and design macroeconomic policies that incorporate economic and social rights in order to enhance regional dialogue. It was recognized that there is no ‘one size fits all’ solution and adjustments were made to meet the specific needs of the different countries. In this sense, both the methodology and the activities were relevant for the beneficiaries’ work. **(C1)**
128. The project was also relevant to the ECLAC mandate insofar as it contributed to the implementation of the outcomes of several major United Nations Conferences and Summits (such as the Millennium Declaration, the Vienna Declaration and Programme of Action of the World Conference on Human Rights and the Beijing Declaration). Moreover, it was well aligned with the ECLAC strategic framework, contributing to and coordinating actions towards economic development and reinforcing economic relationships in Latin America and the Caribbean. The project also contributed to the strategic aim of generating, disseminating and applying innovative approaches to tackling development challenges while strengthening (a) multisectoral and interdisciplinary analysis and (b) the development of analytical models with quantitative and qualitative tools. **(C2)**
129. Although the relevance of the project is demonstrated, the needs and priorities were not investigated in sufficient detail during the design. Some credible cause-effect relationships at the regional level were identified but the analysis remained too simplistic, failing to determine crucial underlying causes. Furthermore, the analysis did not attempt to explain the specificities of the three targeted macroeconomic policy areas (taxation, public expenditure and monetary and financial policy) and completely overlooked gender-related issues. **(C3)**
130. In this regard, a more thorough analysis of the specific situation in each country, in particular of the roles, positions, strengths, weaknesses and influences of the different stakeholders, would have been beneficial at the design stage.. Nevertheless, it should be noted that the project explored a pioneer line of work and therefore was designed with an in-built flexibility to adapt to differing national contexts (adaptation of the methodology). In this sense, the project was able to cater for country needs during implementation. **(C4)**
131. As a result of the design weaknesses, the project lacked a robust strategy reflected in objectives and EAs that were not clearly formulated. The Simplified Logic Framework was useful at the project proposal stage but did not suffice as an effective management tool (e.g. the indicators were not SMART and the methodology for collecting data was insufficiently developed) Another consequence was the limited evaluability of the project (an imprecise strategy, insufficient clarity of purpose, difficulties in causal attribution, lack of clear indicators, absence of baseline data). **(C5)**

4.2 EFFICIENCY

132. The implementation started almost one year later than planned mainly due to external factors that were beyond the control of the project managers. Nevertheless, the project was able to respond to the changing needs of the beneficiaries and the organizational arrangements and management structures contributed to effective implementation. The division of tasks within ECLAC and the coordination between implementing bodies allowed for an efficient use of the resources. The quality of the activities implemented and outputs realized was perceived to be very high by beneficiaries and additional activities were implemented at no additional cost. **(C6)**

133. Modification of the planned activities at the beneficiaries' request enriched the scope of the project and broadened the reach of the comparative perspective (more subjects were incorporated into the methodology in order to increase the limited background available in Central America). Nevertheless, several outputs have been only partly realized. For example, it is unclear to what extent (a) the methodology was tested in the six countries, (b) the issue of gender equality was covered in depth, and (c) civil society organizations benefited from specific technical assistance. **(C7)**
134. ECLAC has used this project to foster dialogue between government entities and civil society organizations. It also mobilized additional resources from and implemented joint activities with national stakeholders. In close collaboration with the Office of the High Commissioner for Human Rights (OHCHR) and the Division for Gender Affairs, a unified United Nations vision has been forged and cutting-edge knowledge has been introduced into the project. However, this collaboration failed to produce a concrete and robust strategy for promoting (or even mainstreaming) gender equality or to trigger tangible effects in the target groups. **(C8)**

4.3 EFFECTIVENESS

135. Despite the confusing formulation of the expected accomplishments and the lack of baselines and targets, data confirm that, overall, the three expected achievements were fulfilled. The beneficiaries' knowledge and skills on human rights frameworks and their relevance to macroeconomic policy increased significantly (EA1). The activities also enhanced their analytical capacity and they recognized that the knowledge acquired would be applicable in their daily work. **(C9)**
136. The most successful feature of the project was probably its contribution to promoting dialogue between government officials and civil society groups (EA2). It encouraged the exchange of knowledge between key stakeholders (macroeconomic policymakers and human rights advocates) and the national and regional workshops and technical assistance at the individual country level proved to be a source of inspiration. **(C10)**
137. Thanks to a heightened awareness, the different stakeholders will be better able to participate in the debate and contribute to agreements on certain macroeconomic policies. Indeed, beneficiaries confirmed that the publications and studies have been consulted and used for different purposes and in various settings (including by Government, civil society organizations, academia and research institutions). **(C11)**
138. The project also helped to boost cooperation between civil society organizations (economic and financial) and government institutions (such as ministries of finance, economy and planning and central banks) in analysing macroeconomic policies from a human and social rights perspective (EA3). The beneficiaries were particularly appreciative of the fact that the assistance provided enabled the institutions and technical staff to move from passive knowledge acquisition towards the effective integration of social and economic rights into the formulation of macroeconomic policy. The project was also effective in fostering synergies between institutions in the region. **(C12)**
139. The main objective of the project was twofold: to strengthen the capacity of national governments and civil society organizations to analyse and design macroeconomic policy which incorporates the consideration of economic and social rights, with an emphasis on rights relating to gender equality. The project deepened civil society and government entities' understanding by opening up a public dialogue on macroeconomic and social policies and increasing the face-to-face interactions between diverse groups (for example, NGOs, academia, and local and central governments). The project also helped to strengthen policymaking by promoting a two-way information flow (relating to government policies and their impact on the ground). However, insufficient attention was paid to gender issues and, as a result, the project did not contribute to gender equality as planned. **(C13)**

4.4 SUSTAINABILITY

140. Although the project may be considered to be a pilot experience that fostered dialogue between civil society and the government, there is evidence that it has already contributed to long-term processes such as drafting of legislation and national development plans through a more informed public debate on macroeconomic reforms and the promotion of an interdisciplinary approach to integrating macroeconomic and human rights. Nevertheless, the lasting impact of the results and achievements of the project in terms of sustained access to knowledge and enhanced technical capacity of beneficiaries remains to be demonstrated. **(C14)**
141. Much effort was devoted to output and result dissemination. In particular the regional and national workshops served to disseminate experiences, country-specific methodologies and comparative findings and the knowledge gained at the workshops and the content of the publications have been discussed at numerous conferences and seminars. Despite the Commission's efforts, several stakeholders pointed to the need for further dissemination. In this sense, the online course should be an additional mechanism for disseminating project products—in particular among civil society groups. **(C15)**
142. The focus of macroeconomic policies has shifted to designing macroeconomic frameworks that explicitly integrate poverty and human rights outcomes, alongside growth and stability objectives. Most stakeholders consider that the issues addressed under the project remain crucial for tackling national priorities and encouraging further development. With this in mind, ECLAC continues its efforts to enhance the capacities of governmental and non-governmental organizations. Many of the project outputs appear to be both replicable and sustainable and similar activities are expected to be implemented in the future. **(C16)**

5. LESSONS LEARNED

LESSON LEARNED 1

ECLAC is an excellence-driven organization with a strong record and reputation in the region. It has the potential to bring about significant efficiency gains by fostering dialogue, facilitating access to cutting-edge knowledge and attracting additional contributions (in cash or in kind) to the projects.

143. It is increasingly recognized that social development can stimulate economic growth and that citizens' rights and duties are relevant for the implementation of macroeconomic policies. In line with its mandate, ECLAC promotes multilateral dialogue, knowledge sharing and networking at the regional level, and seeks to promote intra and interregional cooperation. The Development Account serves member countries as a vehicle for tapping into the normative and analytical expertise of the United Nations Secretariat, as was evident throughout this evaluation. Given its special knowledge and unique skills, ECLAC is well positioned to be a game changer (a) by promoting dialogue between government officials and civil society groups; and (b) by promoting the exchange of knowledge and the transfer of skills between countries. ECLAC is regarded as a key actor that contributes to a shared United Nations vision, ensuring coordination with other United Nations agencies and even facilitating their involvement in the policy dialogue.

LESSON LEARNED 2

An active and enduring participation of civil society groups through targeted activities would have boosted ownership, increasing the likelihood of policies being implemented and reforms sustained.

144. Policymaking requires a balance between the broader goals of equity and the welfare and interests of various groups. Close cooperation with different governments under the project has helped to promote an innovative approach to public policies consisting in incorporating the human rights perspective into macroeconomic policies. The participation of human rights NGOs in the implementation of the project has helped to build bridges between macroeconomic authorities and human rights advocates. Nevertheless, the primary purpose of the project was to finance short-term capacity-building and civil society groups were not specifically targeted. This prevented such groups from participating more actively and more consistently. More focused activities could boost ownership, thereby increasing the probabilities of having an impact at policy level and ensuring the sustainability of the reforms.

LESSON LEARNED 3

No amount of monitoring and evaluation can compensate for goals and objectives that are unclear or for the absence of accountability.

145. A project design based on a weak analysis that fails to determine the underlying causes of a given situation results in limited evaluability. Insufficient clarity of purpose, difficulties with causal attribution, the lack of clear indicators and the absence of baseline data are incompatible with results-based management, which requires managers to focus on the outcomes to be achieved, track the outputs and sequence of outcomes and, based on a theory of change for the programme, adjust their activities and outputs to ensure that the desired outcomes are achieved. A weak design means that only inputs, activities and immediate outputs are monitored, rather than data being collected on outputs and how or whether they contributed to the achievement of outcomes.

6. RECOMMENDATIONS

146. Based on the evaluation findings and conclusions, the five recommendations presented in this section seek to address the identified challenges and are action-oriented, i.e. specific and practical. Some of the recommendations, however, may require changes that would stretch the Commission's current resources.
147. The recommendations are directed primarily at ECLAC divisions and subregional headquarters, as well as the Department for Economic and Social Affairs (DESA), which are the main beneficiaries of this evaluation. Some recommendations also concern other project-implementing partners whose involvement is crucial for bringing about the desired changes. A number of recommendations, if accepted and implemented, will also impact the beneficiaries and their relationship with ECLAC.

RECOMMENDATION 1 (ON THE BASIS OF C3, C4, C5, F5, F6, F7 AND F8)

To enhance the evaluative culture and results management by providing ongoing training to managers and staff in the various aspects of results management, including self-evaluation.

148. Developing and maintaining an evaluative culture in an organization is often seen as key to building more effective results management and evaluation approaches. It is therefore crucial that projects aiming to achieve complex change are underpinned by a robust ToC. The ToC is essential for demonstrating what has been achieved, facilitating monitoring and sharing information. It offers senior managers the possibility to challenge the logic of the projects and the evidence gathered on performance in order to oversee the results management regime, thus ensuring that the results are realistic, transparent and accountable.
149. The analysis should explain country and sector specificities (for example, different policy areas), even developing a specific ToC, if necessary. A systemic approach during the design allows for the investigation of possible unintended effects (either positive or negative), power relationships and possible conflicts at the boundaries of the system. Different stakeholders should be involved in the identification of the most critical problems (including underlying causes) and credible cause-effect relationships. This should include identifying their different roles, positions, strengths, weaknesses and influences. This process plays an important role in building stakeholder consensus and allows project designers to identify the partnerships necessary to address problems effectively and to assess the roles that different stakeholders need to play in solving them.
150. A solid results-based management (RBM) system rests on what is commonly referred to as a "life cycle", where "results" are central to planning, implementation, monitoring and evaluation, reporting and ongoing decision-making. By focusing on "results" rather than "activities", RBM helps to better articulate the vision and support for expected results and to better monitor progress using indicators, targets and baselines. It is therefore essential to include a robust and comprehensive logical framework matrix in the project proposals. These proposals should define specific and clear results, the SMART process and impact indicators (including targets, baselines and means of verification), risks, assumptions and the role of partners. This would enhance both the design and the evaluability of the projects.
151. The evaluator recommends that ECLAC divisions and subregional headquarters (with support from the Programme Planning and Evaluation Unit (PPEU)/Programme Planning and Operations Division (PPOD)) provide ongoing training to managers and staff in the various aspects of results management, including ToC, the logical framework approach, indicators and self-evaluation.

RECOMMENDATION 2 (ON THE BASIS OF C3, C4, C5, C9, F5, F6, F7 AND F8)

To strengthen the learning focus by regularly assessing project evaluability, implementing results-oriented monitoring and/or mid-term evaluations and organizing structured learning events.

152. An inadequate regular review of the results being sought and the underlying theory of change might lead to perverse behaviour chasing the wrong results. The system should focus on the substantive development of intended results (outputs and outcomes). It should also provide real-time answers about the outcome rather than waiting until a project is completed and the outputs produced before asking questions.
153. Self-evaluation, in principle, provides information about many more projects than could possibly be visited by independent evaluators. It is also generally accepted that if managers and staff are involved in the process of measuring and analysing results information, they are likely to see the value of such efforts and to make use of the information gathered. Seeing the positive results of that use in terms of better design or delivery will further increase interest in learning from such information. However, if the main purpose of evaluation and monitoring is seen as a means of checking up on managers and staff, then learning is less likely to be supported (John Mayne, 2008).
154. The evaluator recommends that ECLAC divisions and subregional headquarters (with support from the Programme Planning and Evaluation Unit (PPEU)/Programme Planning and Operations Division (PPOD)) establish a system that enables project managers and PPOD staff to check the evaluability of project proposals. This should involve planning for monitoring and evaluation (including regularly monitoring results and/or conducting mid-term evaluations) at the planning stage. In this framework, structured learning events should be routinely organized to discuss future directions, using available results data and information.
155. The evaluator also recommends that the Programme Planning and Evaluation Unit (PPEU) incorporate independent validation into the system to counteract the natural biases of self-evaluation. For example, the project team submits either an evaluability report (including credibility of the intervention theory, causal attribution and clarity of the indicators) or a completion report (including self-ratings of outcomes, ECLAC performance, etc.) At the inception stage, some organizations routinely commission the development of a monitoring and evaluation framework which intrinsically addresses evaluability questions. This type of analysis would also reveal any weaknesses and highlight any capacity-building work needed within ECLAC.

RECOMMENDATION 3 (ON THE BASIS OF C3, C8, C13, F11, F15 AND F24)

To ensure that gender-related issues are carefully considered (mainstreaming or focus) by undertaking a comprehensive gender analysis at project outset and including targeted activities.

156. It is broadly agreed that gender-related issues should be mainstreamed into any development project. A project with a declared focus on gender equality should include specific activities for actively promoting it by improving awareness and creating an enabling environment. Target entry points for mainstreaming gender in ECLAC activities should be highlighted through advocacy, project and policy development, implementation, and monitoring and evaluation.

157. The evaluator recommends that ECLAC divisions and subregional headquarters (with support from the Division for Gender Affairs) include a comprehensive gender analysis in their project proposals in order to identify gender-specific roles and responsibilities, gender-related differences and the differential impact on men and women. Gender-specific measures could thus be identified in order to (a) increase effectiveness and impact; (b) benefit both men and women by increasing gender balance; and (c) leverage the results to serve other development objectives, such as economic development and poverty reduction.
158. It should be borne in mind that many sector experts come from technical or scientific backgrounds, and therefore may have little exposure to gender issues, which are more commonly raised in political and social contexts. Therefore, they may not think that the concept of gender mainstreaming is particularly relevant to their work. It is important to highlight the added value of incorporating gender into their work and to understand gender mainstreaming as a way of strengthening replication and sustainability. Inviting gender (or human rights) analysts in partner development agencies or representatives from women's or gender NGOs to be involved as stakeholders could be an effective way of ensuring an ongoing focus on this issue.

RECOMMENDATION 4 (ON THE BASIS OF C7)

To maximize the chances of benefiting civil society organizations by undertaking a thorough stakeholder analysis at project outset and including targeted activities.

159. In line with its mandate, the Commission's main counterparts are the different government institutions in Latin American and Caribbean countries. ECLAC is therefore less used to working directly with civil society groups. Nevertheless, the policymaking process is primarily about seeking a balance between the broader goals of equity and the welfare and interests of various groups. Bearing in mind that one project alone cannot address all related issues, it is of paramount importance to exploit synergies and ensure collaboration with different stakeholders and interventions during the design and implementation and after completion of the project.
160. Projects that seek to enhance the capacities of civil society groups should be recognized as special, pioneering lines of work and cooperation arrangements should be made to identify the key actors and ensure their participation in the activities. Thus, the evaluator recommends that ECLAC divisions and subregional headquarters undertake a thorough stakeholder analysis at project outset in order to include specific activities targeting civil society. Focus group discussions and consultations with various stakeholders may suffice but ideally, the different stakeholders should be brought together in one place.

RECOMMENDATION 5 (ON THE BASIS OF C14, C15, C16, F27 AND F28)

To maximize the sustainability of the project's effects by preparing an "exit strategy", including targeted activities, at project outset and/or during implementation.

