



UNITED NATIONS



FINAL EVALUATION REPORT

**January
2016**

**Review of the German Bilateral Technical
Cooperation with the Economic Commission
for Latin America and the Caribbean (ECLAC)**



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cooperation**

DEUTSCHE ZUSAMMENARBEIT



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This report was prepared by the independent consultants, Claudia Marcondes (Coordinator of the evaluation and specialist in economic, productive and sustainable development) and Angela Naletilic (specialist in social development), under the supervision of Irene Barquero Tercero, Programme Officer of the Programme Planning and Evaluation Unit in the Programme Planning and Operations Division of the Economic Commission for Latin America and the Caribbean (ECLAC), and Paul Bornkamm, Division 213 (Regional Development Policy, Central America and the Caribbean) of the Federal Ministry for Economic Cooperation and Development (BMZ), Government of Germany.

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The views expressed in this document are those of the evaluators and do not necessarily reflect the views of ECLAC, BMZ or GIZ.

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ABBREVIATIONS

ARPEL	Regional Association of Oil, Gas and Biofuels Sector Companies in Latin America and the Caribbean
BIEE	Platform for Energy Efficiency Indicators
BMZ	Ministry for Economic Cooperation and Development of Germany
CARICOM	Caribbean Community
CDMER	Council for Regional Electricity Markets
CELAC	Community of Latin American and Caribbean States
CIAT	Inter-American Center of Tax Administration
CIER	Regional Energy Integration Commission
CREDP	Caribbean Renewable Energy Development Programme
CRIE	Regional Electricity Interconnection Commission
ECLAC	United Nations Economic Commission for Latin America and the Caribbean
GIZ	German Technical Cooperation Agency
IDB	Inter-American Development Bank
IFAD	International Fund for Agricultural Development
ILPES	Latin American and Caribbean Institute for Economic and Social Planning (ECLAC)
IPEEC	International Partnership for Energy Efficiency Cooperation
LAC	Latin America and the Caribbean
OECD	Organization for Economic Cooperation and Development
OFILAC	Fiscal Observatory of Latin America and the Caribbean
OLADE	Latin American Energy Organization
PARLATINO	Latin American Parliament
REDD	Reducing Emissions from Deforestation and Forest Degradation
REDESOC	Latin American and the Caribbean Social Development Network
SEEA-WATER	System of Environmental-Economic Accounting for Water
SICA	Central American Integration System
SIECA	Central American Secretariat for Economic Integration
SISCA	Central American Secretariat for Social Integration
UNASUR	Union of South American Nations
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change
WEC	World Energy Council

EXECUTIVE SUMMARY

1. This report presents the results of the review of the German Bilateral Cooperation (referred to as the “Cooperation”) with the United Nations Economic Commission for Latin America and the Caribbean (ECLAC). The review was carried out between August and December 2015 by two independent consultants, who documented the results of completed and ongoing cooperation programmes and reported on the plans for future cooperation between the two institutions. The work was managed and supervised jointly by the Programme Planning and Evaluation Unit of the Programme Planning and Operations Division of ECLAC, and Division 213 of BMZ.

A. REVIEW PROFILE AND COOPERATION OVERVIEW

2. The review focused on the ongoing and completed activities of the technical cooperation programmes which BMZ and ECLAC have engaged in since July 2010. It covers three programme periods (from 2010 to August 2015) and includes the activities and products undertaken throughout the region, with funding totalling 12.225 million euros from the BMZ Bilateral Programme.
3. The overall objective of the review, as outlined in the terms of reference (see annex 6), was to assess the relevance, effectiveness, efficiency, impact and sustainability of the cooperation programmes and, more particularly, to document the results of the Cooperation in relation to its overall objectives and expected results.
4. The methodology of this review was designed to meet the requirements and expectations set up by the terms of reference, allowing for the identification of the results attributable to the Cooperation programmes, given the range of information and time available. It involved non-statistical analysis and subjective assessments based on both qualitative and quantitative information, triangulation of information and data, and the use of informed judgement and expert opinion. The evaluation matrix (see annex 7) sets out the methodology indicating the issues addressed, the performance indicators, the sources of information and the information collection methods.
5. The data collection strategy consisted of a mix of qualitative and quantitative methods, including an extensive desk review covering more than 500 documents; about 90 key informant interviews on site and via Skype; an online survey of 260 beneficiaries; and a cybermetric study involving the analysis of 27 publications and five online platforms. The online survey responses were used to extrapolate the results to the entire universe of beneficiaries with a 95% confidence interval and a margin of error of 5.44%. Notwithstanding a few challenges and limitations, the primary and secondary data gathered facilitated the triangulation and validation of the information among Cooperation beneficiaries and participants, and ultimately the accurate assessment of contributions to goals and objectives of the most significant activities and services.
6. The main thematic focus of the three programmes was fiscal policy, structural policy, energy efficiency/renewable energy and climate change policy, and social protection. The Cooperation had one overarching goal that permeated through all of the programmes: to have a direct impact on the formulation, development and implementation of proposals for reforms and/or national and regional policies, using the Commission's strong political ties as a basis for injecting new momentum for structural change, sustainable social protection and a clean energy supply. Each one of the three programmes had its own sets of goals, objectives and components (see annex 3). A total of 10 ECLAC divisions and two subregional headquarters (Mexico and Port of Spain) participated in the 26 initiatives of the nine components that made up the Cooperation work of technical support, policy advice, training and capacity-building courses, seminars and dialogue platforms, and knowledge products (including publications, reports and studies).

B. CONCLUSIONS

I. RELEVANCE

7. The Cooperation was highly relevant insofar as its thematic areas, goals and objectives were in line with the mandates of BMZ and ECLAC and the priorities set out by the countries in the region. Concentration of resources over time increased the level of relevance in certain thematic areas. The geographical coverage of BMZ-GIZ bilateral programmes in certain countries could be improved.
8. The Cooperation does not have a specific strategy to incorporate gender mainstreaming and the human rights-based approach into its programming.

II. EFFECTIVENESS

9. The Cooperation has been largely effective in terms of contributions to intended outcomes of the programmes, and in terms of generally enhancing policymaking in most areas. While individual capacities have been enhanced in all areas of programme interventions, the level of effectiveness varies depending on the thematic area. Contributions have been made in specific thematic areas as described below.
10. Sustainable development and climate change: green policies and climate change-sensitive policies have been successfully promoted, with a number of countries in the region adopting climate change mitigation and adaptation strategies, building institutions (e.g. specific councils and commissions) and promoting intersectoral work, bringing together ministries of environment, economy and health, among others. Discussion forums and methodologies created with a view to reducing emissions from deforestation and forest degradation (REDD), proved to be an effective strategy for strengthening and promoting the region's position at international climate conferences. Some contributions were directed at influencing policymaking in the Brazilian States of Acre and Amazonas through programme evaluations. Data collection and information systems on water statistics have been improved for better water management systems in Colombia. Progress has been made towards green economies in Ecuador and El Salvador, with different levels of intensity and policy implications in each case. Support has also been provided for the preparation of intended national determined contributions (INDCs) towards the 2030 United Nations commitments on climate change and the reduction of greenhouse gases and the incorporation of recommendations in the submissions from Costa Rica, the Dominican Republic, El Salvador and Guatemala.
11. Energy efficiency and renewable energy: in the past 10 years, important progress was made, in positioning, awareness-raising, institutional strengthening and in the development of specific capacities in countries such as Brazil, Chile, Costa Rica, Ecuador and Mexico with the inclusion of some Caribbean islands (including the Dominican Republic and some newcomers among the Lesser Antilles). The regional political dialogues on energy efficiency in Latin America and the Caribbean became an important forum for high-level technical discussions, exchanges and networking with the increased participation of countries and different types of stakeholders and synergies with leading multilateral and regional institutions. However, regional policy development is yet to be completed, hampered perhaps by the different levels of progress in the energy sector across the region, and, in particular, the level of institutionalization and existence of regulatory frameworks. By tackling statistical deficiencies and developing needed baseline data for the performance assessment of energy efficiency policies in the region, the Energy Efficiency Indicator Base (BIEE) platform for Latin America and the Caribbean has become a significant database for planning, establishing regulatory frameworks, policy formulation, monitoring and assessment in many countries. While the platform could use a major boost in terms of dissemination and outreach to new audiences (it currently has a small number of users geographically concentrated in Brazil, Chile and Mexico), its consistency with country needs yields tangible benefits, with many countries drawing on the database to monitor and report on their own energy use.

12. Macroeconomic stability and fiscal reforms: the Cooperation's contribution to fiscal reform from an equity perspective has been primarily conceptual and instrumental in raising awareness of the need for a paradigm shift towards socially responsive fiscal policies. The regional seminars on fiscal policy have been an important reference over the past 10 years. The key cooperation tool for analysis, discussion and monitoring of fiscal policy in the region, the online platform Fiscal Observatory of Latin America and the Caribbean (OFILAC), has an increasing number of users (about 30,000 in September 2015), interested primarily in accessing knowledge products. A large number of valuable studies and research projects were produced to provide policy advice and recommendations on tax reform in Chile, the Dominican Republic, El Salvador, Guatemala, Paraguay and Uruguay but there is little information on any tangible results at the country level. Regionally, the Cooperation supported networks and promoted new methodologies for results-based budgeting frameworks and calculations of evasion in an effort to improve public expenditures and policies on transfer pricing. These have been slowly and gradually positioned through collaboration with regional institutions.
13. Social development: one of the most important conceptual and methodological contributions to inclusive social development has been the promotion of care programmes within social protection systems. However, results have been hampered by lack of continuity in interventions. Since 2012 the focus has been on a wider understanding of politics, programmes and social protection systems based on social covenants and a human rights-based approach, with special attention to the integration of care systems in social protection. Policy advice provided to Costa Rica, the Dominican Republic, El Salvador, Paraguay and Uruguay had several tangible results with new legislation adopted or in the process of adoption and improvements in Costa Rica, El Salvador and Uruguay in specific areas of social protection (children, youth, and older persons, in each case). An important success was the adoption of the Law on Development and Social Protection in El Salvador and consolidation of a paradigm on the human rights-based approach and the universality of social protection in the country, which has become a reference in the region. Useful and relevant studies have been produced and are distributed by the Latin American and Caribbean Social Development Network (ReDeSoc), which currently offers 3,168 publications, and has registered 551,049 page visits in the past five years (see annex 5C).
14. Productive development and innovation: key contributions have been made in terms of methodologies and tools to promote sustainable structural policies, foster innovation and strengthen value chains as an industrial policy instrument, with unintended results in Central America. Some work has been done on linking climate change and innovation in the small and medium-sized enterprises (SMEs) sector through reviews of production matrices in Argentina, Costa Rica and Uruguay, as well as in Ecuador and Mexico, leading to small achievements, such as the institutionalization of chambers of commerce in the first three countries. Recent efforts to integrate innovation in discussions about structural change and sustainable development have not yet yielded tangible results. The support provided by ECLAC subregional headquarters in Mexico to El Salvador and Guatemala on strengthening value chains as an industrial policy instrument has yielded positive results at the country level, especially in the case of Guatemala where the government is strengthening support for and investment in the sector. An unexpected result of the dissemination of methodologies was their adoption by the International Fund for Agricultural Development (IFAD), the World Bank and major funding through the national budget in Guatemala.
15. Regional integration: contributions included in-depth studies, knowledge dissemination and the establishment of forums for dialogue, but only in a few countries did these lead to tangible results in policy development. Contextual challenges and bottlenecks at the country and regional levels hampered progress in implementing a regional agenda. Work in the area of regional public goods resulted in production of valuable studies and dialogue, but no concrete operationalization or implementation of actions. Limited political commitment in the social sector was due to other more pressing priorities, which needed more immediate attention. Efforts to move integration forward in the energy sector also came up against political issues, particularly related to the need to balance

regional benefits and national interests. The region does not yet seem to be mature enough to tackle these. Studies on hydrocarbons contributed to new resolutions in Guatemala and Honduras to reduce the sulphur content of diesel. In innovation, science and technology, studies on comparative advantages were carried out in the Dominican Republic, El Salvador, Honduras, Nicaragua and Panama, along with ministerial meetings and university exchanges, but without clear proposals or a strategy for development of technologies it was clear that the time was not yet ripe to move forward with this issue.

16. Decentralization and governance: the contributions identified were mainly positive programmatic experiences and good examples for taking into account stakeholders' needs and priorities, which could benefit the work of other divisions. Studies in the area of decentralization and fiscal management were carried out in nine countries, and disseminated through seminars and international forums. Training was also provided on decentralized public service provision (planning, implementation, monitoring and evaluation (M&E)), with a view to improving services provided by subnational governments. Peer-to-peer reviews related to public administration and planning were established and technical exchanges undertaken between four pairs of countries in the following areas: fiscal policy (Argentina-Mexico); climate-resilient urban planning (Chile-El Salvador); sustainable public procurement (Chile-Peru); and promotion of green growth policies (Peru-Uruguay). These exchanges resulted in some interesting initiatives.
17. Apart from the effectiveness of intervention strategies and the degree of success of products and services in contributing to intended outcome-level results, this review revealed an overall high rating of products and services within this Cooperation in terms of quality, high academic standards and long-term utility.

III. EFFICIENCY

18. While technical assistance is highly valued at the country level and is a powerful instrument for achieving concrete results, a combination of modalities has proved to be the most effective way to reach outcomes. New strategies for communication and dissemination of knowledge products and information sharing need to be explored for both target countries and new audiences.
19. Complementarities and synergies exist with other activities carried out by ECLAC, BMZ/GIZ and other organizations and enhanced the Cooperation's efficiency. However, the programme result frameworks do not capture progressive changes that demonstrate progress towards outcome-level results in a systematic way. The achievements of the Cooperation are therefore not measurable or reported in a SMART way (i.e. in accordance with specific, measurable, achievable, relevant and time-bound criteria).
20. The Cooperation has reached and maintained considerable levels of efficiency over the reporting period. The relatively modest level of investment per initiative and component, the good levels of budget execution and the high quality and standards of products and services translated into pressure for delivery of results within tight time frames and workload in relation to management and technical requirements for both ECLAC and GIZ. The Cooperation generated a broad spectrum of knowledge and lessons learned within the political and technical processes, but there is need to further develop internal mechanisms and opportunities for reflection, learning and knowledge management.

IV. IMPACT

21. The Cooperation's model of intervention generated outcomes and impact, although constraints in terms of time and resources and external factors represented major challenges. Programmes achieved the levels of flexibility and adaptation necessary to influence policymaking and make a contribution at the institutional level in the region. In general terms, the Cooperation offers significant value added for both ECLAC and BMZ/GIZ at the political, strategic, programmatic and

technical levels. The programmes act as a catalyst, promoting change, building bridges between Latin America and the Caribbean and Europe, facilitating interregional exchanges, fostering South-South dialogue (including with China) and boosting regional and global partnerships.

V. SUSTAINABILITY

22. The Cooperation does not have an exit strategy for activities, services and products defined in the planning stage, to ensure sustainability of programme outputs and results. In many cases, it became evident that the sustainability of interventions was jeopardized by the lack of follow-up plans establishing realistic time frames and clear roles and responsibilities of beneficiary stakeholders for the adequate transfer of knowledge, capacity-building and institutional strengthening.

C. RECOMMENDATIONS

23. The review recommendations are structured into three sections, outlining responsibilities for each institution and/or division: (a) ECLAC and BMZ/GIZ; (b) BMZ/GIZ; and (c) the ECLAC substantive divisions. The recommendations to ECLAC and BMZ/GIZ are geared towards the high level of the overall Cooperation, and those targeting divisions and thematic areas are more of a programmatic and technical nature.

I. RECOMMENDATIONS FOR ECLAC AND BMZ/GIZ

24. Recommendations for ECLAC and BMZ/GIZ were formulated to tackle the following areas of intervention: linkages and synergies; monitoring and evaluation; cross-cutting issues; cross-sectoral and interdivisional work; models of intervention; dissemination and communication; and sustainability.
25. In order to increase the effectiveness and sustainability of programme contributions to the region, work should be geared towards joint (sub)regional strategies and agendas based on synergies, geographical alignment and cooperation with the BMZ and GIZ bilateral programmes. Furthermore, the planning and implementation of interventions should be based on a participatory approach involving regional and national stakeholders and counterparts in order to bring ECLAC-BMZ objectives more in line with regional and national development agendas and programmes.
26. It is recommended that ECLAC and BMZ/GIZ continue to review and assess existing tools for planning, monitoring, evaluation and reporting, in order to develop a comprehensive monitoring, evaluation, accountability and learning (MEAL) system that responds to the Commission's results-based management and the impact-orientation of BMZ/GIZ., includes gender indicators and tools, and provides mechanisms and opportunities for in-house learning and knowledge management.
27. The Cooperation should consider developing and implementing an approach to integrate gender and human rights systematically into programming, on the basis of the three-pronged approach of BMZ, consisting of gender mainstreaming in programming and implementation of all projects; empowerment through specific activities focused on women; and the organization of high-level bilateral and multilateral development policy dialogues, sector policy dialogues and policy advice.
28. The Cooperation should consider options and opportunities for furthering cross-sectoral interventions and interdivisional work. Progress towards a more integral approach to structural change in the region can be stepped up through joint implementation and a sound management plan.
29. It is recommended that the Cooperation invest its limited resources in coordinated sets of initiatives with a combination of products (e.g. policy and technical advice; advocacy and dialogue; knowledge products; and courses for capacity development), and that less time be spent on isolated, one-off activities. The Cooperation should also continue on the path of concentration of

resources, focusing on a smaller number of initiatives and ensuring that all of them are in fact milestones or subsets of interventions geared towards a specific outcome level.

30. The Cooperation should consider developing a strategy for communication and dissemination in order to increase the use, benefits and sustainability of the knowledge generated within the programmes, whether working tools and methodologies (databases, instruments and methodologies for studies) or products (publications, evaluations, and diagnostic studies).
31. The Cooperation should develop a well-defined sustainability plan and an exit strategy for all interventions, formulated at the beginning of each programme, as well as better communication regarding future plans in-house and with counterparts.

II. RECOMMENDATIONS FOR BMZ/GIZ

32. The recommendations for BMZ/GIZ focus on the following areas of intervention: German expertise and programme support; and programme time frames. Further opportunities for increasing knowledge transfer and the presence of German experts in the Cooperation should be explored. The review considered that short-, medium- and long-term support to ECLAC by German experts in specific areas where their expertise is desirable can add significant value while also promoting the exchange of expertise between participating institutions.
33. BMZ should consider the possibility of extending the programme duration to three or four years as policy influencing, change and long-term impacts of the Cooperation take time to come to fruition. This could also help to orient programmes towards outcome levels and increase the possibilities to achieve the changes and long-term impacts advocated through technical cooperation and policy advice provided at the regional and country levels.

III. RECOMMENDATIONS FOR ECLAC DIVISIONS

34. Sustainable development and climate change: the Sustainable Development and Human Settlements Division should encourage further reflection and cross-sector dialogue on emerging trends and issues in line with the global climate change agenda and the implications of INDCs. Transfer of knowledge and peer-to-peer work should be promoted. Additionally, opportunities for coordination should be explored further, in particular in Central America, in order to optimize access to GIZ bilateral funds or funds from Kreditanstalt für Wiederaufbau (KfW). This would facilitate more in-depth work, a move from research to implementation as well as the use of developed tools and methodologies.
35. Energy efficiency and renewable energy: the BIEE data collection, methodologies and indicators should be further developed and integrated into national information systems, thereby improving accessibility, dissemination and completeness of time series, and enhancing political dialogues and peer-to-peer experience. Cross-sector work should be strongly considered.
36. Macroeconomic stability and fiscal reforms: the focus should be on the Commission's comparative advantages in relation to other regional and multilateral stakeholders working in this area, and the programme should focus on providing countries with the instruments, methodologies and data for decision-making needed to face new challenges such as the Sustainable Development Goals.
37. Inclusive social development: the Division should promote reflection on new scenarios for social protection and security within the framework of sustainable development.
38. Productive development and innovation: the Division should draw on experience with value chains and multi-stakeholder dialogues in different areas (innovation; production matrices; and promotion

of SMEs) within productive development initiatives and promote interdivisional reflection on opportunities for a cross-sectoral approach to structural change.

39. Regional integration: the ECLAC subregional headquarters in Mexico is urged to carry out a participatory assessment of limitations and opportunities of past experiences in regional integration, in order to draw on lessons learned and possibilities for a new road map.
40. Decentralization and governance: the Latin American and Caribbean Institute for Economic and Social Planning (ILPES) should systematize its experience of its planning processes and those of its Regional Council for Planning in order to apply lessons learned in participatory planning and alignment of national and regional priorities.

D. CONCLUDING REMARKS

41. This report sums up the opinions, views, insights and thoughts of about 350 people, gathered through interviews and online surveys. The task of collecting these views and synthesizing the information on three Cooperation programmes covering five years of intervention was a complex and challenging exercise. The evaluators hope that the report will stimulate further thinking, discussions and more in-depth analysis in order to move development forward in Latin America and the Caribbean through the ECLAC and BMZ/GIZ Cooperation and its programmes in the years to come.

1. INTRODUCTION

1. This review of the German Bilateral Cooperation (hereinafter referred to as the “Cooperation”) with the United Nations Economic Commission for Latin America and the Caribbean (ECLAC) was undertaken following an initiative and request from the Federal Ministry for Economic Cooperation and Development of Germany (BMZ) for delivery of an external assessment of German cooperation with ECLAC. The review, undertaken by two independent consultants between August and December 2015, seeks to inform the plans for future cooperation between the two institutions. The work was managed and supervised jointly by the Programme Planning and Evaluation Unit of the ECLAC Programme Planning and Operations Division and Division 213 of BMZ.¹
2. This report presents the results of the review. It consists of eight sections, including this introduction. Section 2 presents a quick profile of this review, including evaluation questions, methodology and data collection, and challenges and limitations encountered, with details provided in annex 1. Similarly, section 3 provides a brief overview of the bilateral Cooperation, while brief summaries of each programme and evaluated components are included in annex 2. Section 4 presents the analysis and main findings regarding the Cooperation’s contribution to the goals and objectives of the three programmes. While the analysis and main findings on relevance, efficiency, impact and sustainability focus on the overall Cooperation, further details on each of the programmes are provided in the analysis of the effectiveness and cross-cutting issues, covering each thematic area and the results achieved at the country level.
3. The main conclusions of the review are presented in section 5. They provide a general overview of the Cooperation, drawn from the findings. Section 6 contains recommendations for consideration by ECLAC, BMZ and the German Agency for International Cooperation (GIZ), aimed at addressing the main challenges identified in the previous sections in order to strengthen the Cooperation and its future programmes. The lessons learned are set out in section 7 and the concluding remarks in section 8.

¹ The review was undertaken pursuant to 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.

2. PROFILE OF THE REVIEW

4. The review focused on the ongoing and completed activities under the technical cooperation programmes between BMZ and ECLAC since July 2010. It covers the periods of three programmes (from 2010 to August 2015) and includes the activities undertaken and products delivered throughout the region, involving a total contribution of 12.225 million euros from the BMZ Bilateral Programme.
5. A detailed profile of the review is included in annex 1. The overall objective of the review as outlined in the terms of reference (ToRs) (see annex 6) was to assess the relevance, effectiveness, efficiency, impact and sustainability of the project implementation and more particularly to document the results of the Cooperation in relation to its overall objectives and expected results.² The methodology of this review was designed to meet the requirements and expectations set up by the ToRs, allowing for the identification of the results attributable to the Cooperation programmes, given the range of information and time available. It involved non-statistical analysis and subjective assessments based on both qualitative and quantitative information, triangulation of information and data, and the use of informed judgement and expert opinion. The Evaluation Matrix (presented in annex 7) describes the methodology indicating evaluation issues and questions, performance indicators, the sources of information and the methods of information collection used. In response to specific requests from ECLAC and BMZ, a gender and rights-based perspective was integrated in evaluation questions and throughout the process, as well as an analysis of the value-based approach advocated by BMZ.
6. The data collection strategy used a mix of qualitative and quantitative methods, including an extensive desk review covering more than 500 documents; about 90 key informant interviews on site and via Skype; an online survey of the views of 260 beneficiaries; and, a cybermetric study based on the analysis of 27 publications and five online platforms. The results of the online survey were extrapolated to the entire universe of beneficiaries with a 95% confidence interval and a margin of error of 5.44%. Notwithstanding a few challenges and limitations, the primary and secondary data gathered from the Cooperation beneficiaries and participants were successfully triangulated and validated among and ultimately served to produce an accurate assessment of the contributions to the goals and objectives of the most significant activities and services. Details of the Evaluation Methodology and specific lines of evidence along with detailed explanations of the limitations are included in annex 1.

² The specific objectives are outlined in the terms of reference, which are reproduced in full in annex 6.

3. GERMAN BILATERAL COOPERATION WITH ECLAC

7. An overview of the Cooperation and the three programmes is provided in annex 2. The main thematic focus of these programmes since July 2010 has been fiscal policy, structural policy, energy efficiency/renewable energy and climate change policy, and social protection:
- “Sustainable development and social cohesion in Latin America and the Caribbean” (referred to as the 2010-2012 programme) with a budget of 3.5 million euros.
 - “Promotion of low carbon development and social cohesion in Latin America and the Caribbean” (referred to as the 2012-2014 programme) with a budget of 2.725 million euros.
 - “Structural change for sustainable and inclusive development in Latin America and the Caribbean” (referred to as the 2014-2016 programme) with a budget of 4 million euros.
8. BMZ financial support totalled 12.25 million euros and was provided by the Bilateral Programme of the Federal Ministry for Economic Cooperation and Development (BMZ) of Germany. The Cooperation had one overarching goal through all of the programmes: to have a direct impact on formulation, development and implementation of proposals for reforms and/or national and regional policies, using the Commission’s good political ties as a basis for injecting new momentum for structural change, sustainable social protection and a clean energy supply. Each one of the three programmes had its own set of goals, objectives and components (see annex 3). A total of nine ECLAC divisions³ and two subregional headquarters (the subregional headquarters in Mexico and the subregional headquarters for the Caribbean) were involved in the implementation of these initiatives as detailed below. Cooperation activities were implemented with various degrees of intensity through technical support, policy advice, training and capacity-building courses, seminars and dialogue platforms, and knowledge products (publications, reports, studies, etc.) organized around the three programmes, covering 26 initiatives and funds, and a total of nine components.
9. The 2010-2012 programme consisted of three components: climate change, fiscal covenant and regional integration; and, an allocation for “open funds”. The budget was divided between the ECLAC divisions responsible for the implementation of each of the 10 initiatives, with most budget components ranging from 100,000 to 230,000 euros. The 2012-2014 programme had four components; climate change, fiscal reform, social covenant and special funds and the budget was divided up between the ECLAC divisions responsible for the implementation of 11 initiatives with budget provisions ranging from 230,000 to 420,000 euros. The 2014-2016 programme was concentrated in only four initiatives divided up between a smaller number of ECLAC divisions with budgets of 480,000 euros for each topic, with the exception of the 100,000 euros set aside for the emerging theme funds and the 180,000 euros for the renewable energies/energy efficiency in the Caribbean.⁴

³ These include the following divisions: the Division for Gender Affairs, the Economic Development Division, the Production, Productivity and Management Division, the Social Development Division, the Sustainable Development and Human Settlements Division, the Statistics Division, the Natural Resources and Infrastructure Division, the Programme Planning and Operations Division, the International Trade and Integration Division and the Latin American and Caribbean Institute for Economic and Social Planning (ILPES).

⁴ The component-level aggregation also disappeared in this programme design. This targeting stems from the fact that BMZ/GIZ is seeking to increase the impact and visibility of interventions, along with major efforts to improve planning and monitoring of the programme in collaboration with the Programme Planning and Operations Division (mainly through interdivisional planning, stronger synergies and new monitoring tools).

4. RESULTS AND CONTRIBUTIONS OF THE ECLAC-BMZ COOPERATION PROGRAMMES

10. Over the five years of implementation, the Cooperation produced a large number of publications and events for the different thematic areas, which reached a considerable number of stakeholders in all areas of intervention. More than 200 workshops, courses, dialogues and forums were organized and about 150 publications were produced covering all thematic areas. Under the three programmes, about 48 technical assistance missions of varying scope and intensity were carried out at the country level, depending on the specific issue, target country and institution.

Table 1
Number of publications per programme per thematic area

PROGRAMME					
Thematic area	2010-2012	2012-2014	2014-2015	Total	%
Social policy	1	24	16	41	28%
Climate change	3	8	16	27	18%
Energy efficiency	1	14	9	24	16%
Fiscal policy	2	14	5	21	14%
Productive development	0	6	12	18	12%
Environmental policy	0	1	4	5	3%
Other	0	6	7	13	9%
TOTAL	7	73	69	149	100%

Source: Prepared by the authors.

11. Regarding the thematic distribution of the programme activities, about 28% of the publications were devoted to social policy issues, mostly geared towards advocacy, overview documents and case studies on countries' experiences. About 11% of the workshops, courses and dialogues also covered social issues. Publications on fiscal policy (about 14% of the total) and about 13% of events were also, for the most part, geared towards advocacy, overview documents and case studies.
12. The energy sector (including regional integration in this sector) produced about 14% of the documents, a few of them oriented towards advocacy and the majority of them oriented towards specific country needs (e.g. assessment of barriers to fiscal policies in specific countries). This sector also accounted for 20% of the total number of workshops, courses and dialogues. Fewer of the publications on climate change focused on advocacy, and more (about 18% of the total) were devoted to specific studies on country needs, while the figure for events was about 22%.
13. As regards events, (workshops, seminars, courses or dialogues at the regional and local levels), 23% were related to productive development, followed by climate change (22%) and energy efficiency. The majority of events took place in the second programme.

Table 2
Number of workshops and courses

PROGRAMME					
Thematic area	2010-2012	2012-2014	2014-2015	Total	%
Productive development	4	20	22	46	23%
Energy efficiency	8	17	15	40	20%
Climate change	4	34	6	44	22%
Fiscal policy	2	20	5	27	13%
Social policy	3	11	9	23	11%
Other	1	12	10	23	11%
TOTAL	22	114	67	203	100%

Source: Prepared by the authors.

4.1. RELEVANCE

FINDING 1

There is a high level of alignment between the priority areas of cooperation and the priorities set out by BMZ and ECLAC.

14. The Cooperation objectives are aligned with the mandate received by ECLAC⁵ to contribute to and coordinate action for the economic and social development of the region and to reinforce economic relationships among the countries of the region and worldwide.⁶
15. The Cooperation objectives are aligned with the subprogrammes assigned to the different ECLAC divisions in charge of implementing the Cooperation. The desk review and analysis of programme documents show that the Cooperation cycles coincide with the ECLAC biannual programmes of work, which establish the priorities for each ECLAC division.⁷ This facilitated alignments and reinforcement between the Cooperation objectives in each topic and the mandates of subprogrammes and divisions tasked with their implementation, taking ECLAC priorities into account. Continuity was observed in thematic priorities, within overall and subprogrammes over the time of implementation of the Cooperation programmes except with respect to decentralization and governance, which, although prioritized in the 2014-2015 biennium, was not integrated into the relevant Cooperation programmes or as a cross-cutting issue under BMZ policy strategies.

⁵ According to the documents setting out the biennial programmes of work, the mandate falls within the purview of ECLAC, and derives from Economic and Social Council resolution 106 (VI), by which the Council established the Commission.

⁶ According to its mandate, ECLAC should collaborate with member States in a comprehensive analysis of development processes geared to the design, monitoring and evaluation of public policies and the resulting provision of operational services in the fields of specialized information, advisory services, training and support for regional and international cooperation and coordination. ECLAC works in the areas of economic development, social development, sustainable development, statistics and planning. See ECLAC work areas in annex 8.

⁷ Three ECLAC programmes of work (2012-2013; 2014-2015; and 2016-2017) were established during the period when the three Cooperation programmes were being implemented. . The thematic topics in each of the three Cooperation programmes were aligned with the priorities and mandates of the corresponding ECLAC subprogrammes. The overall purpose of the ECLAC programme of work is “to promote the economic, social and environmentally sustainable development of Latin America and the Caribbean through continuous international cooperation, by undertaking comprehensive research and analysis of development processes and providing the relevant normative, operational and technical cooperation services in support of regional development efforts”.

16. As indicated in the desk review and programme documents, the goal of the Cooperation and related programmes are aligned with BMZ mandates as set out in the regional strategy for Latin America and the Caribbean. BMZ development activities in Latin America focus on environmental and climate protection.⁸ In this area, the goal of the BMZ bilateral programme goal is to promote a partnership of interests and values for sustainable development based on the model of a social and ecological market economy. The thematic focus of the Cooperation is consistent with these, particularly in the areas of protection of global public goods (i.e. the climate, the environment and biodiversity) and promotion of renewable energy/energy efficiency, protection and sustainable use of natural resources, and adaptation to climate change. Issues of interest have been integrated as pilot or innovative initiatives, on the basis of BMZ priorities,⁹ which shows a balance in consolidating Cooperation programmes of common interest and areas of expertise.