161. The project may be considered to be a pilot experience that has fostered dialogue between civil society organizations and the government. The results and achievements of this type of project must have a lasting impact; in other words, beneficiaries must enjoy sustained access to knowledge and enhanced technical capacity. Since funding cycles rarely match needs, artificial timelines are imposed

on programme phase-out. A sustainability plan should therefore be prepared to consider how the project intends to withdraw its resources while ensuring that achievement of the goals is not jeopardized and that progress towards these goals continues.

162. The evaluator recommends that ECLAC divisions and subregional headquarters outline an explicit “exit strategy” at project outset and further develop it during implementation. In the context of this evaluation, the term “exit strategy” refers to the end-of-project funding. Its aim should be to ensure that individual capacities are further translated into enhanced institutional capacities. It should define the change from one type of assistance (Development Account project) to another (for example, regular ECLAC work). To this end, targeted activities should be included linking the project’s results and the implemented dissemination activities with future undertakings by ECLAC and its partners. During an initial stage, the evaluator recommends that at least the termination reports include (reasoned) indications of how the projects results may be further sustained.

RECOMMENDATION 6 (ON THE BASIS OF C14, C15, C16 AND F28)

To maximize the impact of the project by outlining a strategy for advertising the online course widely and to consider making it available through broadly recognized online education platforms.

163. The project was successful in making available to the public an online course on economic, social and cultural rights and macroeconomic policies.⁴³ Nevertheless, several interlocutors highlighted the need for additional efforts to continue dissemination. If it is to open a permanent channel to enhance the skills of government officials and human rights advocates, **the course will need to be readily accessible (at least through the ECLAC website)** and to be advertised more widely. Furthermore, if it is to help consolidate the dialogue between the two groups, the course will need to be updated/audited periodically to ensure its relevance and keep abreast of developments in the field.
164. There was broad agreement among beneficiaries that the themes and issues addressed by the project were important for tackling national level priorities and that it is likely that similar activities will be implemented in the future. The evaluator recommends that the Social Development Unit of the ECLAC subregional headquarters in Mexico outline a comprehensive launching strategy to further advertise the course—in particular among civil society groups. It would be wise to identify any related activities implemented in the region in order to link the launching of the course with them. It would also be worth considering the possibility of developing a massive open online course (MOOC) (with certification) on this topic and making it available through broadly recognized online education platforms. Potential alliances with strategic partners should be explored (for its part, the Inter-American Development Bank has developed a series of MOOCs to share knowledge on economic and social development topics, including a course on the macroeconomic reality of Latin America).⁴⁴

⁴³ “Curso sobre derechos económicos, sociales y culturales y políticas macroeconómicas” available in Spanish at <http://cursos.cepal.org/>.

⁴⁴ Available at: <https://www.edx.org/school/idbx>.

ANNEXES

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ANNEX 1

TERMS OF REFERENCE

TERMS OF REFERENCE

ASSESSMENT OF DEVELOPMENT ACCOUNT PROJECT # 2290-ROA-196-7-B

STRENGTHENING GOVERNMENT AND CIVIL SOCIETY CAPACITY TO INCORPORATE ECONOMIC AND SOCIAL RIGHTS INTO MACROECONOMIC POLICY

I. Background

The Development Account

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

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

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

DA projects are being implemented by global and regional entities, cover all regions of the globe and focus on five thematic clusters.¹ Projects are programmed in tranches, which represent the Account's programming cycle. The DA is funded from the Secretariat's regular budget and the Economic Commission

¹ Development Account projects are implemented in the following thematic areas: advancement of women; population/countries in special needs; drug and crime prevention; environment and natural resources; governance and institution building; macroeconomic analysis, finance and external debt; science and technology for development; social development and social integration; statistics; sustainable development and human settlement; and trade. See also UN Development Account website: <http://www.un.org/esa/devaccount/projects/active/theme.html>.

for Latin America and the Caribbean (ECLAC) is one of its 10 implementing entities. The UN Department of Economic and Social Affairs (DESA) provides overall management of the DA portfolio.

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

The project

The project “Strengthening Government and Civil Society Capacity to Incorporate Economic and Social Rights into Macroeconomic Policy” was designed to be implemented during the period 2012-2013 for a total budget of US\$ 393,000. The ultimate goal of the project is to contribute to social covenants on macroeconomic issues (such as fiscal policy and employment) by linking social and economic rights to the formulation of macroeconomic policy, so as to have positive implications for the achievements of internationally agreed development goals, including the MDGs and for the fulfilment, protection and respect of human rights.

More specifically, it aimed at strengthening government and civil society capacity to incorporate economic and social rights into the formulation of macroeconomic policy and thereby reach agreements which are crucial for each country’s social and economic development. The following accomplishments were expected to be achieved:

- (a) Increased knowledge and skills of relevant government bodies and civil society groups to apply human rights frameworks, and to citizens’ rights and duties in the analysis and formulation of macroeconomic policy and in the negotiation of social or collective agreements on macroeconomic issues.
- (b) Increased awareness and dialogue among participating actors facilitating and contributing to reaching agreements on certain macroeconomic issues, such as employment and fiscal policy.
- (c) Increased level of cooperation between citizens from within civil society and economic/financial government entities (such as the Ministries of Finance, Planning and Economic Affairs and Central Banks) in the analysis of macro-economic policies from an economic and social rights perspective.

The project was designed to contribute to ECLAC’s subprogrammes 11: subregional activities in Mexico and Central America to achieve dynamic growth and sustainable, inclusive and equitable development within a robust and democratic institutional framework, to enable the countries in the subregion to fulfil the internationally agreed development goals including those set forth in the Millennium Declaration.

The implementation and coordination of the project was undertaken by the Social Development Unit of ECLAC’s Headquarters Office in Mexico in collaboration with the Centre for Women’s Global Leadership of Rutgers University (e.g. for expert support, participation in relevant workshops and seminars, and advice). Close cooperation was sought with the Economic Development Unit of this same Office, and with the Economic Development Division and Division for Gender Affairs from ECLAC headquarters. The Central American, Panama and Dominican Republic Monetary Council (COSEFIN) and the Central American Secretary of Social Integration (SISCA) are also relevant stakeholders of the project.

II. Purpose of the evaluation

This assessment is in accordance with the General Assembly resolutions 54/236 of December 1999 and 54/474 of April 2000, which endorsed the Regulations and Rules Governing Programme Planning, Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (PPBME). In this context, the General Assembly requested that programmes be evaluated on a regular, periodic basis, covering all areas of work under their purview. As part of the general strengthening of the evaluation function to support and inform the decision-making cycle in the UN Secretariat in general and ECLAC in particular and

within the normative recommendations made by different oversight bodies endorsed by the General Assembly, ECLAC's Executive Secretary is implementing an evaluation strategy that includes periodic evaluations of different areas of ECLAC's work. This is therefore a discretionary internal evaluation managed by the Programme Planning and Evaluation Unit (PPEU) of ECLAC's Programme Planning and Operations division (PPOD).

The final assessment of the project will be retrospective and summative in nature and should consider both anticipated and unanticipated key results. It will look at all project activities and, to the extent possible, at non-project activities. Specifically, it will seek to:

- (a) Analyze the design of the project as well as the relevance of its stated goals to the thematic area and region within which it operated.
- (b) Assess the project's level of efficiency in implementing its activities, including its governance and management structures.
- (c) Take stock of the results obtained by the project and evaluate the extent to which it achieved its objectives.

III. Scope and focus

The assessment will seek to be independent, credible and useful and adhere to the highest possible professional standards. It will be consultative and engage the participation of a broad range of stakeholders. The unit of analysis is the project itself, including its design, implementation and effects. The assessment will be undertaken in accordance with the provisions contained in the Project Document. The assessment will be conducted in line with the norms, standards and ethical principles of the United Nations Evaluation Group (UNEG).²

Although this exercise should not be considered a fully-fledged evaluation (e.g. less extensive data collection and analysis involved, less evaluation criteria considered, etc.), it is expected that ECLAC's guiding principles to the evaluation process are applied. In particular, special consideration will be taken to assess the extent to which ECLAC's activities and products respected and promoted human rights. This includes a consideration of whether ECLAC interventions treated beneficiaries as equals, safeguarded and promoted the rights of minorities, and helped to empower civil society. Moreover, the evaluation process itself, including the design, data collection, and dissemination of the evaluation report, will be carried out in alignment with these principles.

The assessment will place particular emphasis on measuring the project's adherence to the following key DA criteria:³

- To result in durable, self-sustaining initiatives to develop national capacities, with measurable impact at field level, ideally having multiplier effects.
- To be innovative and take advantage of information and communication technology, knowledge management and networking of expertise at the sub regional, regional and global levels.
- To utilize the technical, human and other resources available in developing countries and effectively draw on the existing knowledge/skills/capacity within the UN Secretariat.
- To create synergies with other development interventions and benefit from partnerships with non-UN stakeholders.

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>.

³ UN GA, "Guidelines for the Preparation of Concept Notes for the 7th Tranche of the Development Account (2010-2011)".

The assessment will also examine the extent to which gender concerns were incorporated into the project – whether project design and implementation incorporated the needs and priorities of women, whether women were treated as equal players, and whether it served to promote women’s empowerment. When analyzing data, the evaluator will, wherever possible, disaggregate by gender.

The evaluator will be expected to work independently but ECLAC will provide organizational support. Specifically, PPEU will provide support to manage the online surveys through SurveyMonkey. PPEU will prepare the database and will directly distribute the surveys among project beneficiaries. PPEU will finally provide the evaluator with the consolidated responses. Additionally, PPEU will provide assistance to coordinate the interviews, including initial contact with beneficiaries to present the assessment and the evaluator. Following this presentation, the evaluator will directly arrange the interviews with available beneficiaries.

The target audience and principal users of the evaluation include all project implementing partners and beneficiaries, the Programme Manager of the Development Account (DESA), as well as other Regional Commissions and agencies of the UN system.

IV. Evaluation questions

This assessment encompasses three different stages of the DA project (i.e. design, implementation and results) and it is structured around four criteria: relevance, efficiency, effectiveness and sustainability. A set of evaluation questions will guide both the collection of information and the analysis. The responses to these questions are intended to explain “the extent to which,” “why,” and “how” specific outcomes were attained. Therefore, they should provide intended users the necessary information to make decisions, take action or add to knowledge.

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

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.

- Did the design properly address the issues identified in the region?
- Were the objective and accomplishments relevant to the countries’ development needs and priorities?
- Did the objective and accomplishments remain relevant throughout the implementation?
- Were the objective and accomplishments aligned with ECLAC’s mandate and the relevant subprogrammes?
- Were the activities and outputs consistent with the objective and the attainment of the expected accomplishments?
- Were governance and management structures of the project effectively established?
- Were these structures appropriate to the objective, accomplishments and activities?
- Did the problem analysis define the initial situation with sufficient precision?
- Did the problem analysis define the major problem conditions with sufficient precision?
- Did the problem analysis identify realistic cause-effect relationships among problem conditions?
- Did the objectives analysis demonstrate the logic and plausibility of the means-end relationship?

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

- To what extent did the project achieve the expected accomplishments outlined in the project document?
- Did the project contributed to increasing the knowledge and skills of relevant government bodies and civil society groups to apply human rights frameworks, and to citizens’ rights and duties, in the

analysis and formulation of macroeconomic policy and in the negotiation of social or collective agreements on macroeconomic issues?

- Did the project contributed to increasing awareness and dialogue among participating actors? Did the project contributed to facilitating and contributing to reaching agreements on certain macroeconomic issues, such as employment and fiscal policy?
- Did the project contributed to increasing the level of cooperation between civil society and economic/financial government entities (such as the Ministries of Finance, Planning and Economic Affairs and Central Banks) in the analysis of macro-economic policies from an economic and social rights perspective?
- To what extent are the project's main beneficiaries satisfied with the quality and timeliness of the outputs and services?
- What factors have contributed to achieving or not achieving the intended outcomes?
- What factors contributed to effectiveness or ineffectiveness?
- 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?
- Has the project made any difference in the behavior/attitude/skills/performance of the clients?
- How effective were the project activities in enabling capacities and influencing policy making?
- Are there any tangible policies that have considered the contributions provided by the project in relation to the project under evaluation?

Efficiency: measurement of the outputs (qualitative and quantitative) in relation to the inputs.

- Did governance and management structures of the project contribute to effective implementation and coordination of partners?
- Was the project successful in creating a continuous capacity strengthening process, jointly with country authorities, over the lifetime of the project?
- Did project procedures contribute or jeopardize the effective implementation of the project?
- Which partners did the project bring together?
- Have the invested resources produced the planned outcomes?
- Were the needed resources available in a timely manner and utilized as planned?
- Were outcomes achieved on time?
- Was the project implemented in the most efficient way compared to alternatives?
- Were there any complementarities and synergies with the other work being developed?

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

- Will the outputs delivered be sustained by national capacities after project completion?
- Are the project outcomes expected to have a lasting impact on beneficiaries' access to knowledge and technical capacity in the medium- to long term?
- To what extent has the project contributed (or will it contribute) to strengthen the capacity of national governments and civil society organizations to analyse and design macro-economic policy which incorporates the consideration of economic and social rights with a particular focus on rights related to gender equality?
- Has follow up support after the end of the activities been discussed and formalized?
- Does the project demonstrate potential for replication and scale-up of successful practices?

V. Assessment methodology

This section suggests an overall approach and methods for conducting the assessment, including data sources and collection tools that will likely yield the most reliable and valid answers to the evaluation questions. The final methodology should be proposed by the evaluator during the inception phase. In order to reduce potential biases, it is advisable to foresee triangulation at different levels (e.g. methods and sources). The following data collection and analysis methods are envisaged:

Desk review: review and identify relevant sources of information and conceptual frameworks that exist and are available. Among others, the following documents should be analysed: allotment advice, redeployments, project document, annual progress reports, studies, workshops related documents, technical assistance contract and terms of reference for different consultancy works. Furthermore, the main stakeholders will be mapped, including managers, implementing partners within and outside the UN system, as well as programme beneficiaries.

Interviews: a limited number of interviews (structured, semi-structured, in-depth, key informant, focus group, etc.) may be carried out via tele- or video-conference with project partners to capture the perspectives of managers, beneficiaries, participating ministries, departments and agencies, etc. PPEU will provide assistance to coordinate the interviews, including initial contact with beneficiaries to present the assessment and the evaluator. Following this presentation, the evaluator will directly arrange the interviews with available beneficiaries.

Surveys: self-administered electronic survey directed at two different types of stakeholders: a) project managers within ECLAC and partners within the UN System and participating countries, and b) project beneficiaries. PPEU will provide support to manage the online surveys through SurveyMonkey. PPEU will prepare the database and will directly distribute the surveys among project beneficiaries. PPEU will finally provide the evaluator with the consolidated responses.

Problem and objective trees and theory of change: the project document includes both a problem and an objective tree. These simplified representations of reality and the development hypothesis behind them should be assessed by the evaluator. It may be done by logically reconstructing the theory of change, identifying original weaknesses, gaps, unintended effects (both positive and negative), etc.

VI. Evaluation Process

The assessment will be structure in three phases:

Inception phase (10 days): desk review of all relevant project documentation as well as a stakeholder mapping of key actors. The evaluator will elaborate an inception report clearly describing the methodology to be used, including an evaluation matrix and a detailed workplan. The evaluation matrix will include the evaluation questions (and sub-questions), the sources of information to answer each of them and the proposed collection tools.

Collection of information (25 days): the evaluator, with the assistance of PPEU, may conduct an electronic survey. The evaluator will elaborate the survey questions for the different groups, according to their overall function within the project. Moreover, the evaluator may conduct a limited number of interviews with project partners and beneficiaries via tele- or video-conference. The evaluator will elaborate an intermediate report clearly describing the preliminary findings.

Analysis of information and report writing (25 days): on the basis of the analysis of the collected information, the evaluator will explain the main findings, identify potential lessons and provide recommendations. The evaluator will elaborate a draft evaluation report, which will be reviewed by ECLAC's Programme Planning and Operations Division staff and the Evaluation Reference Group and the

evaluation consultant (coordinator) for comments. These comments will be addressed by the evaluator in the revision process, and will be responded to formally by the evaluator, indicating what adjustments were made according to each comment and why. Once the revision is complete, the evaluator will submit the final evaluation report.

VII. Procedures and accountabilities

PPEU is responsible for commissioning and managing the assessment. An Evaluation Reference Group, composed of representatives of each of the implementing partners, will be formed to provide feedback to the evaluator/evaluation team on preliminary evaluation findings and final conclusions and recommendations and review the draft evaluation report for robustness of evidence and factual accuracy.