FINDING 2

The priority areas and objectives of the Cooperation are consistent with the priorities set out by the countries benefiting from the Cooperation services.

17. The Cooperation objectives are relevant to the countries' development needs and priorities. According to the document review, the priorities set up in the ECLAC programmes of work take into consideration the guidelines received from member countries through various channels.¹⁰ In fulfilling the Cooperation objectives, ECLAC seeks "to respond to the needs of the countries in the region, serving as a regional forum and facilitator in building regional consensus and supporting public-policy formulation to meet the challenges facing the region".¹¹ The strategy has been quite successful as the Cooperation was considered to be very flexible and responsive to national, regional and institutional needs for the large majority of its beneficiaries. According to the online survey, 77% of the beneficiaries considered it flexible and responsive to emerging needs and opportunities, while 14% of them considered it reasonably flexible.¹²
18. However, neither ECLAC nor BMZ has a clear strategy for cooperation in the Caribbean, despite efforts on both sides to work out the relevant priorities and approaches for a more effective integration of the Caribbean perspective within the Cooperation.¹³ The cybermetric analysis and document review point to the limited or non-existent coverage of the Caribbean countries in knowledge products (except in the case of Cuba and the Dominican Republic), and this is just one example of the tasks vying for attention in terms of incorporating and aligning the cooperation with the priorities of the Caribbean.

⁸ According to the BMZ Development Policy in Latin America 2015, the key points of the BMZ Latin America policy which govern implementation of the bilateral programme in the region are: (a) to protect the rainforest and marine ecosystems and use natural resources sustainably; (b) to tackle climate change by improving energy efficiency and promoting renewable energies; (c) to promote development-oriented governance, involving civil society and strengthening social justice; and, (d) to stamp out violence.

⁹ Initiative 2-6, Decentralization and State Services, was integrated into the 2010-2012 programme, corresponding to the BMZ priority in the area of governance and covering issues relating to political and social participation and decentralization as outlined in German Development Policy in Latin America and the Caribbean (2011).

¹⁰ These include resolutions and decisions of the General Assembly, the Economic and Social Council, ECLAC sessions and meetings of the latter's subsidiary bodies, meetings and discussions with national authorities and feedback from technical cooperation missions.

¹¹ ECLAC also conducts and promotes multilateral dialogue, shares knowledge and establishes global, regional and subregional networks; it also seeks to promote intraregional and interregional cooperation between the regional commissions and collaborates with other regional organizations, in particular other United Nations entities.

¹² The beneficiaries also considered the Cooperation activities appropriate and relevant in terms of the experts and/or expertise provided in relation to the needs of the country or region in their specific thematic areas.

¹³ Based on the results of two evaluations carried out by ECLAC to assess its work in the Caribbean, ECLAC has gradually integrated the Caribbean countries into its research flagships in order to overcome the lack of information and data and its energy efficiency studies will be extended to the Lesser Antilles. BMZ is drafting its first strategy paper on the Caribbean, although it still has to select the target countries.

19. The Cooperation has excellent ratings when it comes to the relevance of the services and products to national and regional needs and priorities. The online survey results also reveal that 90% of the beneficiaries of the Cooperation services consider their level of suitability and relevance to regional and country-level development as excellent and good. ECLAC knowledge products were also considered relevant and appropriate in terms of issues treated by 98% of online survey respondents.
20. These results were also confirmed by key informants, who provided examples of consistency with specific national needs. The water statistics initiative for example was implemented in the Programme 2010-2012, in response to Latin American and Caribbean countries' growing need for timely and reliable data on the state of the environment and natural resources to enable policy analysis and formulation in line with the System of Environmental-Economic Accounting for Water (SEEA-Water).¹⁴ Similarly, all key informants interviewed stressed the need for the creation of a database for energy efficiency indicators and information (BIEE) as most of the countries had only limited or incomplete data.
21. According to key informants, consistency with the specific needs of partner institutions at the country level could be improved through greater participation by the ECLAC subregional offices and GIZ country offices in assessing needs at a more granular level and in planning other relevant interventions. A positive example of this participation is the planning process in which ILPES and its subsidiary body, the Regional Council for Planning, engaged in defining the programme of work, including the products and courses offered by ILPES. These meetings are highly valued and relevant not only for defining national and regional priorities but also for promoting exchange and cooperation between countries in the area of planning, leading to the achievement of significant results in recent years in terms of more effective and efficient planning processes, and shared information on development plans and policies, among other outcomes. According to feedback received during interviews, ILPES products and courses are said to be fully consistent with countries' needs and priorities.

4.2. CROSS-CUTTING ISSUES

FINDING 3

Despite existing gender mainstreaming strategies, the design and implementation of the Cooperation programmes did not fully integrate gender issues or a gender perspective.

22. The Cooperation programmes have not addressed gender issues except in a few specific cases where they intersect with social protection issues or in the project on women's economic autonomy carried out by the ECLAC Division for Gender Affairs under the 2012-2014 programme.
23. In recent years, ECLAC and BMZ/GIZ made significant progress in defining and updating gender equality strategies at the institutional level and in mainstreaming them into other sectors,¹⁵

¹⁴ The System of Environmental-Economic Accounting for Water (SEEA-Water) of the 1993 System of National Accounts brings together economic and hydrological information in a common framework to measure the contribution of water resources to the economy and the impact of the economy on water resources. SEEA-Water was developed to address the need for integrated information on water resources and their management. The SEEA provides a system for strategic policy analysis that can contribute to the identification of better approaches to sustainable development.

¹⁵ See United Nations system-wide policy on gender equality and the empowerment of women: focusing on results and impact (CEB/2006/2); BMZ (2009a): Promotion of Good Governance in German Development Policy, BMZ Strategies 178; BMZ (2009b): BMZ Development policy action plan on gender, BMZ-Konzepte 173; BMZ (2011b): Human Rights in German Development Policy. Strategy. BMZ Strategy Paper 4, BMZ (2011d): Green Economy. Information Brochure 2/2011, Bonn; and BMZ (2013b): Sector Strategy on Private Sector Development, BMZ Strategy Paper 09/2013.

acknowledging the high priority of the gender equality goal. BMZ is moving towards a three-pronged approach¹⁶ consisting of gender mainstreaming, empowerment and high-level policy dialogue.

24. Meanwhile, ECLAC has a determined position to shape and promote public policy from a gender perspective and to follow-up on international commitments,¹⁷ adding to the work of the Division for Gender Affairs, which plays an active role in gender mainstreaming in collaboration with the national machineries for the advancement of women in the region.¹⁸ Over the years, the Commission has significantly influenced the regional gender agenda and developed knowledge and conceptual frameworks for gender equality through its focus on new and emerging issues, such as the care economy, innovation and technology, and women's economic autonomy.
25. However, notwithstanding the institutional knowledge and sound commitment of ECLAC and BMZ/GIZ, the three Cooperation programmes lacked a gender perspective and specific gender issues were not integrated in components and initiatives. Opportunities and limitations relating to mainstreaming gender or specific gender actions were not identified during the design phase and the components did not include a gender perspective in their objectives, indicators and activities, as contemplated in the 2013 and 2014 gender mainstreaming strategies of both entities. Indeed, the ECLAC and GIZ monitoring systems made no provision for monitoring and following up on gender mainstreaming at the programme and project level or for properly designed tools for this purpose.
26. Nevertheless, as mentioned, the Programme 2012-2014 still managed to some degree to achieve certain positive results that had a positive impact on the pursuit of gender equality, through the joint work of the Division for Gender Affairs and ILPES (studies and courses with a gender perspective) and the Social Development Division. Collaboration with these two divisions consisted in promotion and support for the development of the care economy and policies as a component of social protection systems. A key contribution was the promotion of a gender approach in the design of care policies as part of inclusive social protection systems based on intersectoral dialogue and agreements between the ministries for women's affairs, economy, finance and social development, who do not usually work together in a coordinated way.
27. While many countries (including Chile, Costa Rica, El Salvador, Panama, Paraguay and Uruguay) received assistance, the key informant interviews suggest that the support provided for the creation in Uruguay of a gender-oriented and inclusive care economy, designed to give women access to productive employment and to expand service options for dependent persons with low incomes, yielded the most significant results.¹⁹
28. A similar multi-stakeholder approach based on political dialogue is the crucial asset in an initiative for the promotion of women's productive development and economic autonomy in Central America. Under the leadership of the ministries of the economy in Costa Rica, El Salvador, Panama and Peru, this approach breaks with the tradition which treats gender issues as a matter to be dealt with solely by the ministries of women's affairs and opens up new opportunities to influence public policy from a gender perspective. Public and private institutions in all four countries have worked together and agreed on the need to promote women's economic autonomy, although limited resources and time constraints have made it difficult for ECLAC to follow up on these efforts. Other, external

¹⁶ The approach consists in mainstreaming gender equality in all projects, empowering women through specific activities designed for this purpose and in organizing high-level bilateral and multilateral development policy dialogues, sector policy dialogues and policy advice.

¹⁷ ECLAC acts as the technical secretariat of the Regional Conference on Women in Latin America and the Caribbean.

¹⁸ The Division for Gender Affairs advocates gender equity in public policy formulation, implementation and monitoring through research, expertise, policy dialogue, technical assistance and the use of statistics and gender indicators.

¹⁹ Although the previous government had demonstrated its interest and political will during the development of the technical assistance, policy changes under the new government strongly prioritize opportunities for the development of the integrated national care system. The relevant draft legislation, supported by several ministries and public and civil society institutions, was submitted to parliament in March 2015 and approved by the Senate in August 2015.

factors (political changes and lack of funding, as in the case of Costa Rica and El Salvador, have also undermined the sustainability of these efforts.

29. As stated by different key informants, bringing together different governmental institutions, chambers of commerce, private sector companies, civil society and academic institutions and achieving a commitment to women's economic autonomy is an important paradigm shift. Key informants also commented on the timeliness and usefulness of the study highlighting the role of women in productive development which was carried out in El Salvador and on the methodologies for mapping female-headed enterprises and the establishment of a support network for women's economic empowerment in Costa Rica. These initiatives in Costa Rica and El Salvador have been spotlighted and are replicable,²⁰ as demonstrated by the interest expressed by different multilateral and civil society organizations.
30. Tangible results in institution-building have been achieved with the creation of a Gender Unit within the Ministry of Economy in El Salvador, and the establishment of a satellite account for unpaid work of households as part of the System of National Accounts. Other examples include the creation in Peru of a Directorate for the Promotion and Development of Women's Economic Autonomy in the Ministry of Women and the adoption of the Intersectoral Action Plan for the Empowerment and Economic Autonomy of Women 2015,²¹ which came as a result of processes promoted by ECLAC in 2013. This is an important milestone in the advance towards the consolidation of multi-stakeholder work and new policies.

FINDING 4

Human rights and related principles such as non-discrimination, inclusiveness, participation and accountability are integrated implicitly rather than as part of a strategic human-rights based approach to programme planning and implementation.

31. The human rights-based approach is embedded in numerous BMZ sector strategies, such as those relating to water, health, social security and the social and ecological market economy, and efforts are made to promote human rights in the context of policy advice. In this context, a two-pronged approach, based on improving government structures in the sectors and on empowering rights-holders, is contemplated, but has been promoted in a limited and non-strategic way within the Cooperation programmes. There is only one isolated example of a consistent human rights study included in the programmes, limited to work by the Social Development Division on inclusive social protection from a human rights perspective.
32. Nevertheless, it is important to stress that the ECLAC mandate and work are oriented towards the protection and respect of human rights and other principles such as interculturality, inclusiveness and participation. Furthermore, social and ecological market economy principles are embedded throughout the programmes, which can be summed up under the paradigm of environmental sustainability and socially inclusive economic development promoted by both ECLAC and BMZ. In this regard, there is no evidence of negative impacts resulting from any of the interventions contemplated in the ECLAC-BMZ Cooperation programmes.

²⁰ In Costa Rica, the methodology has been integrated into the project "Emprende", co-funded by the European Union and implemented by the National Institute for Women, the Ministry of Agriculture and the Ministry of Economy.

²¹ The Action Plan is closely aligned with the National Plan for Gender Equality 2012-2017 (PLANIG). Both are implemented under the supervision of the Permanent Multisector Commission. The aim of the Intersectoral Action Plan is to promote the implementation of policies, guidelines and mechanisms with a direct impact on gender equality and on employment conditions and opportunities in non-traditional sectors and on the promotion of SMEs. See: <http://www.vivienda.gob.pe/banners/PLAN%20DE%20ACCIÓN%20INTERSECTORIAL%20-%202015.pdf>.

4.3. EFFECTIVENESS²²

FINDING 5

The Cooperation generally contributed to its goals and the intended outcomes of the Programmes.

33. In all thematic areas, results have been achieved in relation to the planned targets outlined in the programme or project documents, at least at the output-level, with the successful delivery of high-quality activities. In many cases, output targets have been exceeded both qualitatively and quantitatively.
34. Tangible contributions to outcome-level results have also been identified. However, key informant interviews indicate that such results and changes resulting from research, dialogue, and consensus-building take time to mature. Changes in behaviour and attitudes as well as political negotiations require long-term efforts. Nevertheless, the key informant interviews and online survey results point to effective contributions in various areas of influence, proportional to the resources invested and the continuity of interventions through the following:
 - Orientations for visions, projections and planning, strategies and road maps for policy development, programmes and action plans as part of the role of ECLAC as a leading think tank.
 - Support for processes and mechanisms for dialogue, such as round tables, platforms, institutionalized conferences/forums, designed to position issues on political agendas and promote opportunities and networks for exchange.
 - Support for alliances and agreements based on joint positions, multi-stakeholder and intersectoral approaches aimed at enhancing public-private partnerships and positioning of Latin America and the Caribbean in international forums.
 - Support for institutionalized structures such as agencies, commissions and committees, thematic groups aimed at strengthening institutional capacities and participatory processes.
 - Contributions to regulatory instruments such as policies, laws, regulations, guidelines and rules aimed at enhancing sustainable structural changes.
 - Knowledge generation and transfer across the region through research, databases and indicators aimed at promoting certain thematic areas and providing comparative information.
 - Contributions to innovation and technology through the development of new approaches and models, methodologies and tools aimed at improving procedures, processes and products.
35. A few unintended positive results were identified in the area of value chains following work by the ECLAC subregional headquarters in Mexico on the extension of studies and methodology.²³ Negative results have not been identified during the implementation of any of the programmes.

²² Based on the triangulation of data from desk reviews, key informant interviews and online surveys.

²³ Includes mobilization of resources from IFAD, the World Bank and the national budget, and the replication of methodology through GIZ Mexico and Guatemala. Detailed information is included in Finding 11.

FINDING 6

The Cooperation has contributed in a tangible way to positive transformations in terms of policies, plans, specific measures or institution-building and improving public services at the country level. These contributions varied from one component to another.

36. Among the priority issues for both ECLAC and BMZ/GIZ, climate change and energy efficiency have become flagships of the Cooperation, representing areas where more tangible results have been identified under this review. This is also due to the weight of this component within the Cooperation, visible in terms of the number of initiatives and themes covered, in particular during the first and second programmes.
37. According to key informant interviews, important contributions were made by the Cooperation in the last decade to conceptual discussions and positioning of sustainable development and climate change on the regional agenda. Studies and research were produced on the economic and social impacts of climate change in the region, in order to promote dialogue and raise awareness and make climate change a public policy issue.
38. Energy efficiency and renewable energy underwent a similar maturation process within this Cooperation, prompted initially by research and regional comparative studies which contributed to conceptualization, discussion and policy dialogue. As highlighted by key informants, the Cooperation, through support for national initiatives, provided the basis for analysis and definition of regulatory frameworks, at both the national and regional levels.
39. In both thematic areas, the dual technical and political approach has been the appropriate and effective strategy for achieving results. Key informants recognize German know-how and experts and the European experience as a key asset for the programmes and one that has played an important role in their implementation. They mentioned in particular the methodological approaches and exchanges of experiences, with Germany and under the GIZ country programmes as well as the high-level expertise for policy advice and assessment of policies. In addition, synergies have been established with European institutions and donors, leading to an important collaboration with the European Union as part of the EUROCLIMA Programme.

4.3.1. AREA: SUSTAINABLE DEVELOPMENT AND CLIMATE CHANGE

FINDING 7

Advocacy and knowledge dissemination on green policies and climate change-sensitive policies have been successfully carried out, showing changes in a number of countries in the region with climate change mitigation and adaptation strategies adopted, strengthened institutions (e.g. specific councils and commissions created) and intersectoral work, bringing together ministries of environment, economy/finance and health, among others.

40. On the topic of reducing emissions from deforestation and forest degradation (REDD), the Sustainable Development and Human Settlements Division successfully supported the development of joint submissions to the United Nations Framework Convention on Climate Change (UNFCCC) and the round of negotiations leading to the adoption of the Kyoto Protocol to the Convention (Doha, December 2012) through regional seminars and training of REDD negotiators. A total of seven joint submissions were prepared. ECLAC assumed the role of technical secretariat for the Latin American REDD negotiators. According to key informants, the training and biannual meetings of negotiators facilitated deliberative dialogue in a negotiation-free environment where technical issues could be raised with ECLAC experts.

41. These opportunities proved to be an effective strategy for strengthening and promoting the region's position at international climate conferences. The model and methodology were highly valued and considered successful, as demonstrated by the interest of Brazil and Chile in replicating the experience with the main climate change negotiators at the conferences of the Parties to the United Nations Framework Convention on Climate Change (UNFCCC). However, due to unexpected funding cuts, such support for Latin American REDD negotiators was discontinued. As a result, the network still needs further strengthening and funding.²⁴ As highlighted in interviews, countries were interested and expectations were raised but the opportunity to participate in the work of the Conferences of the Parties in Lima and Paris was missed.
42. Contributions were also made to policymaking in the Brazilian States of Acre and Amazonas. Thanks to close long-term collaboration with GIZ Brazil, the Cooperation developed a relevant methodology for environmental assessments²⁵ and undertook several joint evaluations in Brazil. In 2010 an evaluation of the implementation of 35 policy recommendations made to the State of Amazonas²⁶ was conducted at the request of the Federal Government, revealing a high level of compliance and evolution in sustainable environmental policies. Furthermore, the evaluation of the Action Plan for the Prevention and Control of Deforestation in the Legal Amazon (PPCDAm)²⁷ provided recommendations which were integrated to a large degree in the third phase of the Action Plan 2013-2015. These assessments stimulated demand for similar assistance following the performance evaluation of the sustainable development policies applied in the State of Acre. The evaluation recommendations for promotion of the sustainable use of forest resources through REDD+ activities led to the adoption by the State of Acre of a comprehensive legal and institutional framework for REDD+ activities.
43. The initiative on water statistics developed during the period 2010-2012 by the ECLAC Statistics Division with support from the Natural Resources and Infrastructure Division is a good example of how national information systems can be used to promote evidence-based policy. The initiative was developed in Colombia and Ecuador, using an innovative methodology —a regional call for proposals and the participation of inter-agency groups— to enhance institutional commitment and the work of multi-stakeholders. Thanks to better institutional arrangements, the results of the National Administrative Department of Statistics (DANE) of Colombia were more tangible. In both countries water reports have been prepared, resulting in the development of water statistics and an information system. Key informants report that, in the case of Colombia, these statistics improved the country's water management systems. Today, Colombia is a leader in water statistics and environmental account systems, in compliance with the United Nations System of Environmental-Economic Accounting for Water (SEEA-Water), which has been adopted by the United Nations Statistical Commission as a statistical standard.²⁸
44. A number of studies have been carried out on fiscal policies and climate change and a database recording the income and price elasticity of demand for gasoline was created to foster the (re)formulation and implementation of fiscal policies that promote climate change mitigation and adaptation. Significant progress has been made towards green economies in several countries,

²⁴ The methodology and the main negotiators' meetings have been funded by EUROCLIMA and the French Environment and Energy Management Agency (ADEME) since 2013, but no funding was provided for the group of negotiators supported under the Cooperation.

²⁵ The assessment methodology was consolidated and adopted for all assessments carried out (environmental peer review of the Organization for Economic Cooperation and Development (OECD).

²⁶ These recommendations were formulated as part of an environmental and sustainable development policies assessment carried out in 2006-2007 in collaboration with GIZ Brazil.

²⁷ *Avaliação do Plano de Ação para Prevenção e Controle do Desmatamento na Amazônia Legal - PPCDAm 2007-2010*. The evaluation was undertaken jointly by GIZ-Brazil and the Brazilian Institute of Applied Research (IPEA). It encompassed the whole Brazilian Amazon Basin (which is known as Amazonia Legal and includes nine states of Brazil, among them, the states of Amazonas and Acre).

²⁸ While water is a key concern in many countries of the region and demands for support in this area are growing (e.g. in Costa Rica and in the Plurinational State of Bolivia), work in this area was discontinued in subsequent programmes. However, the World Bank Global Partnership Wealth Accounting and Valuation of Ecosystem Services (WAVE) Programme benefited from the work done and adopted the ECLAC methodology.

although with different degrees of intensity and policy implications. Ecuador and El Salvador are positive examples of cross-sector work and tax fairness approaches. In El Salvador, the Cooperation supported the Central Reserve Bank in analysing the economic impacts of fluctuating petroleum prices on the national economy and in preparing macroeconomic models. As a result environmental taxes were introduced for automobiles and gasoline as part of an environmental tax reform to compensate for negative environmental impacts. In addition, the programme's recommendations have been integrated into the National Strategy for Climate Change.

45. In Ecuador, green fiscal policies were gradually incorporated into the political agenda and strategies for good living, and intersectoral work was enhanced by linking the tax reform to environmental and health issues, as highlighted by key informants. The Cooperation prepared an analysis of taxes and subsidies applied to gasoline and diesel in order to assess impacts on public accounts and simulations of tax collection levels, emissions and health impacts. As a result, Ecuador adopted different instruments under the Environmental Promotion Act: taxes on cars based on their CO₂ emission rates, incentives for hybrid and low cylinder vehicles and a redeemable tax on plastic bottles (polyethylene terephthalate (PET)). According to key informants, the green tax reform is not driven by revenue collection, but by a desire to promote a change in consumer habits, already visible in the broad acceptance of these measures.
46. The Cooperation's work on green economies highlighted the importance of involving ministries of economy and finance in environmental discussions, but awareness-raising and mobilization takes time, as stressed by interviewees. Nevertheless, the Commission's leverage and political weight were effective in mobilizing the right people.
47. Other contributions to policymaking were made in Ecuador through support for the Ministry of Finance in the development and implementation of an environmental expenditure classifier. The National Budget 2016 is being drawn up to reflect the classification of environmental expenditures requested for all government institutions, following the decree and guidelines of the Ministry of Finance. Ecuador is the first country in the region and one of just a few in the world with such a tool.²⁹
48. In addition, support was provided for the preparation of intended nationally determined contributions (INDCs) for the 2030 United Nations commitments on climate change and reduction of greenhouse gases. In the light of this challenge,³⁰ the Cooperation designed a tool for the calculation of emissions and simulation of scenarios for INDCs that could be assumed by each country. Different countries in the region incorporated the Cooperation's recommendations in their proposed INDCs. According to key informants, the programme support was considered critical for timely INDCs submissions from Costa Rica, the Dominican Republic, El Salvador and Guatemala.³¹

²⁹ The work focused on contributions and resource allocation for climate change mitigation and adaptation, following experience with the design of classifiers for cross-cutting issues supported by GIZ. The classifier is a key instrument for planning, elaboration and evaluation of environmental policies and helps to focus policies and measures towards national and international commitments. A broad training and awareness-raising campaign helped to rally considerable support among different sectors and at the national and subnational levels, as highlighted during interviews.

³⁰ The INDCs work is considered quite challenging owing to the need for inter-institutional work and high-level political support for an area that is still being consolidated, and also because of the need to assess technical options.

³¹ The Cooperation also facilitated dialogue and collaboration between ministries of finance, energy and environment in order to work towards possible strategies and meet targets. However, challenges remain, such as ensuring full ownership of tools and recommendations. Lack of time and resources hindered further follow-up and the complete transfer of tools to technical staff, as well as further support for policies needed to address commitments and established targets.

4.3.2. AREA: ENERGY EFFICIENCY AND RENEWABLE ENERGY

FINDING 8

In the past 10 years, significant progress has been made with respect to energy efficiency and renewable energy, in terms of positioning, enhancing awareness, institution-building and strengthening specific capacities, particularly in countries such as Brazil, Chile, Costa Rica, Ecuador and Mexico. Work has also been extended to the Caribbean, including a few newcomers among the Lesser Antilles and the Dominican Republic, which has been advancing gradually.

49. Some of the main contributions were the Regional Political Dialogues on Energy Efficiency in Latin America and the Caribbean, important forums for discussion, exchange and networking. These annual dialogues—geared to the discussion and definition of regional energy efficiency and renewable energy policies—have grown over the years, attracting an increasing number of participating countries and multiple stakeholders (private sector, universities, legislators) and building synergies with leading multilateral and regional institutions (the Latin American Energy Organization (OLADE), the Andean Development Corporation (CAF), the Inter-American Development Bank (IDB), the International Partnership for Energy Efficiency Cooperation (IPEEC), the Regional Association of Oil, Gas and Biofuels Sector Companies in Latin America and the Caribbean (ARPEL), the Regional Energy Integration Commission (CIER) and the World Energy Council (WEC), among others). However, the objective of regional policy development is yet to be completed. Key informants highlighted the significant value added of these events; however, the dialogues have typically been forums for high-level technical exchanges and networking rather than high-level policy dialogues, due to limited participation by policymakers and decision makers.³² Different levels of progress in the creation and institutionalization of regulatory frameworks in this sector can be seen in the region, as determined by the degree to which political commitment to regional policy development has been attained.
50. The Energy Efficiency Indicator Base (BIEE) for Latin America and the Caribbean has also made a significant contribution to planning, regulatory frameworks, policy formulation, monitoring and assessment in many countries. Statistical deficiencies have been tackled and baseline data generated for the performance assessment of energy efficiency policies in the region. Among other regional and multilateral institutions working on energy efficiency and renewable energy, ECLAC provides expertise in the development of databases, statistics and indicators and its contribution is considered a significant asset and a source of value added. According to key informants, the innovative and highly participatory approach to BIEE development encouraged support and ownership, was extremely useful for advanced and newcomer countries and facilitated international comparisons. The number of countries joining the platform in the past three years has increased and energy efficiency assessments with concrete action plans have been prepared in most of the 19 participating countries, following training and support provided by the Natural Resources and Infrastructure Division. These attest to the effectiveness and contribution BIEE represents.
51. However, the online BIEE platform needs a major boost in terms of dissemination and outreach to new clients (e.g. universities). Data provided by the website analysis reveals that only 4,306 users accessed the database between March 2014 and September 2015 (150-300 on average per month). These were geographically concentrated in Brazil, Chile and Mexico (some of the most advanced countries in this area). There were fewer users in Central America and the Caribbean. General interaction with the platform and the web page is low (see annex 5C).
52. As regards tangible results and contributions at the country level, BIEE is aligned with country needs (according to various key informants) both in terms of strategies and improvements needed in energy

³² The absence of high-level decision makers has also been noted at annual ministerial meetings organized by OLADE.

efficiency programmes and in planning, monitoring and evaluation. Access to updated and centralized data at the national level and the comparability of data within the region are significant assets.

4.3.3. AREA: MACROECONOMIC STABILITY AND FISCAL REFORMS

Table 3
Main country results in the area of energy efficiency and renewable energy

Chile	According to the key informants, the analyses and reports prepared by the Ministry of Energy in Chile are now key inputs for the current intersectoral discussions concerning new legislation to be drafted on energy efficiency. The exchange within dialogues helped to strengthen cooperation among countries (e.g. Brazil and Peru).
Costa Rica	Even though it is one of the most advanced countries with existing energy efficiency baselines, Costa Rica has benefited from BIEE data. These have helped to further improve policies and plans, thanks to a more accurate assessment of measures (effectiveness and impact) and progress based on indicators.
Brazil	The data were used in the preparation of National Energy Plans and provided the baseline for energy monitoring reports.
Ecuador	Significant results at the institutional and regulatory level. At the institutional level, the programme contributed to the creation of a National Institute for Renewable Energy (INER), tasked with the generation and provision of information on energy efficiency and the design of the National Strategy for Research, Development and Innovation in energy sectors. Moreover, BIEE data contributed to the development of a National Agenda on Energy, following an effective inter-agency study. The Agenda and Strategy are coordinated and mutually reinforcing from different perspectives.
Guatemala	The Cooperation's contribution in the area of consensus-building and studies served as a guide in all of the five spheres of action of the National Energy Policy 2013-2027.
El Salvador	A National Plan for Energy Efficiency is under way, based on guidelines by the Cooperation at the regional level.
Dominican Republic	In keeping with the goals of the National Development Strategy and the emphasis on sustainable energy, BIEE data and dialogues helped to create key sectoral analyses and to shape a road map for drafting a law on the promotion of energy efficiency.
Lesser Antilles and other Caribbean countries	Regarding other newcomer countries of the Lesser Antilles and wider Caribbean, processes are still incipient in Aruba, the Bahamas and Suriname, where national energy policies have been prepared. Bahamas is the only country where such policies have been approved despite uncertainty as to whether funding will be available for implementation.

Source: Prepared by the authors.

FINDING 9

The Cooperation's contribution to fiscal reforms from an equity perspective has been primarily conceptual and oriented towards raising awareness of the need for a paradigm shift towards socially responsive fiscal policies.

53. In terms of research and debate, ECLAC has become a reference in fiscal policies in the past 10 years, through the Regional Seminar on Fiscal Policy. In the past few years, however, there is a perception among external key informants that the Seminar may be losing its status as a prestigious policymaking forum owing to non-attendance by high-level dignitaries (e.g. finance ministers and presidents). However, this perception is not shared by internal key informants and could be related to specific aspects of fiscal policy.
54. The Fiscal Observatory of Latin America and the Caribbean (OFILAC) was set up as a key instrument for the Programme. Designed as a forum for analysis, discussion and monitoring of fiscal policy in the countries of the region, it seeks to encourage knowledge exchanges on tax issues among tax authorities, multilateral and regional institutions and experts in the field. Since its creation in 2010, the Observatory has seen a gradual increase in the number of its users, which now total about 30,000 (September 2015), concentrated mainly in the Bolivarian Republic of Venezuela, Colombia and Mexico, and limited to access to knowledge products based on the cybermetric analysis (see annex 5C).
55. A number of studies and research projects have been conducted and have served as inputs for policy advice and recommendations in tax reform processes in Chile, the Dominican Republic, El Salvador, Guatemala, Paraguay and Uruguay. Although this review gathered only limited feedback on the results of this support, the studies and regional seminars were highly valued for their progressive and innovative perspectives.
56. At the regional level, the Cooperation facilitated networking and provided inputs for the fiscal policy and budgeting networks in the region.³³ New methodologies for results-based budgeting frameworks and calculation of tax evasion at the regional level were also promoted. According to the document review, Guatemala adopted different measures to improve financial programming and introduced a results-oriented budgeting framework, aimed at improving the quality of public expenditures. The Ministry of Economy, Planning and Development and the Ministry of Finance of the Dominican Republic have been advised on income distribution and the quality of expenditures. Several recommendations have been adopted, such as a new property tax, and modification of the income tax rates and transfer taxes for industrial goods and services.
57. Other themes, such as policies on transfer prices have been slowly and gradually positioned at the regional level through collaborations with regional institutions such as the Inter-American Center of Tax Administrations (CIAT). The Cooperation also provided technical assistance to the Office of the Superintendent of Tax Administration (SAT) of Guatemala in setting up a new division dedicated explicitly to transfer prices. This work was done in collaboration with CIAT and staff training in the formulation of fiscal regulations relating to transfer prices was provided in cooperation with the programme "Good Fiscal Governance" of GIZ-Guatemala.³⁴

³³ The Cooperation helped to set up the Ibero-American Network of Tax Directors and Tax Policy Experts, and the Latin American and Caribbean network of budget directors, both of which are funded by IDB.

³⁴ CIAT also has a long-standing relationship with GIZ, which independently funds other CIAT studies on fiscal systems and tax reform.

4.3.4. AREA: INCLUSIVE SOCIAL DEVELOPMENT

FINDING 10

Significant conceptual and methodological contributions to inclusive social development and the promotion of care system within social protection systems have been made. However, tangible results have been hampered by lack of continuity in interventions.

58. In this area, conceptual and methodological contributions have been a central part of the work of the Social Development Division. The work was discontinued after intensive work between 2006 and 2010, but the topic was reintegrated in the second and third programmes. Since 2012, the focus has been on a wider understanding of politics, programmes and social protection systems, based on social covenants and a rights-based approach, with special attention to the integration of care systems in social protection.
59. Policy advice provided to Costa Rica, the Dominican Republic, El Salvador, Paraguay and Uruguay produced considerable results, in particular in Costa Rica, El Salvador and Uruguay. As mentioned earlier, technical assistance to the Ministry for Social Development was provided in Uruguay for the creation of an Integrated National Care System (with the focus on childcare and care for older persons). Similar support was provided to the Ministry for Family Affairs in Costa Rica, with recommendations for the formulation of the law on early childhood development and care³⁵ (adopted unanimously in March 2014). This led to budget commitments for expansion and improvement of childcare, which may have long-term positive effects on women's integration into the labour force. In El Salvador, work led to the transformation of the social protection system's conceptual framework, which had been limited to selective social policies and cash transfer programmes (e.g. IDB, World Bank). After support was provided in the drafting process of the Law on Development and Social Protection (unanimously adopted in 2014 following elections), the social programmes were restructured to focus on children and youth, following the Programme recommendations.³⁶ The Commission's support for the integration of a human rights-based approach and for a universal social protection system can be highlighted as significant examples of its contribution to a paradigm shift in the region. El Salvador has become a reference in the region and the experience has been shared with the Dominican Republic, Haiti and Honduras. In the Dominican Republic, the programme provided advice on the restructuring of the Social Assistance System (under the Office of the Vice-President and the Cabinet for Social Policy Coordination) and coordination among social assistance providers to optimize resources and reduce duplications. After the first phase of reforms, the Cooperation's recommendations were integrated. However, challenges persist due to the culture of cronyism, in which social assistance continues to be provided by institutions outside the coordinated system.
60. Knowledge products and information on social development are disseminated through the Latin American and Caribbean Social Development Network (ReDeSoc) —a web-based platform offering 3,168 publications. According to the cybermetric analysis, ReDeSoc had 551.05 billion visits in the past five years and about 2,086 subscribers, mainly concentrated in South America, but also in a few Central American countries. These clients showed an interest in information and links to different public social sector institutions in the region. According to the cybermetric study, about 6,191 publications were downloaded between September 2012 and August 2015. Knowledge products in this thematic area are also considered highly useful and relevant, as highlighted in interviews.

³⁵ Law 9220 creates the National Network for Childcare and Development.

³⁶ Extensive awareness campaigns consolidated a general paradigm shift towards the rights-based approach and universal social protection.

4.3.5. AREA: PRODUCTIVE DEVELOPMENT AND INNOVATION

FINDING 11

Key contributions have been made with the development of methodologies and tools for promoting sustainable structural policies in order to foster innovation and sustainable development in industrial policy-making and strengthen value chains as an industrial policy instrument. Unintended results were recorded in Central America. Pilot initiatives can be expanded and will serve to further strengthen the interconnections of productive development and other sectors.

61. This area included different uncoordinated initiatives, mostly pilot projects of varying scope. During the first two programmes, there were only a few isolated initiatives on which the Division of Production, Productivity and Management and the ECLAC subregional headquarters in Mexico collaborated. The situation gradually improved in 2015 with the joint systematization of experiences and standardization of methodologies relating to value chains. The interconnections and implications for other sectors have not yet been sufficiently explored, which probably had an impact on the level of effectiveness of these pilots. According to key informants, enhancing such coordination would have been more in line with the structural change objectives that ECLAC is promoting, but considerable efforts are still needed to increase dissemination and raise awareness.
62. An example of such an attempt to establish interconnections was made through climate change-sensitive innovation, an initiative developed by the Division of Production, Productivity and Management that focuses on structural change in the small and medium-sized enterprise (SME) sector. Reviews of production matrices in Argentina, Costa Rica, Ecuador, Mexico and Uruguay sought to raise awareness of environmentally sustainable production in the public and private sectors through multi-stakeholder dialogues and ministerial meetings. The main contribution related to the private sector and chambers of commerce, with the institutionalization of business chambers in Argentina, Costa Rica and Uruguay. On the whole, the SME sector is still weak in the region and its priorities do not extend to innovation based on a climate change perspective.
63. A follow-up initiative on innovation for structural change is being developed by the Division under the third programme, shifting the focus to the bigger picture of structural change linked to social and economic policies. This initiative also contemplates a closer alignment with national plans and strategies, given Latin American interest in strengthening dialogue with Europe and in promoting a wider understanding of innovation as public policy through multi-stakeholder work.
64. Chile, Ecuador and Mexico are currently receiving support with the adaptation and transformation of production matrices in order to step up diversification, innovation and public-private partnerships. The focus is on the design of policies for more grounded and modern productive development, including strong intersectoral and multi-stakeholder work. As highlighted by key informants, the most significant contributions are made at the conceptual and methodological level, particularly by introducing new approaches and strategies for innovative productive development based on diagnostic analyses and the identification of bottlenecks in productive sectors. The Commission's ability to coordinate and support networking of multiple stakeholders and its close relationships with public institutions are considered important assets.
65. The support provided to El Salvador and Guatemala by the ECLAC subregional headquarters in Mexico in strengthening value chains as an industrial policy instrument has yielded positive results at the country level. The methodology for mapping value chains (incorporating inputs of the GIZ "value links" methodology) has enabled policymakers to identify targeted intervention strategies, with clear, coordinated lines of action and coordination of stakeholders,³⁷ especially small producers, who, in turn,

³⁷ The GIZ methodology for multi-stakeholder consultations has been useful in organizing multisectoral dialogues.

can help to close structural gaps. In 2013, the ECLAC subregional headquarters in Mexico worked jointly with governments and the private sector in Central America to study and design strategies for four value chains: shrimp farming and synthetic fibre in El Salvador and vegetables and fine woods in Guatemala. These initial pilot chains led to the further mapping of seven chains in Guatemala (funded by the Ministry of Economy) and three more in El Salvador (funded by the International Fund for Agricultural Development (IFAD)).

66. As stated in interviews, the methodology and the mapping have been implemented in a very participatory way, strengthening capacities and multi-stakeholder work in terms of public-private and public-public dialogue in El Salvador and Guatemala. Within a relatively short time, the technical assistance led to the launch of specific public initiatives for strengthening and investing in value chains, in particular in Guatemala with the support of government officials at the highest level. In El Salvador, however, according to stakeholders, lack of training among technical staff limited the scope of technical assistance, while mid- and high-level officials were not able to fully absorb and transfer the methodology, which resulted in reduced ownership.³⁸ Furthermore, the Ministry of Economy lacks the resources and capacity to implement the Commission's recommendations and to develop and promote value chains, although some progress has been made.³⁹ These problems go beyond the scope and funding of the project. However, since the resources allocated for the project were themselves limited, it was not possible to reinforce the training segment or peer-to-peer exchange with some of the few countries working with value chains (e.g. Argentina, Ecuador, Peru and Uruguay).
67. This pilot initiative had an impact at the national, subnational and regional levels and on multiple stakeholders, contributing to transnational unintended outcomes through the dissemination of the methodology (through presentations in countries such as Costa Rica, Honduras, Mexico and Nicaragua), which is being adopted by IFAD and the World Bank. In addition, a close exchange between the ECLAC subregional headquarters in Mexico and GIZ offices in Mexico and Guatemala led to training of GIZ staff in Mexico and the replication of the approach and methodology as part of a GIZ project on cross-border/transnational productive development between Belize, Guatemala and Mexico. In addition, GIZ Guatemala is planning an initiative on transnational value chains that includes El Salvador and Honduras. As a result, according to key informants, the Central American Integration System (SICA) has strengthened relationships between countries in the areas of productive development and transnational value chains. Further funding would be necessary to strengthen these processes.
68. According to key informants, the organization of management courses was a successful and valuable experience, providing excellent training and also opportunities for young policymakers from various regions of the world to engage in stimulating discussions that promote innovative thinking.

4.3.6. AREA: REGIONAL INTEGRATION

FINDING 12

Contributions at the level of valuable studies, dissemination of knowledge and forums for dialogue led to only a few tangible results in policy development in a few countries. Contextual challenges and bottlenecks at the country and regional levels hamper progress towards the implementation of a regional agenda.

³⁸ The technical assistance and studies on value chains have been assessed as highly valuable and relevant, also evidenced by the request for further support for mapping of additional chains. However, the Ministry of Economy still needs support from ECLAC consultants to implement the mapping methodology, as national staff are still not fully trained to pursue the study effectively.

³⁹ The Government of El Salvador committed US\$ 300,000 for the implementation of the recommendations relating to the shrimp value chain and requested additional support from the ECLAC regional headquarters in Mexico for the design and implementation of an action plan. As for the synthetic fibres value chain, the government has launched a process to design and build an innovation centre as agreed in the implementation strategies for the chain.

69. In relation to cooperation and integration for investment in regional public goods, the programmes tackled two areas of intervention: strengthening regional integration within SICA in the field of social development and energy-related issues; and regional integration in innovation, technology and science. In general terms, results did not go beyond delivery of studies, dissemination of knowledge and facilitating of opportunities for dialogue within the region.
70. ECLAC has sought to strengthen its relationship with the SICA secretariats;⁴⁰ however, as mentioned in a number of interviews, SICA has a complex institutional structure and modus operandi. Lack of political commitment and the failure to follow through on actions hinder progress towards regional policies in the social and energy sectors.⁴¹ Such progress requires the definition of competencies and harmonization of national interests with regional development priorities.
71. The Cooperation also focused on moving forward in regional energy policies as a follow-up to an Action Plan of the Central American Sustainable Energy Strategy 2020, developed with ECLAC-BMZ/GIZ support in 2007. Progress had stalled because the Secretariat of SICA, a politically oriented body, was responsible for follow-up on implementation of the energy agenda, but had numerous other areas to cover. Furthermore, the strategy formulated in 2007 had limitations, falling behind market trends and national processes and failing to engage the relevant sectors and technologies. According to opinions expressed, while the Commission's technical assistance for studies and technical assessments and policy advice are highly valued, the capacities and institutional support for the implementation of these products and recommendations were lacking, and there was little follow-up at the country level. A more grounded and less ambitious strategy more aligned with national agendas would have been more effective. Nevertheless, according to interviewees, the Cooperation's invaluable support in facilitating political dialogue and meetings is believed to have given new impetus to SICA and the Council of Energy Ministers, which now plan to adopt clear guidelines for monitoring the regional energy agenda.
72. The Cooperation also conducted studies on the energy sector, but it would be premature to envisage the creation of regional power stations as planned by a study and action plan developed at the request of the Regional Electricity Interconnection Commission (CRIE) and the Council for Regional Electricity Markets (CDMER). According to key informants, although no significant progress has been made, the Commission's report is the first attempt to analyse the existing problems in an orderly and comprehensive manner, pointing to ways to overcome these within 10 years, by which time the first plant may be constructed.⁴² Other studies on hydrocarbons have contributed to some results at the country level. Both Guatemala and Honduras adopted a new resolution to reduce the sulphur content in diesel, following study recommendations. The reduction of this content will probably contribute to climate change mitigation and health benefits for the population.
73. In the area of social development, the Cooperation's support for the Central American Secretariat for Social Integration (SISCA) focused on developing a regional childcare policy, which was presented to decision makers of the highest level at the SICA Meeting of Ministers of Social Development of all the Central American countries. Despite some expressions of political will for the incorporation of this policy, it was not considered a priority for the governments and as such no tangible results have been achieved in this area.

⁴⁰ The Central American Integration System (SICA), through the Central American Secretariat for Social Integration (SISCA) and the Central American Secretariat for Economic Integration (SIECA).

⁴¹ In the energy sector, the multiple national stakeholders and various institutional models involved add to the complexity of decision-making at the regional level. Competence levels and institutions vary from one Central American country to the other. Guatemala and Nicaragua have Energy Ministries. Panama has a State Secretary for Energy, whereas, in El Salvador, the energy sector comes under the Ministry of Economy with support from the National Energy Council while, in Honduras, the competent authority is the Ministry of Environment.

⁴² The Regional Electricity Markets Framework Treaty states that countries are committed to the development of regional power plants. However, to date, this has not succeeded. Follow-up on the studies' recommendations is being done through an IDB-funded programme.

74. Regarding regional integration in innovation, science and technology, a relatively new issue for ECLAC,⁴³ studies on comparative advantages in information and communications technology have been carried out in the Dominican Republic, El Salvador, Honduras, Nicaragua and Panama. In addition, the ECLAC subregional headquarters in Mexico organized ministerial meetings and university exchanges to promote regional integration based on joint proposals. Three recommendations to strengthen regional integration in science, technology and innovation policies were formulated and adopted at intergovernmental meetings, but the follow-up was hampered by lack of funding. As indicated in interviews, the lack of clear proposals and a well-defined strategy for technological development in Central America suggests that the time is not ripe to press ahead with this issue and further awareness-raising and stronger national commitments are needed. On the other hand, positive aspects to be underscored are the collaboration between the Division of Production, Productivity and Management and the ECLAC subregional headquarters in Mexico in the technical assistance provided to Nicaragua for the development of a new plan on science, technology and innovation. ECLAC also collaborated on the BMZ/GIZ regional Programme for Sustainable Economic Development in Central America (DESCA), providing training for innovation advisors in Nicaragua and a workshop on applied innovation management. The two parties also collaborated on a joint assessment of innovation in agricultural production systems in Honduras, which was used as an input for the formulation of proposals for national and regional ICT policies and for the creation of agro parks.
75. According to key informants, ECLAC, thanks to its vast experience, helped to shape a strategy in the area of science, technology and innovation. This participation, perceived by national authorities as a seal of approval, helped to position the topic on the regional agenda.

4.3.7. AREA: DECENTRALIZATION AND GOVERNANCE

FINDING 13

The contributions identified were mainly positive programmatic experiences and good examples of alignment with stakeholder needs and priorities and could be adapted to the work of other divisions.

76. In the area of decentralization and governance, two initiatives developed by ILPES were carried out in the first and second programmes. While both were integrated into the work plan and corresponded to priorities established jointly with the Regional Council for Planning, the progress achieved in the first programme was not carried over into the second or third programmes. Studies were carried out in nine countries of the region in the area of decentralization and fiscal management, and training was delivered on decentralized public service provision (planning, implementation, M&E), with a view to improving services offered by subnational governments. The studies and results were disseminated through seminars and international meetings unrelated to the Cooperation,⁴⁴ and are beyond the scope of this review. ILPES worked closely with GIZ country offices on the selection of consultants and on the studies, which, according to key informants, proved to be relevant for the countries.

⁴³ ECLAC, through its Division for Production, Productivity and Management, has acted, since 2005, as technical secretariat of the eLAC, a platform for political dialogue and cooperation on information and communications technology (ICT) policies in the region and, since 2008, as technical secretariat of the Regional Dialogue on Science, Technology and Innovation Policy.

⁴⁴ Studies were presented at several international seminars and at the Conference on Fiscal Decentralization in Indonesia, 2011. The study entitled "Decentralization of essential services: the cases of Brazil, Chile, Colombia, Costa Rica and Mexico in health, education, waste, safety and public works" was cited in 11 publications (two studies and nine academic articles), according to documented evidence.

77. Peer-to-peer reviews⁴⁵ relating to public administration and planning have been supported as a tool to enhance capacities through technical cooperation among peers and access to best practices in the region. The following exchanges have been carried out following the launch of a call for proposals: fiscal policy and environmental budget classification (Argentina-Mexico), climate-resilient urban planning (El Salvador-Chile), sustainable public procurement (Chile-Peru) and promotion of green growth policies (Peru-Uruguay).⁴⁶ In addition to building of local capacities through technical exchanges, these experiences fostered the development of autonomous and longer lasting relationships for knowledge exchange and cross-fertilization of ideas, contributing to the ownership of the processes of change and institutional strengthening. For example, positive results can be highlighted in relation to Uruguay and Peru, facilitated by GIZ Peru. The contact generated awareness of green economies in Uruguay, following Peru's involvement in the Partnership for Action on Green Economy initiative (PAGE) of the United Nations Environment Programme (UNEP). It also facilitated progress towards building development models based on green growth. As a result, even though the plan is still incipient, a study⁴⁷ was launched recently by Uruguay outlining the government's interest in moving towards greening its economy, as stated in key informant interviews. Peru, thanks to an exchange with Chile, has developed a sustainable public procurement system as part of a broader sustainable consumption and production initiative, supported by international and inter-institutional cooperation.

FINDING 14

The level of effectiveness varies in thematic areas in light of internal factors such as the type of intervention, its duration and degree of maturity, the level of effort and the model of intervention. Key external factors also affect effectiveness.

78. A number of tangible policies, plans, programmes and measures conducted in ECLAC member States are considered to be the outcome of the Cooperation, although the results vary across thematic areas and components in terms of scope and their potential to contribute to medium- or long-term changes. Performance and process indicators are not contemplated in programme frameworks. Thus, significant progress and results cannot always be reported on, or reflected, in a timely manner, based on intermediate and long-term goals, which are more suitable for interventions in policy processes.
79. Different factors determine the level of effectiveness, according to opinions expressed in key informant interviews, such as type of intervention, time frames, level of effort and modalities implemented.
80. Initiatives that have reached a certain degree of maturity and are intended to be long-term interventions (continuity throughout the programmes) are much more relevant for countries and effective in generating sustainable results. For instance, the groundwork in areas such as climate change, energy efficiency or fiscal or social reforms, and in building on existing relationships, together with accurate needs assessments, facilitated ownership and contributed to tangible results and success overall.

⁴⁵ The peer to peer model sought to fill a gap not covered by traditional training programmes and technical assistance: (i) access to specialized knowledge, insofar as it is tacit and explicit, about the processes of formulating, implementing and managing public policy in government institutions; (ii) learning projects formulated by the same public actors; (iii) activities designed to achieve specific results (products, reforms, knowledge, etc.). This proposal reflects the learning acquired by ILPES in implementing the Peer 2 Peer component of the Latin American and Caribbean Middle Income Governance and Public Management Programme (LACMIC++) with the World Bank between 2009 and 2011.

⁴⁶ These included exchange missions to both of the last two countries, and involved different stakeholders such as high-level officials from economic sector institutions (e.g. the Ministry for Production in Peru and the Ministry of Finance in Uruguay), environmental ministries and academic institutions.

⁴⁷ Entitled *Hacia una economía verde en Uruguay: condiciones favorables y oportunidades* (available in Spanish only) and launched in October 2015.

81. New and emerging issues call for a more concerted investment of efforts, resources and require longer time frames to reach the necessary degree of maturity. The two-year time frames are often too short. For example, the studies and dialogues relating to innovation and technology or sustainable structural change in the SME sector proved less effective, owing to limited groundwork (assessment of needs and interests), lack of a realistic strategic plan, weak institutional capacities, and insufficient follow-up. In such cases, realistic and coherent goals in keeping with available resources and time frames need to be set.
82. Effectiveness depends also on target stakeholders or audience groups, hence these groups must be selected with care. The modality of intervention and the capacity to engage stakeholders on a certain issue (e.g. through allies, networks and personal relationships) are also important.
83. In addition to internal aspects (inputs, strategies, implementation plans, time frames etc.), other external factors have been linked to enhanced effectiveness. These relate to external conditions, such as political conditions (interests, political will and commitment), alignment with national and regional priorities and, lastly, the level of ownership achieved to build upon and translate knowledge, capacities or recommendations into institutional or policy changes. The Commission's legitimacy and credibility in the region and among national and regional stakeholders are key assets when it comes to its convening authority and its ability to mobilize. As a leading think tank with considerable expertise and sound technical knowledge, ECLAC has gained a privileged role as a catalyst for moving national efforts forward, positioning issues on the regional agenda, facilitating regional and thematic networking and transferring South-South solutions.
84. The three Cooperation programmes have included multi-stakeholder collaboration and the gradual integration of private entities, civil society stakeholders and academic institutions into project activities, as in the case of the work of the Division for Gender Affairs. Other divisions have also opted for this kind of approach in order to enhance effective positioning of issues on national and regional political agendas through broader support structures (e.g. political dialogues on energy and climate change) or as a necessary condition, considering the growing importance of these stakeholders as drivers of innovation, in particular private-sector stakeholders who determine market and development dynamics.⁴⁸ Although the results of multi-stakeholder and intersectoral approaches are positive, examples of integration and participation are few and far between rather than supported by a more integral strategic and programmatic integration in political dialogue, in particular in relation to civil society.
85. In the area of technical assistance, key informants identified the dual approach of engaging political and management levels and technical levels within beneficiary institutions as a suitable and effective strategy for achieving sustainable results. Interventions have been more effective when political leaders (e.g. ministers) were allies and drivers of change, and when, at the same time, the capacities of permanent management and technical government staff were strengthened. This approach enhanced local ownership, as processes were generated at high, intermediate and technical levels. Political change will not be durable unless it is institutionalized and unless mid-level and technical staff receive the requisite training. Moreover, commitments need to be translated into State rather than government policies.
86. Products or services resulting from technical assistance are less effective if they are not accompanied by an adequate road map or implementation plan. As pointed out earlier, the time frame set for a given activity must be realistic and allow for guidance and follow-up or, where applicable, knowledge transfer, capacity-building and institutional strengthening. For some cases during the period under review, such allowances were not made. Furthermore, responsibilities must be defined and beneficiary stakeholders need to know what steps to take so as to integrate and

⁴⁸ For example, the integration of private sector companies and chambers of commerce into productive development initiatives or into innovation, science and technology.

implement products or recommendations resulting from the technical assistance.⁴⁹ In some cases, the lack of follow-up was due to limited resources, especially in the first programme interventions, which had budgets ranging from 100,000 euros to 230,000 euros.

FINDING 15

Regardless of the effectiveness of the intervention strategies and of whether the products and services successfully contributed to the intended results, this review brought to light an overall high rating of products and services provided under this Cooperation in terms of quality, high academic standards and long-term utility.

87. A variety of services and products of high quality and standards were offered in a timely and reliable manner. Generally, the services provided by the Cooperation were considered of high technical quality and standards, according to the large majority (95%) of the respondents to the online survey.⁵⁰ This was validated by the key informant interviews, which rated both ECLAC staff and external consultants involved in technical assistance as highly effective, selected through high standards, and displaying high levels of competence and expertise. Key informants generally expressed a preference for ECLAC officials over national or regional consultants because of their sound background knowledge, long-term relationships and continuity. Key informants highlighted their expert opinion and external perspectives, as well as new approaches and methodologies as compelling advantages that helped to stimulate change in traditional institutional dynamics and at the individual level in terms of capacity, work process and attitude.
88. Key informants affirm that German know-how is highly prized and that a further strength of the Cooperation is its capacity to bring in European perspectives and the expertise of GIZ bilateral or regional programmes.
89. As demonstrated in figure 1 below, the majority of online survey respondents agreed that the workshops and courses, policy dialogues, exchanges and regional meetings met their expectations and were successful in terms of capacity-building.⁵¹ Regarding events (e.g. regional/national conferences, seminars etc.), the key informants stated that their specific level of effectiveness varied depending on certain factors, such as the target audience, the level of institutionalization of events (e.g. annual seminars), their timing (given that predetermined calendars or fixed annual dates facilitate planning), the type of participants (e.g. profiles, influence), the level of innovation in thematic issues and speakers, and the success in engaging high-level policymakers and decision makers in the case of regional political dialogues.⁵²

⁴⁹ A case in point is the Study on regional integration of electricity markets: Platform for the support of women's productive initiatives in Costa Rica.

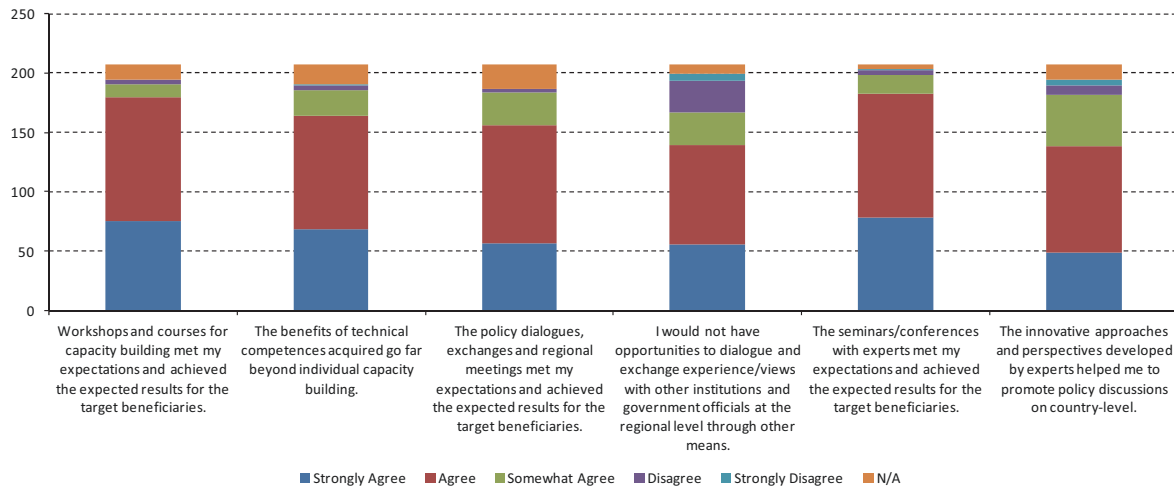
⁵⁰ The survey gathered information on participants in the main types of Cooperation activity, including regional workshops, policy dialogues seminars and events (about 70% of respondents participated in these); studies (30% of respondents participated in studies), technical courses (30% of respondents) and technical assistance provided to a group of countries in specific thematic areas (20% of respondents). Many people participated in more than one activity.

⁵¹ About 38% of online survey respondents strongly agreed while 51% agreed that workshops and courses met their expectations and achieved the capacity-building results. About 28% strongly agreed, while 48% agreed that policy dialogues, exchanges and regional meetings met their expectations and achieved the capacity-building results.

⁵² In certain situations, regional events involving countries with very different levels of progress in a certain area are less effective for advanced countries, in particular when it comes to defining strategies or plans (e.g. regional political dialogues on energy efficiency). The effectiveness of such events also depends on the turnover of officials in governmental institutions and the turnover of staff in annual activities, which in certain cases is too high and does not guarantee the transfer of knowledge. This has been identified as an external factor that could jeopardize effectiveness.

Figure 1

Online survey results regarding expectations of services provided



Source: Prepared by the authors.

90. Most of the online survey respondents considered that the knowledge products generated by the Cooperation were useful for enhancing technical capacity at the institutional level as well as individual work performance.⁵³ Key informant interviews also revealed general satisfaction, a high degree of relevance and usefulness of contents, concepts, methodologies and level of applicability. The data provided generally contributes to new ideas and promotes reflection. Publications are often used as sources of regular consultations and as bibliography.

91. However, in general terms, cybermetric studies on publications and websites/platforms revealed an overall limited audience and scope. Websites are the major dissemination channel, while 5% of publications also reach audiences through social networks. Despite the growing importance of social networks, the website analysis also revealed a low percentage of referencing through these media. Yet, the information obtained showed that users referred through social networks paid longer visits and interacted more with main pages and subpages than those directed to the site by organic research engines (Google, yahoo etc.). The longest time spent and the most active interaction recorded were by users referred by e-mail or web links; the total number of these users is considerably lower than the group of users finding their studies through direct search. This fact should be borne in mind in seeking to improve distribution channels and reach out to a broader audience (see annex 5).

FINDING 16

The Cooperation has been successful in enhancing the capacities of individuals participating in the programme activities.

92. The Cooperation activities had good results in terms of enhancing individual capacities. Evidence for this was gathered through key informant interviews, which validated the results obtained through the online survey. According to most respondents, the benefits of technical competencies acquired go far beyond individual capacity-building. Also according to the online survey, the Cooperation has made a

⁵³ About 60% of online survey respondents declared that the knowledge products were significantly useful and 37% that they were fairly useful in enhancing technical capacity; about 45% considered them applicable at the institutional level, while 50% said that they were useful in enhancing individual work performance.

difference in the behaviour, attitude, skills, and performance of the beneficiaries; moreover, participants are more knowledgeable. Most respondents either strongly agreed or agreed that they had benefited on a personal level from the Cooperation as it provided them with new ideas and perspectives (91%) and helped them to acquire new technical skills and knowledge (83%).

93. The Cooperation has reached its target audience, an audience capable of influencing public policy at the country or regional level. The vast majority of those participating in the Cooperation events are well positioned to influence policymaking directly or indirectly (of these, 16% were in a position where they could significantly influence it). Only 7% were not in a position to influence it. About 70% of those participating in the Cooperation are working in a government body or public institution, 11% work in an academic or research institution, 10% in civil society and/or a consulting firm; and the remaining 9% in other institutions (private sector or sector-specific agencies). The gender distribution is fairly equitable with 51% female and 49% male.

4.4. EFFICIENCY

FINDING 17

Complementarities and synergies exist with other activities carried out by ECLAC, BMZ/GIZ and other organizations and contributed to the Cooperation's efficiency.

94. Synergies are in place with other projects, programmes and national initiatives in many countries, in the region and in many areas. This was confirmed by key informant interviews. As a rule, ECLAC has close ties with other United Nations organizations under different programmes (e.g. the United Nations Children's Fund (UNICEF) in childcare and social protection and the United Nations Industrial Development Organization (UNIDO) in industrial policies). ECLAC also aligns its technical cooperation programmes with its overall programme of work. Technical cooperation programmes involve partners such as the Spanish Agency for International Cooperation and Development (AECID), the Norwegian Agency for Development Cooperation (NORAD) and the Swedish International Development Cooperation Agency (SIDA). Important synergies have been established with the European Union under the EUROsociAL and EUROCLIMA programmes, which led to pooling of funds for workshops and seminars as well as complementarities in activities and technical assistance. The Cooperation also often uses its "seed money" efficiently for further mobilization of resources, multiplying and sparking processes (e.g. value chains in Central America through IFAD and the Government of Guatemala).
95. There are several examples of alignment or synergies between the Cooperation and GIZ-BMZ initiatives in the region, such as the organization of joint workshops and events or the preparation of studies (e.g. identification of consultants, reviews and provision of inputs).⁵⁴ The programmes also contributed to broader GIZ global and regional programmes (e.g. Global Alliances for Social Protection or the 4E Academy for Renewable Energies and Energy Efficiency Programme in Central America) However, more opportunities exist in certain thematic areas (such as environment, climate change or energy, in respect of which GIZ had more interventions). Also, in the energy sector in the Caribbean, the programme supported the implementation of the regional energy policy through the preparation of studies which were in line with ongoing initiatives supported by the International Renewable Energy Agency (IRENA) and the GIZ Caribbean Renewable Energy Development Programme (CREDP). In Costa Rica the GIZ bilateral programme played a key role in defining the INDCs and in economic modelling, as a result of its close relationship with national stakeholders. A similar situation was observed with GIZ Guatemala.

⁵⁴ GIZ has produced detailed documentation on synergies created since 2006.

96. Peer-to-peer exchanges (in particular those between Peru and Uruguay) were also a good example of collaborative work, where GIZ-Peru played a pivotal role, cementing the relationship between the two countries and facilitating the introduction of a new topic in Uruguay, as mentioned.
97. Synergies with GIZ go far beyond alignment and sharing of resources. An important value added for the selection and engagement of the appropriate audience has been the support provided by GIZ national offices in some cases (e.g. on climate change and fiscal issues). This was the view of the divisions that were successful in establishing this kind of collaboration and support. Once communications, exchanges and collaboration are established, the ECLAC technical assistance benefits from the GIZ country offices' considerable experience with implementation, thorough knowledge of the countries and direct access to national authorities, the political elite and decision makers.
98. However, there are also opportunities to enhance synergies and collaboration within the region and internationally. This should be done by increasing synergies with GIZ, which has an extensive programme in the region and a solid presence in certain countries, as confirmed by key informants. The GIZ network and experience has been important in advancing activities in the past and could be built upon. For example, since the Cooperation and GIZ Brazil undertook the evaluation (PPCDAm), there has been very little activity in the country as part of the Cooperation. However, GIZ and ECLAC are collaborating on the assessment of the Climate Fund and GIZ Brazil continues to work intensively in this sector and, as suggested by key informants could perhaps be brought to play a more active role in assessing potential opportunities for synergies and enhancing the presence of the Cooperation in the country.
99. In Central America where GIZ is working in close coordination with the countries and focusing on regional/transnational programmes, synergies have been created with GIZ El Salvador in the organization of joint seminars and workshops on national and regional innovation systems within the BMZ-GIZ DESCA Programme.
100. Other opportunities for international collaboration, are those involving German research institutes and organizations, which are already active and interested in pursuing this role. They include the highly specialized technical National Metrology Institute of Germany (PTB) and the German Development Institute (DIE).⁵⁵ Collaborations with DIE could help to introduce innovative perspectives and experiences from Europe, Asia and Africa. The Cooperation also played a part in strengthening relations between ECLAC and China (e.g. the visit of the Research Office of the State Council to Santiago and the ECLAC Executive Secretary's visit to China). Collaboration with the GIZ office in China helped to further deepen this relationship and open up opportunities for future joint initiatives, in particular in areas linked to structural change, agricultural development and food security.
101. Synergies within ECLAC divisions have also been identified, including collaborative initiatives undertaken jointly by the Natural Resources and Infrastructure Division and the ECLAC subregional headquarters in Mexico or the ECLAC subregional headquarters for the Caribbean on energy issues, those conducted by the subregional headquarters in Mexico and the Division for Production, Productivity and Management on productive development and innovation issues, or, as already mentioned, between the Social Development Division and the Division for Gender Affairs.