An evaluation consultant (coordinator) has been hired in order to coordinate the effective and timely completion of five DA project assessments in full compliance with ECLAC's evaluation policy and strategy. The evaluation coordinator works under the general guidance of PPOD Chief and the direct supervision of PPEU Chief. The evaluation coordinator, together with PPEU, will be responsible for:

- Providing overall management of the assessments, including overall orientation and preparation, budget oversight, administrative and logistical support in the methodological process, and quality assurance.
- Recruiting the evaluator.
- Drafting assessment TORs and providing strategic guidance to the evaluator.
- Sharing relevant information and documentation with the evaluator and supporting him/her in the identification of, and communication with, project stakeholders.
- Supporting the evaluator in the data collection process: managing the development, distribution, and analysis of surveys; and organizing remote interviews as needed.
- Reviewing key assessment deliverables for quality and robustness and facilitating the overall quality assurance process.
- Managing the dissemination and communication process of the assessment report.
- Editing and disseminating the evaluation report.

The evaluator will be responsible for:

- Designing the evaluation methodology.
- Undertaking a desk review.
- Conducting the data collection process, including the design of the electronic surveys and semi-structured interviews.
- Analyzing data and elaborating hypothesis, findings, conclusions, recommendations and lessons learnt.

VIII. Key Products

The evaluation will include the following outputs:

- (a) Inception Report.** No later than 10 days after the signature of the contract, the consultant should deliver the inception report, which should include the background of the project, an analysis of the Project profile and implementation and a full review of all related documentation as well as project implementation reports. Additionally, the inception report should include a detailed evaluation methodology, including the evaluation matrix and detailed workplan, the description of the types of data collection instruments that will be used and a full analysis of the stakeholders and partners that will be contacted to obtain the evaluation information. First drafts of the

instruments to be used for the survey, focus groups and interviews should also be included in this first report.

- (b) **Preliminary findings Report.** No later than 6 weeks after the signature of the contract, the consultant should deliver the preliminary findings report including the analysis, main findings and preliminary conclusions based on data analysis of surveys, interviews and focus groups.
- (c) **Draft final evaluation Report.** No later than 10 weeks after the signature of the contract, the consultant should deliver the preliminary report for revision and comments by the coordination consultant, PPOD and the ERG. It describes the main activities and results of the project, the findings of the data collection process, and the lessons, conclusions and recommendations derived from it, including the project's prospects for sustainability. The recommendations are key to guiding improvements efforts in management and implementation of future DA projects.
- (d) **Final Evaluation Report.** No later than 12 weeks after the signature of the contract, the consultant should deliver the final evaluation report which should include the revised version of the preliminary version after making sure all the comments and observations from the coordination consultant, PPOD and the ERG have been included. Before submitting the final report, the consultant must have received the clearance on this final version from PPOD, assuring the satisfaction of ECLAC with the final evaluation report.
- (e) **Presentation of the results of the evaluation.** A final presentation of the main results of the evaluation to ECLAC staff involved in the project will be delivered at the same time of the delivery of the final evaluation report.

The final report is the main output of the process.

The inception, intermediate and final reports will be written in English. The project document and annual monitoring reports are also in English. The evaluator will conduct most of the interviews in Spanish.

IX. Required competencies

The evaluator should be independent from any organizations that have been involved in designing, executing or advising any aspect of the project. The evaluator should have the following competencies, skills and experience:

Education

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

Experience

- At least five years of progressively responsible relevant experience in programme/project evaluation are required.
- Experience in at least three evaluations with international (development) organizations is required.
- Proven competency in quantitative and qualitative research methods, particularly self-administered surveys, document analysis, and informal and semi-structured interviews are required.
- Working experience in Latin America and the Caribbean is desirable.
- Good knowledge of macroeconomic policy and economic and social rights into is an advantage.

Language Requirements

- Proficiency in English and Spanish.

X. Evaluation Timeline

The evaluator will carry out the described tasks during a three-month period starting on January 2015. The specific schedule for the submission of each of the evaluation deliverables will be agreed during the inception phase. In an initial attempt to organize the work, the following dates are proposed:

Inception report	20 th January 2015
Intermediate report	16 th February 2015
Draft final report	16 th March 2015
Final report	27 th March 2015

ANNEX 2

DOCUMENTS REVIEWED

- ☑ Integrating Human Rights and Gender Equality in Evaluations. UNEG (2014). www.unevaluation.org/guidance/HRGE.
- ☑ Integrating macroeconomic policies and social objectives: choosing the right policy mix for poverty reduction”, Elliott Harris (IMF) and Caroline Kende-Robb (World Bank), Arusha Conference ‘New Frontiers of Social Policy’, December 2005.
- ☑ Gender and macroeconomic Policy. The World Bank. (2011).
- ☑ 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>.
- ☑ Ethical Guidelines for Evaluation. UNEG (March 2008). <http://www.unevaluation.org/document/detail/102>.
- ☑ Guidelines for the Preparation of Concept Notes for the 7th Tranche of the Development Account (2010-2011). UN GA.
- ☑ Guidelines for the preparation of Project Documents for the 10th tranche of the Development Account (July 2015). <http://www.un.org/esa/devaccount/projects/guidelines.html>.
- ☑ Guidelines for the preparation of Project Documents for the 9th tranche of the Development Account (January 2014). <http://www.un.org/esa/devaccount/projects/guidelines.html>.
- ☑ Results-Based Management in the United Nations Development System: Progress and Challenges – A report prepared for the United Nations Department of Economic and Social Affairs, for the Quadrennial Comprehensive Policy Review (July 2012). http://www.un.org/esa/coordination/pdf/rbm_report_10_july.pdf.
- ☑ The process of causal attribution. American psychologist. Kelley, H. H. (1973).
- ☑ The Discovery of Grounded Theory: Strategies for Qualitative Research. Glaser, Barney G & Strauss, Anselm L. (1967).
- ☑ DAC Guidelines and Reference Series: Quality Standards for Development Evaluation (OECD, 2010). <http://www.oecd.org/development/evaluation/qualitystandards.pdf>.
- ☑ El Salvador productivo, educado y seguro. Plan Quinquenal de Desarrollo 2014-2019. Secretaría Técnica y de Planificación (January 2015). <http://www.presidencia.gob.sv/wp-content/uploads/2015/01/Plan-Quinquenal-de-Desarrollo.pdf>.
- ☑ Why MES with Human Rights: Integrating Macro-Economic Strategies with Human Rights. Radhika Balakrishnan (from discussions at a meeting held in February 2004).
- ☑ Challenges to guarantee the right to food: the contrasting experiences of Mexico and Brazil. ECLAC (LC/MEX/L.1130, November 2013). <http://www.cepal.org/es/publicaciones/desafios-para-garantizar-elderecho-la-alimentacion-las-experiencias-contastantes-de>.

- Methodology for the construction of the food basket from the perspective of the human right to food – The cases of Mexico and El Salvador. ECLAC (LC/MEX/L.1136, December 2013). <http://www.cepal.org/es/publicaciones/desafios-para-garantizar-el-derecho-la-alimentacion-las-experiencias-contastantes-de>.
- Analysis of international experiences on national health systems: the case of Costa Rica. ECLAC (LC/MEX/L.1126, November 2013). <http://www.cepal.org/es/publicaciones/analisis-de-experiencias-internacionales-sobre-sistemas-nacionales-de-salud-el-caso>.
- The rights approach in labor and wage policy: Building a methodological framework to be applied in Costa Rica, El Salvador, Guatemala, Nicaragua and Mexico. ECLAC (LC/MEX/L.1135, December 2013). <http://www.cepal.org/es/publicaciones/el-enfoque-de-derechos-en-la-politica-laboral-y-salarial-construccion-de-un-marco>.
- Monetary Policy and Human Rights: A Methodological Approach and its Application to Costa Rica, Guatemala and Mexico. ECLAC (LC/MEX/L.1162, October 2014). <http://www.cepal.org/es/publicaciones/politica-monetaria-y-derechos-humanos-un-enfoque-metodologico-y-su-aplicacion-costa>.
- The focus of the rights perspective in fiscal policy: building a methodological framework to be applied in selected countries of the Sub region in Mexico and Central America. ECLAC (LC/MEX/L.1153, August 2014). http://www.cepal.org/es/publicaciones/list?search_fulltext=El+enfoque+de+la+perspectiva+de+derechos+en+la+pol%C3%ADtica+fiscal%3A+construcci%C3%B3n+de+un+marco+metodol%C3%B3gico+para+aplicarse+en+pa%C3%ADses.
- Study where the main elements and tax considerations are identified, including an estimate of the fiscal cost which would be to implement a Universal Social Protection Program for Central America and Dominican Republic. ECLAC.
- Economic, social and cultural rights in the macroeconomic agenda Costa Rica, El Salvador, Honduras, Guatemala and Nicaragua. ECLAC.
- Description and analysis of databases, income and poverty lines used to measure poverty in Mexico. ECLAC.
- Towards poverty measures that fully reflect the reality of Latin America. Recommendations for ECLAC based on the comparative study of different methods of measuring poverty for Mexico. ECLAC.
- Comparative study of different methods of measuring poverty Mexico (ECLAC, the two methods of CONEVAL and MMIP) and recommendations for improvement. ECLAC.
- Project Document for the 7th tranche of the Development Account “Strengthening Government and Civil Society Capacity to Incorporate Economic and Social Rights into Macroeconomic Policy” (DA project # 2290-ROA-196-7-B). ECLAC (2010).
- Terminal Report of the Development Account project “Strengthening Government and Civil Society Capacity to Incorporate Economic and Social Rights into Macroeconomic Policy” (DA project # 2290-ROA-196-7-B). ECLAC (March 2015).
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- Contactos de Asistencia. Lista de Asistencia de participantes a la reunión de los días 25 y 26 de agosto, con direcciones de correos electrónicos, que se llevó a cabo en el Instituto de Desarrollo Social (INDESOL), en la Ciudad de México (Noviembre 2014).

- ☑ Progress Report of the Development Account project “Strengthening Government and Civil Society Capacity to Incorporate Economic and Social Rights into Macroeconomic Policy” (DA project # 2290-ROA-196-7-B). ECLAC (2013).
- ☑ Progress Report of the Development Account project “Strengthening Government and Civil Society Capacity to Incorporate Economic and Social Rights into Macroeconomic Policy” (DA project # 2290-ROA-196-7-B). ECLAC (2012).
- ☑ Workshop Evaluation. Sociedad Civil para la Discusión de la Relación entre el Diseño de la Política Macroeconómica y la Vigencia de los Derechos Económicos y Sociales. (INDESOL, Ciudad de México).
- ☑ Sauma, P. Analysis of international experiences on national health systems: the case of Costa Rica. ECLAC (November 2013).
- ☑ The Methodology for the Development of Indicators on Human Rights from the Office of the High Commissioner of the UN on Human Rights and its application in the case of Mexico. UNHROHC (2012).
- ☑ Villagómez, A. The focus of the rights perspective in fiscal policy: building a methodological framework to be applied in selected countries of the Subregion in Mexico and Central America. ECLAC (August, 2014).

ANNEX 3

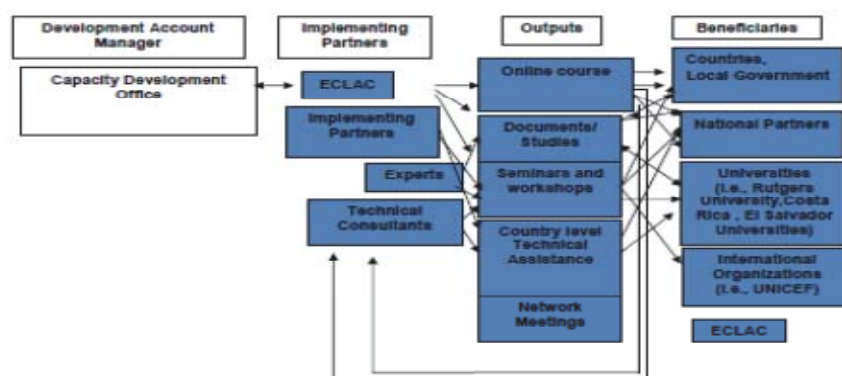
STAKEHOLDER MAP

According to project documents, the main project stakeholders were those countries in the subregion where this project's activities were implemented; specifically, local policy makers from government bodies in charge of designing, managing and controlling government economic policy concerning finance, tax, expenditure, income and debt (such as the Ministries of Finance and Economy and the Central Banks); in addition to relevant civil society representatives working in human rights advocacy and public policy analysis (the specific national NGOs that were involved in the project to provide individual country level technical assistance).

Additionally, the project promoted coordination and collaboration among regional agencies, such as the Central America, Panama and Dominican Republic Monetary Council (COSEFIN), which is a forum of regional treasury and finance ministers formed to discuss issues related to fiscal and macroeconomic policies; and the Central American Secretary of Social Integration. A stakeholder mapping was developed by the evaluator to chart the main actors in project implementation, including managers, implementing partners within and outside the UN system, as well as, program beneficiaries.

This stakeholder map analysis was drawn up to identify and classify the project's partners and other stakeholders, as well as the staff members involved in implementing this project. Additionally, a review of the participants (project's beneficiaries) at the regional seminars and workshops showed that the project benefitted from a wide range of institutions including:

- (a) **Government institutions** (i.e., Costa Rica Economic Council, Costa Rica Nation State; Costa Rica Ministry of Presidency; Ministry of Economy; El Salvador, The Development Cooperation Luxembourg Agency in El Salvador; Finance Secretary in Honduras; Secretary of Finance and Public Credit, Mexico).
- (b) **Academia** (i.e., Rutgers University; Costa Rica University; Universidad Centroamericana Jose Simeon Canas (UCA, El Salvador); Autonomous Metropolitan University (UAM, Mexico); Center for Research and Teaching in Economics (CIDE, Mexico); FUNDAR, Center for Analysis and Research; Tecnológico de Monterrey (ITESM, Mexico); Universidad Nacional Autónoma de México (UNAM, Mexico); The Association of Professionals in Economic Sciences (CPCECR, Costa Rica).
- (c) **Civil Society Organizations** (i.e., Women's Studies Centre in Honduras; Human Rights Institute in Mexico; The National Institute of Social Development in Mexico, Center for the Promotion, Research, and Rural Social Development in Nicaragua; CEP Alforja, The CEP performs work on Popular Education in Costa Rica).
- (d) **Central Banks** (i.e., Banco de Guatemala; Banco de Mexico; Banco Central de San Jose, Costa Rica; Banco de Honduras).
- (e) **International Organizations** (i.e., UNICEF, El Salvador, Office of the United Nations High Commissioner for Human Rights in Mexico, etcetera).



ANNEX 4

EVALUATION MATRIX

Evaluation Matrix

The evaluation matrix below serves as a general guide for this assessment. It provides directions for the assessment; particularly for the collection of relevant data. It will be used as a basis for the online survey and for the interviews. It also provides a basis for structuring the final report as a whole.

Question #	Evaluation Component	Data Collection Method
Evaluation Criteria: Relevance- To what extent does this project and its activities were 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?		
a. Has the project design and choice of activities/deliverables properly reflected the needs of the beneficiaries, taking into account ECLAC's mandate?	Degree to which the project supported the needs of targeted beneficiaries.	<ul style="list-style-type: none"> • Document, desk review • Survey sent to implementing partners and project beneficiaries • Interviews with key implementing partners and beneficiaries.
b. Were the project's objectives relevant to the implementing countries' development needs and priorities?; and Did the objective and accomplishments remain relevant throughout the implementation?	Alignment of project's objectives with the priorities of the targeted countries. Degree of coherence between the project and countries' needs and priorities, policies and strategies.	<ul style="list-style-type: none"> • Document, desk review • Interviews with project managers, key implementing partners and beneficiaries.
b. Were the project's objectives and accomplishments aligned with the mandate of ECLAC and the relevant subprogrammes?	Existence of a clear relationship between the project's objectives and ECLAC mandate.	<ul style="list-style-type: none"> • Document, desk review • Interviews with project managers, key implementing partners and beneficiaries.
Were the activities and outputs of the project consistent with the objective(s), and intended outcomes and results?	Is there a direct and strong link between the project activities and outputs with the expected outcomes/results of the project.	<ul style="list-style-type: none"> • Project Document, data analysis • Interviews with project managers, key implementing partners.
d) Were governance and management structures of the project effectively established?; and Were these structures appropriate to the objective, accomplishments and activities?	Were management structures of the project adequate to support project's objectives, accomplishments and activities?	<ul style="list-style-type: none"> • Interviews with project managers, key implementing partners.
Evaluation Criteria: Effectiveness- To what extent does this project and its activities have attained its objectives and expected outcomes (accomplishments)?		
a. What were the intended and unintended outcomes of the project? •What factors have contributed to achieving or not achieving the intended/unintended outcomes?	Factors contributing or hindering the achievement of intended/unintended outcomes	<ul style="list-style-type: none"> • Interviews with project managers, key implementing partners.