⁵⁵ Positive examples of collaboration and relationships with German institutes may be found in the work of the Division of Production, Productivity and Management. A seminar on green innovation and sustainable development was held in Bonn in conjunction with DIE and led to the establishment of a cooperation agreement on sustainable structural change and green industrial policy in the programme 2014-2016 (two joint studies developed on industrial policy for sustainable development and political economy). With PTB, a joint technical assistance mission was sent to the technological laboratory in Uruguay. In addition, joint studies were conducted on the issue of quality infrastructure.

FINDING 18

The ECLAC management structure facilitated the efficient delivery of the programmes and optimized the use of resources, but the divisions lack the resources necessary to manage heavy workloads.

102. The Cooperation used the established ECLAC governance and management structures to implement the three programmes and, as such, the programmes benefited from integration into the overall ECLAC Programme of Work. The Cooperation initiatives complemented and/or were integrated into the work plans of each division and contributed to their established objectives, with the optimization of resources, as the divisions' workplans fall under the regular ECLAC budget and additional budgets (from other donors). The Commission's well-established management and administrative structures also facilitated the flow of resources and the management, administration and reporting on numerous activities.
103. The management structure set up involving the Programme Planning and Operations Division, GIZ and other ECLAC divisions has been assessed as efficient and effective. The support provided by the Division and GIZ to the other ECLAC divisions has been vital for planning, successful implementation, and monitoring and reporting. However, as mentioned earlier, further efforts are needed to enhance communication and coordination and interdivisional work, generally.
104. According to key informants, the countries value the excellent quality of ECLAC staff and associated experts to whom they attribute the programme successes. Despite positive views of local consultants, key informants have a preference for ECLAC staff because of the long-term nature of their relationships with them and their expertise on regional issues. The multiplicity of projects and huge workload they demand are a heavy burden for the small division teams, which lack human resources and administrative support.
105. Although a detailed cost-benefit analysis has not been carried out in relation to products and services, the latter are considered to be relevant and of a high quality. Wider dissemination is proposed, together with effective long-term use and integration of study results and recommendations into policymaking.
106. The Cooperation was able to mobilize national, regional and international financial and in-kind contributions through joint organization and funding of events⁵⁶ and through synergies and coordination with regional and multilateral stakeholders (IDB, European Union, the French Environment and Energy Management Agency (ADEME), the Organization for Economic Cooperation and Development (OECD), World Bank, OLADE and others) and with the GIZ bilateral programmes. These added much value to the Cooperation.
107. Other windows of opportunity exist for optimizing resources through closer coordination with other initiatives at the planning stage and assessments of the comparative advantages of other organizations working in the same thematic areas. At the country-level, governments can be invited to commit to further collaboration in the funding of technical assistance or follow-up work (e.g. Guatemala and the value chains experience).

⁵⁶ National contributions usually involved the provision of space and venues for events and workshops, services such as stakeholders' invitations and even contributions for follow-up actions. For example, the Energy Dialogues were organized with sponsorship from other agencies, such as the second Dialogue, which was held in November 2011 in the Dominican Republic, sponsored jointly by the Inter-American Development Bank and the National Energy Commission of the Dominican Republic. Examples abound of regional and international events jointly organized and funded (e.g. by EUROCLIMA and OLADE).

FINDING 19

The Cooperation's framework for monitoring, measuring and reporting results and contributions to overarching goals needs to be improved in order to systematically track and report long-term impacts in an effective and efficient way.

108. The first and second programmes lacked adequate logical frameworks and the third programme is still under implementation. The “programme offers” clearly articulate a strategy and methodology for programme implementation, where initiatives are designed to contribute to a common programme objective. However, reporting is not done in line with them and the components and activities are not directed towards a common goal, or in line with a programme-level theory of change tying together all elements or initiatives. Similarly, initiatives within each component are not necessarily tied in with each other nor are they mutually reinforcing.⁵⁷ Work is also under way to enhance the M&E system, including the production of logic impact chains to map results for each thematic component and this is likely to contribute to further improvements.⁵⁸
109. The task of monitoring and reporting on programme implementation activities, in line with the priorities established by the programme documents, is a complex one. Reporting on this matter involves summarizing or aggregating a large volume of activities undertaken for various purposes, targeting different types of institutions and different types of audiences within institutions. The aggregation of the information is all the more complex when the activities are not coordinated. GIZ-Santiago is currently working to improve the monitoring and evaluation system.
110. In certain cases, the programme reports document results such as changes in national legislation, planning or policies which have materialized into clear impacts (such as concrete measures for boosting energy efficiencies) and could be considered “outcome”-level results. In some cases, policies were approved but not implemented, suggesting that these types of results (changes in legislation, policies, etc.) can only be considered an “outcome” level result if the goal was to have a policy adopted (as opposed to adopted, implemented and with impact on energy efficiency, to use the same example). If the goal was to have achievements beyond policy adoption, then this adoption is only one step towards the greater impact, and the same result could only be considered an “output” or even an “indicator” of a trend towards that result. In lieu of a “results chain”, it is very difficult to determine whether this was an “outcome” or an “output”. Also, it is important to have a process to map or track the “policy adoption” over the months and years, to determine its level of materialization and impact.⁵⁹
111. As indicated by key informants, the divisions have put a great deal of effort into reporting on contributions to medium and long-term changes. These are difficult to track and monitor, especially because the outcomes are too ambitious in light of what can realistically be achieved within the space of two years. As such, the performance measurement frameworks make it difficult to identify changes at the outcome level. Without a results chain, it is not possible to see whether results obtained in specific

⁵⁷ This weakness has been gradually reduced, in both the planning and the design of the 2014-2016 Programme logical framework and, more recently, through closer coordination between divisions. This should allow better tracking of results at the outcome-level in the region and at the country level.

⁵⁸ There is a clear difference of opinion between the evaluators and GIZ-Santiago with respect to the adequacy of the logical frameworks of the first two programmes, in terms of how reporting is done and of the types of work involved in producing logic impact chains.

⁵⁹ There is a clear difference of opinion between the evaluators and the ECLAC Programme Planning and Operations Division and GIZ with respect to the types of results that the programmes are measuring. The Division and GIZ believe that the types of results presented in the reports are “outcomes”, representing actual changes in legislation, planning or policies in ECLAC member States. The evaluators (on the strength of the statements of key informants representing ECLAC divisions and member States) found that certain types of results presented in the reports (changes in legislation, planning or policies, of the countries) cannot be considered “outcomes” but only “outputs” or perhaps “indicators” of “possible” change. In this case, a clearly defined results chain would have enabled the proper “classification” of the result as an “outcome” or an “output”, depending on the original goal expected (which could have been “an adopted policy” or “an increased use of renewable energy”).

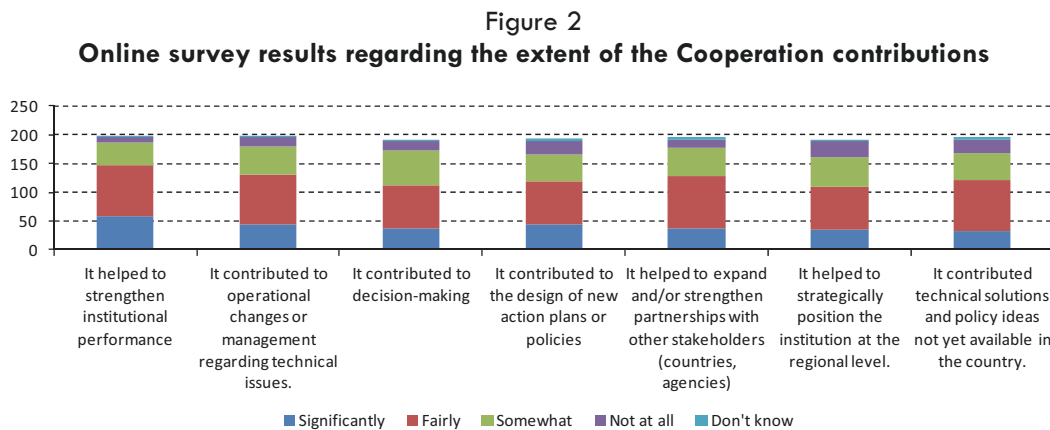
thematic areas or components are accurate or have the potential, in terms of scope, to contribute to medium- or long-term changes.⁶⁰ This challenge and the high number and variety of interventions, especially in the first two programmes, led to programme-level reports which are very extensive and broad in their coverage but have limited use for high level synthesis and for documenting the impact on the results of aggregated interventions. This weakness has been gradually reduced, in both the planning and the design of the 2014-2016 Programme logical framework and, more recently, in terms of a better coordination between divisions. This should allow better tracking of results at the outcome level in the region and at the country level.

4.5. IMPACT

FINDING 20

The Cooperation had an impact on policymaking in ECLAC member States and across the Latin American and Caribbean region.

112. The review identified several examples of the effectiveness of all three programmes in achieving outcomes in the countries of the region, as described in section 4.3. Collectively, all three Programmes of the Cooperation have influenced policymaking at the regional level.
113. As shown in figure 2 below, the majority of the online survey respondents agreed that the Cooperation contributed to the design of new action plans or policies, helped to strengthen institutional performance and contributed to operational changes or management of technical issues. They also believe that there has been a contribution to decision-making, to the institution's strategic position in the region and to technical solutions and policy ideas not yet available in the countries of the region.⁶¹

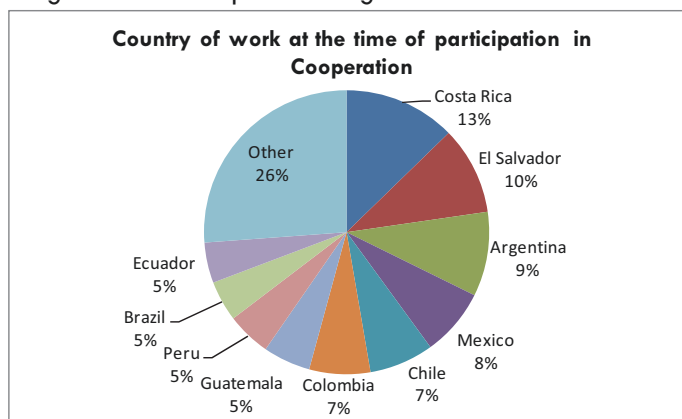


Source: Prepared by the authors.

⁶⁰ Also, the results-based management generally used by the United Nations system and ECLAC does not contemplate measuring overarching objectives, which are seen as the intervention horizon to which activities or inputs (e.g. knowledge products) contribute. Interviews with project coordinators and ECLAC programme management highlight the understanding that the results chains towards overarching outcomes go beyond specific interventions and programmes. This leads to reporting on contributions, as opposed to making any attributions, although the identification of contributions also requires thinking about input-output relationships and linking observable changes to a specific intervention. In this sense, according to the document review and interviews, the ECLAC outcome chain reflects contributions in terms of support, technical assistance, advocacy, knowledge production, impetus for reflection and dialogue and so forth.

⁶¹ About 55% of respondents believe the Cooperation contributed significantly to the design of new actions plans or policies and 28% believe it contributed fairly or somewhat. According to 71% of the online survey respondents, the Cooperation also helped to strengthen institutional performance; 63% of the respondents believe it contributed to operational changes or management regarding technical issues; 55% of respondents agree that it contributed to decision-making; and 53% that it helped to position the institution strategically within the region.

114. According to the results of the online survey, the Cooperation helped to promote renewable energy and energy efficiency, protection and sustainable use of natural resources and adaptation to climate change,⁶² and to ensure an enabling environment for sustainable, inclusive and environmentally responsible growth.⁶³ The large majority of the online survey respondents also believed that the Cooperation was contributing to strengthen governments' capacities to generate revenue⁶⁴ and to a lesser extent to promote micro, small and medium-sized enterprises to create employment opportunities.⁶⁵ According to the key informant interviews, the impact of the interventions at the regional level increased as the programmes maintained interventions in the same thematic areas throughout all periods, such as in the case of climate change and energy efficiency. The key informant interviews also indicated more results in terms of policy interventions in these thematic areas than in fiscal policy and innovation. These are aligned with the priorities of German development policy, as mentioned.



115. As already indicated, while democracy, human rights and gender mainstreaming are inherent in all ECLAC activities and as such are taken into consideration, the design of the programmes does not specifically incorporate these value-based approaches of the German development policy.⁶⁶ Private-sector and/or civil society stakeholders have been gradually involved in certain specific activities. Programmatic approaches reflect certain values such as promoting market economies based on social and ecological values, nurturing private entrepreneurial and civil society commitment. However, there is no evidence of their impacts.

FINDING 21

The geographical scope of events and products was uneven across the region, with some alignment with the BMZ geographical focus, despite a certain degree of positive discrimination in favour of more developed countries.

⁶² About 56% of the online survey respondents strongly agree or agree that the Cooperation is promoting these, while 9% somewhat agree that the Cooperation is helping to promote renewable energy and energy efficiency, protection and sustainable use of natural resources and adaptation to climate change.

⁶³ About 54% of the online survey respondents strongly agree or agree that the Cooperation is helping to ensure an enabling environment for sustainable, inclusive and environmentally responsible growth. About 15% of the respondents somewhat agree with this.

⁶⁴ About 44% of the online survey respondents strongly agree or agree that the Cooperation is helping to strengthen governments' capacities to generate revenue. About 16% of the respondents somewhat agree with this statement.

⁶⁵ Approximately 39% of the online survey respondents strongly agree or agree that the Cooperation is helping to promote micro, small and medium-sized enterprises to create employment opportunities. About 21% of the respondents somewhat agree with this statement.

⁶⁶ To respond to an explicit request by BMZ to focus on this, the evaluation team undertook: (i) a review of BMZ sectoral policies and strategy papers on human rights, democracy, civil society and social and ecological market principles; (ii) an analysis of the type of components and activities with positive results regarding cross-cutting issues; and (iii) identification of opportunities for promoting cross-cutting issues in policy advice. Key principles such as inclusiveness, participation, non-discrimination, accessibility, utility, credibility and accountability, commonly shared by ECLAC and BMZ/GIZ, have been considered as guides.

116. At the level of the Cooperation events and products, certain countries benefited more than others. According to the online survey (see figure 3 below), the Cooperation had larger numbers of beneficiaries in Costa Rica, El Salvador, Mexico, Colombia, Guatemala, Peru and Brazil, countries which fit in with the BMZ geographical focus (particularly bilateral) and where potential synergies with GIZ country programmes exist. The Cooperation also had many beneficiaries in Argentina, Chile, and Uruguay, which are not part of the BMZ geographical focus. According to key informants, some of these countries were selected on the basis of their level of development, maturity and readiness for certain interventions and where established relationships exist, which can lead to enhanced possibilities of successful intervention.⁶⁷ Even though there have been efforts to align interventions in other countries of BMZ focus,⁶⁸ these do not seem to have materialized in countries such as Honduras or the Plurinational State of Bolivia, where BMZ has bilateral interventions, or Nicaragua and Paraguay, where BMZ works at the regional level.
117. According to the analysis of 27 selected publications, Chile is the country with the most references, no doubt because the ECLAC headquarters are located there. Although the results of the cybermetric analysis are not conclusive evidence (only 27 publications were analysed out of 150), it is interesting to observe that the references from Chile (possibly mostly ECLAC-related) account for 30% of all references and those from non-Latin American or Caribbean countries represent about 20%. As such, only 50% of the referencing comes from beneficiary countries (see annexes 5C and 5D).⁶⁹
118. The types of institutions that mostly disseminate the publications are United Nations agencies (28%) followed by government institutions (20%) and private consultants (19%). While academic and research centres account for only 2% of all referencing, in different interviews, stakeholders stressed the importance of reaching out to universities. According to opinions expressed, the integration of postgraduate programmes in areas relating to energy or climate change as a target group opens up opportunities for reaching a broader audience for dissemination of knowledge. This also strengthens future intelligence in sectors that still have limited numbers of highly qualified experts (see annex 5E).
119. In terms of geographical distribution relating to the website analysis, results for all four thematic areas covered show a concentration in South America (Colombia, Chile, Peru, Argentina and Brazil as the countries with the most users) and Mexico, while user numbers for Central America are relatively low.⁷⁰ Worldwide users (China, France, Germany, Russian Federation, Spain and United States) are represented in all analysed sites and platforms, a fact that could also be relevant for rethinking the communication and visibility strategy (see annex 5D).

FINDING 22

Technical assistance has gained importance and governments are showing growing interest and demand, far beyond the response capacities of the Cooperation and ECLAC. While technical assistance is highly valued as a form of intervention, it is the combination of products and services that shows effectiveness and the most potential for achieving sustainable results and transformations.

⁶⁷ An example is the Cooperation's involvement in Martinique, an overseas department of France with high levels of development. According to a key informant, there have been cases of positive discrimination towards advanced countries driven by the need to demonstrate results quickly.

⁶⁸ BMZ development activities in Brazil, Colombia, Ecuador, Guatemala, Honduras, Mexico, Peru and the Plurinational State of Bolivia are greater in number and take the form of bilateral projects. Work with Costa Rica, El Salvador, Nicaragua, Paraguay and the Caribbean has a regional focus as Central American and Caribbean countries are small in size and already have integration agreements.

⁶⁹ The Latin American and Caribbean countries (excluding Chile) with the most references to the publications are Peru, Mexico and Brazil, which is somewhat consistent with the results of the online survey and websites analysis. The Plurinational State of Bolivia is also among those with many citations, along with Argentina, Uruguay and Colombia to a lesser extent. Among the Central American countries, only Costa Rica, Panama and Guatemala appear on the list of countries citing the publications, and among the Caribbean, citations only come from the Dominican Republic (see annex 5E).

⁷⁰ Users of the websites in Costa Rica and El Salvador are more limited according to the cybermetric study.

120. The Cooperation's capacity to respond to the growing demand by governments for technical assistance is limited. According to key informants, technical assistance functions as a direct channel for disseminating knowledge accumulated at the regional level and for generating concrete proposals at the national level and other countries can draw on such knowledge and experience in their search for solutions. Technical assistance missions have proved to be a vital capacity- and institution-building mechanism and results have often stimulated further demand both within and outside the host country.
121. Notwithstanding the increasing demand for technical assistance as a modality of intervention, interviews reveal that a combination of modalities or activities achieves the best results and impacts, as the value added of each modality can be tapped. The value added of ECLAC studies and research is their high level of credibility, the relevance of their information and data, and their comparative perspective, which make them a valuable reference in the region and internationally. Seminars and workshops have become important national and regional forums for knowledge transfer, information exchange and sharing of experience and best practice, often triggering further networking and peer-to-peer exchanges. Regional meetings and political dialogues promote discussions and networking, which reinforce inter-institutional or sectoral coordination and the formulation of joint positions or policy documents, frequently prompting better positioning of regional issues on national agendas. Technical assistance and policy advice are demand-driven and generally benefit from strong national leadership. Direct support at the country level is not linked to any conditionality but is based on a high regard for recommendations put forward by ECLAC experts and consultants.
122. An important benefit of technical assistance highlighted in interviews is the promotion of multi-stakeholder and intersectoral work in most of the issues tackled, leading to more inclusive and participatory processes, as well as enhanced ownership in advocacy processes. The Commission's "neutral" and external position and the relationships and networks built over the years facilitated these processes. In some thematic areas linked to energy and climate change, recognition of the great value of GIZ work and programmes at the country level in support of technical assistance also facilitated processes and enhanced their impact.
123. A number of stakeholders deplored the limited scope of technical assistance assignments and the insufficient resources available for it. Despite beneficiary contributions and funding for follow-up activities by other donors or by public funds, the resources are insufficient to meet the demand of countries. Other challenges are the short time frames of the assignments, limited follow-up after delivery of products and services and insufficient methodology and knowledge transfer. Several beneficiaries stressed that follow-up was essential for long-term impacts and that without further support through capacity-building and follow-up, national studies are less likely to produce transformations.

4.6. SUSTAINABILITY

FINDING 23

The degree of sustainability of the Cooperation interventions varies according to the level of local ownership, alignment with country needs and institutionalization of initiatives in the country structures (technical, human and other resources available) and systems.

124. Investments by the Cooperation are more likely to be sustainable over time if they are based on a sound project design developed in consultation with local stakeholders. In some cases, strengthened country structures have continued after the end of the Cooperation intervention. In Colombia, the staff trained and the methods and support provided in the first programme were incorporated into the work and practices of beneficiary institutions after completion of the Cooperation's activities.

This example illustrates many important factors for sustainability. The methods and systems continue to be used to this date for compiling water statistics and accounts for evidence-based policymaking in integrated water resources management. Staff trained by the programme subsequently trained other staff, multiplying the effects generated by the Cooperation. The project was designed to help countries to comply with the International Recommendations for Water Statistics and thus, there is constant need for information. Moreover, the countries had to “compete” to participate in the initiative through a selection process, so Colombia had to demonstrate its buy-in and strong national ownership. The project was needed and practical. Tools were provided to facilitate replication and incorporation of the techniques and systems into the day-to-day work of the National Administrative Department of Statistics of Colombia.

125. Contributions made through BIEE also proved to be sustainable. Although it was not possible to analyse the situation of sustainability in each country, energy agencies (such as the State-run energy research company, *Empresa de Pesquisa Energética* in Brazil) continue of their own accord to use the indicators to collect data and produce annual reports on the state of the energy sector in their respective countries. The process is integrated into the local system and governments continue to implement the work, as the project generates important data for their use. The visibility of the results and the importance of the issue for the countries help to maintain continuity through government transitions. BIEE administrative structures are solid and the knowledge is shared by a team of professionals. Further work can be done to support and facilitate the expansion of the project throughout the region.
126. Both examples show the importance of producing information and statistical data (a general deficiency in different sectors in the countries), in order to promote evidence-based policymaking. But statistical data and indicators generated by ECLAC and accessible through databases created as part of a project must, in the short to medium term, be transferred and integrated into national information systems and updated by national institutions in order to strengthen them and make the initiative sustainable.
127. While other examples of sustainable interventions, in public policies may exist, they were beyond the scope of this review. Usually, sustainability of interventions is a factor of continuity, of consolidated relationships with counterparts, based on trust, open communication and ongoing and long-term collaboration. The technical assistance agreements relating to the Cooperation are useful in defining roles and responsibilities and ascertaining that expectations are realistic. This increases the likelihood that the project stakeholders will remain committed to continuing the project activities or efforts after the programme support ends.⁷¹
128. Another important sustainable aspect of the Cooperation is the knowledge gained by individual participants in each of the programme activities. Even without mechanisms or tools for ensuring the sustainability of skills and knowledge transfer to target groups, the Cooperation has boosted individual capacities. Notwithstanding the problem of high staff turnover in most countries and the challenge of providing ongoing training for the production of technical documents for policymaking, knowledge is continuing to be created as identified in the online survey and as affirmed by several key informants in the countries.
129. Despite the existence of some sustainable interventions, the Cooperation lacks an overall approach to sustainability and did not develop exit strategies for its interventions. This could include, for example, ensuring that the dialogues spur nationally anchored advocacy processes or that countries

⁷¹ Some of these important factors fall outside the Cooperation’s competence. Indeed, national ownership, sustained political will and commitment to the activities were not always present in the Cooperation initiatives and their absence detracts from the applicability, let alone the sustainability of the initiative. Gender activities, for example, were not pursued after the change of government in Costa Rica owing to a lack of political will and commitment. In certain cases, the countries have limited resources to dedicate to competing priorities and in others, such as regional integration in the energy sector and in social protection, the level of maturity needed to undertake certain activities in the country was not yet in place.

have a plan of action for after the regional dialogue. As mentioned earlier, products or services and technical assistance activities have not been accompanied by an adequate road map or implementation plan to enable the recipients of services and technical assistance to continue to apply the techniques or implement policies. Such a road map or plan could also enhance the sustainability of interventions.

FINDING 24

The Cooperation has generated a range of knowledge and lessons learned but limited sustainability mechanisms for systematizing and disseminating these products.

130. Key informants indicated that the programme renewal cycles have been generally limited to monitoring and reporting on results and successful approaches without offering spaces to reflect on unsuccessful aspects or strategies. These cycles are opportunities for reflection and internal assessment and apply equally to failures and to practices for improving strategies and generating knowledge.⁷²
131. While improved programme management, planning processes and interdivisional meetings have enabled participants to share work plans and to enhance coordination and the systematization of processes, further study of mechanisms and activities for learning and knowledge transfer internally are still needed. The same applies to methodologies, strategies of intervention and information produced in political and technical processes.⁷³
132. Initiatives that encourage continuity and which are cumulative have much higher levels of systematization and capitalization of processes, including best practices and lessons learned. Although there is a good level of interdivisional collaborative work, knowledge and learning can be used and shared more effectively. Divisions working in the same country can share their contacts and information on how to access and engage stakeholders even if they are working with different stakeholders and topics.
133. GIZ, in collaboration with the Programme Planning and Operations Division, can play an important role in establishing such opportunities for sharing and adaptive learning, and ultimately establish a culture of systematization and assessment of processes that would not be limited to external evaluation. Information for outcome and impact mapping could thus be generated as needed and the benefits of the Cooperation interventions would be lasting for ECLAC as well as for BMZ. The tools, knowledge and methodologies created by the Cooperation, along with their positive or negative lessons, will undoubtedly also remain in the ECLAC toolbox or repository and enhance sustainability.

⁷² According to key informants, no sessions were organized at the end of the programmes to share best practices and lessons learned or to analyse strengths and weaknesses.

⁷³ Institutional memory is often linked to individuals and can easily be lost, unless institutional mechanisms are used to systematize and capitalize on processes. The opportunity costs of not using in-house learning processes and knowledge management are high, in particular for the Cooperation, which works simultaneously on a large number of political and technical processes.

5. CONCLUSIONS

134. The following are the main conclusions of the review of the Cooperation.

CONCLUSION 1

The Cooperation showed a high degree of relevance in terms of alignment of thematic areas, goals and objectives with the mandates of BMZ and ECLAC and the priorities set out by the countries in the region. Concentration of resources over time increased the level of relevance in certain thematic areas. Geographical alignment with BMZ-GIZ bilateral programmes in certain countries can be improved.

135. The Cooperation's thematic areas are well aligned with the mandates of BMZ and ECLAC. Even in the 2010-2012 Programme, where the Cooperation focused on a wider range of thematic areas, these were consistent and aligned with the ECLAC Programmes of Work, which facilitated synergies with other ECLAC initiatives in the Divisions implementing the programme. The thematic areas were consistent with the mandates of both institutions and their relevance may have been further enhanced in line with the countries' priorities, as resources were concentrated in more crucial and emerging areas, which were addressed in more than one programme.

136. There is some geographical alignment with countries where BMZ has interventions but this could be improved by focusing on those countries where BMZ has a bilateral relationship, such as Brazil, Honduras or the Plurinational State of Bolivia. Although there were efforts to integrate the Caribbean perspective, the Cooperation lacks a clear strategy for work in this subregion. There are opportunities to further enhance the geographical focus on Central American and Caribbean countries, particularly with respect to energy and climate change, given their extreme vulnerability to trends in these two areas.

CONCLUSION 2

The Cooperation lacks an approach to integrate gender issues and a human rights-based approach into programming.

137. While the activities and products respected human rights and gender equality principles, this was due to the Commission's position rather than to efforts by the Cooperation to promote those principles strategically. The Cooperation lacks a comprehensive strategy or guidelines for integrating gender as a cross-cutting issue into the programmes' design or as a specific component thereof.

138. The participation of the Division for Gender Affairs, which played a more significant role in programme planning for the 2014-2016 programme, is important for fostering gender mainstreaming, but this principle should be applied to all activities by other divisions as well. Specific activities to empower women and promote gender equality through policy advice need to be developed along with improved statistics for measuring gender equality.⁷⁴ Other challenges include establishing links between thematic areas and gender impacts to offset the perception of gender neutrality that persists in certain areas (macroeconomic and fiscal policies, energy etc.). Furthermore, solid methodological tools are needed for gender analysis and mainstreaming along with changes in the mindsets of project coordinators and division chiefs. Opportunities exist for replicating the small

⁷⁴ This is already being addressed in the planning of the 2016-2018 programme.

but successful interventions of the Division for Gender Affairs in Costa Rica, El Salvador, Panama and Peru, building on the multisectoral approach to promote women's productive development and economic autonomy. The region can also provide good examples of new paths for changing mindsets, such as the promotion by OLADE of a gender perspective in energy or the gender-sensitive fiscal policies of Ecuador and the Plurinational State of Bolivia.

CONCLUSION 3

The Cooperation's contribution to the intended outcomes of the programmes and in enhancing policymaking in most areas has been effective overall. While individual capacities have been enhanced in all areas of programme interventions, effectiveness varies depending on the thematic area.

139. Generally, results have been achieved in relation to the planned targets set out in the programme or project documents, at least at the output level, with successful delivery of activities in all thematic areas. In many cases, targets were exceeded both qualitatively and quantitatively. In certain cases, unintended positive results were observed, as in the case of the Central America value chains methodology, which is being adopted by IFAD and the World Bank.
140. The Cooperation provided services of high technical quality and standards. The Cooperation reached its targeted audience of policy/decision makers. It provided high technical quality services, informative publications and enlightening policy dialogues. Regional meetings and courses met their goals. The individual capacities of most participants have also been strengthened, indirectly contributing to better policies and tools.
141. According to the results of the online survey, the Cooperation helped to promote renewable energy and energy efficiency, the protection and sustainable use of natural resources and adaptation to climate change. It also fostered an enabling environment for sustainable, inclusive and environmentally responsible growth. Key informants have also pointed to effective contributions to reform processes in the areas of climate change, energy efficiency and renewable energy and, to a lesser extent, in fiscal and social reforms.⁷⁵ The programmes have contributed not only to the design and approval of new policies and processes but also to participation, dialogue, and knowledge generation and transfer across the region. They also facilitated dialogue and important political discussions throughout the region.
142. The level of contribution in each thematic area is proportional to the resources allocated, the degree of maturity of the topic and the continuity of interventions. Each case is different depending on the type and model of intervention, its length and the effort invested. The more successful initiatives were those that were suitable to the country's needs and could rely on the support and buy-in of the authorities. The country's level of progress was also relevant.
143. External factors such as a change of government or a reordering of government priorities have been a risk throughout the Cooperation and jeopardized outcomes after the successful delivery of outputs. However, the flexibility of the Cooperation and its programmes and recognition of the Commission's role as a neutral think tank helped to mitigate risks and negative effects, shifting activities to another country or re-establishing topics on the agenda with new authorities. In this context, GIZ country offices

⁷⁵ Most of the online survey respondents agreed that the Cooperation was instrumental in promoting renewable energy/energy efficiency, protection and sustainable use of natural resources and adaptation to climate change and in ensuring an enabling environment for sustainable, inclusive and environmentally responsible growth (about 56% and 54% respectively). Key informant interviews confirmed this view. A smaller number of respondents (about 40%) agreed that the Cooperation is helping to promote micro, small and medium-sized enterprises to create employment opportunities and 44% agreed that the Cooperation has helped to strengthen governments' revenue-generating capacities.

proved to be an important ally for some divisions, providing first-hand knowledge of countries' priorities and real needs, and facilitating relationships with national stakeholders.

CONCLUSION 4

While technical assistance is highly valued at the country-level and is a powerful instrument for achieving concrete results, a combination of modalities has proved to be the most effective way to reach outcomes. New strategies for communication and dissemination of knowledge products and information sharing need to be explored both for target countries and new audiences.

144. Technical assistance is highly valued at the country-level and is a powerful instrument for achieving concrete results. However, the interventions that obtained the best results involved a combination of modalities, as mentioned by key informants. Combining products and services (technical studies/research, seminars/workshops, regional meetings/political dialogues, technical assistance/policy advice) was an effective strategy for achieving satisfactory results, as it is possible to draw on the value added provided by each product and its applicability as a tool, which is different in each case.⁷⁶ Simultaneous focus on high-level political dialogue and quality technical/research work is important for influencing political levels to open the doors to advance the technical knowledge/tools developed through the Programme and ensure their direct application. An important advantage of the Cooperation is the promotion of multi-stakeholder and intersectoral work, which has resulted in more inclusive and participatory processes, as well as enhanced ownership in advocacy processes.
145. As regards communication and dissemination of the knowledge products, the Cooperation shared knowledge and information extensively through different channels and instruments (websites/platforms, seminars, conferences, peer-to-peer reviews etc.), with different levels of intensity, scope and a wide range of target groups and audiences. Even if the cybermetric analysis of websites/platforms and publications has limitations and is not conclusive, some of the elements they contain can help to address those limitations.⁷⁷ Opportunities to reach more audiences and enhance the focus could be further explored with counterparts as well as GIZ country offices (databases of contacts and networks). Indeed, direct referencing and website linkages seem to be more effective than subscriptions in terms of interaction and benefits from access to information.
146. As regards specific communication and visibility of the Cooperation, GIZ has made a concerted effort to communicate and disseminate information on programme activities and results. Despite the limitations of the Cooperation's website with respect to communicating with beneficiary countries, GIZ achieved some interesting results globally. Various tools such as monthly newsletters and factsheets, reports (monitoring and final reports), and the involvement of German embassies in the Cooperation's initiatives have also heightened visibility and recognition of the Cooperation programme. However, there is still more work to be done and a joint strategy should be

⁷⁶ For example, virtual platforms and the availability of studies and information are necessary but sometimes not sufficient to ensure ownership at the national level. In such cases, the Cooperation can draw on other modalities, such as capacity-building, seminars and political dialogue to obtain governments' engagement and foster ownership. These in turn are also effective instruments for triggering South-South cooperation and unintended results that could be reached as a consequence of exchanges between countries. Seminars and dialogues also facilitate technical assistance missions, often requested after a country has participated in events or exchanges.

⁷⁷ For example, the geographical bias, as a result of which a smaller number of knowledge products are geared to the subregions of Central America and the Caribbean, may be due to the fact that certain products are less relevant to these subregions but could also indicate that the Cooperation is missing a communication strategy for attracting the attention of these countries.

elaborated by ECLAC and BMZ/GIZ to promote the strategic partnership and reach out to a new audience at the regional and international levels.⁷⁸

CONCLUSION 5

The programme result frameworks do not capture progressive changes, therefore the Cooperation's achievements are not measurable and cannot be reported in accordance with SMART (specific, measurable, achievable, relevant, time-bound) criteria.

147. The performance measurement frameworks of the programmes are not appropriate for measuring in a specific and realistic way transformations achieved under the Cooperation. The defined indicators and targets (and monitoring and reporting tools) do not effectively identify the changes induced by the Cooperation. Significant improvements have been made and further work is under way to improve monitoring and evaluation systems.

148. The current results framework does not capture progressive changes or systematically demonstrate progress made towards outcome-level results. This makes it even more difficult to monitor the results and produce high level synthesis reports documenting aggregate Cooperation contributions to overarching objectives. Improvements made since 2010 have helped significantly to streamline this model and reduce the number of reports. However, proper monitoring is essential to ensure that priorities are respected and the overall perspective of the programme interventions is maintained not only at the level of the ECLAC divisions, but also at that of all the Cooperation programmes.

CONCLUSION 6

The Cooperation has reached and maintained considerable levels of efficiency over time, with high standards for quality and utility of products and services. However, these standards, along with management and technical requirements, have translated into pressure for the delivery of results within tight time frames and a demanding workload for both ECLAC and GIZ.

149. A high level of efficiency was achieved in all three programmes. The relatively modest investment per initiative, the high levels of budget execution and the high quality and standard of products and services delivered are all evidence of this. The financial resource allocation was adequate in terms of planning and delivery; however, the programme's financial capacity was not enough to cope with the numerous requests for participation and/or technical assistance initiatives. This attests to the recognition of the relevance and effectiveness of the Cooperation. Flexibility in dealing with change and emerging trends and the capacity to adapt have contributed to the Cooperation's high levels of efficiency and effectiveness.

150. The management structure set up for the programmes has been assessed as efficient and effective. The multiplicity of projects and huge workload they demand are a heavy burden for the small division teams, which lack human resources and administrative support. The countries are highly appreciative of the excellent quality of ECLAC staff and associated experts and of their significant contribution to the success of the interventions.

⁷⁸ According to government or regional stakeholders, little is known about the general structure of the Cooperation programmes or about their specific objectives. In particular, little information is available on the different components, thematic areas, projects or countries where the interventions take place. Key informants have repeatedly stated their interest and indicated that there are opportunities for better communication and dissemination, with benefits for the Cooperation in general, and for governments which would welcome more support and direct technical assistance. Traditional counterparts can serve as allies in building relationships with stakeholders in other thematic areas and can provide additional entry points for governments in relevant areas.

151. A significant advantage of this Cooperation is the number of synergies existing not only at the country level and in providing access to different categories of financial and in-kind contributions but also at the regional level thanks to coordination with regional and multilateral stakeholders (IDB, European Union, ADEME, OECD, World Bank, OLADE etc.) and with the GIZ bilateral programmes, which provide significant value added. However, there are still further windows of opportunities to enhance the optimization of resources through tighter coordination and further commitment from governments, among other strategies.

CONCLUSION 7

The Cooperation's work has been effectively aligned with a number of other ECLAC activities and with other BMZ/GIZ work in the region, but more can be done. Many interventions benefited from GIZ presence on the ground, which generated opportunities for activities where needed and desired – at the right time and in the right place.

152. In addition to efficiencies, the Cooperation's alignment with the activities of other donors, with other ECLAC activities and with the work of BMZ/GIZ in the region was important for building strategic alliances to engage appropriate audiences and ensure concerted efforts towards programme implementation. Moreover, the BMZ/GIZ network in the region has added value to the Cooperation, matching needs and expertise (such as peer-to-peer exchanges between Uruguay and Peru), undertaking joint activities (such as the evaluation work in the Brazilian Amazon) and facilitating initiatives in several countries. Access to experts and consultants at the international and national level, and the incorporation of German and European experiences (e.g. studies or missions to Europe) are also important assets.

153. The association with the well-respected, extensive BMZ/GIZ network in the region provides the Cooperation with the further opportunity of engaging in ongoing follow-up activities at the country level, even if no direct ECLAC-BMZ projects are taking place at that time. It also facilitates ongoing assessments of products and service effectiveness, feedback mechanisms and reality checks to develop policy instruments. Progress has been made, following GIZ Santiago's strong emphasis and efforts to improve interdivisional and inter-institutional planning processes, with a view to strengthening linkages and synergies with bilateral and regional programmes and with other donor-funded programmes (e.g. management of the updated GIZ portfolio, comprehensive cooperation list and stakeholder map, and information sharing).

154. Opportunities to further exploit the solid presence of BMZ/GIZ and to expand the Cooperation's activities geographically also arise in major countries such as Brazil and the Plurinational State of Bolivia, where the Cooperation has had a limited role but where GIZ is quite active. Another window of opportunity is provided by the ECLAC-BMZ work in Central America, which would profit from a further alignment of the programmes of the ECLAC headquarters in Santiago, the ECLAC subregional headquarters in Mexico and the GIZ programmes, which shifted in the past years from bilateral to exclusively regional programmes (e.g. the DESCA Programme, the Open Regional Fund for the Economy and (Youth) Employment in Central America (FACILIDAD) and 4E – Renewable Energies and Energy Efficiency). The Cooperation can contribute to these broader regional programmes and work towards joint objectives, such as enhanced regional integration, or even a joint subregional strategy. Closer linkages and integration would also facilitate follow-up through GIZ offices and guarantee sustainability (e.g. successful work on value chains with unintended results abroad).

155. Synergies can be enhanced through the ongoing involvement of the two ECLAC subregional headquarters and the GIZ country offices in needs assessments at a more granular level and in the planning of specific activities. This helps to ensure consistency with the specific needs of partner institutions at the country level but it also ensures that the Cooperation's programmes are designed

to take into account the Commission's priorities, on the one hand, and Germany's capacities and expertise in development cooperation, on the other.

CONCLUSION 8

The Cooperation generated a vast range of knowledge and lessons learned within the political and technical processes it promoted, but major opportunities for creating internal mechanisms and forums for reflection, learning and knowledge management have been missed.

156. At the programme level, very little of the knowledge gained through initiatives has been systematized and this would be particularly valuable in cases where there was more continuity and which resulted in a variety of best practices and lessons learned. Mechanisms can be created for sharing such knowledge across ECLAC divisions, especially those that are working in the same country. GIZ, in collaboration with the Programme Planning and Operations Division, can play an important role in fostering the establishment of events for sharing and adaptive learning, in order to establish a culture of systematization and to promote assessments that are not limited to external evaluation and which generally focus on the big picture. This could also generate information for outcome and impact mapping.

CONCLUSION 9

The Cooperation lacks an appropriate approach to sustainability and an exit strategy for all activities.

157. In most activities, the Cooperation used and strengthened country structures (technical, human and other resources available) and systems for managing activities and thus achieved a certain degree of sustainability. However, no consistent approach exists for ensuring sustainability for the programmes.

158. Moreover, the Cooperation does not have an exit strategy for activities, services and products defined in the planning stage or for ensuring sustainability of the programme's outputs and results. In lieu of these, the programmes create expectations (sometime not realistic) about the availability of resources for continuity of activities and their sustainability sometimes suffers owing to ill-timing of activities (coinciding with the run-up to elections or a period of political change). A plan that contemplates realistic time frames is necessary in order to guarantee guidance and follow-up. The plan could include strategies and mechanisms for the appropriate transfer of knowledge, capacity-building and institutional strengthening, but should also properly define roles, responsibilities and steps to be assumed by beneficiary stakeholders on how to integrate and implement products or recommendations resulting from technical assistance.

CONCLUSION 10

The capacity of the Cooperation's model of intervention to generate outcomes and impact has been proven. Notwithstanding major challenges in terms of time constraints, lack of resources and external factors, the programmes proved to be sufficiently flexible and adaptable and were thus able to influence and contribute to policymaking and institution-building in the region.

159. The Cooperation was generally successful in its strategies and approaches, and in building on the value added and assets represented by both institutions. As such, it was able to generate or contribute to outcomes and impacts at the regional and country level. The programmes have become a catalyst for change, building bridges between Latin America and the Caribbean, on the one hand, and Europe, on the other, and facilitating interregional exchange. The technical assistance or policy advice initiatives were successful in influencing policy, contributed to agenda-setting and decision- and

policymaking. While changes and impacts resulting from knowledge products or access to information and learning through platforms or seminars are difficult to track and measure, on the whole, the Cooperation is said to have contributed significantly to reducing knowledge gaps and lack of data and statistical information, which represent major challenges in the region.

160. The generation of change and impact in the different thematic areas and/or countries was facilitated or hindered by different factors, whether external or internal, over which the Cooperation had control (e.g. logic chains of activities developed with the combination of modalities, appropriate time frames and resource allocation, established synergies, follow-up and continuity). External factors need to be considered at the planning stage, for instance, setting of priorities, institutional framework, allies, and sufficient capacities and resources to absorb recommendations, inputs and knowledge relating to institutional or technical matters.

161. Where these internal and external factors have been largely guaranteed, initiatives tended to generate a greater impact in terms of the transformation of behaviours, attitudes, skills or performance, and ultimately contributed to policy changes or policymaking.

CONCLUSION 11

In general terms, the Cooperation represents considerable value added in terms of the political, strategic, programmatic and technical contributions it can bring to both ECLAC and BMZ/GIZ. This value added still has a lot of potential to be further explored and strengthened in the light of new challenges for regional integration and the global development agenda.

162. ECLAC-BMZ/GIZ Cooperation is a modern and flexible model of bilateral technical cooperation with considerable comparative advantages and strengths which contribute to mutual benefits as well as benefits for the region. ECLAC, in its capacity as a well-positioned regional think tank, with credibility and convening authority is complemented by GIZ, whose broad and long-standing experience with national and subnational projects will enable the parties to act jointly as innovators in advancing the regional agenda and national policymaking.

163. The programmes have become a catalyst for change, building bridges between Latin America and the Caribbean and Europe and facilitating interregional exchanges, South-South dialogue (including with China) and cooperation with regional and global projects.

164. Mutual benefits arise from the Cooperation as observed throughout this evaluation, in relation to the Commission's ability to position issues of common interest on the regional agenda and to access intergovernmental forums for dialogue, thanks to its convening authority and skill in fostering interministerial and regional cooperation. For its part, GIZ has given ECLAC access to national and subnational levels, thanks to its long-standing bilateral cooperation, comprehensive experience in implementing projects at the ground level and the relations it has developed with national authorities, political elites and decision makers. These elements have enhanced the capacity of ECLAC to respond to requests for technical assistance and boosted its internal capacities by placing German expertise (instruments, methodologies and experts) at its disposal.

165. In the light of new challenges for regional integration and the global development agenda, the Cooperation is in an excellent position to build upon and further strengthen this strategic alliance, in order to make the most of comparative advantages and other valuable features. A profound reflection on opportunities and challenges for strategically addressing and contributing to the achievement of the Sustainable Development Goals in the region should be a first step in defining approaches and strategies towards a more coordinated cross-sectoral programme, including effective mainstreaming of cross-cutting issues under the Cooperation and their integration into policy advice.

6. RECOMMENDATIONS

166. This section presents the recommendations for the Cooperation, aimed at addressing the main challenges identified and outlined as findings and conclusions in order to strengthen the Cooperation and its future programmes. They are structured into three subsections, outlining responsibilities for each institution and/or division: (a) ECLAC and BMZ/GIZ; (b) BMZ/GIZ; and (c) ECLAC substantive divisions.

6.1. Recommendations for ECLAC and BMZ/GIZ

Area: Linkages and synergies

Linked to conclusions 1 and 7

Recommendation 1: In order to increase the effectiveness and sustainability of the programmes' contributions to the region, it is recommended that the institutions work towards joint (sub)regional strategies and agendas based on synergies, geographical alignment and cooperation with BMZ and GIZ bilateral programmes.

167. Closer strategic alignment through joint strategies and agendas for the region is recommended, particularly at the subregional level in Central America and the Caribbean. This could be done through a four-year joint development agenda for the strategic ECLAC-BMZ partnership incorporating a road map for the partners' contributions to the promotion of the Sustainable Development Goals in the region.

168. A closer and more permanent dialogue between ECLAC and BMZ (beyond the programmes' negotiation phases) could be beneficial, along with closer coordination and communication with the subregions through the ECLAC subregional headquarters in Mexico, the ECLAC subregional headquarters for the Caribbean and the GIZ country offices. A participatory approach can be used to enable regional/national stakeholders to engage in the planning and implementation of activities, further aligning the Cooperation objectives with regional development or sector-specific agendas. ECLAC should assess the viability and possibility of replicating participatory planning processes carried out by ILPES and the Regional Council for Planning in other sectors. At the country level, better coordination at the planning phase could improve the effectiveness and efficiencies significantly and enhance commitments for sustainability. Local committees could be set up with participation by a small group of representatives from GIZ, ECLAC and national governments or regional agencies depending on the area of intervention.

169. The Cooperation should also adjust its geographical alignment and adopt criteria for the selection of countries. The strategy could give the preference to countries with the most needs (e.g. institutional weaknesses) or support more advanced countries that could be models for other countries. It should also further explore the solid BMZ-GIZ presence in Brazil and the Plurinational State of Bolivia to expand the Cooperation geographically in these countries in particular. The Plurinational State of Bolivia is among the poorest countries in the region and Brazil is important politically not just as a partner in projects in the energy sector but also in the area of South-South cooperation.⁷⁹ The Cooperation could continue to promote innovative issues through pilot projects and initiatives financed under open funds, in order to build on an important characteristic of this strategic partnership, ensuring that these projects contribute to overarching outcomes.

170. The Cooperation of ECLAC-BMZ is strategically well positioned to make the leap forward in new models of South-South cooperation, such as triangulation with emerging donor countries in the region (Brazil,

⁷⁹ See: <http://ssc.undp.org/content/dam/ssc/documents/South-South%20in%20Action/South-South%20in%20Action%20Winter%202011.pdf>.

Chile, Colombia and Mexico) and globally (extension of the bridge with China). This could give new impetus to South-South cooperation and enhance the positioning of this Cooperation in the region. A first step could be the establishment of a working group (made up of representatives of ECLAC, GIZ and the development agencies for international cooperation of the above-mentioned countries) in order to develop a strategic paper on potential areas of common interest and opportunities.

171. Additionally, the long-standing and comprehensive cooperation of GIZ in Central America, with its strong focus on transnational and regional programmes, could be the point of departure for a more aligned and integral approach, rather than isolated actions which show potential but require further coordination and continuity.

Area: Monitoring and evaluation

Linked to conclusions 5 and 8

Recommendation 2: Continue to review and assess existing tools for planning, monitoring, evaluation and reporting, in order to develop a comprehensive monitoring, evaluation, accountability and learning (MEAL) system that responds to the ECLAC results-based management model and the BMZ/GIZ impact-orientation and provides mechanisms and opportunities for internal learning and knowledge management.

172. The Cooperation should continue to review its existing monitoring and evaluation systems and build on the important progress made so far with the introduction of the impact matrix. It should also consider developing a realistic theory of change (with clearly delineated steps, based on a joint strategy and agenda for each thematic area (see above)) and a logical framework that reflects the linkages between its components and initiatives and their contribution to overarching goals. The framework needs to consider the nature of the Cooperation work, usually directed at the policy level, where changes and impacts require medium- to long-term perspectives and which require dynamic impact plans (overall programme or sector-level). These need to be refined and improved continuously as assumptions about impact are tested. It is essential to ensure that the current logical framework contains SMART (specific, measurable, achievable, realistic and time-bound) indicators⁸⁰ and that the goals enunciated for each thematic area are in line with the overarching goal of the programme. The logical framework should facilitate the streamlining of the reporting and the roll-up of activities and their contribution to outcome-level results commensurate with the level of investment and the time frame of the interventions.⁸¹

173. Some interesting experiences exist in the area of outcome mapping.⁸² These could be explored with a view to improving planning and monitoring systems in the future and measuring changes/impacts linked to research and policymaking. "Impact stories" or more specific thematic evaluations can be explored as an alternative to programme evaluations.

⁸⁰ They should be *specific* (i.e. target a specific area for improvement), *measurable* (quantify or at least suggest an indicator of progress), *achievable* – ("Can the measurable objective be achieved by the person?") and *realistic* (state what results can realistically be achieved, given available resources), and *time-bound* (specify when the result(s) can be achieved).

⁸¹ With respect to indicators, the last cooperation programme introduced considerable improvements, specifically in the overall programme logframe and the incorporation of additional indicators for monitoring progress at different levels: output (impact matrix), output/outcome indicators (planning matrices) and impact indicators (offer and overall reporting). These should be reviewed in detail, considering the following: (i) the level of ambition of indicators in light of real and realistic time frames; (ii) the balance between generation of information and usefulness of information (additional attention to the cost-benefit of collecting various types of information); (iii) (missed) opportunities for the integration of gender-sensitive indicators and/or human-rights based indicators; and (iv) appropriate resource allocation for the follow-up and application of monitoring tools (including human resources). Generally speaking, ongoing interventions should build upon and consider process and performance indicators, with milestones as targets to be monitored. This will also provide more information for learning and knowledge management. In general, impacts should be considered from a medium- and long-term perspective, which requires more time-bound indicators (short-, medium- and long-term).

⁸² For further information, see <http://www.outcomemapping.ca>.

174. Appropriate resources should be allocated to maintain and strengthen the collaboration with the Division for Gender Affairs in the review of existing planning and M&E tools (relating to extrabudgetary programmes and projects such as collaboration with GIZ), in order to fully integrate a gender perspective and specific gender goals into all components and into the programme, and to include gender analysis and specific gender indicators and tools for tracking progress.
175. In-house learning and knowledge management mechanisms and events could be established, following the example of interdivisional planning sessions. Annual workshops could be developed to assess the theory of change/impact plans (to review assumptions, obstacles and opportunities and incorporate needed adjustments), to share lessons learned and best practices and to collect inputs for new programmes. Additionally, resources could be allocated for systematizing experiences (including lessons learned and best practices) for future replication.
176. The opportunities for involving GIZ country offices in follow-up and outcome mapping at the country-level should be examined, as well as in tracking the impacts of past programmes. Closer links with GIZ country offices regarding learning and in-house evaluation processes with divisions can also be beneficial for exchanging experiences and reflecting on approaches and implementation processes on the ground.
177. The feasibility of modifying the structure of the programme level reports (in line with BMZ standards and guidelines for reporting) should be considered to ensure that they are more useful, focus on outcomes and reflect management needs for high-level programme information and decision-making. A greater effort should be made to increase accountability towards counterparts (such as GIZ good practices of sharing reports with embassies and GIZ country offices).
178. For knowledge products (such as publications and reports) and activities (training sessions or seminars) more feedback mechanisms need to be introduced regarding use and usefulness, as well as user-assessments after certain periods (e.g. one to two years). For this purpose, target groups should be involved in the outcome-tracking, for instance through a more interactive integration in the established platforms.

Area: Cross-cutting issues

Linked to conclusion 2

Recommendation 3: Develop and implement an approach to integrate gender into programming on a consistent basis.

179. It is recommended that the Cooperation follow the BMZ three-pronged approach of gender mainstreaming in programming and implementation of all projects, empowerment through specific activities focused on women, and high-level bilateral and multilateral development policy dialogues, in sector policy dialogues and in policy advice.
180. Gender-responsive policies and gender-oriented activities (e.g. studies, policy dialogues) could be further explored as a way to overcome the still weak culture of interdivisional work throughout ECLAC and to integrate the gender perspective in all areas of the Cooperation and division's work.⁸³ The development of tools and sector-specific methodologies for the integration of gender and specific studies could be the entry point for policy advice in non-traditional sectors of gender mainstreaming. All of this will require proper resource allocation.

⁸³ The gender focus is still not fully settled in the mindset of all divisions, but divisions have built strong relations and trust with key decision makers and policymakers, and could be instrumental in positioning gender issues. Consistent work needs to be done to overcome gender neutrality in sectors where discussions and understanding regarding impacts on gender are still limited. This points to the need to continue and even perhaps enhance collaboration and involvement of the Division for Gender Affairs in specific programmatic work of the divisions in the upcoming programme, starting with the planning process, in order to guarantee gender mainstreaming in all initiatives and activities, based on gender analysis and appropriate indicators.

Area: Cross-sector and interdivisional work**Linked to conclusions 4, 7 and 8**

Recommendation 4: Consider options and opportunities for further enhancing cross-sectoral intervention with a joint implementation and management plan in order to move towards a more integral approach in addressing structural change in the region.

181. As streamlining and concentration in a smaller number of initiatives within the third programme already shows, the Cooperation needs to move towards cross-sectoral topics and interdivisional work. Considering the value added of the Cooperation's intersectoral/cross-sectoral work, this applies especially to divisions which overlap with respect to certain topics and stakeholders, and where collaboration and thematic linkages could contribute to specific and overarching goals, in particular promoting structural change. The GIZ Programme NEXUS on Water, Energy and Food, currently being developed with the participation of three divisions can be considered as a pilot programme for assessing the development of an initiative with an interdivisional team for planning, management and implementation. On the basis of this experience, challenges and limitations for joint management should be assessed, in particular regarding financial and administrative accountability, and divisions' interest in participating in an initiative of this kind.

Area: Models of intervention**Linked to conclusion 4**

Recommendation 5: The Cooperation should be less involved in implementation of isolated and one-off activities and should invest its limited resources in coordinated sets of initiatives with a combination of products (e.g. policy and technical advice; advocacy and dialogue; knowledge products; and courses for capacity development.)

182. The Cooperation should invest in the successful model of intervention in which knowledge products and events are used strategically, as milestones and coordinated and implemented towards a common goal. Interventions with better results were designed strategically in such a way that all steps and products (publications, events and technical assistance) contributed to an expected impact chain. The planning process ensures that these are better aligned with country needs, which enhances the likelihood of continuity of project activities and ensures follow-up and consistency within the interventions. As such, services (policy advice, participation in events, workshops and courses) and products (publications or reports) should all contribute to specific goals of the thematic interventions and the overarching programme. In this sense, isolated studies, even if requested by countries, should be pre-assessed in terms of viability and contribution in relation to intended outcomes and goals.
183. The Cooperation should also continue on the path of concentration of resources as it has been since 2014, focusing on fewer initiatives endowed with sufficient resources that can be used strategically, ensuring follow-up and a certain degree of aggregation and coordination among activities as contributions to an outcome within a thematic area.

Area: Dissemination and communication**Linked to conclusion 8**

Recommendation 6: Invest in and develop a strategy for communication and dissemination in order to increase the use, benefits and sustainability of the knowledge generated within the programmes, including not only working tools and methodologies but also products (publications, databases, instruments and methodologies for studies, evaluations and diagnostic analyses).

184. The Cooperation should have a specific communication, dissemination and visibility strategy in light of the need to attract new audiences and the emergence of new channels for dissemination to make up for the shortcomings of traditional channels. This is expected to increase potential benefits for interest groups as well as programme multiplier effects. An in-house review of scope and coverage of publications and websites/platforms is recommended to identify possible strategies, new trends and “markets” and improve and strengthen the dissemination and use of the Cooperation’s knowledge products. The review could consider: (a) defining the objectives and goals of different target groups; (b) mapping target groups and a potential broader audience (e.g. civil society, universities, ministries); (c) finding alternative channels of distribution and strengthening existing ones (e.g. direct referencing via e-mail); and (d) identifying allies/networks for dissemination (e.g. contacting databases of target groups).
185. Resources are also needed to enhance the visibility and dissemination of all initiatives, along with proper monitoring and evaluation tools for knowledge management and diffusion. Opportunities to capitalize on previously generated knowledge, methodologies, tools and products should be seized; however arrangements and funds for dissemination and further follow-up are needed, especially if the products in question have not yet been published (e.g. the INDC simulation tool or the methodology for mapping enterprises run by women). These would need a specific strategy for use, transfer and strengthening of multiplier effects, including considerations such as buy-in by other interested countries in order to expand or multiply successful methodologies (e.g. GIZ country offices could be considered as a potential beneficiary).
186. The relevant information and statistics contained in the databases produced by the Cooperation over the medium term (such as BIEE and ReDeSoc or the data collection methodologies and tools) should be transferred to or integrated into national information systems in order to maximize their use and ensure their sustainability over the long term. This was done in the case of the water statistics information systems, which are now fully integrated into Colombia’s national statistics.
187. The general visibility and information dissemination about the Cooperation can also be improved in particular at the country level and with counterparts, building on improvements made such as newsletters and factsheets. A database with user contact information will need to be updated and expanded continuously and the websites need a strong push to increase their scope and coverage (e.g. through social networks). Additional human resources will be required for these tasks.

Area: Sustainability

Linked to conclusion 9

Recommendation 7: Develop a sustainability plan and an exit strategy for all interventions, as well as better communication regarding future plans internally and towards counterparts.

188. The Cooperation should have a well-defined sustainability strategy formulated at the beginning of each programme. Alignment of interventions with country needs, buy-in and the need for compliance with international commitments should be pursued as ways to foster sustainability of work. The formalization or institutionalization of countries’ commitments to use products or strategies in order to maintain capacities should be further promoted.
189. A plan to follow up each intervention should also be prepared. In cases of technical assistance requested by countries, a plan should be developed in consultation with local stakeholders to ensure continuity of the interventions after the technical assistance is provided (e.g. strategies to incorporate knowledge elements in work practices, multiplying strategies etc.).
190. Even when the Cooperation’s work is limited to a specific area (as, for example, in the case of an evaluation study on the Brazilian Amazon), it should include scope for management responses and an action plan to follow up on the implementation of the recommendations.

191. An “early warning” of the completion or continuation of initiatives should also be communicated to divisions to enable them to work jointly with counterparts on an exit strategy based on clear information. This will avoid false expectations and frustration on both sides and enable the Programme Planning and Operations Division to adopt a more participatory approach and to share information on decision-making and higher-level negotiation processes.

6.2. Recommendations for BMZ/GIZ

Area: German expertise for programme support	Linked to conclusions 6, 7 and 10
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Recommendation 8: Increase the presence of German experts for short-, medium- and long-term support to ECLAC in specific areas where German expertise can provide significant value added and enhance exchanges among participating institutions.

192. German know-how and expertise and the leading role played by Germany in promoting environmental sustainability, the use of renewable energy and the development of energy-related sectors (transportation, infrastructure, electricity etc.), in addition to other priority areas of this Cooperation (social and fiscal policy and productive development) are decisive assets and a value added contribution of the Cooperation. These features are of immense benefit to ECLAC staff in-house as well as to a broad spectrum of target groups, stakeholders and institutions at the country level. As such, every effort should be made to capitalize on opportunities to increase knowledge transfer and exchanges between German experts and ECLAC or between them and specialized agencies and interested private-sector companies. In this way, the Cooperation can draw on innovative perspectives and successful experiences not only from the region but also from other parts of the world.

193. Instead of hiring successive one-off consultancies that do not contribute to continuity or institution-building, German experts could be seconded to ECLAC divisions on a medium- to long-term basis (nine months to two years). This solution could also be beneficial for specific technical assistance projects. A cost-benefit analysis should be undertaken to assess this. In light of new opportunities arising from the Sustainable Development Goals, a joint analysis could be undertaken to identify areas where German expertise could contribute positively to the divisions’ work within the Cooperation. In the medium term, technical and sector-specific support from GIZ should be increased.

Area: Programme time frames	Linked to conclusions 3 and 4
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Recommendation 9: Study the viability of and opportunities for extending the programme duration to a three-to-four-year period, in order to better respond to maturation processes for influencing policy, opportunities for change and the long-term impacts of the Cooperation.

194. BMZ should consider the opportunities and limitations that would ensue if the length of the programme were extended. This could increase possibilities to achieve changes within the Programme time frames and increase long-term impacts through technical cooperation and policy advice provided at the regional and country levels. Even if it is not feasible to have funding commitments of more than two years, the programme planning phase could conceivably be increased to three or four years (after which negotiations could be held) and a funding projection would be made, which could determine further funding commitments after a two-year run time and a mid-term review. The amount of funding, however, should be adjusted accordingly so that the overall annual budget is maintained at the current level. This change could also contribute to reducing GIZ and ECLAC management costs, in particular at the level of the divisions (managing multiple initiatives within different bilateral and multilateral frameworks). Such an analysis should

also consider the advantages and opportunities arising from linkages and synergies with other bilateral BMZ and GIZ programmes or other large donor-funded programmes, which generally have four-year time frames.

6.3. Recommendations for ECLAC substantive divisions

Area: Sustainable development and climate change | **Linked to finding 7**

Recommendation 10: Encourage further reflection and cross-sector dialogue on emerging trends and issues in line with the global climate change agenda and implications of INDCs and foster transfer of knowledge and peer-to-peer work.

195. Climate change is a fast evolving issue with new trends emerging constantly. The Cooperation needs to continue to keep up with the global agenda. ECLAC and the Sustainable Development and Human Settlements Division should promote in-house debates on INDCs and their implications for multiple sectors in order to define a road map for a possible multisectoral project or component to be implemented jointly by ECLAC divisions (Natural Resources and Infrastructure Division, Economic Development Division and Production, Productivity and Management Division).

196. Opportunities for coordinating with ILPES training programmes should also be explored, as climate change and environmental sustainability are gaining more importance in national and subnational planning processes (including national development strategies and specific adaptation and mitigation strategies in the region). Coordinating activities on Central America to optimize funds with GIZ bilateral or KfW funds could be explored. This would facilitate more in-depth work or the move from research to practice, and foster opportunities for exchange and learning (e.g. INDC work). In-house capacities in GIZ country offices should be considered for the development of technical assistance at the country level (not only in specific activities, but more strategically to enhance follow-up).

197. In order to guarantee sustainable processes, capacity-building and knowledge transfer need to be strengthened as part of technical assistance, and follow-up activities should be carried out on the application of tools and methodologies. Train-the-trainer methodologies should also be developed to enhance multiplier effects.

198. In line with recommendation 6, a strategy to strengthen capitalization of knowledge and products (methodologies, tools and studies) is urgently needed especially for previously unpublished products. The addition of more formal mechanisms and tools can facilitate exchanges between countries (e.g. green fiscal reforms; classifiers for environmental expenditures in Ecuador; INDC simulation tools; REDD negotiators methodology etc.).

Area: Energy efficiency and renewable energy | **Linked to finding 8**

Recommendation 11: Orient work towards strengthening and integrating BIEE data collection, methodologies and indicators into national information systems and enhancing political dialogues and peer-to-peer experience.

199. The BIEE training and support (elaboration of studies, data collection etc.) requires more and closer follow-up actions at the country level. Opportunities for closer collaboration with GIZ bilateral programmes and country offices should be considered. This could be arranged through agreements to guarantee follow-up and continuity at the national level, as well as through opportunities for ECLAC to serve GIZ bilateral/regional programmes on energy efficiency and renewable energy.

200. Further improvements of the BIEE database are necessary, in terms of accessibility and major dissemination (approach to universities and private sector), data accuracy, major disaggregation and completeness of time series. The integration of data and indicators in national information systems should be strongly promoted. Over the medium term, consideration should be given to possibly carrying out a peer review with a small number of countries to assess and obtain feedback on the integration of methodologies, use of indicators and sustainability of the work.
201. There is still more potential for involving German institutes, the private sector and universities (e.g. through research and training of new experts), in particular in light of the adoption of the Sustainable Development Goals.
202. Work in the Caribbean is still incipient and the Cooperation will need to devise a clear strategy for the subregion as well as an agenda for collaboration with the Caribbean Community (CARICOM). Caribbean countries would also benefit from consistent technical assistance.
203. More investment in peer-to-peer experiences can be put in place, with the creation of working groups, including countries from different subregions interested in South-South cooperation and benchmarking between more and less advanced countries. In order to move forward with regional policy agendas and political dialogues, work could be done with different working groups from advanced countries and developing countries, as opposed to general political dialogues which face limitations in attracting high-level policymakers.
204. ECLAC could envisage promoting political dialogue at the annual ministerial meetings of OLADE or the Community of Latin American and Caribbean States (CELAC) as well as other mechanisms that could act as a catalyst (e.g. high-level meetings every two or three years with work plans monitored annually by a steering committee).
205. Energy efficiency can be harnessed to serve a host of other development purposes, through a more integral and cross-sectoral approach. The Natural Resources and Infrastructure Division should foster dialogue with other divisions (in particular the Sustainable Development and Human Settlements Division and the Production, Productivity and Management Division). As mentioned above, gender mainstreaming is also relevant for energy efficiency programmes.