<p>b. To what extent did the project achieve the planned objectives and expected accomplishments as outlined in the project document?</p>	<p>Was the project effective in achieving its results</p>	<ul style="list-style-type: none"> • Documents, desk review • Interviews with project managers, key implementing partners
<p>d. What are some of the outcomes and results of the project? What are the results identified by the beneficiaries?</p> <p>How has the project contributed to increase the knowledge and skills of relevant government bodies and civil society groups to:</p> <ol style="list-style-type: none"> 1) apply human rights frameworks, and citizens' rights and duties, 2) in the analysis and formulation of macroeconomic policy, 3) in the negotiation of social or collective agreements on macroeconomic issues? 	<p>Whether any outcomes (intended and/or unintended) in beneficiary countries are evident</p> <p>Has the project made any difference in the knowledge/skills/performance of beneficiaries?</p>	<ul style="list-style-type: none"> • Document, desk review • Survey send to implementing partners and project beneficiaries • Interviews with key implementing partners and beneficiaries.
<p>How has the project contributed to increasing awareness and dialogue among participating actors? How has the project contributed to facilitating and contributing to reaching agreements on certain macroeconomic issues, such as employment and fiscal policy?</p>	<p>How effective were the project activities in increasing the level of awareness and dialogue among participating actors and in facilitating agreements on macroeconomic issues.</p>	<ul style="list-style-type: none"> • Document, desk review • Survey send to implementing partners and project beneficiaries • Interviews with key implementing partners and beneficiaries.
<p>*How has the project contributed to increasing the level of cooperation between civil society and economic/financial government entities (such as the Ministries of Finance, Planning and Economic Affairs and Central Banks) in the analysis of macro-economic policies from an economic and social rights perspective?</p>	<p>Has the project made any difference in increasing the level of cooperation between civil society and economic/financial government entities in the analysis of macro-economic policies?</p> <p>Documented evidence of project contributions in relation to increase the level of cooperation and analysis of macro-economic policies that have resulted from ECLAC's project activities and outcomes</p> <p>Has the project contributed to the development of concrete macro-economic policies aimed at strengthening Government and Civil Society Capacity to Incorporate Economic and Social Rights into Macroeconomic Policy of participating countries?</p>	<ul style="list-style-type: none"> • Document, desk review • Survey send to implementing partners and project beneficiaries • Interviews with key implementing partners and beneficiaries.
<p>How satisfied were the project's main beneficiaries with the quality and timeliness of the outputs and services they received?</p>	<p>Beneficiaries satisfaction with the quality and timeliness of the outputs and services.</p>	<ul style="list-style-type: none"> • Survey and Interviews with project beneficiaries.

Evaluation Criteria: Efficiency- What are some of the outputs (qualitative and quantitative) that have resulted from this project and its activities? And How efficiently is the Project implemented?

Did the governance and management structures of the project contribute to effective implementation and coordination of partners?	Collaboration and coordination mechanisms between the ECLAC divisions and units ensured efficiency and coherence of response.	<ul style="list-style-type: none"> • Document, desk review • Interviews with project managers, implementing partners
Has the project been successful in creating a continuous capacity and strengthening process, jointly with country authorities, over the lifetime of the project?	Degree to which the project created continuous capacity to the beneficiary countries and institutions	<ul style="list-style-type: none"> • Document, desk review • Survey send to implementing partners and project beneficiaries • Interviews with key implementing partners and beneficiaries
Did project procedures contribute or jeopardize the effective implementation of the project?		<ul style="list-style-type: none"> • Document, desk review • Survey send to implementing partners • Interviews with key implementing partners
<p>Which partners did the project bring together?, and</p> <p>How efficient are partnership arrangements for the Project?</p> <p>Were there any complementarities and synergies with the other work being developed?</p>	<p>To what extent did implementing partners successfully coordinate in the implementation of project activities?</p> <p>Identification of strategic alliances/partnerships</p> <p>-How successful have partnership arrangements been in contributing to: scaling up through sharing institutional capacity; and exchanging knowledge?</p> <p>- How frequently and by what means is information shared within the partnership?</p> <p>-Are resources adequate to achieve partnership goals?</p>	<ul style="list-style-type: none"> • Document, desk review • Survey send to implementing partners and project beneficiaries • Interviews with key implementing partners and beneficiaries
Have the invested resources produced the planned outcomes?	<p>Examples of project's contributions and outcomes that have been integrated into good practices</p> <p>How does the project's main beneficiaries benefitted from capacity building under the partnership?</p>	<ul style="list-style-type: none"> • Document, desk review • Survey send to implementing partners and project beneficiaries • Interviews with key implementing partners and beneficiaries
Was the project implemented in the most efficient way compared to alternatives?	Whether efficient means have been used by project management, staff, and implementing partners in delivering the activities, for example, through the use of local resources or of modern communication tools, when appropriate.	<ul style="list-style-type: none"> • Document, desk review • Survey send to implementing partners • Interviews with key implementing partners

Evaluation criteria: Sustainability - Are the initiatives and results of the Project allowing for continued benefits?

<p>Will the outputs delivered be sustained by national capacities after project completion?</p>	<p>Evidence of local ownership/ stakeholder engagement</p> <p>-Is there evidence that Project partners will continue their activities beyond Project support, and that the benefits of the project will, or are likely to continue in the future.</p> <p>Have national counterparts demonstrated the will and commitment to carry project activities forward?</p>	<ul style="list-style-type: none"> • Document, desk review • Survey send to implementing partners • Interviews with key implementing partners
<p>Are the project outcomes expected to have a lasting impact on beneficiaries' access to knowledge and technical capacity in the medium- to long term?</p>	<p>Whether there is initial evidence that the outcomes of the project will likely have an impact on beneficiaries' access to knowledge and technical capacity in the future.</p>	<ul style="list-style-type: none"> • Document, desk review • Survey send to implementing partners • Interviews with key implementing partners
<p>To what extent has the project contributed (or will contribute) to strengthen the capacity of national governments and civil society organizations to analyze and design macro-economic policy which incorporates the consideration of economic and social rights with a particular focus on rights related to gender equality? Were the necessary capacities of national governments and civil society organizations to analyze and design macro-economic policy built?</p>	<p>Evidence in documented results of project's contributions to strengthen analysis and design of macro-economic policy and strengthen the capacity of national governments and civil society organizations.</p>	<ul style="list-style-type: none"> • Document, desk review • Survey send to implementing partners and project beneficiaries • Interviews with key implementing partners and beneficiaries
<p>Is the capacity of national governments and civil society organizations in place and adequate at the beneficiary institutions to ensure sustainability of the results achieved to date?</p>	<p>Do beneficiaries have the adequate knowledge, technical and institutional capacity to take over the continuation and sustainability of project activities?</p>	<ul style="list-style-type: none"> • Document, desk review • Interviews with key implementing partners and beneficiaries
<p>Has follow up support after the end of the activities been discussed and formalized?</p>	<p>-What are the main facilitators and challenges that may hinder sustainability of efforts? -What could be done to further contribute to the sustainability of efforts achieved with the Project?</p>	<ul style="list-style-type: none"> • Document, desk review • Survey send to implementing partners • Interviews with key implementing partners

Evaluation criteria: Sustainability - Are the initiatives and results of the Project allowing for continued benefits?

Does the project demonstrate potential for replication and scale-up of successful practices?

Evidence on how this project has been replicated and scaled up?

Rational for innovation & scaling up (evidence of effective and replicable practices)
 -Which areas under the Project show the strongest potential for lasting long-term results?
 - How can the experience and good accumulated project practices influence successful implementation and replication of this project to other countries/regions?
 What is some of the existing evidence (notable accomplishments/contributions) in support of the implementation and replication of this project?

- Document, desk review
- Survey send to implementing partners
- Interviews with key implementing partners

ANNEX 5

INTERVIEW GUIDES

PROJECT MANAGERS AND KEY ACTORS

50 minutes approx.

- Could you please provide your perception of this project's relevance? Were the objectives and expected accomplishments relevant to the thematic area and region of the project?
- From your point of view, do you think that this project has responded to the needs and opportunities that have arisen in the countries (or in the regions), and with regard to all relevant project's beneficiaries needs?
- Did the activities undertaken meet the needs of the various groups of stakeholders?
- Did the project took advantage of complementarities and synergies with other initiatives in the region? Please provide some examples of cooperation, and project's complementarities and synergies during the implementation of the project (i.e., efforts to address issues of specific relevance to the region and to the particular characteristics of each country to ensure that the results presented were of the greatest possible use to decision makers).
- To what extent has the project contributed (or will contribute) to strengthen the capacity of national governments and civil society organizations to analyze and design macro-economic policy which incorporates the consideration of economic and social rights with a particular focus on rights related to gender equality? (please list any type of changes or benefits were this project has contributed to build on the capacities of national governments and civil society organizations to analyze and design macro-economic policies).
- In your perspective, do beneficiaries (targeted countries) have the adequate knowledge, technical and institutional capacity to take over the continuation and sustainability of project activities? Please elaborate.
- Please provide some examples of the knowledge and capacities that project's beneficiaries acquired during the implementation of the project.
- Can you provide any examples of macro-economic policies or strategies that are being or were considered, formulated or implemented owing to the knowledge or capacities acquired in the region(s)? What role did ECLAC play?
- Which changes has this project contributed to? Were these planned changes?
- What is your view on the quality of the products that have resulted from this project (their credibility, relevance to beneficiary's work, accessibility, etc)? What could have been done better?
- Could you please provide some examples of replication or follow-up that benefited from the project's outputs or activities? What role did ECLAC play?

IMPLEMENTING PARTNERS

50 min approx.

- Could you please provide your perception of this project's relevance? Were the objectives and expected accomplishments relevant to the thematic area and region of the project?
- From your point of view, do you think that this project has responded to the needs and opportunities that have arisen in the countries (or in the regions), and with regard to all relevant project's beneficiaries needs?
- Have you received adequate support to implement this project and to continue supporting the different beneficiaries from this project in the adaptation and/or use of the methodology?
- Did the activities undertaken meet the needs of the various groups of stakeholders?
- Did the project took advantage of complementarities and synergies with other initiatives in the region? Please provide some examples of cooperation, and project's complementarities and synergies during the implementation of the project (i.e., efforts to address issues of specific relevance to the region and to the particular characteristics of each country to ensure that the results presented were of the greatest possible use to decision makers).
- What activities, products and services resulted from this project?
- What is your view on the quality of the products from this project (their credibility, relevance to beneficiary's work, accessibility, etc)? What could have been done better?
- Could the same results have been achieved with fewer resources – or much more with slightly more investment?
- To what extent has the project contributed (or will contribute) to strengthen the capacity of national governments and civil society organizations to analyze and design macro-economic policy which incorporates the consideration of economic and social rights with a particular focus on rights related to gender equality? (please list any type of changes or benefits were this project has contributed to build on the capacities of national governments and civil society organizations to analyze and design macro-economic policies).
- In your perspective, do beneficiaries (targeted countries) have the adequate knowledge, technical and institutional capacity to take over the continuation and sustainability of project activities? Please elaborate.
- Can you provide any examples of macro-economic policies or strategies that are being or were considered, formulated or implemented owing to the knowledge or capacities acquired in the region? What role did ECLAC play?
- Please provide any examples of how management practices or activities have changed because of the acquired knowledge and capacities.
- Have projects or interventions been scaled up, replicated or transferred? Could you please provide some examples of replication or follow-up that benefited from the project's outputs or activities? What role did ECLAC play?
- Dissemination is mentioned as one of the projects objectives and recognized as a necessary condition for future impacts. Are there any future arrangements agreed with national governments for further dissemination? If so which ones? Are they likely to be implemented?

PROJECT BENEFICIARIES

30 min approx.

- Could you please provide your perception of this project's relevance? From your point of view, do you think that this project has responded to the needs and opportunities that have arisen in your organization?
- Did the activities undertaken meet your needs? Did they offer good quality information on knowledge and skills in the analysis and formulation of macroeconomic policy?
- What is your view on the quality of the products from this project (their credibility, relevance to beneficiary's work, accessibility, etc)? What could have been done better?
- What is done differently within your organization as a result of working with this project? Please provide examples.
- In your view, to what extent has the project contributed (or will contribute) to strengthen the capacity of national governments and civil society organizations to analyze and design macro-economic policy? (please list any type of changes or benefits were this project has contributed to build on the capacities of your organization to analyze and design macro-economic policies).
- In your perspective, do you consider that you (or your organization) have the adequate knowledge, technical and institutional capacity to take over the continuation and sustainability of project activities? Please elaborate.
- Can you provide any examples of macro-economic policies or strategies that are being or were considered, formulated or implemented owing to the knowledge or capacities acquired? What role did ECLAC play?
- Please provide any examples of how management practices or activities have changed because of the acquired knowledge and capacities
- Do you know of any projects or interventions been scaled up, replicated or transferred? Could you please provide some examples that you know of replication or follow-up that benefited from this project's outputs or activities? What role did ECLAC play?

ANNEX 6

SURVEY QUESTIONNAIRES

ONLINE SURVEY WITH IMPLEMENTING PARTNERS

Evaluación del proyecto de la Cuenta de Desarrollo: “Strengthening Government and Civil Society Capacity to Incorporate Economic and Social Rights into Macroeconomic Policy.”
ENCUESTA PARA GERENTES E IMPLEMENTADORES

Como parte de su estrategia de mejora continua y con la intención de proveer un mejor servicio a los países de la región, la Comisión Económica para América Latina y el Caribe (CEPAL) realiza evaluaciones periódicas de sus proyectos y programas relativos a sus diferentes áreas de trabajo. En esta ocasión la CEPAL está realizando la evaluación del proyecto de Cuentas para el Desarrollo 10/11 AQ “Strengthening Government and Civil Society Capacity to incorporate Economic and Social Rights into Macroeconomic Policy”, a fin de medir la relevancia, eficiencia, efectividad y sustentabilidad de las actividades financiadas por este proyecto en beneficio a los diferentes países de América Latina y el Caribe.

En el marco de este proyecto, se han implementado varias actividades incluyendo talleres técnicos, seminarios, cursos en línea, asistencias técnicas, publicaciones y estudios. Estas actividades han sido implementadas por la Sede subregional de la CEPAL en México.

Nuestros registros muestran que usted participó en algunas de las actividades realizadas, por lo que le solicitamos su colaboración en responder a la encuesta adjunta para conocer sus percepciones sobre dichas actividades y el aporte que las mismas pudieron haber tenido en su área de trabajo.

La encuesta le tomará aproximadamente 10 - 20 minutos de su tiempo y nos ayudará a identificar resultados concretos y áreas donde se puede mejorar la asistencia que se brinda a los países de la región. Mucho agradeceríamos llenar los datos y devolver la encuesta antes del 23 de abril de 2015.

Agradecemos mucho su ayuda y sus respuestas. Sus aportes serán manejados en forma estrictamente confidencial y nos serán de mucha utilidad para establecer los impactos y la efectividad de los servicios prestados por la CEPAL y para mejorarlos en el futuro.

Si tiene alguna pregunta sobre esta encuesta, por favor envíe sus comentarios y sugerencias al siguiente correo: evaluacion@cepal.org.

Sección A: Perfil del encuestado

1. ¿Dónde trabaja actualmente?

- CEPAL Chile,
- Sede Subregional de CEPAL en México
- Agencia del Sistema de las Naciones Unidas
- Institución Académica
- Empresa privada
- Otro (especifique)

2. ¿Cuál es su cargo actual?

- Gerente- Director/a
- Personal técnico/a de la institución
- Personal administrativo/a de la institución
- Investigador/a
- Consultor/a
- Otro (especifique)

3. Por favor, especifique el país en el que usted trabaja:

- Chile
- Costa Rica
- El Salvador
- Guatemala
- México
- Nicaragua
- Honduras
- Otro (especifique)

4. Por favor, especifique su género:

- Femenino
- Masculino

5. Por favor, especifique su nivel máximo de estudios alcanzados.

- Doctorado
- Maestría
- Licenciatura
- Preparatoria
- Secundaria
- Otro (especifique)

Sección B: Colaboración en el proyecto**6. Por favor, identifique los talleres en los cuales usted colaboró:**

- Taller regional Gobierno – Sociedad Civil para la discusión de la relación entre el diseño de la Política Macroeconómica y la vigencia de los derechos económicos y sociales Hotel Hilton Princess, San Salvador 12 de mayo, 2014.
- Taller regional Gobierno – Sociedad Civil para la discusión de la relación entre el diseño de la Política Macroeconómica y la vigencia de los derechos económicos y sociales Sede: Instituto Nacional de Desarrollo Social (INDESOL) 2ª. Cerrada de Belisario Domínguez núm. 40, Col. del Carmen, Coyoacán México, D.F., 25 y 26 de agosto de 2014.
- Taller regional Gobierno – Sociedad Civil para la discusión de la relación entre el diseño de la Política Macroeconómica y la vigencia de los derechos económicos y sociales Colegio de Profesionales en Ciencias Económicas de Costa Rica San José, Costa Rica 17 y 18 de noviembre, 2014.