Area: Macroeconomic stability and fiscal reforms

Linked to finding 9

Recommendation 12: Focus on the Commission's comparative advantages in relation to other regional and multilateral stakeholders working in this area and provide countries with access to instruments, methodologies and data for decision-making in light of new challenges such as the Sustainable Development Goals.

206. Continue to integrate the work on fiscal policy into other initiatives. Highly valued tools and methodologies could be further disseminated. Also, the established relationships with ministries of finance and economy could be instrumental in incorporating other issues in political agendas, and should be fostered through interdivisional work. In the medium term, it is recommended that mechanisms be developed for feedback and follow-up on policy advice.

Area: Inclusive social development

Linked to finding 10

Recommendation 13: Invest in dissemination and peer-to-peer exchange in order to create opportunities for replication of methodologies and approaches and promote reflection for new scenarios for social protection and security within sustainable development processes.

207. The work on social protection should be positioned within a new conceptual framework of structural change and sustainable development. Interdivisional debates can be a first step towards new strategies, building upon existing work.

208. It is recommended that experience with the human rights-based approach in programmes and projects be shared with other divisions.

Area: Productive development and innovation

Linked to finding 11

Recommendation 14: Capitalize on experience with value chains and multi-stakeholder dialogues in different areas (innovation; production matrices; promotion of SMEs) within productive development initiatives and promote interdivisional reflection on opportunities for a cross-sectoral approach to structural change.

209. Efforts are needed to overcome lack of coordination in the work carried out by ECLAC headquarters in Santiago and its subregional headquarters in Mexico in the area of science, innovation and technology and productive development. It is recommended that experiences, lessons learned and best practices be shared and applied to future work on structural change.

210. Closer coordination is needed with GIZ programmes. In fact, only in Central America are there projects, mostly subregional, covering interconnected topics. The focus should be on the Commission's comparative advantages (macro-level studies and conceptual and methodological designs) and high-level policy dialogue. Funds for pilot projects are not sufficient for comprehensive interventions (time constraints and lack of resources for training and follow-up).

211. Cross-sectoral reflection on multi-stakeholder approaches developed in this area by different divisions should be promoted and a strategy devised for engaging private-sector stakeholders, civil society and academic institutions in policy work on structural change.

212. Successful methodologies for mapping value chains should be shared, as well as tools and methodologies designed to support women's participation in productive development in Central America (good possibilities for buy-in). At the same time, opportunities for peer-to-peer experiences should be created (e.g. Ecuador, El Salvador or Peru). Policymakers should be targeted rather than technical staff.

Area: Regional integration

Linked to finding 12

Recommendation 15: Carry out a participatory assessment of past experiences, limitations and opportunities in regional integration, in order to draw lessons and evaluate possibilities for the future.

213. The work on regional integration should be considered as a cross-cutting issue addressed by other initiatives and as a goal in itself. Any future initiatives should be implemented jointly with regional and national stakeholders, and include national stakeholders as counterparts in order to increase institutional commitment in regional organizations, such as SICA, where joint actions cannot be implemented unless they are operational.

Area: Decentralization and governance

Linked to finding 13

Recommendation 16: Systematize the experience of the planning processes of ILPES and the Regional Council for Planning to identify and apply lessons learned on participatory planning and alignment of national/regional priorities.

214. The methodology and experience developed by ILPES in planning processes with the competent ministries in the region should be used as a best practice for other similar intergovernmental forums. Analyse the viability and opportunities for closer coordination between ILPES and other divisions as a way to foster comprehensive approaches (e.g. strategic planning and sustainable environmental or structural change).

7. LESSONS LEARNED

215. The review identified the following lessons learned:

216. The Commission's "out-of-the-box" thinking can break with the past to expand the concept of gender beyond women's reproductive role (in the social sphere or in care) to new areas (such as energy, sustainable productive development or SMEs). The Cooperation can build on the value added of networks and relationships between the divisions in specific areas and on the cumulative intelligence and knowledge of the Division for Gender Affairs, to mainstream the gender perspective through political dialogue and institutional allies at the national and regional level.⁸⁴
217. The partnership ECLAC-BMZ/GIZ has key elements upon which to continue to foster creative and innovative thinking. The Cooperation can draw on the role of ECLAC as a think tank role and its research capacities to identify trends and innovation in Latin America and the Caribbean, while enhancing exposure to a range of innovative German/European research and inspiration from other regions in the world, through BMZ/GIZ. The experience of the management courses of the *Escuela de Gestores* brings together young policymakers from various regions of the world not only to provide training but perhaps, more importantly, to encourage innovative thinking.
218. The Cooperation's work at the regional level, which seeks to generate comparative knowledge and pass on expertise, is, at the same time, solution-oriented and provides access to important decision makers. The Cooperation can use its privileged position to place innovative and emerging issues on political agendas and to raise awareness.
219. Alignment of interests between ECLAC and BMZ/GIZ and realistic expectations in terms of the Cooperation's delivery have been key factors in ensuring flexibility and ultimately the success of the programmes. ECLAC and BMZ expect the Cooperation to be a conduit and facilitator for political dialogue in Latin America and the Caribbean. Continuing to use this realistic and pragmatic approach should enable the partners to continue with their flexible programmes and to act as a catalyst for moving national and regional efforts forward, facilitating regional and thematic networking and South-South solutions.
220. The Commission's reputation of impartiality and independence is important and can be used to build consensus on more controversial issues (for example, in cases where national and regional interests do not converge).
221. Successful interventions require a longer term (more than one programme). It is important to provide enough time and resources for initiatives to mature and for continuous engagement of stakeholders.
222. The Cooperation's considerable flexibility and the close and proactive involvement of GIZ in programme management and monitoring are solid foundations for further development. To these should be added the Commission's ability to identify windows of opportunities, encourage adaptability in the face of emerging trends and enhance the Cooperation's position and effectiveness in the regional arena.
223. Technical assistance has been a catalyst and a driving force in promoting national processes. Successful and sustainable advisory services should continue as the strengthening of capacities and institutions that can absorb and replicate knowledge, methodologies or tools will have positive outcomes and impacts.

⁸⁴ A concrete example of this is the work done by ECLAC and the Division in this area, with the support of GIZ (beyond the scope of this Cooperation) on the project Women's Economic Autonomy in the Mining Sector in Chile.

224. Investment in the creation of statistical databases that are consistent with international statistical standards is highly beneficial for countries with deficiencies in information and data generation and collection. The Cooperation can use this approach –as a prerequisite for evidence-based policymaking– by guaranteeing the sustainability of databases and tools transferred to countries and ensuring the follow-up within their national information systems.

8. CONCLUDING REMARKS

225. This report synthesizes a wide range of opinions, views, insights and thoughts presented to the evaluators during the interviews conducted in Chile, Costa Rica, the Dominican Republic, Ecuador and El Salvador and throughout Latin America and Germany, as well as through online surveys. In total, about 350 people participated in the process. The task of collecting these views and conducting the work to synthesize the information on three Cooperation programmes covering five years of intervention was a complex and challenging exercise.
226. It is hoped that the elements captured in this report will help to stimulate further thinking, discussions and more in-depth analysis in order to move development forward in Latin America and the Caribbean through this strategic Cooperation between ECLAC and BMZ/GIZ and its programmes in the years to come.

ANNEXES

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ANNEX 1

PROFILE OF THE REVIEW

The focus of this Review is on the on-going and the completed activities of the Technical Cooperation Programmes BMZ and ECLAC have engaged in since July 2010. The **temporal scope** of the Review covered the periods of three programmes, from 2010 to August 2015. The **programmatic scope** included the activities and products carried out and delivered in this overall period, involving a total contribution of 12,250,000 euros, from the BMZ Bilateral Programme. The **geographical scope** covers the territory of the portfolio of interventions of the three programmes in Latin America and the Caribbean (LAC), which reached, with greater or lesser extent, practically all countries in the region. Through different lines of evidence, all countries involved in the Cooperation have been covered in the data collection process, but with different intensity levels depending on their weight in terms of participation and activities carried out.

Objectives of the Review

The **overall objective** of the Review as outlined in the ToRs (enclosed in the Annex) was to assess the relevance, effectiveness, efficiency, impact and sustainability of the Cooperation implementation and more particularly to document the results of the Cooperation in relation to its overall objectives and expected results.¹ The **specific objectives** as outlined in the ToRs are the following: i) analysis of the design of the programmes in terms of facilitating the attainment of Cooperation goals; ii) identification of strengths and weaknesses of programme implementation; iii) assessment of desired and unanticipated outcomes and impacts, overall and country-level; iv) analysis of Cooperation's contribution to strategic objectives of ECLAC and BMZ and synergies established outside the Cooperation and v) identification of lessons learned and best practice for informed decision-making regarding the next phase of the Cooperation.

Methodology for the Review

The Review methodology was designed to meet the requirements and expectations set up by the ToRs, allowing for the identification of the results attributable to the Cooperation programmes given the range of information and time available. It used **qualitative and quantitative methods** to measure how the Cooperation is progressing regarding the completion of those activities and knowledge products undertaken (outputs) and the extent to which these are collectively contributing to the achievement of desired outcomes. Non-statistical analysis was used to determine the results achieved at the outcome level. This involved subjective assessments based on both qualitative and quantitative information, triangulation of information and data, and the use of informed judgment and expert opinion.

Evaluation Issues and Questions

The **Evaluation Matrix** presented in the annex 5 synthesizes the methodology indicating the issues addressed, the performance indicators, the sources of information and the methods of information collected used. The Matrix re-organized and complemented the evaluation questions put forward in the ToRs and structured them into sets of issues against which the evaluation reporting has been done.

Responding to the provisions of the ECLAC and BMZ for this Review, a **gender and rights-based perspective** has been integrated in evaluation questions and throughout the process. Particular attention has also been paid to the incorporation of the **value-based approach** promoted in BMZ's bilateral and multilateral development and sectoral policies which has been considered and analysed regarding the overall Cooperation, programme activities and stakeholders involved. To respond to BMZ's explicit request for focus on this, the evaluation team undertook: i) a review of BMZ sectoral policies and strategy papers on human rights, democracy, civil society and social and ecological market principles; ii) analysis of type of components and activities with positive results regarding cross-cutting issues; and, iii) identification of opportunities for promotion of cross-cutting issues in policy advice. **Key principles** such as inclusiveness,

¹ As defined in the Cooperation documents.

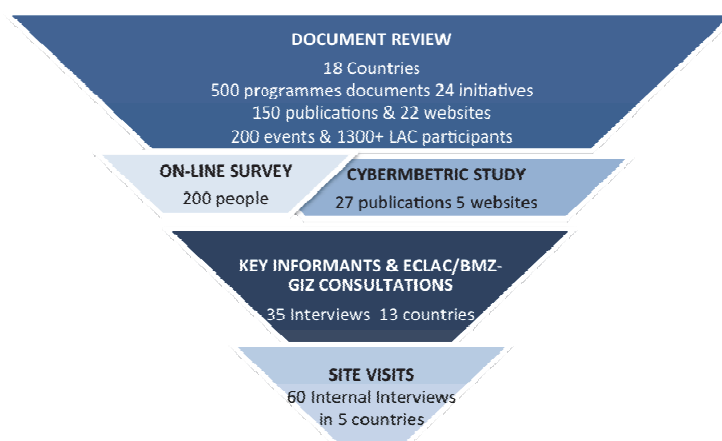
participation, non-discrimination, accessibility, utility, credibility and accountability, commonly shared by ECLAC and BMZ/GIZ, have been considered as guiding.

In relation to the integration of gender issues, the focus has been on ECLAC's and BMZ/GIZ's **gender mainstreaming strategies**, and the progress made towards effective integration of gender perspective and issues in the Cooperation and all work within the programmes, identifying obstacles and opportunities in relation to a **three-pronged approach** of mainstreaming, empowerment and policy advice.

Data Collection & Lines of Evidence

The data collection strategy was designed to allow findings and conclusions to be drawn based on the triangulation of evidences collected from sources (primary and secondary), and using different methods. The strategy took into consideration the specific characteristics of the universe of analysis, the various types of interventions and activities, the variety of types of stakeholder participation, the nature of institution involvement, and the geographical coverage (regional, sub-regional, national or municipal). The strategy aimed at enabling analysis of all of these aspects in an effective and efficient manner, while enabling triangulating and validation of information among Cooperation beneficiaries and participants and assessing contributions to goals and objectives of the most significant activities and services.

Data Analysis and Validation process



Document review

In the inception stage, existing documentation, including programmes and project documents, collected evidence, progress reports, and studies produced by the Cooperation were analysed. The process of identifying and reviewing the Cooperation documentation continued throughout the Evaluation, with the review of additional documents as provided by the Cooperation stakeholders, beneficiaries and managers. The Document Review covered about 500 documents for all three Programmes, on 24 initiatives,² in 18 countries, mostly produced by 10 ECLAC Divisions and Sub-regional Offices.³ Reviews related to the

150 publications and 200 events produced by the Cooperation were undertaken on as-needed basis to validate or complement information gathered through the surveys and the Key Informants' interviews.

Key Informant Interviews

Two types of **semi-structured and in-depth interviews** have been conducted with Key Informants: via Skype or phone and on-site in selected countries. An interview protocol and guides were elaborated in light of established evaluation questions according to the type of stakeholder interviewed, their role and involvement in the Cooperation. **On-site individual and group interviews** were conducted with 54 Key Informants, including ECLAC and GIZ representatives in Chile.⁴ **Skype Interviews** were conducted with 35 Key Informants, including ECLAC/BMZ-GIZ staff and representatives of National Governments and

² The Emerging Funds and Open Funds were excluded from this Review.

³ DAG, DCII, DDE, DDPE, DDS, DDSAH, DE, DPPO, DRNI, ILPES and ECLAC Mexico and Port of Spain.

⁴ Group interviews with a total of 23 ECLAC Divisions representatives and Management and 2 GIZ regional office interviewees. Key informant interviews with government and state institutions representatives and external consultants have been conducted according to the following distribution: Chile (3), Ecuador (5), El Salvador (9), Costa Rica (8), and the Dominican Republic (4).

Regional Organizations in 13 countries.⁵ The National government and Regional Agencies representatives interviewed represented a variety of initiatives, different types of stakeholder, and different type of involvement in the Cooperation. They were selected from a stakeholder map, including names of potential Key Informants provided by ECLAC divisions.⁶

The Interviews gathered qualitative data on all of programme activities in the countries and identified areas (thematic, geographic, per type of stakeholder and activity) where the Cooperation has had the most impact. The Interviews complemented and validated the information gathered through the desk review and provided in-depth information on overall efficiencies, cross-cutting issues and relevance of the programmes. They also enabled the identification of key areas of focus in assessments related to effectiveness, impact and sustainability of results at the outcome level.

Country Visits

In addition to a site visit to ECLAC Headquarters in Santiago (Chile), site visits were also undertaken to enable more detailed observations on the ground in Ecuador, Costa Rica, El Salvador and the Dominican Republic. These four countries were selected based on criteria that took into consideration the need to select countries in all sub-regions, to cover all thematic areas where there was a higher volume of programme activities and services and major achievements. Consideration was also given to countries where synergies with other GIZ interventions in the region could be observed.⁷ Other criteria considered were the size (budget) of the programme intervention and the geographic proximities among the selected countries to maximize the use of resources. The selection of these countries and the criteria was validated through consultations with ECLAC PPOD Project Management Unit, BMZ and GIZ-Santiago.

Cyber metric Analysis

The evaluation also used cyber-metrics analysis of the Cooperation products and platforms to provide an additional source of data. The Analysis covered 27 publications and 5 online platforms (websites and databases) produced by the Cooperation. The Website and platform data collection was undertaken by ECLAC IT Department and the ECLAC PPEU Evaluation Team prepared the presentation. It covered the main Cooperation websites/platforms: OFILAC, CCAS, BIEE, ReDeSoc, representing 4 thematic areas (Fiscal policy, Climate Change, Energy Efficiency, Social policies) and the official website of the Cooperation. The variables of the analysis were: a) user characteristics (profile and time of use); b) interaction with web content (average number of sub-pages consulted); c) type of references to web; and d) geographical distribution of downloads.

The cyber-metric analysis was carried out by The Box Populi, a specialized company subcontracted and supervised directly by ECLAC-PPEU. The variables of analysis for the publications were: a) type of references to publications (type of institutions and channel of referencing); and b) geographical distribution of the referencing. The main results of the cyber-metric analysis are available in annex 3.

Electronic Survey of Cooperation Beneficiaries

A survey to capture beneficiaries' feedback on the activities and products of the Cooperation and its programmes was designed by the Evaluators and administered by the ECLAC-PPEU. The survey consisted

⁵ A total of 40 people were contacted from a list of stakeholders provided by ECLAC and GIZ in countries other than those selected for a site visit. In the end 27 Key Informant Interviews were undertaken covering all of three Programmes were covered, with a few exceptions. ECLAC Divisions did not provide potential Key Informants for certain technical assistances provided (e.g. technical assistance to the City of Quito; support for two phases of tax reforms in Dominican Republic, technical studies in Sao Paulo and Mexico City). In any case, final list of Key Informants represented 13 countries in the Region and Germany. The distribution of these is the following: Bahamas (1) Brazil (3), Colombia (1), El Salvador (1) Guatemala (7), Honduras (1), Martinique (1), Mexico (2), Panama (2), Peru (1), Saint Lucia (1), Uruguay (3) and Germany (4). Additional 8 Key Informant Consultations were undertaken with ECLAC/BMZ staff in Chile, Brazil, Mexico and Port of Spain, and Germany.

⁶ About half of those were participants of workshops and therefore they were not suitable for in-depth qualitative interviews, covering analysis related to all aspects, including project's relevance, effectiveness, efficiency and sustainability of results in specific areas where interventions have been more intense. These participants were therefore included in the list of candidates for the on-line survey (described below).

⁷ For more information, please see the Review Inception Report.

of questions on the perceived quality of workshops, dialogues and courses as well as technical support provided and studies, policy-oriented documents produced by the Cooperation.

As part of the stakeholder mapping exercise in the Inception Phase, lists of about 100 events undertaken by the Cooperation were provided by ECLAC with names of 1,300 participants approximately (the population size).⁸ A sample size was calculated to enable the extrapolation of results with confidence level of 95% and a margin of error of 5%. An adjustment to the sample size was added to count for a low response rate usually obtained in similar ECLAC surveys (10%-30%). Respondents were selected through **random sampling**. The survey, distributed in English and Spanish, was in the field for about 3 weeks, after which **260 responses** were obtained. This enabled the **extrapolation of the results with the anticipated 95% Confidence Interval** with a margin of error of 5.44% as planned.

Methodological Challenges and Limitations

The Review faced challenges regarding the clean up of data for the sampling for on-line survey and limitations in the sample size. The Cooperation involved a large volume of data, including a large number of publications and about 200 events. ECLAC provided lists of about 100 events and courses, which had a total of about 1,300 participants, as opposed to lists of all of the 200 events organized by the Cooperation. This makes no difference in terms of the sample size as the response rate obtained continues to enable the same confidence interval with a slight change of the margin of error from 5.44% to 5.77%. However, there could be bias towards positive results, as these lists did not cover all events.

About half of those stakeholders in the lists provided by ECLAC were participants of workshops and were not suitable for in-depth qualitative interviews. These participants were therefore included in the sample list for the on-line survey. Despite of the extensive clean up of the data, there were still a number of incorrect or meanwhile inactive e-mail addresses and discrepancies in the names of stakeholders still led to a number of duplications.

Another challenge was the complexity added by the need to design questionnaires to capture results of the events and publications per type of activity and per thematic area. In the end, the strategy of administering only one short and concise on-line survey covering all thematic areas and all products and services offered by the Cooperation in its three Programmes was effective and enabled the desirable response rate and the extrapolation of the results.

There were also **challenges to schedule interviews and a low response rates obtained for certain countries.** The relatively short period to select stakeholders and the start of country visits presented a challenge for scheduling interviews, which in part have been dealt with during the country visits. Although timeframes for Skype interviews were more flexible, **in both cases response rates were limited in certain countries where the Cooperation had a high number of activities and/or thematic areas covered**, such as Chile, Ecuador, Brazil, Colombia or Peru.

This is possibly due to **two main factors**: the high profile of many of the participants of the programmes' activities which make it challenging to fit an interview in full agendas, and the difficulties due to staff turnover in the institutions of interest, in particular in relation to activities that goes back to the 2010-2012 Programme. As far as possible, **alternative stakeholders were identified and contacted** and, alternative options for Skype interviews for those who were not available during the site-visits was offered and arranged. In some cases, referred persons were provided as alternatives within the contacted institution. For these and for the stakeholders exclusively contacted for Skype interviews, the period was extended more than a week in order to access more people and information.⁹

There were also challenges related to connecting stakeholders to their participation to specific programmes and initiatives. There were some cases in which the Key Informants could not link their

⁸ This is the number of participants in the Cooperation activities is likely to be larger than 1,300. In addition to those 100 events, the Cooperation undertook additional events to which lists of participants were not provided.

⁹ For the countries selected for site-visits 12 of 50 persons contacted were not available for interviews during or after the visits. In the case of people contacted for Skype interviews 13 did not respond or were not available.

participation in a certain activity to a “project”. For a variety of reasons (e.g. dispersion of resources in the earlier Programmes, limited scope in time and lack of continuity), these interventions were more punctual (limited to specific event or specific publication) linked or not to other initiatives. While each intervention was planned in detail as interventions and executed efficiently, they did not have follow-up system or plan, for the development of subsequent activities. As such, Key Informants did not perceived them to be part of a strategy or a set of on-going initiatives.

This issue was also compounded by the **complex system of numbering and nominating the initiatives** used in the first two Programmes. The names of the initiatives were too long and became irrelevant as stakeholders used more colloquial names to refer to them. The names were also not consistent across different regions and countries and especially in different languages (English and Spanish). As a result, it was sometimes challenging to precisely determine the relationship stakeholder and initiative **and it was only possible for certain Key Informants to comment on their results at the level of outputs such as the “effective” production of “an event” or “a publication”.**

There were also limitations in the scope and information gathered through the cyber-metric analysis. The data gathered was used and as such, the limitations need to be considered. Due to budgetary constraints, the cyber metric analysis did not cover analysis of how the users were referencing publications or websites. Also, there are about 150 publications directly linked to the Cooperation and only a sample of 27 publications was selected for the analysis, which is not enough for extrapolation of results. Even though those publications selected were those considered to be more important through document reviews, this is still a small sample. Similarly, the Cooperation produced about 22 websites and only 5 were selected for analysis based on document reviews. As per limitations of the diagnostic, the information was gathered from different sources for different periods and it was not equal for all pages regarding periods covered for analysis of use and downloads.

Limited information for the analysis of efficiency was another challenge. The financial and administrative information available for each programme has been limited to project documents and the operational planning of activities with budgets per output and type of expenditure. Differences in figures and totals have been evidenced, which is probably due to differences related to exchanges rates of budgets in euros and US dollars. Additionally initiatives with more than one division implementing activities, are not presenting clear budget breakdowns regarding managed budget per division. The available information has been treated in a more qualitative way rather than a detailed cost-benefit analysis for the analysis of the overall efficiency of the Cooperation.

ANNEX 2

THE GERMAN BILATERAL COOPERATION WITH ECLAC

The main focus of German cooperation with ECLAC was on fiscal policy, structural policy, energy efficiency/ renewable energy and climate change policy, and social protection. The Cooperation involved three programmes since July 2010:

- “Sustainable Development and Social Cohesion in Latin America and the Caribbean” (referred to as the 2010-2012 Programme);
- “Promotion of low carbon development and social cohesion in Latin America and the Caribbean” (referred to as the 2012-2014 Programme); and
- “Structural change for a sustainable and inclusive development in Latin America and the Caribbean” (referred to as the 2014-2016 Programme).

The BMZ financial support involved a total contribution of 12,250,000 euros, from the Federal Ministry for Economic Cooperation and Development (BMZ) Bilateral Programme. These included 3,500,000 euros for the first programme (2010-2012), 4,725,000 euros for the second programme (2012-2014) and of 4,000,000 euros for the last programme (2014-2016).¹⁰

The Cooperation had one overarching goal that permeated through all of the Programmes. The goal was to have a direct impact on formulation, development and implementation of proposals for reforms and/or national and regional policies, using ECLAC’s good political ties as a basis to “inject new momentum for structural change, sustainable social protection and a clean energy supply”.¹¹ Each one of the three Programmes had its own sets of goals, objectives and components (see annex 3).

A total of 10 ECLAC divisions¹² and 2 Sub-regional Headquarters (Mexico and Port of Spain) were involved in the implementation of these initiatives as detailed below. The Cooperation activities were implemented with various degrees of intensity through technical support, policy advice, training and capacity building courses, and knowledge products (publications, reports, studies, etc.) organized around the 3 Programmes, covering the 26 initiatives and funds, and a total of 9 components.

Technical assistance has gained major importance along the Cooperation, complementing ECLAC’s regional mandate with BMZ/GIZ’s national perspective. This modality of intervention, exclusively upon request of Governments, included support to strengthen government capacities in the formulation of public policies and for negotiation and policy making through policy advice, as well as preparation of studies to create awareness and data and evaluation of tools and policies, to support policy work. The characteristic of each individual programme is presented below.

THE 2010-2012 PROGRAMME

The 2010-2012 programme was designed with 3 components: Climate Change, Fiscal Pact and Regional Integration; and, an allocation for “Open Funds”. As illustrated in the table below, the budget was spread out throughout the ECLAC Divisions and Offices, responsible for the implementation of each of the 10 initiatives, with most budgets ranging from 100,000 to 230,000 euros.

¹⁰ As noted in the section *Methodological Challenges and Limitations*, there are differences in these totals and the figures provided to each initiative in the tables presented for each Programme (see Sections 3.1, 3.2 and 3.3). These are likely due to differences related to exchanges rates of budgets in euros and USD.

¹¹ According to BMZ Development Policy in Latin America (2015).

¹² These include the following divisions: the Gender Affairs Division (DAG), the International Trade and Integration Division (DCII), the Economic Development Division (DDE), the Production, Productivity and Management Division (DDPE), the Social Development Division (DDS), the Sustainable Development and Human Settlements Division (DDSAH), the Statistics Division (DE), the Natural Resources and Infrastructure Division (DRNI), the Programme Planning and Operations Division (DPPO) and the Latin American and Caribbean Institute for Economic and Planning (ILPES).

Comp.	Initiative	ECLAC Division	Budget (EUROS)	Total
1. CLIMATE CHANGE	1-1 Introduction of a new climate change regime: REDD and policies to promote low carbon economy	DDSAH	€ 380,000	€ 840,000
	1-2 Political dialogue on energy efficiency and renewable energies	DRNI	€ 210,000	
	1-3 Dilemmas of energy integration	DRNI	€ 100,000	
		MEX		
1-4 Water statistics and indicators for political reforms	DE	€ 150,000		
2. FISCAL REFORM	2-5 Macroeconomic politics, social justice and social security	DDE	€ 250,000	€ 690,000
	2-6 Decentralization and state services	ILPES	€ 210,000	
	2-7 Fiscal policies and climate change	DDSAH	€ 230,000	
3. REGIONAL INTEGRATION	3-8 Social and regional integration	MEX	€ 125,000	€ 266,950
	3-9 Regional innovation systems	MEX	€ 141,950	
4. OPEN FUNDS	Open Funds for Emerging Issues	DPPO	€ 180,000	€ 180,000
		TOTAL	€ 1,976,950	€ 1,976,950

Thematic continuity has been evidenced regarding previous Cooperation programmes in relation to macroeconomic stability, sustainable development and integrated management of natural resources, energy efficiency, as well as decentralization and governance.¹³ Generally started as pilots and research lines developed by divisions, some thematic areas became ECLAC's flagships, which are gradually being positioned in the regional agenda.

With a few exceptions, each of these initiatives were to be implemented following a similar conceptual approach and a chain of activities¹⁴ designed to facilitate adaptation to countries' needs and demands. In light of their different levels of development and progress. In general terms, activities build on each other: the work was to start with the preparation, publication and dissemination of knowledge products (preparation of the stage) such as policy-oriented research and studies as well as technical/advice recommendations for action. This would be followed by the production of data (and data bases), containing information/baseline, aimed to facilitate exchange, create networks and awareness (seminars, conferences) and directly guide policy development work by the Governments in the region (policy advice and technical assistance on design and implementation of instruments/reforms).

THE 2012-2014 PROGRAMME

The 2012-2014 programme was designed at a time in which the world was witnessing the impacts of the greenhouse effects. As such, according to the Programme documents, one of the two priorities areas of intervention was climate change (in the so-called "Climate Change: opportunities for low-carbon development paths") and the other was Fiscal Reform and Social Pact (through "The new equation State-Market-Society for equality and environmental sustainability"). As illustrated in the table below, the budget was spread out throughout the ECLAC Divisions and Offices, responsible for the implementation of 12 initiatives. While budgets in Open Funds remained in the range of 144,000 to 216,000 euros, budgets in initiatives of the other two components were more substantive, compared to the earlier programme, now ranging from 230,000 to 420,000 euros (as opposed to the 100,000 to 230,000 euros in the previous programme).

¹³ And also for Productive Development and Innovation and Inclusive Social Development since 2012.

¹⁴ According to the Programme Document ECLAC-BMZ 2009.2245.0 Oferta.

Comp.	Initiative	Division of ECLAC	Budget (EUROS)	Total
1. CLIMATE CHANGE	1-1 REDD+ and low carbon development paths	DDSAH	€ 350,000	€ 1,370,000
	1-2 Fiscal policies and climate change		€ 230,000	
	1-3 Development of innovation and production in the context of climate change: promotion of SMEs	DDPE	€ 390,000	
	1-4 Sustainable energies in LAC	DRNI	€ 400,000	
2. FISCAL REFORM & SOCIAL PACT	2-5 Fiscal pact for growth with equality	DDE/ILPES	€ 350,000	€ 770,000
	2-6 Social pact for an inclusive social security	DDS	€ 420,000	
	2-7 Fiscal reform to strengthen social cohesion in LAC (in cooperation with the Latin American center on tax administration CIAT)	DDE	N/A ^b	
3. ADDITIONAL FUNDS	A1. Insertion of Agroindustrial SMEs in global value chains in Central America	MEX	€ 144,000	€ 648,000
	A2. Sustainable Energy in the Caribbean	POS	€ 144,000	
	A3. Public Management and Planning for Sustainable Development in LAC	ILPES	€ 216,000	
	A4. Inclusion of women in quality Jobs in Central America	DAG	€ 144,000	
4. OPEN FUNDS^c	Open Funds for Emerging Issues	DPPO	€ 100,000	€ 100,000
	TOTAL		€2,888,000	€ 2,888,000

^a According to Programme Documents, as a result of the merging of the three German implementing organizations for Technical Cooperation, the Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ), the German Development Service (DED) and InWEnt (Capacity Building International, Germany) which formed the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) in January 2011, the CIAT project, which was part of the InWEnt is integrated into the 2012-2014 Programme.

^b According to Programme Documents, as a result of the merging of the three German implementing organizations for Technical Cooperation, the Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ), the German Development Service (DED) and InWEnt (Capacity Building International, Germany) which formed the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) in January 2011, the CIAT project, which was part of the InWEnt is integrated into the 2012-2014 Programme.

^c These include three funds: European Fund for Development, Future Fund and the Sustainable Development & Social Cohesion Fund. However, activities undertaken in the last Future Fund and the Sustainable Development & Social Cohesion Fund were not covered by the Review and are not included in this list.

Certain initiatives were built-upon the ground work of the previous programme, complementing or expanding scope or consolidating processes of former activities, in particular REDD and energy efficiency, and fiscal policies and climate change. This has been also evidenced in relation to technical assistance requested as consequence of studies (e.g. publications on energy efficiency and transportation).

THE 2014-2016 PROGRAMME

The 2014-2016 programme was designed to run from July 2014 until June 2016 with a focus on "Innovation for Sustainable Structural, Change", "Social Protection" as well as "Green Fiscal Reform and Sustainable Energy Policy". As illustrated below, programme resources were concentrated in only four initiatives (as opposed to 11 and 10 initiatives of the earlier programmes) spread out through a smaller number of ECLAC Divisions and Offices. The aggregation on component level also disappeared in this programme design. This focalization is result of BMZ/GIZ interest to increase impact and visibility of interventions, along with major efforts to improve planning and monitoring of the Programme in

collaboration with PPOD (e.g. interdivisional planning processes, stronger synergies, new monitoring tools etc.). Budgets increased in relation to the previous programmes, now at 480,000 euros for each topic, with the exception of the 160,000 euros for the Emerging Issues Funds.