7. Por favor, identifique las asistencias técnicas en las que usted ha colaborado:

- Asistencia Técnica brindada a El Salvador
- Asistencia Técnica brindada a México
- Asistencia Técnica brindada a Costa Rica

8. Por favor, identifique las publicaciones/estudios en las cuales usted ha contribuido:

- Análisis de experiencias internacionales sobre sistemas nacionales de salud: el caso de Costa Rica.
- Desafíos para garantizar el derecho a la alimentación: las experiencias contrastantes de México y Brasil.
- Derechos económicos, sociales y culturales en la agenda macroeconómica de Costa Rica, El Salvador, Honduras, Guatemala y Nicaragua.
- Descripción y análisis de bases de datos, los ingresos y las líneas de pobreza utilizadas para medir la pobreza en México.
- El enfoque de derechos en la política laboral y salarial: construcción de un marco metodológico para aplicarse en Costa Rica, El Salvador, Guatemala, Nicaragua y México.
- El enfoque de la perspectiva de derechos en la política fiscal: construcción de un marco metodológico para aplicarse en países seleccionados de la subregión en México y Centro América México.

- Estudio comparativo de los diferentes métodos de medición de pobreza para México (CEPAL, los dos métodos del CONEVAL y el MMIP) y recomendaciones de mejora.
- Estudio en que se identifiquen los elementos principales y consideraciones fiscales, incluyendo una estimación del costo fiscal que tendría la instrumentación de un programa de protección social universal para Centroamérica y República Dominicana.
- Hacia mediciones de pobreza que reflejen plenamente la realidad de América Latina. Recomendaciones para la CEPAL basadas en el estudio comparativo de los diferentes métodos de medición de la pobreza para México.
- Las principales reformas fiscales 2000 – 2012 en México y análisis de la estructura tributaria: el estudio incluye la evaluación del costo de la instrumentación de un programa de protección universal.
- Los derechos económicos, sociales y culturales: desarrollo, características y la obligación de garantizarlos. Curso sobre DESC y políticas macroeconómicas en El Salvador, Guatemala y México.
- Metodología para la construcción de la canasta alimentaria desde la perspectiva del derecho humano a la alimentación.
- Política monetaria y derechos humanos: un enfoque metodológico y su aplicación a Costa Rica, Guatemala y México.

9. Por favor identifique cuál ha sido su contribución en el proyecto de ECLAC “Strengthening Government and Civil Society Capacity to Incorporate Economic and Social Rights into Macroeconomic Policy”

- He contribuido en el desarrollo e implementación de algunas de las diferentes actividades de este proyecto (estudios/publicaciones, curso en línea, etc.).
- He contribuido como consultor/coordinador técnico que ha apoyado en el desarrollo de la metodología.
- He contribuido en la implementación de la metodología a través de asistencias técnicas en los diferentes países que son parte de este proyecto.
- He contribuido en la instrucción de los diferentes talleres y seminarios regionales organizados.
- He contribuido en las juntas de coordinación y reuniones de trabajo con funcionarios de las diferentes organizaciones que participaron en este proyecto.
- Otro (especifique).

10. Por favor mencione su colaboración en el desarrollo de los diferentes documentos elaborados para este proyecto en los que usted haya colaborado:

- Revisión de estudios/publicaciones
- Diseño/Desarrollo de curso en línea
- Diseño/Desarrollo e implementación de la metodología
- Coordinación y participación en la asistencia técnica brindada a los países
- Monitoreo y evaluación del proyecto
- Elaboración de reportes sobre la implementación y resultados del proyecto

Sección C: Implementación del proyecto

11. ¿A su parecer, las actividades implementadas para este proyecto han contribuido a incrementar los conocimientos y capacidades de los beneficiarios?

- Sí
- No
- Sin conocimiento suficiente para poder responder

Comentarios, detalles y explicaciones:

12. ¿En qué áreas en específico?

- El proyecto ha ayudado a mejorar el conocimiento y las habilidades de las diferentes entidades gubernamentales y organizaciones de sociedad civil en la aplicación de derechos humanos que se integren en el análisis y la formulación de políticas macroeconómicas; así como en la negociación de acuerdos sociales y colectivos en asuntos macroeconómicos.
- El proyecto ha apoyado la concientización y el dialogo entre actores principales de las diferentes entidades gubernamentales y organizaciones de sociedad civil que faciliten y contribuyan al logro de acuerdos en políticas macroeconómicas tales como la política fiscal y el empleo.
- El proyecto ha facilitado un mejor nivel de cooperación entre funcionarios de entidades gubernamentales y organizaciones de sociedad civil (Secretaría de Finanzas, Bancos Centrales, etc.) en el análisis de políticas macroeconómicas que incorporen la perspectiva de derechos sociales y económicos.
- Otro (especifique)

13. ¿Hasta qué punto está satisfecho/a con el apoyo brindado por la CEPAL para implementar las diferentes actividades desarrolladas dentro del marco de este proyecto?

- Muy satisfecho/a
- Bastante satisfecho/a
- Poco satisfecho/a
- Nada satisfecho/a
- Sin conocimiento suficiente para poder responder

Comentarios, detalles y explicaciones:

14. ¿Hasta qué punto está satisfecho/a con los recursos destinados para la implementación de las diferentes actividades y productos, considera que fueron adecuados y brindados a tiempo por la CEPAL?

- Muy satisfecho/a
- Bastante satisfecho/a
- Poco satisfecho/a
- Nada satisfecho/a
- Sin conocimiento suficiente para poder responder

Comentarios, detalles y explicaciones:

15. ¿Usted considera que las actividades de este proyecto fueron implementadas y coordinadas entre la agencia implementadora y sus contrapartes en los diferentes países involucrados de una manera eficiente y eficaz?

- Sí
- No
- Sin conocimiento suficiente para poder responder

Comentarios, detalles y explicaciones:

Sección D: Relevancia de las actividades

16. ¿Hasta qué punto le parece que las actividades implementadas en el marco de este proyecto fueron relevantes para el contexto de la región?

- Muy relevantes
- Bastante relevantes
- Poco relevantes
- Nada relevantes
- Sin conocimiento suficiente para poder responder

Comentarios, detalles y explicaciones:

17. En relación a las actividades implementadas en el marco de este proyecto, especifique por favor su grado de acuerdo o desacuerdo con las siguientes afirmaciones:

No Aplica Totalmente en desacuerdo Algo en desacuerdo Algo en acuerdo Totalmente de acuerdo

Como resultado de este proyecto, las instituciones/organizaciones participantes desarrollaron su capacidad para incorporar derechos económicos y sociales en el diseño de políticas macroeconómicas, dando como resultado el logro de acuerdos que son primordiales para el desarrollo social y económico de cada país involucrado en este proyecto.



	No Aplica	Totalmente en desacuerdo	Algo en desacuerdo	Algo en acuerdo	Totalmente de acuerdo
La implementación de este proyecto ha ayudado a mejorar el conocimiento y habilidades para el uso y aplicación de la metodología que fue desarrollada para este proyecto.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Este proyecto ha ayudado a las diferentes instituciones/organizaciones participantes a mejorar su capacidad técnica en la negociación de acuerdos sociales y colectivos en cuestiones macroeconómicas, tales como políticas laborales y fiscales.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Los conocimientos y habilidades aprendidas a través de este proyecto han contribuido/influenciado nuevas políticas, regulaciones o estándares.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
El proyecto contribuyó a dar inicio a un diálogo y a mejorar la comunicación entre personas que laboran en el campo de la política macroeconómica y en el campo de los derechos humanos lo que ha favorecido la inclusión de políticas macroeconómicas con una perspectiva en derechos económicos y sociales dando como resultado el logro de acuerdos.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

18. Por favor especifique si algunas de las actividades implementadas en el marco de este proyecto, en las cuales usted colaboró, han contribuido a un resultado o cambio significativo en los beneficiarios de este proyecto (por ejemplo influido en el desarrollo de políticas macroeconómicas o estrategias que hayan sido consideradas, desarrolladas o implementadas por los beneficiarios de este proyecto como resultado del conocimiento o capacidades adquiridos):

19. Desde su punto de vista, cómo fueron incorporados los aspectos de integración de derechos humanos e igualdad de género en la implementación de las diferentes actividades y productos de este proyecto? (marque más de una si necesario)

- Este proyecto ha integrado la perspectiva de derechos humanos e igualdad de género en las diferentes actividades desarrolladas e implementadas.
- La igualdad de género está claramente reflejada en el diseño de la intervención (marco lógico, indicadores, actividades, reportes).
- Las diferentes actividades que se realizaron para este proyecto tomaron en consideración las necesidades, intereses y la representación tanto de hombres como mujeres. Es decir, mujeres y hombres han participado en las diferentes actividades del proyecto activa, libre y significativamente.
- Existió igualdad de oportunidades para que tanto mujeres como hombres pudieran participar en las diferentes actividades desarrolladas en este proyecto.
- Otro (especifique)

20. ¿En qué medida considera usted que han aumentado los conocimientos y capacidades de los beneficiarios luego de participar en las actividades desarrolladas en el proyecto?

- Mucho
- Bastante
- Poco
- Nada
- Sin conocimiento suficiente para poder responder

Comentarios, detalles y explicaciones:

21. ¿Qué tan efectivo fue el proyecto en crear sinergias entre socios, colaboradores, beneficiarios etc.?

- Muy efectivo
- Bastante efectivo
- Poco efectivo
- Nada efectivo
- Sin conocimiento suficiente para poder responder

Comentarios, detalles y explicaciones:

22. ¿Considera que los resultados/logros alcanzados por este proyecto tendrán un impacto duradero con relación al acceso a conocimientos y la capacidad técnica de los beneficiarios en el mediano y largo plazo?

- Sí
- No
- Sin conocimiento suficiente para poder responder

Comentarios, detalles y explicaciones:

23. ¿En su opinión, algunas de las actividades implementadas o resultados de las actividades pueden ser replicadas?

- Sí
- No
- Sin conocimiento suficiente para poder responder

24. ¿Qué elementos de las actividades serían los mejores para ser replicados o profundizados?

25. ¿Según su opinión, cuáles son los principales facilitadores y obstáculos que podrían afectar la continuidad de los logros de este proyecto? Y ¿qué más se podría hacer para contribuir a darles continuidad?

26. ¿Le parece que las estrategias utilizadas para difundir las diferentes actividades y resultados de este proyecto han sido efectivas?

- Sí
- No
- Sin conocimiento suficiente para poder responder

Comentarios, detalles y explicaciones:

Sección E: Utilidad de las actividades

A. Metodología desarrollada en el marco de este proyecto

27. Dentro del marco de este proyecto se desarrolló una metodología que tiene como objetivo el incorporar una perspectiva de derechos humanos en el diseño y evaluación de políticas macroeconómicas. ¿En su opinión, que tan relevante ha sido la contribución de esta metodología en el trabajo de los beneficiarios de este proyecto?

- Muy relevante
- Bastante relevante
- Poco relevante
- Nada relevante
- Sin conocimiento suficiente para poder responder

Comentarios, detalles y explicaciones:

28. ¿Hasta qué punto usted considera que el conocimiento y aplicación de la metodología desarrollada en este proyecto ha contribuido en el diseño, análisis, y evaluación de políticas macroeconómicas que tengan una perspectiva en derechos humanos en las diferentes instituciones/organizaciones beneficiadas?

- Mucho
- Bastante
- Poco
- Nada
- Sin conocimiento suficiente para poder responder

Comentarios, detalles y explicaciones:

B. Publicaciones y estudios

13 diferentes estudios fueron publicados en el marco de este proyecto y se encuentran disponibles en la página web de la CEPAL, Unidad de Desarrollo Social de la Oficina Subregional de México.

1. Análisis de experiencias internacionales sobre sistemas nacionales de salud: el caso de Costa Rica.
2. Desafíos para garantizar el derecho a la alimentación: las experiencias contrastantes de México y Brasil.
3. Derechos económicos, sociales y culturales en la agenda macroeconómica de Costa Rica, El Salvador, Honduras, Guatemala y Nicaragua.
4. Descripción y análisis de bases de datos, los ingresos y las líneas de pobreza utilizadas para medir la pobreza en México.
5. El enfoque de derechos en la política laboral y salarial: construcción de un marco metodológico para aplicarse en Costa Rica, El Salvador, Guatemala, Nicaragua y México.
6. El enfoque de la perspectiva de derechos en la política fiscal: construcción de un marco metodológico para aplicarse en países seleccionados de la subregión en México y Centro América.
7. Estudio comparativo de los diferentes métodos de medición de pobreza para México (CEPAL, los dos métodos del CONEVAL y el MMIP) y recomendaciones de mejora.
8. Estudio en que se identifiquen los elementos principales y consideraciones fiscales, incluyendo una estimación del costo fiscal que tendría la instrumentación de un programa de protección social universal para Centroamérica y República Dominicana.
9. Hacia mediciones de pobreza que reflejen plenamente la realidad de América Latina. Recomendaciones para la CEPAL basadas en el estudio comparativo de los diferentes métodos de medición de la pobreza para México.
10. Las principales reformas fiscales 2000 – 2012 en México y análisis de la estructura tributaria: el estudio incluye la evaluación del costo de la instrumentación de un programa de protección universal.
11. Los derechos económicos, sociales y culturales: desarrollo, características y la obligación de garantizarlos. Curso sobre DESC y políticas macroeconómicas en El Salvador, Guatemala y México.
12. Metodología para la construcción de la canasta alimentaria desde la perspectiva del derecho humano a la alimentación.
13. Política monetaria y derechos humanos: un enfoque metodológico y su aplicación a Costa Rica, Guatemala y México.

29. ¿Usted conoce/sabe como los beneficiarios han utilizado alguna de estas publicaciones/estudios?

Sí

No

30. ¿Para qué utilizaron estos documentos?

C. Talleres y seminarios

3 diferentes talleres y seminarios fueron realizados en el marco de este proyecto en tres países: El Salvador, México y Costa Rica.

31. ¿En qué medida le parece que los diferentes talleres/seminarios regionales han contribuido a mejorar el diseño de políticas macroeconómicas que incorporen una perspectiva en derechos sociales y económicos; así como también políticas de derechos económicos y sociales que incorporen una perspectiva en políticas macroeconómicas?

- Mucho
- Bastante
- Poco
- Nada
- Sin conocimiento suficiente para poder responder

Comentarios, detalles y explicaciones:

32. ¿Usted conoce/sabe cómo los beneficiarios han aplicado/utilizado algunos de los conocimientos adquiridos a través de estos talleres?

- Sí
- No

33. ¿Para qué utilizaron estos conocimientos?

D. Asistencias técnicas

3 diferentes asistencias técnicas fueron realizadas en el marco de este proyecto en tres países: El Salvador, México y Costa Rica.

1. Asistencia Técnica brindada a El Salvador (Secretaría técnica y de Planificación de la Presidencia).
2. Asistencia Técnica brindada a México (Instituto Nacional de Desarrollo Social (INDESOL))
3. Asistencia Técnica brindada a Costa Rica (Primera Vicepresidencia)

*

34. ¿Usted conoce/sabe como los beneficiarios han aplicado/utilizado algunos de las capacidades adquiridas a través de la asistencia técnica?

- Sí
- No

Comentarios, detalles y explicaciones:

35. ¿En qué medida considera que se ha fortalecido la capacidad de las diferentes instituciones/ organizaciones para incorporar derechos económicos y sociales en el diseño de políticas macroeconómicas ha mejorado después de haber recibido esta asistencia técnica?

- Mucho
- Bastante
- Poco
- Nada
- Sin conocimiento suficiente para poder responder

Comentarios, detalles y explicaciones:

¡Ha completado el cuestionario!

Muchas Gracias nuevamente por haberse tomado el tiempo para completarlo

Su opinión es extremadamente valiosa en este proceso

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

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

Unidad de Evaluación de la CEPAL

evaluacion@cepal.org

+56 2 210 2419

ONLINE SURVEY WITH PROJECT BENEFICIARIES

Evaluación del proyecto de la Cuenta de Desarrollo: “Strengthening Government and Civil Society Capacity to Incorporate Economic and Social Rights into Macroeconomic Policy.” ENCUESTA PARA BENEFICIARIOS

Como parte de su estrategia de mejora continua y con la intención de proveer un mejor servicio a los países de la región, la Comisión Económica para América Latina y el Caribe (CEPAL) realiza evaluaciones periódicas de sus proyectos y programas relativos a sus diferentes áreas de trabajo. En esta ocasión la CEPAL está realizando la evaluación del proyecto de Cuentas para el Desarrollo 10/11 AQ “Strengthening Government and Civil Society Capacity to incorporate Economic and Social Rights into Macroeconomic Policy.”, a fin de medir la relevancia, eficiencia, efectividad y sustentabilidad de las actividades financiadas por este proyecto en beneficio a los diferentes países de América Latina y el Caribe.

En el marco de este proyecto, se han implementado varias actividades incluyendo talleres técnicos, seminarios, cursos en línea, asistencias técnicas, publicaciones y estudios. Estas actividades han sido implementadas por la Sede subregional de la CEPAL en México.

Nuestros registros muestran que usted participó en algunas de las actividades realizadas, por lo que le solicitamos su colaboración en responder a la encuesta adjunta para conocer sus percepciones sobre dichas actividades y el aporte que las mismas pudieron haber tenido en su área de trabajo.

La encuesta le tomará aproximadamente 10 - 20 minutos de su tiempo y nos ayudará a identificar resultados concretos y áreas donde se puede mejorar la asistencia que se brinda a los países de la región. Mucho agradeceríamos llenar los datos y devolver la encuesta antes del 23 de abril de 2015.

Agradecemos mucho su ayuda y sus respuestas. Sus aportes serán manejados en forma estrictamente confidencial y nos serán de mucha utilidad para establecer los impactos y la efectividad de los servicios prestados por la CEPAL y para mejorarlos en el futuro.

Si tiene alguna pregunta sobre esta encuesta, por favor envíe sus comentarios y sugerencias al siguiente correo: evaluacion@cepal.org

SECCIÓN A: PERFIL DEL ENCUESTADO**1. ¿Dónde trabaja actualmente?**

- Institución gubernamental
- Organización pública
- Agencia del Sistema de las Naciones Unidas
- Agencia regional intergubernamental
- Empresa privada
- Otro (especifique)

2. ¿Cuál es su cargo actual?

- Gerente- Director/a
- Personal técnico/a de la institución
- Personal administrativo/a de la institución
- Investigador/a
- Otro (especifique)

3. Por favor, especifique el país en el que usted trabaja:

- Chile
- Costa Rica
- El Salvador
- Guatemala
- México
- Nicaragua
- Honduras
- Otro (especifique)

4. Por favor, especifique su género:

- Femenino
- Masculino

5. Por favor, especifique su nivel máximo de estudios alcanzados.

- Doctorado
- Maestría
- Licenciatura
- Preparatoria
- Secundaria
- Otro (especifique)

SECCIÓN B: METODOLOGÍA DESARROLLADA EN EL MARCO DE ESTE PROYECTO**6. Dentro del marco de este proyecto se desarrolló una metodología que tiene como objetivo incorporar una perspectiva de derechos humanos en el diseño y evaluación de políticas macroeconómicas. En su opinión, ¿en qué medida es relevante esta metodología para el desarrollo de su trabajo?**

- Muy relevante
- Bastante relevante
- Poco relevante
- Nada relevante
- Sin conocimiento suficiente para poder responder

Comentarios, detalles y explicaciones:

7. ¿Hasta qué punto considera que el conocimiento y aplicación de esta metodología ha contribuido a incorporar una perspectiva de derechos humanos en el diseño, análisis, y evaluación de políticas macroeconómicas dentro de su institución/organización?

- Mucho
- Bastante
- Poco
- Nada
- Sin conocimiento suficiente para poder responder

Comentarios, detalles y explicaciones:

SECCIÓN C: PUBLICACIONES Y ESTUDIOS

13 estudios fueron publicados en el marco de este proyecto y se encuentran disponibles en la página web de la CEPAL, Unidad de Desarrollo Social de la Oficina Subregional de México.

1. Análisis de experiencias internacionales sobre sistemas nacionales de salud: el caso de Costa Rica.
2. Desafíos para garantizar el derecho a la alimentación: las experiencias contrastantes de México y Brasil.
3. Derechos económicos, sociales y culturales en la agenda macroeconómica de Costa Rica, El Salvador, Honduras, Guatemala y Nicaragua.
4. Descripción y análisis de bases de datos, los ingresos y las líneas de pobreza utilizadas para medir la pobreza en México.
5. El enfoque de derechos en la política laboral y salarial: construcción de un marco metodológico para aplicarse en Costa Rica, El Salvador, Guatemala, Nicaragua y México.
6. El enfoque de la perspectiva de derechos en la política fiscal: construcción de un marco metodológico para aplicarse en países seleccionados de la subregión en México y Centro América.
7. Estudio comparativo de los diferentes métodos de medición de pobreza para México (CEPAL, los dos métodos del CONEVAL y el MMIP) y recomendaciones de mejora.
8. Estudio en que se identifiquen los elementos principales y consideraciones fiscales, incluyendo una estimación del costo fiscal que tendría la instrumentación de un programa de protección social universal para Centroamérica y República Dominicana.
9. Hacia mediciones de pobreza que reflejen plenamente la realidad de América Latina. Recomendaciones para la CEPAL basadas en el estudio comparativo de los diferentes métodos de medición de la pobreza para México.
10. Las principales reformas fiscales 2000 – 2012 en México y análisis de la estructura tributaria: el estudio incluye la evaluación del costo de la instrumentación de un programa de protección universal.
11. Los derechos económicos, sociales y culturales: desarrollo, características y la obligación de garantizarlos. Curso sobre DESC y políticas macroeconómicas en El Salvador, Guatemala y México.
12. Metodología para la construcción de la canasta alimentaria desde la perspectiva del derecho humano a la alimentación.
13. Política monetaria y derechos humanos: un enfoque metodológico y su aplicación a Costa Rica, Guatemala y México.

8. ¿Usted conoce y/o ha utilizado alguna de dichas publicaciones?

Sí

No

9. Por favor, identifique las publicaciones/estudios en las cuales ha contribuido, conoce o ha utilizado para su trabajo:

Análisis de experiencias internacionales sobre sistemas nacionales de salud: el caso de Costa Rica.

Desafíos para garantizar el derecho a la alimentación: las experiencias contrastantes de México y Brasil.

Derechos económicos, sociales y culturales en la agenda macroeconómica de Costa Rica, El Salvador, Honduras, Guatemala y Nicaragua.

Descripción y análisis de bases de datos, los ingresos y las líneas de pobreza utilizadas para medir la pobreza en México.

El enfoque de derechos en la política laboral y salarial: construcción de un marco metodológico para aplicarse en Costa Rica, El Salvador, Guatemala, Nicaragua y México.

- El enfoque de la perspectiva de derechos en la política fiscal: construcción de un marco metodológico para aplicarse en países seleccionados de la subregión en México y Centro América México.
- Estudio comparativo de los diferentes métodos de medición de pobreza para México (CEPAL, los dos métodos del CONEVAL y el MMIP) y recomendaciones de mejora.
- Estudio en que se identifiquen los elementos principales y consideraciones fiscales, incluyendo una estimación del costo fiscal que tendría la instrumentación de un programa de protección social universal para Centroamérica y República Dominicana.
- Hacia mediciones de pobreza que reflejen plenamente la realidad de América Latina. Recomendaciones para la CEPAL basadas en el estudio comparativo de los diferentes métodos de medición de la pobreza para México.
- Las principales reformas fiscales 2000 – 2012 en México y análisis de la estructura tributaria: el estudio incluye la evaluación del costo de la instrumentación de un programa de protección universal.
- Los derechos económicos, sociales y culturales: desarrollo, características y la obligación de garantizarlos. Curso sobre DESC y políticas macroeconómicas en El Salvador, Guatemala y México.
- Metodología para la construcción de la canasta alimentaria desde la perspectiva del derecho humano a la alimentación.
- Política monetaria y derechos humanos: un enfoque metodológico y su aplicación a Costa Rica, Guatemala y México.

10. En general, ¿cómo calificaría la calidad de las publicaciones en que usted conoce o ha utilizado para su trabajo?

- Muy Alta
- Alta
- Baja
- Muy Baja
- Sin conocimiento suficiente para poder responder

Comentarios, detalles y explicaciones:

11. ¿Hasta qué punto le parece que las publicaciones y estudios fueron relevante en el contexto de su país?

- Muy relevantes
- Bastante relevantes
- Poco relevantes
- Nada relevantes
- Sin conocimiento suficiente para poder responder

Comentarios, detalles y explicaciones:

12. ¿Hasta qué punto está usted satisfecho/a con las publicaciones y estudios realizados en el marco de este proyecto?

- Muy satisfecho/a
- Bastante satisfecho/a
- Poco satisfecho/a
- Nada satisfecho/a
- Sin conocimiento suficiente para poder respond

Comentarios, detalles y explicaciones:

13. ¿Qué tan útiles fueron estas publicaciones?

- Muy útiles
- Bastante útiles
- Poco útiles
- Nada útiles
- Sin conocimiento suficiente para poder responder

Comentarios, detalles y explicaciones:

14. ¿Para qué utilizaron estos documentos (usted u otros representantes de su institución)?:

SECCIÓN D: TALLERES Y SEMINARIOS

3 talleres y seminarios fueron realizados en el marco de este proyecto:

1. Taller regional Gobierno – Sociedad Civil para la discusión de la relación entre el diseño de la Política Macroeconómica y la vigencia de los derechos económicos y sociales Hotel Hilton Princess, San Salvador 12 de mayo, 2014.

2. Taller regional Gobierno – Sociedad Civil para la discusión de la relación entre el diseño de la Política Macroeconómica y la vigencia de los derechos económicos y sociales Sede: Instituto Nacional de Desarrollo Social (INDESOL) 2ª. Cerrada de Belisario Domínguez núm. 40, Col. del Carmen, Coyoacán México, D.F., 25 y 26 de agosto de 2014.

3. Taller regional Gobierno – Sociedad Civil para la discusión de la relación entre el diseño de la Política Macroeconómica y la vigencia de los derechos económicos y sociales Colegio de Profesionales en Ciencias Económicas de Costa Rica San José, Costa Rica 17 y 18 de noviembre, 2014.

15. ¿Participo usted y/o su organización en alguno(s) de estos talleres/seminarios?

- Sí
- No

16. ¿Cómo calificaría la calidad de los talleres en que usted participó?

- Muy alta
- Alta
- Baja
- Muy baja
- Sin conocimiento suficiente para poder responder

Comentarios, detalles y explicaciones:

17. ¿Hasta qué punto le parece que los talleres fueron relevante en el contexto de su país?

- Muy relevantes
- Bastante relevantes
- Poco relevantes
- Nada relevantes
- Sin conocimiento suficiente para poder responder

Comentarios, detalles y explicaciones:

18. ¿En su opinión, los talleres fueron organizados de una manera eficiente y eficaz?

- Sí
- No
- Sin conocimiento suficiente para poder responder

Comentarios, detalles y explicaciones:

19. En relación a los talleres en los cuales participó, indique por favor su grado de acuerdo o desacuerdo con las afirmaciones mencionadas:

	Ampliamente en desacuerdo	Algo en desacuerdo	Algo de acuerdo	Ampliamente de acuerdo	Sin conocimiento suficiente para poder responder
Los talleres han contribuido a mejorar el diseño de políticas macroeconómicas que incorporan una perspectiva en derechos sociales y económicos en su organización.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Los talleres han contribuido a mejorar el diseño de políticas de derechos económicos y sociales que incorporan una perspectiva de políticas macroeconómicas en su organización.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

20. ¿Hasta qué punto está usted satisfecho/a con los talleres en los que participó y el apoyo y esfuerzo de CEPAL?

- Muy satisfecho/a
- Bastante satisfecho/a
- Poco satisfecho/a
- Nada satisfecho/a
- Sin conocimiento suficiente para poder responder

Comentarios, detalles y explicaciones:

21. ¿Cuán útil le pareció el contenido y conocimientos adquiridos en este(os) taller(es)?

- Muy útil
- Bastante útil
- Poco útil
- Nada útil
- Sin conocimiento suficiente para poder responder

22. ¿En qué medida ha utilizado usted u otros representantes de su institución los conocimientos y capacidades adquiridos en este (os) taller (es)?

- Mucho
- Bastante
- Poco
- Nada
- Sin conocimiento suficiente para poder responder

23. ¿Cómo ha utilizado usted u otros representantes de su institución los conocimientos y capacidades adquiridos en este(os) taller(es)?

SECCIÓN E: ASISTENCIA TÉCNICA

3 diferentes asistencias técnicas fueron realizadas en el marco de este proyecto:

1. Asistencia Técnica brindada a El Salvador (Secretaría técnica y de Planificación de la Presidencia)
2. Asistencia Técnica brindada a México (Instituto Nacional de Desarrollo Social (INDESOL))
3. Asistencia Técnica brindada a Costa Rica (Primera Vicepresidencia)

24. ¿Recibió usted y/o su organización asistencia técnica de parte de CEPAL?

- Sí
- No

25. ¿Hasta qué punto le parece que la asistencia técnica fue relevante en el contexto de su país?

- Muy relevantes
- Bastante relevantes
- Poco relevantes
- Nada relevantes
- Sin conocimiento suficiente para poder responder

Comentarios, detalles y explicaciones:

26. ¿Hasta qué punto está usted satisfecho/a con la asistencia técnica que recibida de parte CEPAL?

- Muy satisfecho/a
- Bastante satisfecho/a
- Poco satisfecho/a
- Nada satisfecho/a
- Sin conocimiento suficiente para poder responder

Comentarios, detalles y explicaciones:

27. ¿En su opinión, la asistencia técnica fue proporcionada de una manera eficiente y eficaz?

- Sí
- No
- Sin conocimiento suficiente para poder responder

Comentarios, detalles y explicaciones:

28. ¿Hasta qué punto le pareció útil la asistencia técnica brindada a su institución/organización?

- Muy útil
- Bastante útil
- Poco útil
- Nada útil
- Sin conocimiento suficiente para poder responder

29. ¿Cómo usted u otros representantes de su institución/organización han utilizado los conocimientos y capacidades adquiridas en la asistencia técnica en la que participaron?

30. ¿De qué manera ha contribuido a mejorar sus conocimientos y capacidades la asistencia técnica ha contribuido a mejorar sus conocimientos y capacidades? (marque más de una si necesario)

- Para adquirir y/o profundizar mis conocimientos y capacidad técnica en la aplicación de la metodología presentada y para la incorporación de derechos económicos y sociales en la política macroeconómica.
- Para tener una mejor perspectiva sobre herramientas que faciliten la incorporación de derechos económicos y sociales en la política macroeconómica
- Para promover de una manera eficaz la negociación de acuerdos sociales y colectivos en cuestiones macroeconómicas, tales como políticas laborales y fiscales, incorporación de derechos económicos y sociales en la política macroeconómica
- La asistencia técnica recibida no ha sido útil
- Otro (especifique)

31. ¿En qué medida su capacidad para incorporar derechos económicos y sociales en el diseño de políticas macroeconómicas ha mejorado después de haber recibido esta asistencia técnica?

- Mucho
- Bastante
- Poco
- Nada
- Sin conocimiento suficiente para poder responder

Comentarios, detalles y explicaciones:

SECCIÓN F: ASPECTOS GENERALES

32. ¿Las actividades en las que participó o publicaciones le han dado información y/o conocimiento que ha utilizado en la toma de decisiones?

- Sí
- No
- Sin conocimiento suficiente para poder responder

Comentarios, detalles y explicaciones:

33. ¿En su opinión, algunas de las actividades implementadas o resultados de las actividades pueden ser replicadas?

- Si
- No
- Sin conocimiento suficiente para poder responder

34. ¿Qué elementos de las actividades serían los más adecuados para replicarse?

- Metodología
- Estudios/Publicaciones
- Talleres/Seminarios Regionales
- Asistencias Técnicas
- Otro (especifique)

35. ¿Podría indicar como ha contribuido este proyecto al logro de los siguientes objetivos/ resultados esperados? Por favor, indique su grado de acuerdo o desacuerdo con las siguientes afirmaciones:

	Totalmente en desacuerdo	Algo en desacuerdo	Algo de acuerdo	Totalmente de acuerdo	No aplica
Ha permitido mejorar los conocimientos y habilidades de entidades gubernamentales y organizaciones de sociedad civil en la aplicación de metodologías de derechos humanos, derechos y obligaciones de los ciudadanos.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ha mejorado las habilidades en el análisis y diseño de políticas macroeconómicas.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ha fortalecido las habilidades de organizaciones de sociedad civil para negociar acuerdos sociales y colectivos en asuntos macroeconómicos.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ha mejorado el nivel de cooperación entre organizaciones de la sociedad civil, económicas y financieras y de entidades gubernamentales, como Secretarías de Finanzas, Planeación y Asuntos Económicos y Bancos Centrales, en el análisis de políticas macroeconómicas con una perspectiva de derechos económicos y sociales.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ha fortalecido las capacidades de entidades gubernamentales y de la sociedad civil para incorporar derechos económicos y sociales en el diseño de políticas macroeconómicas y de esta manera se han logrado acuerdos que han sido cruciales en el desarrollo social y económico de cada país.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

36. En relación a las actividades en las cuales participó o publicaciones que conoce, indique por favor su grado de acuerdo o desacuerdo con las siguientes afirmaciones

	Totalmente en desacuerdo	Algo en desacuerdo	Algo de acuerdo	Totalmente de acuerdo	No aplica
Las actividades en las que he participado y estudios o publicaciones que he consultado me han ayudado a mejorar mis conocimientos y herramientas prácticas para mi trabajo diario.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Las actividades en las que he participado y estudios o publicaciones que he consultado me han brindado recomendaciones útiles cuya implementación puede ayudar a hacer mi trabajo más eficiente.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Las actividades en las que he participado me han permitido ampliar contactos con otras personas, hecho que me ha ayudado a mejorar mi trabajo.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Las actividades en las que he participado y estudios o publicaciones que he consultado fueron interesantes pero carecieron de importancia práctica.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

37. ¿Le parece que este proyecto ha mejorado el dialogo, intercambio de ideas, y la comunicación entre aquellas personas que trabajan en el campo de política macroeconómica y aquellos que trabajan en el campo de derechos humanos en su país?