Comp.	Initiative	Division of ECLAC	Budget
	1. Innovations for sustainable structural change (Structural policies)	DDPE	€ 480,000
	2. Social Protection Systems	DDS	€ 480,000
	3.1 Environmental Fiscal Reform	DDSAH	€ 480,000
	3.2 Renewable Energies/Energy Efficiency in LAC	POS	€ 180,000
		DRNI	€ 470,000
	Open Funds for Emerging Issues	DPPO	€ 160,000
	TOTAL		€ 2,250,000

ANNEX 3

PROGRAMMES GOALS AND OBJECTIVES

ECLAC-BMZ COOPERATION		
<p>The goal is to have a direct impact on formulation, development and implementation of proposals for reforms and/or national and regional policies, using ECLAC's good political ties as a basis to "inject new momentum for structural change, sustainable social protection and a clean energy supply".</p>		
PROGRAMME 1 (2010-2012)	PROGRAMME 2 (2012-2014)	PROGRAMME 3 (2014-2016)
<p><u>Goal (2010-2012)</u> LAC governments visibly increase their possibilities of action regarding reform and negotiation processes, at the national and regional level in the areas of climate change (REDD, energy efficiency and renewable energy), fiscal policies to enhance social cohesion, regional integration and cooperation in the areas of trade and innovation policies.</p>	<p><u>Goal (2012-2014)</u> Selected ECLAC member countries have reform proposals formulated by national actors to enhance social cohesion and structural change, which take climate into consideration.</p>	<p><u>Goal (2014-2016)</u> Countries in LAC have proposals of reforms and tools to enhance structural changes in sustainable, economic and social development, by national actors ready to be approved;</p>
<p><u>Component 1: Climate change: old and new opportunities for renewable energy and energy efficiency;</u> LAC countries enhance their capacities to develop own proposals in the area of REDD and present them to respective UN organizations; enhanced regional cooperation among the countries in energy efficiency and energy policies as well as in terms of information available for efficient management of hydro resources in selected countries.</p> <p><u>Component 2: Renewal of the fiscal pact</u> LAC governments take better advantage of the new fiscal policies tools (in the areas of taxation, public expenditures, budgeting and fiscal decentralization) that contribute to the macroeconomic stability and promote a more equitable income distribution.</p> <p><u>Component 3: Cooperation and Integration: investments in regional public goods</u> LAC governments intensify their efforts of integration in the framework of regional states communities to join efforts to face supranational economic, social and environmental challenges.</p> <p><u>Component 4: Funds for Emerging themes</u> ECLAC has more flexibility to develop innovation themes which are relevant but outside of the strategic partnership with German cooperation for development.</p>	<p><u>Component 1: Climate change: opportunities for paths of low-carbon development</u> Selected ECLAC member countries have proposals formulated by national actors to promote structural transformations taking climate implications into consideration.</p> <p><u>Component 2: The new equation between state, market and society for equality and ecological sustainability and ecological sustainability.</u> Selected ECLAC member countries have reform proposals formulated by national actors to promote social cohesion.</p>	<p><u>Objective 1: Structural Policy Component</u> Availability of regional dialogue platforms, regulations and tools for the formulation, implementation and evaluation of policies for sustainable structural change, increase of competitiveness and formal employment.</p> <p><u>Objective 2: Social Protection Component</u> Proposals, tools and methodologies for the development of universal systems of inclusive social protection with gender perspective exist in LAC countries.</p> <p><u>Objective 3: Environmental Fiscal Reform Component</u> Selected LAC countries have better conditions to implement fiscal tools such as subventions or taxes for an environmental fiscal reform.</p> <p><u>Objective 4: Energy Efficiency and Renewable Energy: Sustainable Energy?</u> Selected countries in LAC have or implement concepts, strategies and tools to enhance Energy Efficiency and Renewable Energy projects.</p>

ANNEX 4

ECLAC DIVISIONS AND EVALUATION RESOURCE GROUP (ERG) REPRESENTATIVES

	Division	Project Coordinator/ERG Rep
1	Gender affairs (DAG)	Ana Ferigra Stefanovic
2	International trade and integration (DCII)	Johan Mulder
3	Production, productivity and management (DDPE)	Sebastian Rovira Valeria Jordan / Mario Castillo
4	Social development (DDS)	Rodrigo Martinez
5	Sustainable development and human settlements (DDSAH)	José Javier Gomez Luis Miguel Galindo
6	Statistics (DE)	Kristina Taboulchanas
7	Programme Planning and Operations Division (DPPO)	Cielo Morales
8	Natural resources and infrastructure (DRNI)	Manlio Coviello
9	Planning for development (ILPES)	Rudolf Buitelaarr, Alicia Williner Alejandro Bustamante
10	Economic development (DDE)	Ricardo Martner Andrea Podesta/ Juan Pablo Jimenez
11	Mexico (Sub regional Headquarters)	Hugo Ventura Humberto Soto Ramón Padilla
12	Port of Spain (Sub regional Headquarters)	Dale Alexander Omar Bello Willard Phillips

ANNEX 5

CYBERMETRICS STUDY DOCUMENTS

ANNEX 5A

LIST OF PUBLICATIONS FOR ANALYSIS BY CONSULTANTS

PUBLICATIONS		
YEAR	TITLE	AUTHORS
05/2015	Espacios de diálogo y cooperación productiva: el rol de las pymes.	Sebastián Rovira Gabriel Porcile (Coordinadores)
02/2015	La economía del cambio climático en América Latina y el Caribe: paradojas y desafíos del desarrollo sostenible.	Luis Miguel Galindo, Joseluis Samaniego et al.
11/2014	Reformas fiscales y regulatorias en la gestión y manejo de los residuos sólidos en América Latina para enfrentar el cambio climático.	Eduardo Uribe Botero
11/2014	Servicios públicos y reforma fiscal ambiental en América Latina.	Andrés Rius
10/2014	Eficiencia energética y movilidad en América Latina y el Caribe. Una hoja de ruta para la sostenibilidad.	Fabian Kreuzer, Gordon Wilmsmeier
08/2014	Una promesa y un suspirar: políticas de innovación para pymes en América Latina.	Marco Dini, Sebastián Rovira, G. Stumpo
08/2014	Calidad del gasto público y reformas institucionales en América Latina.	Marianela Armijo
08/2014	Inestabilidad y desigualdad: La vulnerabilidad del crecimiento en América Latina y el Caribe.	Juan Alberto Fuentes Knight (Coordinador)
07/2014	La industria del software y los servicios informáticos: un sector de oportunidad para la autonomía económica de las mujeres latinoamericanas.	Lucía Scuro (Coordinación)
06/2014	REDD+ en América Latina: estado actual de las estrategias de reducción de emisiones por deforestación y degradación forestal.	José Eduardo Sanhueza Mariana Antonissen
05/2014	Fortalecimiento de las cadenas de valor como instrumento de la política industrial: metodología y experiencia de la ECLAC en Centroamérica.	Ramón Padilla (Editor)
05/2014	Cambio climático, políticas ambientales y regímenes de protección social: visiones para América Latina.	Rubén Lo Vuolo
05/2014	Nuevas instituciones para la innovación: prácticas y experiencias en América Latina.	Gonzalo Rivas y Sebastián Rovira (Editores)
04/2014	La integración productiva latinoamericana mediante proyectos regionales en ciencia, tecnología e innovación.	Ione Egler, Wilson Peres y Sebastián Rovira
03/2014	Midiendo el impacto de la infraestructura de la calidad en América Latina: experiencias, alcances y limitaciones.	Jorge Gonçalves, Karl-Christian Göthner y Sebastián Rovira (Editores)

PUBLICATIONS		
11/2013	Eficiencia energética en América Latina y el Caribe: avances y desafíos del último quinquenio.	Claudio Carpio y Manlio Coviello
10/2013	Políticas fiscales para el crecimiento y la igualdad.	Ricardo Martner, Andrea Podestá e Ivonne González
08/2013	La construcción de pactos y consensos en materia de política social: apuntes para un marco de análisis.	Carlos F. Maldonado Valera y Andrea F. Palma Roco
08/2013	El mercado Centroamericano de trabajo como un bien público regional en el marco del proceso de Integración Social del SICA.	Pérez, Carlos Roberto Soto, Humberto (Coord.)
02/2013	Sistemas de innovación en Centroamérica. Fortalecimiento a través de la integración regional	Padilla Pérez, Ramón (Editor)
01/2013	Panorama fiscal de América Latina y el Caribe: reformas tributarias y renovación del pacto fiscal.	Juan Alberto Fuentes, Ricardo Martner
12/2012	Decentralization and Reform in Latin America. Improving Intergovernmental Relations.	Brosio, Giorgio Jiménez, Juan Pablo
11/2012	Análisis de la Reducción del Azufre en el Combustible Diesel en El Salvador, Guatemala, Honduras y Nicaragua.	Rodrigues, Nicolas
09/2012	Informalidad y tributación en América Latina: explorando los nexos para mejorar la equidad.	Gómez Sabaini, Juan Carlos - Morán, Dalmiro
08/2012	Reducción de emisiones por deforestación y degradación de bosques (REDD+) en los países de América Latina. Requerimientos institucionales y jurídicos para su implementación.	Vicente Arriaga Martínez, Eduardo Sanhueza. Mariana Antonissen y José Javier Gómez
07/2012	Una visión integrada de la descentralización de los servicios básicos en América Latina: los casos de Bolivia (Estado Plurinacional de), Guatemala, el Paraguay y el Perú.	Letelier S., Leonardo
06/2012	Estimación de la recaudación potencial de impuestos a la renta en América Latina	Rossignolo, Dario

ANNEX 5B

LIST OF WEBSITES AND DATABASES FOR ANALYSIS BY ECLAC IT DIVISION

WEBSITES AND DATABASES	
DESCRIPTION	LINK
Observatorio Fiscal de América Latina y el Caribe	www.ofilac.org
Base de datos con las elasticidades precio e ingreso de la demanda de gasolina y energía.	http://www.ECLAC.org/ccas
Programa BIEE - Base de indicadores de políticas de eficiencia energética.	http://www.ECLAC.org/dni/biee/
Plataforma electrónica para intercambiar experiencias y mejores prácticas en la complicación de cuentas y estadísticas de aguas.	http://teamrooms.ECLAC.org/LotusQuickr/geca/Main.nsf/h_RoomHome/4df38292d748069d0525670800167212/?OpenDocument
Red de Instituciones Sociales de América Latina y el Caribe (RISALC): Focus on bulletins	http://dds.ECLAC.org/redesoc/portal/
BMZ/GIZ-ECLAC Programme website.	http://www.giz-ECLAC.cl/

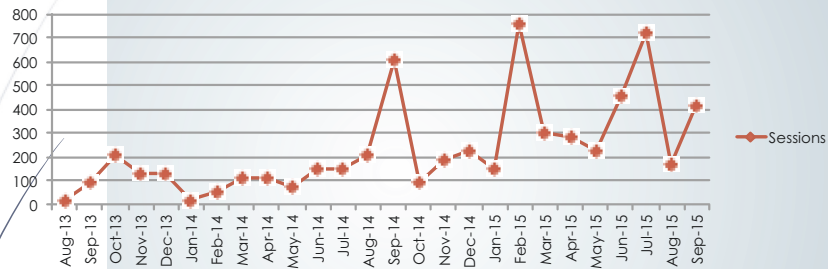
ANNEX 5C

SELECTED SLIDES – WEBSITES ANALYSIS¹⁵

¹⁵ Prepared by ECLAC-PPEU Division.

CCAS - Cambio Climático: Componente Socioeconómico

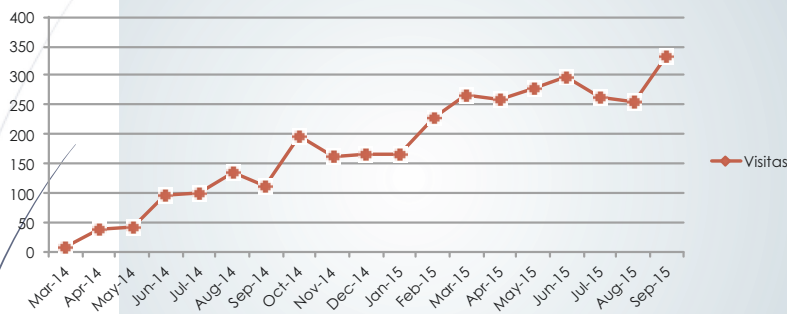
SESIONES Y USUARIOS



Antecedentes	01 octubre 2013 – 15 septiembre 2015
SeSIONES	6.077
% de nuevas sesiones	53%
Usuarios	4.892
Porcentaje de rebote	45%
Páginas/sesión	5.3
Duración media de la sesión	0:06:51

BIEE – Programa BIEE: Base de indicadores de políticas de eficiencia energética

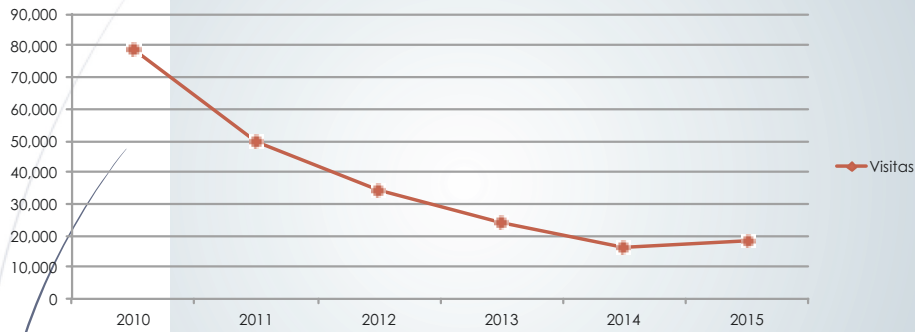
SESIONES Y USUARIOS



Antecedentes	marzo 2014 - septiembre 2015
Número de páginas vistas	4.306
Visitas	3.415
% de nuevas visitas	73%
Páginas/visitas	1.3

ReDeSoc - Red de Desarrollo Social de América Latina y el Caribe

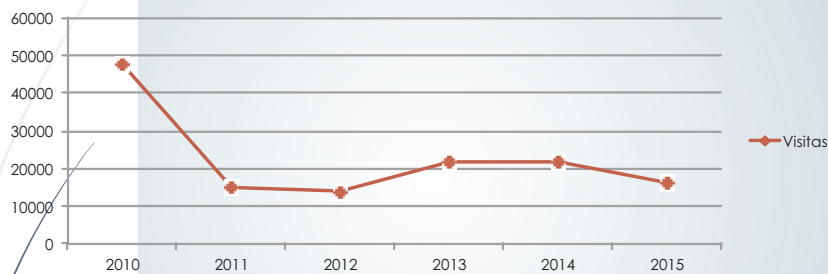
SESIONES Y USUARIOS



Antecedentes	enero 2010 - septiembre 2015
Número de páginas vista	551.049
Visitas	221.305
Páginas / Visitas	2.49
Usuarios inscritos	2.086
Publicaciones	3.168
Videos	652
Noticias	11.345

BMZ/GIZ-CEPAL Programme website

SESIONES Y USUARIOS



Antecedentes	enero 2010 - septiembre 2015*
Número de páginas vistas	497,970
Visitas	136,721
Solicitudes	3,199,373
Páginas/visitas	3.6

***NOTA TÉCNICA**
 Información incompleta para los siguientes años:
 Año 2011: Información disponible del 01 Ene 2011 al 15 Abr 2011
 Año 2012: Información disponible del 30 Abr 2012 al 31 Dic 2012

ANNEX 5D

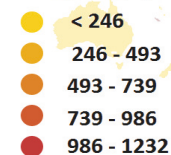
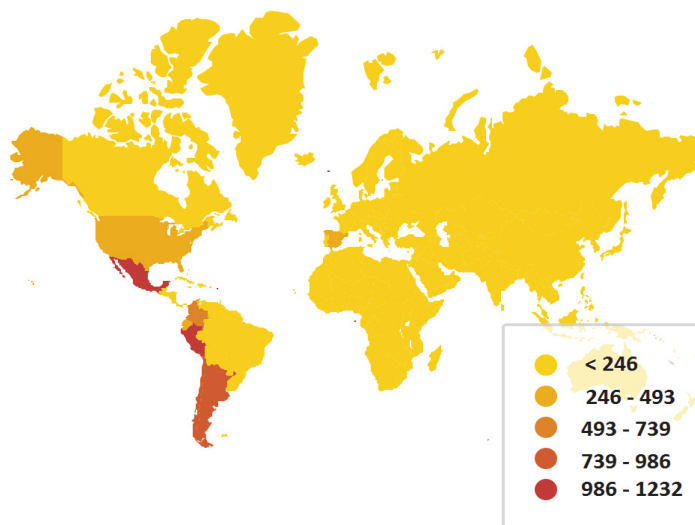
CYBERMETRIC ANALYSIS OF DOWNLOADS OF THE 27 PUBLICATIONS¹⁶

DOWNLOADS' ANALYSIS BY GEOGRAPHIC LOCATION

SOURCES OF INFORMATION

Google Analytics (12/01/2014-10/21/2015)

Country	Downloads	Percent
Mexico	1,232	15%
Peru	1,141	14%
Chile	882	11%
Argentina	783	10%
Colombia	625	8%
Ecuador	424	5%
United States	364	4%
Spain	270	3%
El Salvador	215	3%
Bolivia	206	3%
Dominican Republic	200	2%
Brazil	193	2%
China	182	2%
Guatemala	163	2%
Venezuela	160	2%
Nicaragua	155	2%
Costa Rica	124	2%
Belgium	121	1%
Uruguay	93	1%
Honduras	84	1%
Others	610	7%
Total	8,227	100%



¹⁶ Prepared by ECLAC-PPEU Division.

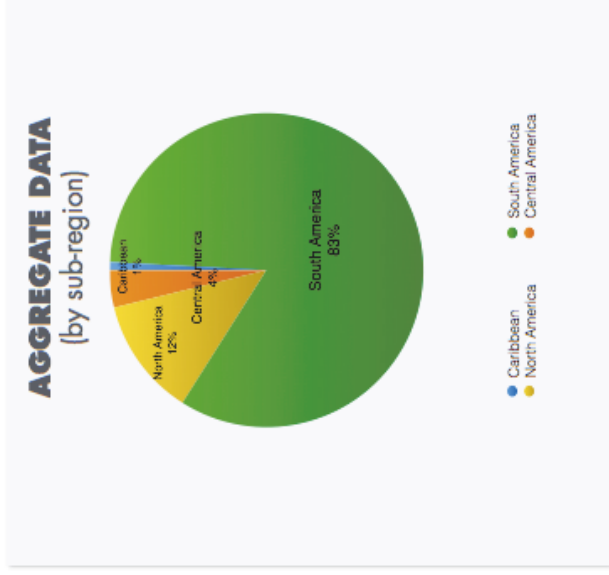
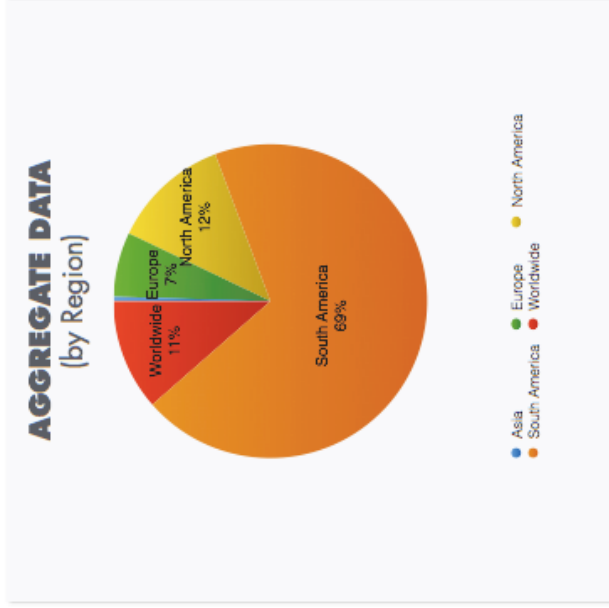
ANNEX 5E
CYBERMETRICS SELECTED SLIDES¹⁷

THE BOX POPULI

2. REFERENCES TO PUBLICATIONS

2.2. AGGREGATE DATA

Distribution by region and subregion of those institutions that have mentioned the 27 publications.

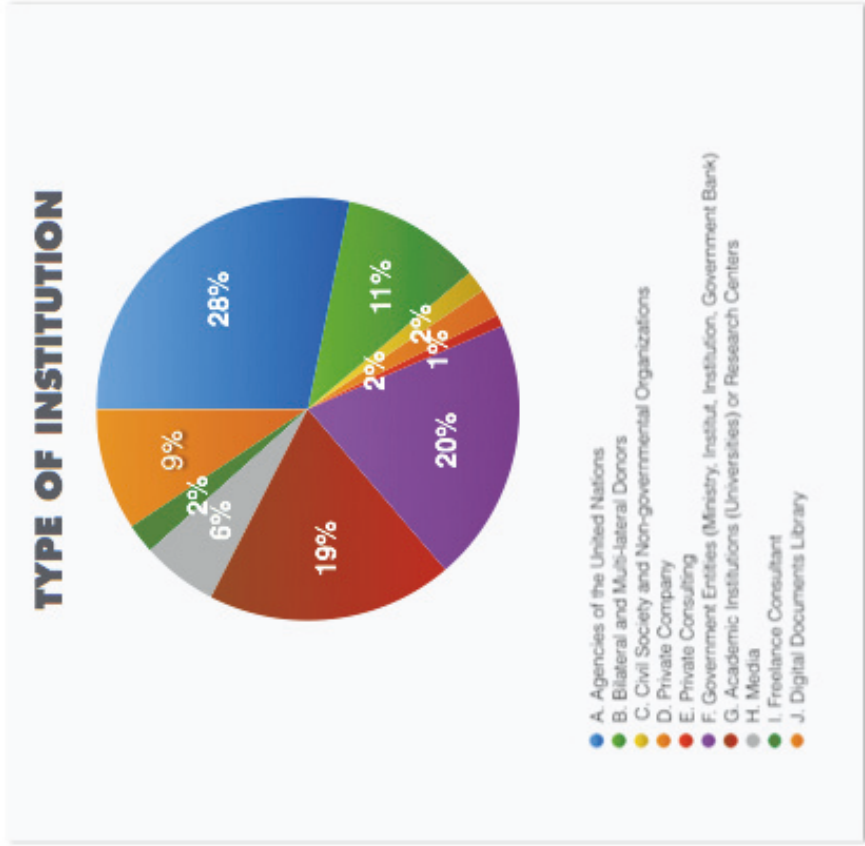
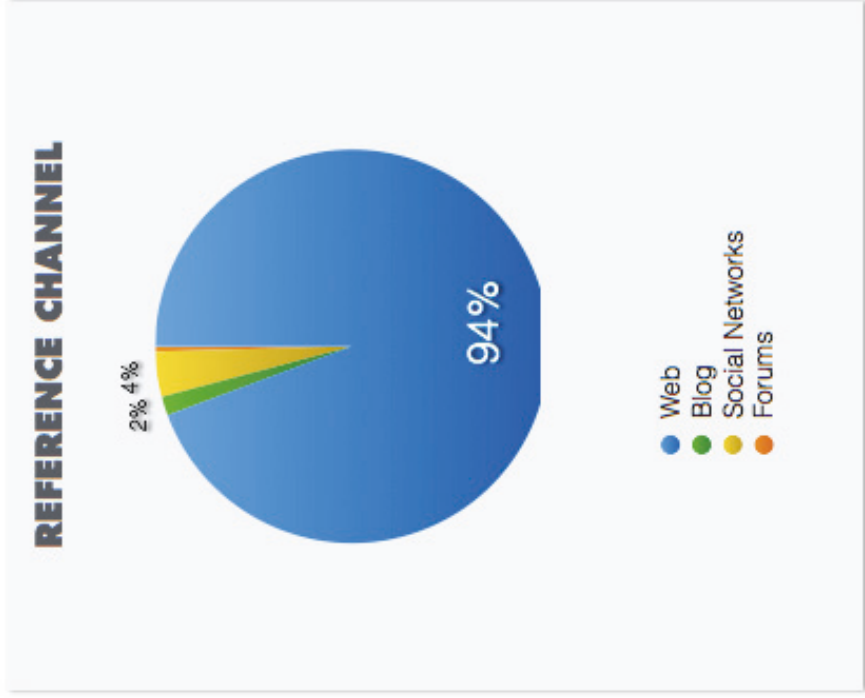


¹⁷ Prepared by The Box Populi.

2. REFERENCES TO PUBLICATIONS

2.2. AGGREGATE DATA

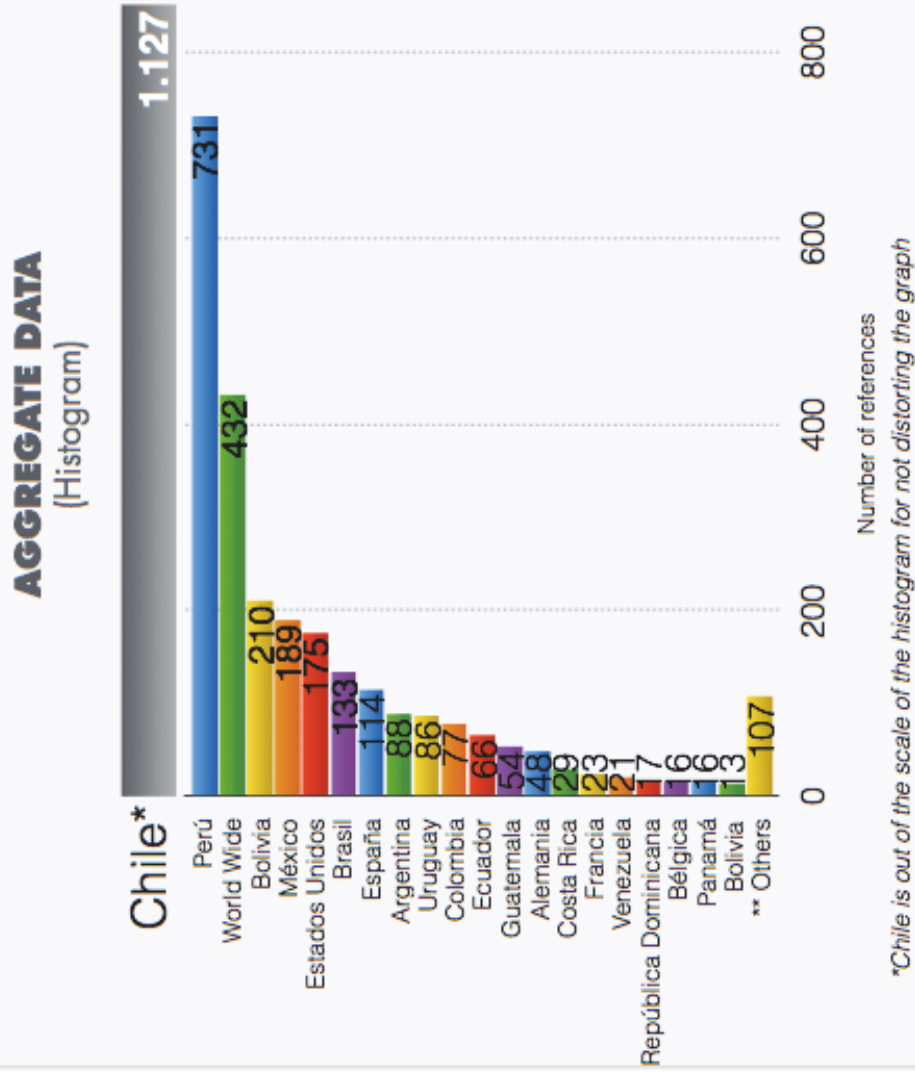
Distribution by channels used in the references (left) and distribution by type of institution (right)



2. REFERENCES TO PUBLICATIONS

2.2. AGGREGATE DATA

Distribution by country of those institutions that have mentioned the 27 publications.