- Sí
- No
- Sin conocimiento suficiente para poder responder

Comentarios, detalles y explicaciones:

38. ¿En qué medida le parece que su capacidad técnica para la negociación de acuerdos sociales y colectivos en cuestiones macroeconómicas, tales como políticas laborales y fiscales ha mejorado?

- Mucho
- Bastante
- Poco
- Nada
- Sin conocimiento suficiente para poder responder

Comentarios, detalles y explicaciones:

39. Gracias a su participación en los talleres y/o asistencias técnicas brindadas por la CEPAL, ¿Cuál(es) de las siguientes actividades usted u otros oficiales de su país están realizando / han realizado?:

- Nuevas legislaciones para incorporar derechos económicos y sociales en la política macroeconómica de su país
- Documentos y/o publicaciones relacionadas al tema de incorporación de derechos humanos
- Negociación de acuerdos sociales y colectivos en cuestiones macroeconómicas, tales como políticas laborales y fiscales
- Instrumentos económicos para la incorporación de derechos humanos en su organización
- Nada
- Otro (especifique)

40. En general, en qué medida le parece que las actividades que se encuentran en el marco de este proyecto han creado sinergias entre las instituciones de la región?

- Mucho
- Bastante
- Poco
- Nada
- Sin conocimiento suficiente para poder responder

41. ¿Han surgido nuevas colaboraciones o actividades en las cuales usted está participando luego de haber asistido a alguna de las actividades desarrolladas en el marco del proyecto?

- Sí
- No
- Sin conocimiento suficiente para poder responder

Comentarios, detalles y explicaciones:

42. ¿Usted o su institución seguirán participando en este tipo de actividades en el futuro?

- Sí
- No
- Sin conocimiento suficiente para poder responder

Comentarios, detalles y explicaciones:

43. Por favor, mencione alguna recomendación que tenga para CEPAL en relación al programa de trabajo, resultados y logros de este proyecto.

ANNEX 7

LIST OF INTERVIEWEES

IMPLEMENTING PARTNERS AND PROJECT BENEFICIARIES

No.	Date	Country	Name	Institution	Email Address and Phone Number
1	Tuesday, March 24, 2015	Mexico	Gabriela de la Peña	Secretaría de Relaciones Exteriores Subdirectora-Dirección General de Vinculación con las Organizaciones de la Sociedad Civil Instituto de Derechos Humanos y Democracia (Project Beneficiary)	Email: gdelapena@sre.gob.mx Phone: +5255 3686 5100 x 4828
2	Wednesday, March 25, 2015	Mexico	Roberto Fernandez	Gobierno de Mexico Indesol Mexico (Project Beneficiary)	Email: Roberto.fernandez@indesol.gob.mx
3	Wednesday, March 25, 2015	Mexico	Edgar Cortez	Instituto de Derechos Humanos y Democracia (Project Beneficiary)	Email: edgar@imdhd.org Phone: +5255 5271 7226
4	Wednesday, March 25, 2015	El Salvador	Leslie Quinonez	Gobierno de El Salvador Secretaria Tecnica y de Planificacion de la Presidencia, Sub Secretaria Tecnica, El Salvador (Project Beneficiary)	Email: lquinonez@presidencia.gob.sv Phone: +503 2248 9250 / +503 2248 9284
5	Friday March 27, 2015	México	Laura Elisa Pérez	Directora del Programa Universitario de Derechos Humanos de la UNAM (Project Beneficiary)	Email: lauraelisaperez@yahoo.com.mx Phone: +5255 5590 8454
6	Tuesday May 5, 2015	Costa Rica	Luis Mariano Sáenz Vega	Asesor, Unidad de Estudios Consejo Universitario- UCR Universidad de Costa Rica (Project Beneficiary)	Email: lmsaenz44@yahoo.es
7	Thursday, June 18, 2015	Mexico/Italia	Carlo Panico	Universidad Nacional Autónoma de México/ Universidad Federico II Mexico/Italia (Project Beneficiary)	Email: pánico@unina.it Phone: +5255 5595 7396
8	Thursday, June 18, 2015	Costa Rica	Mariano Segura Ávila	Gobierno de Costa Rica Presidencia, Consejo Economico Comisionado Consejero Económico (Project Beneficiary)	Email: mariano.segura@presidencia.go.cr
9	Thursday, June 18, 2015	Mexico	Laura Becerra	Equipo Pueblo Directora (Project Beneficiary)	Email:Laurabecerra@equipopueblo.org.mx
10	Monday, June 22, 2015	Honduras	Ana María Ferrera Chávez	Centro de Estudios de la Mujer Coordinadora de Proyectos Honduras	Email: aferrerachavez@gmail.com Phone: +504 9828 4548
11	Friday, June 26, 2015	El Salvador	Ramón Villalta	ISD Director Ejecutivo (Project Beneficiary)	Email: directorejecutivo@isd.org.sv Phone: +503 2274 6182

ECLAC STAFF

No.	Date	Country	Name	Institution	Notas
1	Tuesday, March 17, 2015	Mexico	Liza Harakeh	CEPAL Mexico (Implementing Partner)	Email: Liza.harakeh@cepal.org Phone: +5255 4170 5670
2	Friday, March 20, 2015	Mexico	Pablo Yanes	CEPAL , Mexico Coordinador Investigador (Implementing Partner)	Email: Pablo.yanes@cepal.org Phone: +5255 4170 5670
3	Thursday, March 26 2015	Mexico	Juan Carlos Moreno-Brid	CEPAL Mexico Director Adjunto (Implementing Partner)	Email: Juancarlos.moreno@cepal.org Phone: +5255 4170 5713

ANNEX 8

SIMPLIFIED LOGICAL FRAMEWORK

Intervention logic	Indicators	Means of verification	Risks/Assumptions
<p>Objective: To strengthen the capacity of national governments and civil society organizations to analyse and design macro-economic policy which incorporates the consideration of economic and social rights, with a particular focus on rights related to gender equality</p>	<p>IA1.1. Number of government officials from the economic / financial sector who acknowledge having increased their knowledge or skills on human rights frameworks, including those related to gender equality, and their relevance to macroeconomic policy.</p> <p>IA1.2. Number of civil society counterparts who acknowledge having increased their knowledge or skills of the processes of macroeconomic policy and of ways to integrate human rights frameworks at the end of the project.</p>	<p>MV1.1 Surveys results from meeting participants (government counterparts from the economic / financial sector) acknowledging increased knowledge or skills on human rights frameworks.</p> <p>MV1.2 Surveys results from meeting participants (civil society counterparts) acknowledging increases of macroeconomic policy and of ways to integrate human rights frameworks.</p>	<p>Governments will nominate national decision makers and public policy designers with sufficient decision-making capacity and the ability to implement technical recommendations derived from workshops and working group meetings as the focal points.</p> <p>Civil society representatives involved in the project with enough empowerment to negotiate with their government counterparts.</p>
<p>EA1. Increased knowledge and skills of relevant government bodies and civil society groups to apply human rights frameworks, and to citizens' rights and duties, in the analysis and formulation of macroeconomic policy and in the negotiation of social or collective agreements on macroeconomic issues</p>	<p>MA1.1 Formulation of the methodology on macroeconomic policy, social pacts and the incorporation of the economic and social rights perspective, including gender equality, conducting a peer review meeting to ensure the coherence and applicability of the methodology to the identified countries, and the development of the online course.</p> <p>MA1.2. Provision of individual country level technical assistance to specific government sectors for increased understanding of human rights frameworks and their link to social pacts on macroeconomic issues; and for the adaptation and implementation of the methodology developed.</p> <p>MA1.3. Provision of individual country level technical assistance to relevant civil society groups to increase understanding of macro-economic policy, formulation processes and their link to social pacts on macroeconomic issues; and the adaptation of the developed methodology to individual country contexts.</p>		

Intervention logic	Indicators	Means of verification	Risks/Assumptions
<p>MA1.4. Organisation of four regional workshops to present the methodology to participating countries, design country plans to enable the adaption of methodology to individual country contexts and related analysis, sharing of experience regarding the adaption of methodology between countries. The workshops will also involve group work and technical assistance to complete the methodological application in the analysis of macroeconomic policies and prepare final reports.</p>			
<p>EA2. Increased awareness and dialogue among participating actors facilitating and contributing to reaching agreements on certain macroeconomic issues, such as employment and fiscal policy</p>	<p>IA2.1. At least 2 countries (or 3 public or non-governmental institutions) reflect in the formulation of their policies the results of the dialogues at the end of the project.</p>	<p>MV2.1 Government policy documents or other publications (gazettes, websites, media communications, etc) mentioning and/or setting objectives related to policies to tackle social issues related to macroeconomic policy and human rights integration frameworks.</p>	<p>Governments consider the incorporation of rights into macroeconomic policy and the analysis of existing macro-economic policies from an economic and social rights perspective as a priority.</p>
<p>MA2.1. Organization of one regional seminar to disseminate experiences, country specific methodologies, and country and comparative findings.</p>			
<p>MA2.2 Preparation of five country reports and one book (including methodological framework, country and comparative methodologies and analysis).</p>			
<p>EA3. Increased level of cooperation between citizens from within civil society and economic/financial government entities (such as the Ministries of Finance, Planning and Economic Affairs and Central Banks) in the analysis of macro-economic policies from an economic and social rights perspective.</p>	<p>IA3.1 Number of government officials from the economic / financial sector and civil society counterparts actively taking part in the discussions and activities related to macro-economic policy and human rights during the life of the project.</p> <p>IA3.2 Number of participants reporting benefits from the discussions and activities and exchange of experiences to improve their knowledge or skills of the processes of macroeconomic policy and of ways to integrate human rights frameworks</p>	<p>MV3.1 References from workshop registrations and participations, as well as continued participation during the life of the project.</p> <p>MV3.2 Survey results from workshop participants (government officials and civil society) acknowledging increased engagement and improvements in processes related to macro-economic policy and the integration of a human rights framework.</p>	<p>Interest and willingness from civil society groups and government entities to establish partnerships for the analysis and design of macroeconomics policies.</p>
<p>MA 3.1 Provision of individual country level technical assistance to specific government sectors to develop effective communication and dialogue between government sectors and civil society.</p>			
<p>MA 3.2 Organize network meetings (as part of the activity MA 3.1) to exchange of experiences aimed at improving their knowledge or skills of macroeconomic policy formulation and, their capacity to integrate human rights frameworks.</p>			

ANNEX 9

ACTIVITIES PLANNED VS. IMPLEMENTED

PLANNED	IMPLEMENTED
<p>MA1.1. Formulation of the methodology on macroeconomic policy, social pacts and the incorporation of the economic and social rights perspective, including gender equality, conducting a peer review meeting to ensure the coherence and applicability of the methodology to the identified countries, and the development of the online course.</p>	
<p>MA1.2. Provision of individual country level technical assistance to specific government sectors to enable:</p> <ol style="list-style-type: none"> Increased understanding of human rights frameworks and their link to social pacts on macroeconomic issues; Adaptation of the methodology, developed in the first phase of the project, to individual country contexts; Implementation of the above mentioned methodology. 	
<p>MA1.3. Provision of individual country level technical assistance to relevant civil society groups;</p> <ol style="list-style-type: none"> Increased understanding on macro-economic policy and policy formulation processes, and their link to social pacts on macroeconomic issues; Adaptation to of the methodology developed in the first phase of the project to individual country contexts; Implementation of the above mentioned methodology. 	
<p>MA1.4. Organisation of four regional workshops to present the methodology to participating countries, design country plans for methodology adaptation to context and related analysis, sharing of experience regarding methodology adaptation between countries. The workshops will also involve group work and technical assistance to complete the methodological application in the analysis of macroeconomic policies and prepare final reports.</p>	
<p>MA2.1. Organisation of one regional seminar to disseminate experiences, country specific methodologies, and country and comparative findings.</p>	
<p>MA2.2. Preparation of five country reports and one book4 (including methodological framework, country and comparative methodologies and analysis)</p>	
<p>MA 3.1 Provision of individual country level technical assistance5 to specific government sectors and civil society groups to develop effective communication and dialogue between government sectors and civil society.</p>	
<p>MA 3.2 Organize network6 meetings (as part of the activity MA 3.1) between government officials from the economic / financial sector and civil society counterparts to exchange of experiences aimed at improving their knowledge or skills of macroeconomic policy formulation and, their capacity to integrate human rights frameworks into them</p>	

Planned Activities	Activities carried out	Comments
<p>1. Formulation of the methodology on macroeconomic policy, social pacts and the incorporation of the economic and social rights perspective, including gender equality, conducting a peer review meeting to ensure the coherence and applicability of the methodology to the identified countries, and the development of the online course.</p>	<ul style="list-style-type: none"> The Social Development Unit carried out some preparatory activities of the project: consultants were hired and finalized three studies about the state of economic and social rights in the five beneficiary countries of the project activities, as well as the situation and features of the main contributory and non-contributory social protection programs in the subregion. Four relevant consultancies have been completed (see summary of impact). Three more are in their final stage and expected to be submitted end December 2013, namely (a) considerations and fiscal resources for the implementation of a system of universal protection in Mexico; (b) the role of monetary and financial policies in the accomplishment of social rights and (c) Revision and comparison of the different methodologies of poverty measure in Mexico. The methodology for the construction of food baskets from a Human Rights approach has been already completed. The unit incorporated Mexico as the sixth country to be studied, with a view to enrich the scope of the project and the reach of the comparative perspective amongst the countries mentioned in the project. This consideration will have no additional financial implications to the project initial budget. 	<p>More activities carried out than initially planned</p> <p>All consultancies related to the development of the comprehensive methodology used for capacity building of beneficiary governments and civil society actors were completed, as well as provision of individual advisory services.</p> <ul style="list-style-type: none"> ECLAC Subregional Headquarters in Mexican incorporated Mexico as the sixth country to be studied, with a view to enrich the scope of the project and the reach of the comparative perspective amongst the countries mentioned in the project.
<p>2. Provision of individual country level technical assistance to specific government sectors to enable:</p> <p>(a) Increased understanding of human rights frameworks and their link to social pacts on macroeconomic issues;</p> <p>(b) Adaptation of the methodology, developed in the first phase of the project, to individual country contexts;</p> <p>(c) Implementation of the above mentioned methodology.</p>	<p>The Unit worked closely with the Government of El Salvador to develop and support the member States' social legislation from a rights approach, activity that is linked to the social dialogue process that El Salvador institutionalized in its Economic and Social Council. Also the Unit has been working with the Government of El Salvador in order to accompany and advise on the construction of the methodology for the measurement of poverty and the design of the normative food basket from a Human Rights approach. The Unit established dialogue with the governments of the other five beneficiary countries. Further cooperation was undertaken during the course of 2013, and will be strengthened once the final draft of the methodology is available.</p>	<p>Activities completed according to plan</p> <p>The Unit undertook five advisory missions to El Salvador to provide government officials with technical support in relation to the development of food basket from a multidimensional perspective, on the incorporation of economic and social rights into macroeconomic policy, and on Citizen Participation in Public Policies and Management.</p> <p>The food basket has been incorporated in the new methodology for the measurement of poverty in El Salvador. The human rights approach in the formulation of macroeconomic policy has been included in the Plan Quinquenal de Desarrollo 2014-2019 (National Development Plan 2014-2019) and in the Plan de Desarrollo, Inclusión y Protección Social 2015-2019 (Social Development, Inclusion</p>

Planned Activities	Activities carried out	Comments
<p>3. Provision of individual country level technical assistance to relevant civil society groups;</p> <p>a. Increased understanding on macro-economic policy and policy formulation processes, and their link to social pacts on macroeconomic issues;</p> <p>b. Adaptation to of the methodology developed in the first phase of the project to individual country contexts;</p> <p>c. Implementation of the above mentioned methodology.</p>	<p>The Unit has established dialogue with various counterparts of the project in the five countries initially identified for the project, in addition to Mexico. Further cooperation will be undertaken during the first quarter of 2014, once the final draft of the methodology is available</p>	<p>and Protection Plan 2015- 2019) and finally the proposal of Citizen Participation in Public Policies and Management Law integrated the main principles of the human rights approach and its relationship with public policies, considering macroeconomic policy as one of them.</p> <p>The Unit established special dialogue with the governments of the six beneficiary countries. Cooperation will be further strengthened following the production and dissemination of the training course.</p>
<p>4. Organization of four regional workshops to present the methodology to participating countries, design country plans for methodology adaptation to context and related analysis, sharing of experience regarding methodology adaptation between countries. The workshops involve group work and technical assistance to complete the methodological application in the analysis of macroeconomic policies and prepare final reports.</p>	<p>The organization of the workshops and follow-up activities started in August 2013, once the methodology was completed. As beneficiary member countries requested additional in-depth analysis of various topics given the innovative and original approach of the methodology, the implementing Unit secured the necessary approvals to undertake these studies.</p> <p>The following workshop/regional seminars with representatives coming from the following countries: El Salvador, Guatemala, Honduras, Mexico, Costa Rica, Nicaragua, Panama were held:</p> <ul style="list-style-type: none"> • Sociedad Civil para la discusión de la relación entre el diseño de la política macroeconómica y la vigencia de los 	<p>Activities completed according to Plan</p> <p>The Unit established dialogue with various counterparts of the project in the six countries beneficiaries of the project. Further cooperation will be strengthened upon dissemination of the online training course. In the case of El Salvador, Costa Rica and Mexico a good and intense relationship has been built between government authorities and human rights advocates, mainly NGOs and academic institutions. On the other hand, in Nicaragua, Guatemala and Honduras initial links were established between authorities and civil society organizations and scholars in order to continue the dialogue regarding human rights and macroeconomic policies. As mentioned above the online course will be permanent channel to keep abreast of the topic, enhance the skills of government officials and human rights advocates and consolidate the dialogue between them.</p>
<p>More activities carried out than initially planned</p>	<p>This activity was reprogrammed in coordination with UN-DESA to include only one regional workshop.</p> <p>A regional workshop was organized and convened jointly with the Technical Secretariat of the Presidency in San Salvador, El Salvador, on 12 May, 2014.</p> <p>The workshop enabled the dissemination of an innovative and original methodology, including additional in-depth analysis of various topics at the request of the beneficiary countries. The feedback received during the workshop was included in the contents of the interactive training course.</p> <p>Another national workshop was organized and convened in San José, Costa Rica on 17 - 18 November, 2014 at request of the Vice Presidency.</p>	<p>More activities carried out than initially planned</p> <p>This activity was reprogrammed in coordination with UN-DESA to include only one regional workshop.</p> <p>A regional workshop was organized and convened jointly with the Technical Secretariat of the Presidency in San Salvador, El Salvador, on 12 May, 2014.</p> <p>The workshop enabled the dissemination of an innovative and original methodology, including additional in-depth analysis of various topics at the request of the beneficiary countries. The feedback received during the workshop was included in the contents of the interactive training course.</p> <p>Another national workshop was organized and convened in San José, Costa Rica on 17 - 18 November, 2014 at request of the Vice Presidency.</p>

Planned Activities	Activities carried out	Comments
<p>derechos económicos y sociales. Sede: Indesol, (Ciudad de Mexico. Agosto, 2014).</p> <ul style="list-style-type: none"> ● Taller regional Gobierno – Sociedad Civil para la discusión de la relación entre el diseño de la Política Macroeconómica y la vigencia de los derechos económicos y sociales (San Salvador, El Salvador) ● Taller regional Gobierno – Sociedad Civil para la discusión de la relación entre el diseño de la Política Macroeconómica y la vigencia de los derechos económicos y sociales (Costa Rica, 17-18 noviembre 2014). <p>These workshops organized and held in these selected countries involved staff from government offices, banks, and civil society organizations, with the objective to present the methodology to participating countries, design country plans for methodology adaptation to context and related analysis, sharing of experience regarding methodology adaptation between countries.</p>	<p>The regional workshop held in San Salvador and the national workshop carried out in San Jose Costa Rica provided forums to initiate a fruitful dialogue between civil society organizations and economic/financial authorities. Participants from the six countries beneficiaries of the project took part in the regional workshop. The national workshop in Costa Rica benefited from the participation of high ranking officials from the Treasury.</p>	
<p>5. Organization of one regional seminar to disseminate experiences, country specific methodologies, and country and comparative findings.</p>	<p>The organization of the seminar is planned for the first quarter of 2014.</p>	<p>More activities carried out than initially planned This seminar was jointly organized and convened with INDESOL in Mexico City, on 25 - 26 August, 2014. The seminar was attended by members of civil society organizations of the region and relevant official of the economic/financial sector.</p>
<p>6. Preparation of five country reports and one book4 (including methodological framework, country and comparative methodologies and analysis).</p>	<p>At the request of beneficiary countries and the approval of the project manager in DESA, the five country reports were replaced by a series of original and innovative studies that will form the basis of the methodology.</p>	<p>Activities changes at the request of beneficiary countries and with approval of DESA. This is the only activity that represented a change from the initial planned activities. At the request of beneficiary countries and the approval of the project manager in DESA, the five country reports were replaced by a series of original and innovative studies that formed the basis of the methodology. Six documents were completed and are available on the website of ECLAC Subregional Headquarters in Mexico: (http://www.cepal.org/es/publicaciones): 7. Challenges to guarantee the right to food: the contrasting experiences of Mexico and Brazil. (LC/MEX/L.1130, November 2013). (http://www.cepal.org/es/publicaciones/desafios-para-garantizar-el-derecho-la-alimentacion-las-experiencias-contrastantes-de).</p>

Planned Activities

Activities carried out

Comments

8. Methodology for the construction of the food basket from the perspective of the human right to food. The cases of Mexico and El Salvador. (LC/MEX/L.1136, December 2013). (<http://www.cepal.org/es/publicaciones/desafios-para-garantizar-el-derecho-la-alimentacion-las-experiencias-contantes-de>).
9. Analysis of international experiences on national health systems: the case of Costa Rica. (LC/MEX/L.1126, November 2013). (<http://www.cepal.org/es/publicaciones/analisis-de-experiencias-internacionales-sobre-sistemas-nacionales-de-salud-el-caso>).
10. The rights approach in labor and wage policy: Building a methodological framework to be applied in Costa Rica, El Salvador, Guatemala, Nicaragua and Mexico (LC/MEX/L.1135, December 2013). (<http://www.cepal.org/es/publicaciones/el-enfoque-de-derechos-en-la-politica-laboral-y-salarial-construccion-de-un-marco>).
11. Monetary Policy and Human Rights: A Methodological Approach and its Application to Costa Rica, Guatemala and Mexico (LC/MEX/L.1162, October 2014). (<http://www.cepal.org/es/publicaciones/politica-monetaria-y-derechos-humanos-un-enfoque-metodologico-y-su-aplicacion-costa>).
12. The focus of the rights perspective in fiscal policy: building a methodological framework to be applied in selected countries of the Subregion in Mexico and Central America (LC/MEX/L.1153, August 2014). (http://www.cepal.org/es/publicaciones/list?search_fulltext=El+enfoque+de+la+perspectiva+de+derechos+en+la+pol+3%ADica+fiscal%3A+construcci%C3%B3n+de+un+marco+metodo%C3%B3gico+para+aplicarse+en+pa%C3%ADses).

Six more interim documents that fed into the methodological framework were completed. These are not posted on the website:

Planned Activities

Activities carried out

Comments

- Study where the main elements and tax considerations are identified, including an estimate of the fiscal cost which would be to implement a Universal Social Protection Program for Central America and Dominican Republic.
- 2000 - 2012 Major tax reforms in Mexico and an analysis of tax structure: the study includes assessing the cost of implementing a Universal Protection Program.
- Economic, social and cultural rights in the macroeconomic agenda Costa Rica, El Salvador, Honduras, Guatemala and Nicaragua.
- Description and analysis of databases, income and poverty lines used to measure poverty in Mexico.
- Towards poverty measures that fully reflect the reality of Latin America. Recommendations for ECLAC based on the comparative study of different methods of measuring poverty for Mexico.
- Comparative study of different methods of measuring poverty Mexico (ECLAC, the two methods of CONEVAL and MMIP) and recommendations for improvement.

Moreover, the material to adapt the methodological framework into an interactive training course was completed. These are:

- The Methodology for the Development of Indicators on Human Rights from the Office of the High Commissioner of the UN on Human Rights and its application in the case of Mexico.
- Macro Economics and Human Rights (Notes for an Introductory Course). Economic, Social and Cultural Rights: Their development, characteristics and the obligation to guarantee them. Course content on Economic, Social, and Cultural Rights and Macroeconomics policies in El Salvador, Guatemala and Mexico.

The "beta" version of the online course was tested internally on 20 March 2015. It is estimated that the functional version be uploaded to ECLAC website during the course of April 2015.

Planned Activities	Activities carried out	Comments
<p>7. Provision of individual country level technical assistance⁵ to specific government sectors and civil society groups to develop effective communication and dialogue between government sectors and civil society.</p>	<p>Although the Unit established dialogue with government and civil society counterparts, the qualitative results will be measurable once the methodology takes a more concrete form.</p>	<p>ECLAC Subregional Headquarters in Mexico provided technical assistance and advisory services and established dialogue with government and civil society counterparts in the beneficiary countries. Technical cooperation was provided to the countries of the region to forge a productive dialogue between civil society organizations and government sectors. In the case of El Salvador technical assistance was delivered for the formulation of the project of Citizen Participation in Public Policies and Management Law.</p> <p>The Draft was formally delivered to the President of the Republic and is nowadays under analysis in the Presidency of El Salvador. In the case of Mexico a close relationship was established with the National Institute for Social Development and the Civil Society Department of the Foreign Affairs Office to enhance and deepen the mechanisms for the participation of civil society organizations in public policies and public affairs. The project has been a regular reference in the workshops and debates organized by the Mexican Government regarding the post- 2015 agenda. Mexican Foreign Affairs officials actively participated in the Regional Workshop in San Salvador and in the Regional Seminar in Mexico City.</p>
<p>8. Organize network meetings (as part of the activity 3) between government officials from the economic / financial sector and civil society counterparts to exchange of experiences aimed at improving their knowledge or skills of macroeconomic policy formulation and, their capacity to integrate human rights frameworks into them.</p>	<p>Although the Unit established dialogue with government and civil society counterparts, the qualitative results will be measurable once the methodology takes a more concrete form.</p>	<p>At least three networking meetings were held in the countries of the region, namely in Mexico, El Salvador and Costa Rica in order to improve the skills of civil society organizations and government officials to integrate the human rights approach in macroeconomic policy and public policies overall. In the long run, a nascent and promising dialogue was established between civil society actors and economic/financial government officials. In the case of Nicaragua, Honduras and Guatemala the online course will be the main tool to continue the activities and, depending on budget considerations, in the near future networking meetings in these countries could be organized.</p> <p>Notwithstanding the above, there is a regular contact with the authorities and human rights advocates of Nicaragua, Honduras y Guatemala who actively participated in the seminars and workshops that were held in El Salvador, Costa Rica and Mexico.</p>

ANNEX 10

EVALUATOR'S REVISION MATRIX

GENERAL COMMENTS		
REPORT SECTION (if applicable)	COMMENTS PPOD	EVALUATOR'S RESPONSE
1. Introduction	Please make sure the introduction section includes all of the following information: who conducted the evaluation, what was the subject of the evaluation, what were the purpose and objectives of the evaluation, what was the scope of the evaluation and the key evaluation questions and criteria.	This section already includes all the mentioned information except for the evaluation questions. The evaluator believes that the evaluation questions belong to the methodology (section §2) and are presented in detail in the evaluation matrix (annex 4).
3.3 Effectiveness and 3.4 sustainability	Please make sure to include information from the interviews and desk review to substantiate the findings in these two sections as they are currently only backed-up in the report by the responses to the surveys.	Done
Section 4 Lessons learnt	Please further develop the lessons learned presented in this section to facilitate our understanding on what were the actual lessons learned from this project's implementation.	Done
Sections 4 and 5	We recommend moving the conclusion before lessons learned in the report, as this also provide a background for what is afterwards presented as lessons learned.	Done
Section 6 Recommendations	Please link each recommendation not only to the conclusion to which it is related, but also to its related findings.	Done
SPECIFIC COMMENTS		
REPORT SECTION (if applicable)	REPORT SECTION (if applicable)	REPORT SECTION (if applicable)
1.2 Project description	Please include more information on the activities effectively implemented through the project as for now it only includes information on planned activities.	Done
Paragraph 21	Please mention what were the six countries the project worked with.	Done
Paragraph 68	In paragraph 68, the following text has been included: Some parts of the text would also need to be more precisely defined, such as what is meant by "increased level of cooperation ... in the analysis of macroeconomic policies from an economic and social rights perspective". For example, it would be wise to define if this cooperation also includes the role of civil society as 'watchdog' in promoting public accountability. Do you mean to include this information in the narrative of the project document? As normally, this level of detail is never included in the wording of the expected accomplishment itself. Please confirm.	Yes, the evaluator meant to further clarify the objectives and results by defining crucial terms as precisely as possible in the narrative of the Project Document – definitely not in the wording of the expected accomplishments themselves (it should be kept as simple as possible). An explanatory sentence has been added to paragraph 72 (former paragraph 68).

SPECIFIC COMMENTS		
REPORT SECTION (if applicable)	REPORT SECTION (if applicable)	REPORT SECTION (if applicable)
Paragraph 69	<p>In paragraph 69 the evaluator recommends mentions the lack of baselines and targets as well as the lack of outputs level indicators. We would like the paragraph to be amended and to include a clarification on the fact that the lack of the targets and baselines responds to a limitation in the DA project document formats which do not require setting baselines and targets. Furthermore, in the whole United Nations RBM system, output level indicators are not used or requested. So, probably, this would be a finding (as well as its related recommendation) that goes beyond the scope of this specific project but to a systematic issue, which requires being highlighted.</p>	<p>The text has been modify to reflect the fact that the DA project document format does not specifically mention baselines and targets. Nevertheless, the evaluator does not completely agree with DPPO's comment. Further explanations are provided in paragraphs 73, 74, 75 and 76 and footnote 21 of the new version.</p> <p>The "Guidelines for the preparation of Project Documents for the 10th tranche of the Development Account" (July 2015) request to strengthen the indicators by ensuring that all of them include clear targets. It is expected that the involved entities include benchmarks for all indicators and ensure that there is a baseline for measurement or assessment of change quantitatively and/or qualitatively.</p> <p>Furthermore, the document "Results-Based Management in the United Nations Development System: Progress and Challenges – A report prepared for the United Nations Department of Economic and Social Affairs, for the Quadrennial Comprehensive Policy Review" (July 2012) acknowledges that measurement at the output level is important to monitor the use of resources, implementation of activities linked to those resources and what specifically was delivered through these activities.</p> <p>The evaluator acknowledges that outcomes are the principal entry point to performance reporting and assessment. According to the UN Office of Internal Oversight Services , a critical distinction between outputs and outcomes is that efficiency is associated with the production of outputs, while effectiveness is associated with attainment of outcomes.</p> <p>According to the Review of RBM at the UN (GA, September 2008), it is the rate of output implementation, and in particular the conformity of actual output delivery with a legislatively mandated programme of work, that remains the aspect of programme performance assessment. In this sense, OIOS noted ambiguity between the roles of self-evaluation as opposed to independent evaluation.</p>

SPECIFIC COMMENTS		
REPORT SECTION (if applicable)	REPORT SECTION (if applicable)	REPORT SECTION (if applicable)
Paragraph 77	Please take into consideration in the analysis that parts of this remaining balance were funds actually reserved for the final evaluation which was to take place after the closure of the project.	Done (paragraph 83 of the new version)
Paragraphs 79 and 131	We would recommend further analyzing and contextualizing the comments from this one respondent (who as far as we know, was not actually a project manager but a consultant) included here and in other sections of the report. Especially when the respondent himself is claiming that he does not actually know the project as a whole and that his only interventions were two studies that, as he complains were actually not published at the end, can provide insights evaluating the project itself. Please also triangulate with the rest of the information provided by all the other respondents both in the surveys and interviews.	Done
Paragraph 87 and 132	Please revise this paragraph as we cannot fully understand what the evaluator is trying to convey as the main message. There seems to be confusion of two different and separate issues, as the consultant actually mentions having limited evidence of the project value added in terms of the advantages of the involvement of ECLAC, while the rest of the paragraph talks about cooperation with other offices. We do not understand how the collaboration with other offices could have impacted ECLAC's valued added to the project. Please also check its related paragraph (132) in the conclusions section.	The paragraphs have been revised to clarify the message (para. 92 and 134 of the new version). Nevertheless, it should be noted that the paragraph does not address two different and separate issues. It tries to convey the idea that ECLAC's involvement allowed to intensify the collaboration with OHCHR (and the Division of Gender Affairs) and possibly to bring cutting-edge knowledge into the project (added value). Nevertheless, there existed limited evidence of the project thoroughly promoting (or even mainstreaming) human rights and gender equality. The evaluator sees this as a missing opportunity to maximize ECLAC's potential value added.
Paragraph 98	Could you please identify what countries items a, d and e refer to?	Done
Paragraph 121	Could you please explain what is meant by the following statement: <i>It is not unusual that its organizational arrangements and the coordination with other stakeholders bring about efficiency gains (L2)</i> , and how it related to the first line of the paragraph?	Rephrased
Page 131	Please revise this paragraph, as the on-line course is available since April 2015.	Done