ANNEX 5F
 DETAILED ANALYSIS: MOST CITED PUBLICATIONS

THE BOX POPULI

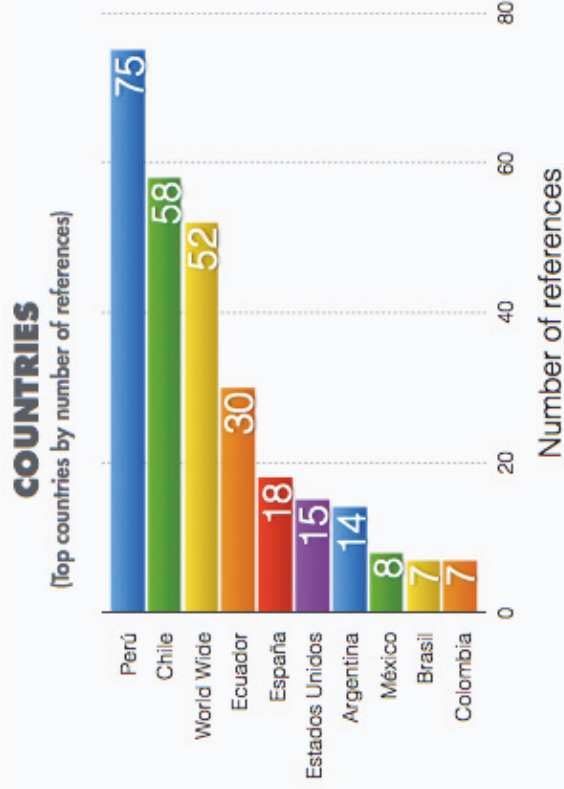
2. REFERENCES TO PUBLICATIONS

2.3. DATA BY PUBLICATION

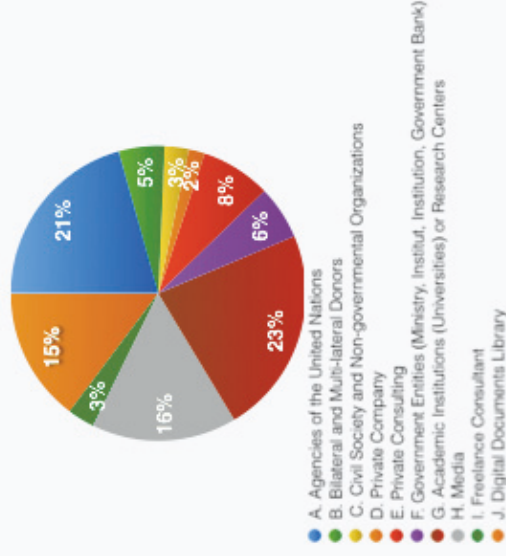
2

339 references

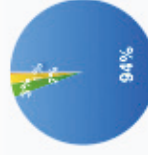
"La economía del cambio climático en América Latina y el Caribe: paradojas y desafíos del desarrollo sostenible"



TYPE OF INSTITUTION



REFERENCE CHANNEL



● Web ● Blog ● Social Networks ● Forums

2. REFERENCES TO PUBLICATIONS

2.3. DATA BY PUBLICATION

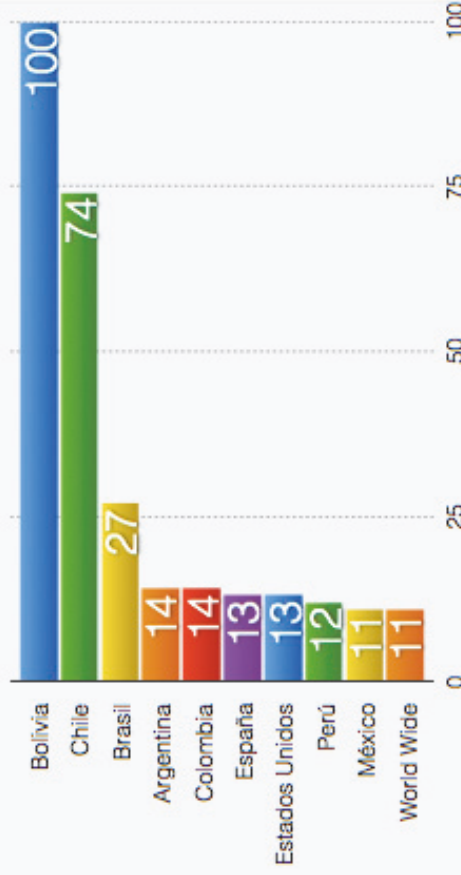
11

321 references

“Fortalecimiento de las cadenas de valor como instrumento de la política industrial: metodología y experiencia de la CEPAL en Centroamérica”

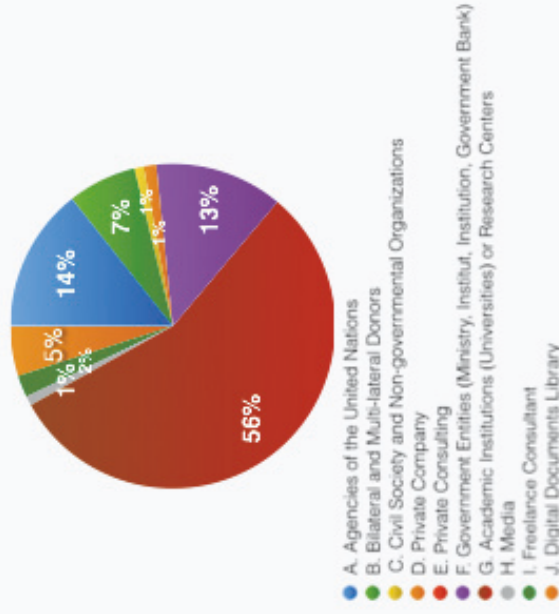
COUNTRIES

(Top countries by number of references)

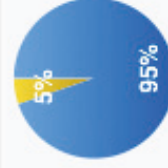


Number of references

TYPE OF INSTITUTION



REFERENCE CHANNEL



● Web ● Blog ● Social Networks ● Forums

THE BOX POPULI

2. REFERENCES TO PUBLICATIONS

2.3. DATA BY PUBLICATION

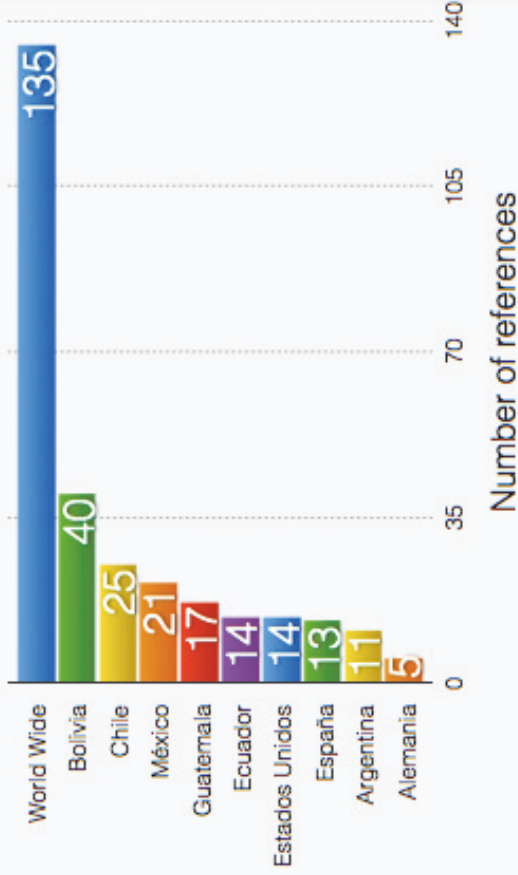
8

313 references

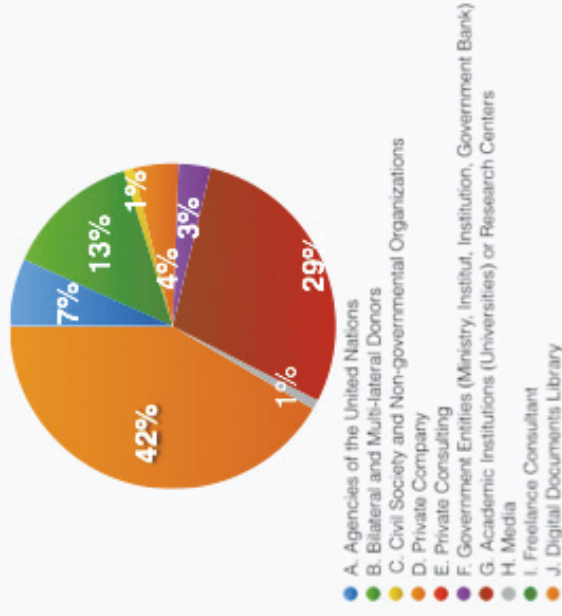
"Inestabilidad y desigualdad: La vulnerabilidad del crecimiento en América Latina y el Caribe"

COUNTRIES

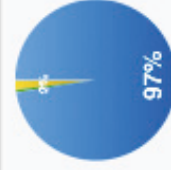
(Top countries by number of references)



TYPE OF INSTITUTION



REFERENCE CHANNEL



● Web ● Blog ● Social Networks ● Forums

ANNEX 6

TERMS OF REFERENCE FOR THE REVIEW

TERMS OF REFERENCE

Review of the of German bilateral Technical Cooperation with ECLAC

I. Background

1.1 Cooperation with ECLAC within the context of Germany's development cooperation with Latin America and the Caribbean

1. German development cooperation in Latin America and the Caribbean takes place at both a bilateral and a regional level. German involvement is strongest in Bolivia, Brazil, Ecuador, Guatemala, Honduras, Colombia, Mexico and Peru. Cooperation, here, is to a large extent bilateral. With the exception of a few bilateral examples, cooperation in Costa Rica, the Dominican Republic, El Salvador, Guyana, Haiti, Nicaragua and Paraguay is mainly regional. Comprehensive regional programmes are being implemented in cooperation with SICA in Central America and with CARICOM in the Caribbean. The partnerships with Brazil and Mexico – countries to which the BMZ refers as “global development partners” – and with the important regional strategic partners – the UN Economic Commission for Latin America and the Caribbean (ECLAC/ECLAC) and the Inter-American Development Bank (IDB) – feature prominently within Germany's cooperation with Latin America and the Caribbean (LAC).
2. The most important field of action for German cooperation in the LAC region is the protection of global public goods, i.e. the climate, the environment and biodiversity. This involves cooperation projects in the areas of renewable energy/energy efficiency, protection and sustainable use of natural resources and adaptation to climate change.
3. Sustainable economic development is another priority area. Germany cooperates both with micro, small and medium-sized enterprises and with public authorities and associations with a view to creating employment opportunities and ensuring an enabling environment for sustainable, inclusive and environmentally responsible growth.
4. Another key area concerns governance in countries in the region. Here, the focus of Germany's development cooperation is on enhancing participation, human rights and security and on strengthening governments' capacities to generate revenue.

5. Germany's cooperation with ECLAC complements these activities by promoting political dialogue on matters that are key to German development cooperation in Latin America and the Caribbean. All three priority areas of Germany's development cooperation in the LAC region are addressed under a Technical Cooperation project carried out in collaboration with ECLAC with a view to contributing to political processes in the region and in the partner countries.

Germany has been cooperating with ECLAC ever since the early 1990s. In October 2003, the BMZ and ECLAC entered into a strategic partnership. Since 1990, the BMZ has pledged financial support worth 32.7 million euros to ECLAC.

1.2 Cooperation BMZ-ECLAC – objectives and agenda

6. Over the past few years, the main focus of cooperation with ECLAC has been on fiscal policy, structural policy, energy and climate policy, and social protection. The cooperation programmes since 2010 have revolved mainly around matters such as ecological fiscal reform, inclusive sustainable structural change, energy efficiency/renewable energy and sustainability in social systems.
7. ECLAC contributes its technical expertise and networks, Germany its implementing expertise and structures of Technical Cooperation in order to address the matters mentioned above and contribute to agenda-setting in ECLAC member countries. ECLAC proffers credibility and expertise gained from being one of the leading think tanks in Latin America and the Caribbean. As part of the cooperation, Germany and ECLAC offer joint workshops and trainings on various issues, conduct studies, analyses and evaluations and provide advisory services to governments on framing and implementing policies. Due to this approach and ECLAC's good political ties, the project has the potential to directly impact on national policies. At the suggestion of the BMZ, ECLAC has been establishing links with Germany's bilateral cooperation projects in Latin America and the Caribbean in the past few years. In addition, ECLAC has increased its efforts to make its projects more results oriented.
8. The priority areas of cooperation between the BMZ and ECLAC are determined by a consultation process, which precedes the biennial government negotiations (last held in November 2013). By way of launching the consultation process, ECLAC puts forward a proposal based on its own priorities. The BMZ comments on this proposal prior to the government negotiations. The negotiations are then used to come to a common understanding about the priority areas of cooperation, which are then spelled out in the summary record. This provides the basis for framing the new programme of cooperation.
9. Between mid-2012 and mid-2014 cooperation focused on the "Promotion of low carbon development and social cohesion in Latin America and the Caribbean" (total volume of 4.725 million euros). Since mid-2014 (and continuing until 2016), the BMZ and ECLAC have been collaborating on a programme for "Structural change for a sustainable and inclusive development in Latin America and the Caribbean" (volume of 4 million euros).
10. For many years, and with a view to contributing actively and sustainably to political processes, the cooperation with ECLAC has been focusing on the main challenges Latin America and the Caribbean

are facing on their path towards sustainable development. The cooperation projects work mainly at the macro level and are intended to create a multiplier effect through their regional reach. This clearly distinguishes the projects from other Technical Cooperation programmes that work much more at lower levels, too. Measures undertaken in cooperation with ECLAC are particularly promising, as successful interventions can potentially reach a large target group. However, there are also some risks involved as ensuring and monitoring the effectiveness of measures is much more difficult under this approach than in the case of a more target-group-oriented approach. That is why the issue of results orientation has played an important role in Germany's cooperation with ECLAC. The BMZ and ECLAC are very much interested in systematically reviewing this cooperation with a view to identifying progress and scope for improvement.

II. Introduction.

Frame of reference:

11. This review is being developed following an initiative and request from the Federal Ministry for Economic Cooperation and Development of Germany (BMZ) to deliver an external assessment of Germany's cooperation with ECLAC. The review will be carried out 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).¹⁸ This is therefore a discretionary internal evaluation managed jointly by the Programme Planning and Evaluation Unit (PPEU) of the Programme Planning and Operations Division (PPOD) of ECLAC as well as by Division 213¹⁹ with support of Division 105²⁰ at BMZ.

III. Objective of the Review:

12. The objective of this review is to assess the relevance, effectiveness, efficiency, impact, and sustainability of the project implementation and more particularly document the results of the cooperation attained in relation to its overall objectives and expected results as defined in the programme documents.

The focus of this review will be on the on-going and the completed Technical Cooperation programmes BMZ and ECLAC have engaged in since July 2010, i.e. the following programmes:

- "Promoting sustainable development and social cohesion in Latin America and the Caribbean: Investing in Regional Public Goods" (project number 2009.2245.0),
- "Promotion of low carbon development and social cohesion in Latin America and the Caribbean" (project number 2011.2275.3) and
- "Structural change for a sustainable and inclusive development in Latin America and the Caribbean" (project number 2013.2462.3).

¹⁸ ST/SGB/2000/8 Articles II, IV and VII.

¹⁹ "Regional Development Policy; Central America; Caribbean; Mexico".

²⁰ "Evaluation of Development Cooperation; German Institute for Development Evaluation (DEval)".

IV. Scope of the review

13. In line with the review objective, the scope will more specifically cover all the activities implemented by the programme. The review will examine the benefits that the various stakeholders in the region obtained from the implementation of the project, as well as the multiplier effects and sustainability of the programme interventions. The review will also assess and the interaction and coordination modalities used in its implementation within ECLAC, GIZ, BMZ and other implementing partners, in the implementation of the programme.

14. In summary, the elements to be covered in the review include:

- Actual progress made towards programme objectives
- The degree to which the desired and unanticipated outcomes and impacts have been achieved.
- The extent to which the programme has contributed to outcomes and impacts in the identified countries whether intended or unintended.
- The efficiency with which outputs were delivered.
- The strengths and weaknesses of programme implementation on the basis of the available elements of the logical framework (objectives, results, etc) contained in the programme documents.
- The extent to which the programme was designed and implemented to facilitate the attainment of the goals.
- Relevance of the programme's activities and outputs towards the needs of the countries of the region.
- The degree to which the cooperation contributes to the strategic objectives of ECLAC and BMZ.
- The degree to which synergies with relevant activities of ECLAC and BMZ outside their cooperation are being harnessed or not.

V. Guiding Principles

15. The evaluator will apply ECLAC's guiding principles to the evaluation process as well as the DAC standards for evaluation.²¹ In particular, special consideration will be taken to assess the extent to which the programme'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.

16. The evaluation 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.

²¹ See ECLAC, "Preparing and Conducting Evaluations: ECLAC Guidelines" (2009); OECD, "DAC Guidelines and Reference Series: Quality Standards for Development Evaluation" (2010).

VI. Evaluation Ethics

17. The review will be conducted in line with the norms and standards laid out by the United Nations Evaluation Group (UNEG) in its “Norms for Evaluation in the UN System” and “Standards for Evaluation in the UN System”.²²
18. Evaluators are also expected to respect UNEG’s ethical principles as per its “Ethical Guidelines for Evaluation”:²³
- **Independence:** Evaluators shall ensure that independence of judgment is maintained and that evaluation findings and recommendations are independently presented.
 - **Impartiality:** Evaluators shall operate in an impartial and unbiased manner and give a balanced presentation of strengths and weaknesses of the policy, program, project or organizational unit being evaluated.
 - **Conflict of Interest:** Evaluators are required to disclose in writing any past experience, which may give rise to a potential conflict of interest, and to deal honestly in resolving any conflict of interest which may arise.
 - **Honesty and Integrity:** Evaluators shall show honesty and integrity in their own behavior, negotiating honestly the evaluation costs, tasks, limitations, scope of results likely to be obtained, while accurately presenting their procedures, data and findings and highlighting any limitations or uncertainties of interpretation within the evaluation.
 - **Competence:** Evaluators shall accurately represent their level of skills and knowledge and work only within the limits of their professional training and abilities in evaluation, declining assignments for which they do not have the skills and experience to complete successfully.
 - **Accountability:** Evaluators are accountable for the completion of the agreed evaluation deliverables within the timeframe and budget agreed, while operating in a cost effective manner.
 - **Obligations to Participants:** Evaluators shall respect and protect the rights and welfare of human subjects and communities, in accordance with the UN Universal Declaration of Human Rights and other human rights conventions. Evaluators shall respect differences in culture, local customs, religious beliefs and practices, personal interaction, gender roles, disability, age and ethnicity, while using evaluation instruments appropriate to the cultural setting. Evaluators shall ensure prospective participants are treated as autonomous agents, free to choose whether to participate in the evaluation, while ensuring that the relatively powerless are represented.
 - **Confidentiality:** Evaluators shall respect people’s right to provide information in confidence and make participants aware of the scope and limits of confidentiality, while ensuring that sensitive information cannot be traced to its source.
 - **Avoidance of Harm:** Evaluators shall act to minimize risks and harms to, and burdens on, those participating in the evaluation, without compromising the integrity of the evaluation findings.
 - **Accuracy, Completeness and Reliability:** Evaluators have an obligation to ensure that evaluation reports and presentations are accurate, complete and reliable. Evaluators shall explicitly justify judgments, findings and conclusions and show their underlying rationale, so that stakeholders are in a position to assess them.
 - **Transparency:** Evaluators shall clearly communicate to stakeholders the purpose of the evaluation, the criteria applied and the intended use of findings. Evaluators shall ensure that stakeholders have a say in shaping the evaluation and shall ensure that all documentation is readily available to and understood by stakeholders.
 - **Omissions and wrongdoing:** Where evaluators find evidence of wrong-doing or unethical conduct, they are obliged to report it to the proper oversight authority.

²² *Standards for Evaluation in the UN System, UNEG, April 2005.* (http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=22). *Norms for Evaluation in the UN System, UNEG, April 2005,* (http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=21).

²³ *UNEG Ethical Guidelines for Evaluation, UNEG, March 2008* (<http://www.unevaluation.org/ethicalguidelines>).

VII. Review Criteria and Questions

19. This review encompasses the different stages of the given programme, including its design, process, results, and impact, and is structured around five *main criteria*: relevance, effectiveness, efficiency, impact, and sustainability. Within each of these criteria, a set of *evaluation questions* will be applied to guide the analysis.²⁴ The responses to these questions are intended to explain “the extent to which”, “why”, and “how” specific outcomes were attained.

20. Relevance:

- a) To what extent are the priority areas of cooperation²⁵ consistent with the priorities set out by the BMZ and ECLAC? Were the cooperation’s objectives aligned with the mandate of the BMZ, ECLAC and that of the specific sub-programmes in charge of the implementation of the cooperation?
- b) To what extent are the priority areas of cooperation consistent with the priorities set out by the countries benefiting from services provided by the project? Were the cooperation’s objectives relevant to the implementing countries’ development needs and priorities?
- c) Is the process for identifying the thematic priority areas for the collaboration designed in such a way as to take due account of ECLAC’s priorities on the one hand and to make effective use of Germany’s capacities and expertise in development cooperation on the other hand?
- d) Did the design of the cooperation effectively establish governance and management structures of the cooperation?
- e) Were any complementarities and synergies with other activities carried out by ECLAC and BMZ being developed? Were any significant opportunities to achieve synergies being missed? Do any measures contradict other activities or are any measures being duplicated, thus creating inefficiencies?

21. Effectiveness

- a) To what extent did the cooperation achieve the goals and objectives outlined in the programme documents?
- b) In which countries has the cooperation achieved any outcomes? Have any transnational outcomes been achieved? What are those outcomes?
- c) How satisfied were the cooperation’s main beneficiaries with the quality and timeliness of the services they received (to the extent measurable)?
- d) Has the cooperation made any difference in the behavior/attitude/skills/performance of the beneficiaries? Are there any tangible policies, plans, programmes or measures taken by ECLAC Member States that have considered the contributions provided by the cooperation?
- e) How much more knowledgeable are the participants in workshops and seminars? What was the specific contribution of German Technical Cooperation to these outcomes? Does German Technical Cooperation deliver any clear additional outcomes or significantly enhance any of the outcomes? Please give examples.
- f) Are the outcomes in certain sectors or priority areas of cooperation significantly greater than in others? If so, in which sectors or priority areas?
- g) What were the factors that determined success or failure in achieving the objectives of an intervention?

²⁴ The questions included here will serve as a basis for the final set of evaluation questions, to be adapted by the evaluator and presented in the inception report.

²⁵ The term “cooperation” in this context refers to the totality of the three programmes under review as specified in paragraph 12 above.

22. Efficiency

- a) Did the collaboration and coordination mechanisms between BMZ, GIZ and ECLAC ensure efficiencies and coherence of response?
- b) Were services and support provided in a timely and reliable manner, according to the priorities established by the programme documents?
- c) Did the governance and management structures of the cooperation contribute to effective implementation of its operations and coordination of partners?
- d) Is the amount of funds invested commensurate in relation to the effects delivered by the cooperation?
- e) Is the input required in terms of managing the partnership (consultation process, government negotiations) commensurate in relation to the effect?

23. Impact

- a) Has the cooperation delivered any commensurable impact in terms of influencing policy making in ECLAC Member States and at the regional level in Latin America and the Caribbean?
- b) Have any specific priorities of German development policy – as expressed during negotiations with ECLAC between 2009 and 2013 – been reflected in the impacts of the cooperation?
- c) Has the values-based approach of German development policy (centred around democracy, human rights, promoting market economies based on social and ecological values, nurturing private entrepreneurial and civil society commitment) been reflected in the impacts of the cooperation? Does the cooperation assume a clear position on the relationship among state, market and society or does it remain neutral?

24. Sustainability

With beneficiaries:

- a) How did the cooperation utilize the technical, human and other resources available in developing countries?
- b) How have the cooperation's main results and recommendations been used or incorporated in the work and practices of beneficiary institutions after completion of the cooperation's activities? What were the multiplier effects generated by the cooperation?
- c) To what extent can the benefits of the cooperation interventions be deemed lasting?

Within ECLAC and BMZ:

- d) How has the cooperation contributed to shaping and/or enhancing ECLAC's programmes of work, priorities and activities? The work modalities and the type of activities carried out? How has ECLAC built on the findings of the cooperation?
- e) How has the cooperation contributed to shaping and/or enhancing BMZ's priorities and activities? How has BMZ built on the findings of the cooperation?

VIII. Roles and responsibilities in the review process

25. Commissioner of the evaluation

(ECLAC and BMZ)

- Mandates the evaluation
- Provides the funds to undertake the evaluation
- Safeguards the independence of the evaluation process

26. Task manager

(ECLAC PPEU Evaluation Team and BMZ Divisions 213 and 105)

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

27. Evaluator/Evaluation team

(External consultant)

- Undertakes the desk review, designs the evaluation methodology and prepares the inception report
- Conducts the data collection process, including the design of the electronic survey and semi-structured interviews
- Carries out the data analysis
- Drafts the evaluation report and undertakes revisions

28. Evaluation Reference Group (ERG)

(Composed of representatives of each of the implementing partners)

- Provides feedback to the evaluator/evaluation team on preliminary evaluation findings and final conclusions and recommendations
- Reviews draft evaluation report for robustness of evidence and factual accuracy

IX. Methodology

29. This section suggests an overall approach and methods for conducting the review, 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. The following data collection and analysis methods are envisaged:

- Desk review and secondary data collection analysis:** All relevant programme information will be reviewed as part of the data collection process, including the programme documents, annual progress reports, the final programme reports, consultancy TORs, workshop and meeting reports and surveys, key knowledge products and communication materials. Furthermore, a stakeholder mapping will be developed to chart the main actors in programme implementation, including managers, implementing partners, as well as programme beneficiaries.
- Self-administered surveys:** At least two types of surveys will be used: a) programme managers within the Commission and other implementing partners, and b) programme beneficiaries.

- c) **Semi-structured interviews and focus groups** to validate and triangulate information and findings from the surveys and the document reviews, semi-structured interviews and focus groups will be organized.
 - d) **Field visits:** In addition to undertaking data collection efforts in Santiago at ECLAC's headquarters, the evaluators will visit at least three to four beneficiary countries in the region, and meet key stakeholders with a view to gauge the opinion of high level officials and authorities with regards to the relevance, effectiveness, efficiency, impact, and sustainability of the interventions of the cooperation.
30. Methodological triangulation is an underlying principle of the approach chosen. Suitable frameworks for analysis and evaluation are to be elaborated – based on the questions to be answered. The experts will identify and set out the methods and frameworks as part of the *inception report*.

Deliverables

31. The evaluation will include the following outputs:

Inception Report. No later than 3 weeks after the signature of the contract, the consultants should deliver the inception report, which should include the background of the cooperation, an analysis of the cooperation profile and implementation and a full review of all related documentation as well as programme implementation reports. Additionally, the inception report should include a detailed review 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.

Field Visit Report and preliminary findings. No later than 10 weeks after the signature of the contract, the consultants should deliver the field visit report which should include the main results of the field visits and the preliminary findings based on data analysis of surveys, interviews and focus groups. The consultants will also make a presentation of preliminary findings to the members of the ERG and the commissioners of the review.

Draft Final Report. No later than 14 weeks after the signature of the contract, the consultants should deliver the final draft report for revision and comments by BMZ, GIZ, ECLAC and the ERG which should include the main draft results and findings of the evaluation, lessons learned and recommendations derived from it, including its sustainability, and potential improvements in programme management and coordination of similar programmes.

Final Report. No later than 16 weeks after the signature of the contract, the consultants should deliver the a final report in English and Spanish (not exceeding 40 pages) with an executive summary (5 pages maximum) in English and Spanish, which should include the revised version of the preliminary version after making sure all the comments and observations from BMZ, GIZ, ECLAC and the ERG have been included. Before submitting the final report, the consultant must have received the clearance on this final version from PPOD at ECLAC and from BMZ, assuring the satisfaction with the final evaluation report.

Presentation of the results of the evaluation. A final presentation of the main results of the evaluation will be delivered at the same time of the delivery of the final evaluation report.

Terms of the Consultancy

32. Implementation arrangements. While ECLAC-PPOD-PPEU and BMZ are responsible for the overall organization, coordination, and review of the evaluation, the consultant (also referred to as “evaluator”) agrees to adhere to the terms of the consultancy agreement and carries the responsibility of undertaking review activities and submitting key deliverables outlined in this document.
33. Language. The knowledge products developed within the framework of the project will be in Spanish and English. The evaluator should therefore have an advanced understanding of written Spanish and English. Knowledge of German would be considered an asset.

X. Payment schedule and conditions

34. The duration of the consultancy will be initially for **16** weeks during the months of **May - August 2015**. The consultant will be reporting to and be managed by the Programme Planning and Evaluation Unit (PPEU) of the Programme Planning and Operations Division (PPOD) of ECLAC and to Division 213 of BMZ.
35. The contract will include the payment for the services of the consultant as well as all the related expenses of the evaluation. Payments will be done according to the following schedule and conditions:
 - a) 20% of the total value of the contract will be paid against the satisfactory delivery of the inception report which should be delivered as per the above deadlines.
 - b) 25% of the total value of the contract will be paid against the satisfactory delivery of the field visit report and preliminary findings which should be delivered as per the above deadlines.
 - c) 25% of the total value of the contract will be paid against the satisfactory delivery of the draft final report which should be delivered as per the above deadlines.
 - d) 30% of the total value of the contract will be paid against the satisfactory delivery and presentation of the Final Report which should be delivered as per the above deadlines.
36. All payments will be done only after the approval of each progress report and the final report from the Programme Planning and Evaluation Unit (PPEU) of the Programme Planning and Operations Division (PPOD) of ECLAC and the Divisions 213 and 105 of BMZ.

XI. Profile of the Consultants

37. The evaluators should be independent from any organizations that have been involved in designing, executing or advising any aspect of the programmes under review. The consultants will be selected jointly by ECLAC and BMZ through a competitive process based on qualifications. The consultants should have the following competencies, skills and experience:

Coordinator of the Evaluation and specialist in economic, productive and sustainable development**Education**

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

Experience

- At least seven years of progressively responsible relevant experience in evaluating strategies, programmes and projects in development cooperation are required.
- Experience in at least three evaluations with international (development) organizations, ideally with UN organisations or similar entities, is required. Specific experience with evaluating policy advice programmes is required.
- Proven competency in evaluation methodology, and quantitative and qualitative research methods, particularly self-administered surveys, document analysis, and informal and semi-structured interviews are required.
- Broad-based experience in development cooperation in Latin America and the Caribbean is required.
- Experience in the fields of socio-economic development, climate change and/or renewable energies/energy efficiency, and productive and sustainable development is required.

Language Requirements

- Proficiency in English and Spanish are required. Knowledge of German of at least one of the experts is desirable.

Specialist in Social Development**Education**

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

Experience

- At least seven years of progressively responsible relevant experience in evaluating strategies, programmes and projects in development cooperation are required.
- Experience in at least three evaluations with international (development) organizations, ideally with UN organizations or similar entities, is required. Specific experience with evaluating policy advice programmes is required.
- Proven competency in evaluation methodology, and quantitative and qualitative research methods, particularly self-administered surveys, document analysis, and informal and semi-structured interviews are required.
- Broad-based experience in development cooperation in Latin America and the Caribbean is required.
- Experience in the fields of social protection and development is required.

Language Requirements

- Proficiency in English and Spanish are required. Knowledge of German of at least one of the experts is desirable.

XII. Specification of inputs (indicative)

38. The following indicative inputs are being determined:

- Up to 15 working days per consultant for the preparatory phase (until the completion of the inception report).
- Up to 20 working days for per consultant the field phase (until the completion of the field visit report).
- Up to 20 working days per consultant for the completion and presentation of the final report.
- Up to 11 working days for coordination activities undertaken by the Coordinator of the Evaluation and specialist in economic, productive and sustainable development.

XIII. Documents and links

Cooperation programme 2010–2012

BMZ-ECLAC	Summary Record of the Negotiations between ECLAC and the Government of the Federal Republic of Germany in Berlin from 17 to 18 June 2009.
GIZ	Oferta para el Programa de Cooperación para el Desarrollo “Fomento del Desarrollo Sostenible y de la Cohesión Social en América Latina y el Caribe: inversiones en bienes públicos regionales” (Número de proyecto: 2009.2245.0) (2010).
GIZ	Angebot zur TZ-Maßnahme “Förderung der nachhaltigen Entwicklung und des sozialen Zusammenhalts in Lateinamerika und der Karibik: Investitionen in regionale öffentliche Güter (Projektnummer: 2009.2245.0) (2010).
GIZ	Informe de Progreso 8/2010 - 12/2011: “Fomento del Desarrollo Sostenible y de la Cohesión Social en América Latina y el Caribe: inversiones en bienes públicos regionales” (Número de proyecto: 2009.2245.0) (2012).
GIZ	Informe final sobre contribuciones financieras de ejecución del programa: “Fomento del Desarrollo Sostenible y de la Cohesión Social en América Latina y el Caribe: inversiones en bienes públicos regionales” (Número de proyecto: 2009.2245.0) (2012).

Cooperation programme 2012–2014

BMZ-ECLAC	Summary Record of the Negotiations between ECLAC and the Government of the Federal Republic of Germany held in Santiago de Chile from 17 to 18 November 2011.
GIZ	Oferta “Promoción del desarrollo bajo en carbono y de la cohesión social en América Latina y el Caribe”, PN 2011.2275.3 (2012).
GIZ	Angebot “Förderung kohlenstoffarmer Entwicklungspfade und sozialer Kohäsion in Lateinamerika und der Karibik”, PN 2011.2275.3 (2012).
GIZ	Informe de Progreso: “Promoción del desarrollo bajo en carbono y de la cohesión social en América Latina y el Caribe”, (Número de proyecto: 2011.2275.3) (2013).
BMZ-ECLAC	Memoria Final 2010 – 2012: Programa “Fomento del desarrollo sostenible y de la cohesión social: inversiones en bienes públicos regionales” (2013).

On-going cooperation programme

BMZ-ECLAC	Summary Record of the Negotiations on Development Cooperation between the Economic Commission for Latin America and the Caribbean (ECLAC) and the Government of the Federal Republic of Germany held in Bonn on 11 and 12 November 2013.
GIZ	Oferta “Cambio estructural para un desarrollo sostenible e inclusivo en América Latina y el Caribe”, PN 2013.2462.3 (2014).
GIZ	Angebot “Strukturwandel für eine nachhaltige und inklusive Entwicklung in Lateinamerika und der Karibik”, PN 2013.2462.3 (2014).

Miscellaneous

BMZ	German Development Policy in Latin America and the Caribbean (2011).
BMZ-ECLAC	A model of cooperation for the twenty-first century (2011)/Un modelo de cooperación para el siglo XXI (2011).

ECLAC	Presentation “Informe de las actividades de cooperación técnica realizadas por el sistema de la ECLAC en el bienio 2012-2013” (May 2014).
ECLAC	Report “Informe de las actividades de cooperación técnica realizadas por el sistema de la ECLAC en el bienio 2012-2013” (May 2014).

ANNEX 7

EVALUATION MATRIX

Issues RELEVANCE	Sub-questions	Performance Indicators /Variables to consider	Potential Sources of Data Collection/Triangulation
<p>1. To what extent are the priority areas of cooperation consistent with the priorities set out by the BMZ and ECLAC?</p>	<p>a) Were the cooperation's objectives aligned with the mandates of the BMZ?^a</p> <p>b) Were the cooperation's objectives aligned with the mandates of ECLAC?^b</p>	<ul style="list-style-type: none"> Evidence of investments attributable to the project contributing to any of the following: protection the climate, the environment and biodiversity; promotion sustainable economic development; and enhancing participation, human rights and security and on strengthening governments' capacities to generate revenue. 	<ul style="list-style-type: none"> On-line survey of beneficiaries Project Reports/ Document reviews Consultations with ECLAC Project Coordinator (ERG)
<p>2. To what extent are the priority areas of cooperation consistent with the priorities set out by the countries benefiting from services provided by the project?</p>	<p>c) Were the cooperation objectives aligned with mandates of the specific sub-programmes in charge of the implementation of the cooperation?</p> <p>d) Is the process for identifying the thematic priority areas for the collaboration designed in such a way as to take due account of ECLAC's priorities on the one hand and to make effective use of Germany's capacities and expertise in development cooperation on the other hand?</p> <p>e) Were the cooperation's objectives relevant to the implementing countries' development needs and priorities?</p>	<ul style="list-style-type: none"> Evidence of investments attributable to the project contributing to any of the following areas: fiscal policy, structural policy, energy and climate policy, and social protection (ecological fiscal reform, sustainable structural change, energy efficiency/renewable energy and sustainability in social systems) Evidence of consistency between programme areas of intervention/objectives with the BMZ/ ECLAC mandates; Views and opinions from BMZ/ECLAC staff participating in the design phase; Evidence of partnerships and collaboration between BMZ/ECLAC in programme design (documents, correspondence, reports); Evidence of participation/feedback of national governments/stakeholders in the design phase (documents, reports, Agreements and Assistance Frameworks between UN agencies and national governments) 	<ul style="list-style-type: none"> Interviews with Key Informants (BMZ-GIZ/ECLAC Programme Managers, selected ECLAC Project Coordinators and counterpart National/Municipal Governments and National/Regional Organizations) Site visits

Issues	Sub-questions	Performance Indicators /Variables to consider	Potential Sources of Data Collection/Triangulation
<p>CROSS-CUTTING ISSUES</p>			
<p>3. To what extent programme design incorporated adequately cross-cutting issues (gender concerns, human rights, inclusiveness, etc.)?</p>	<p>f) Did programme's activities and products respected and promoted needs, priorities and rights of beneficiaries equally, and helped to empower civil society and in particular women?</p>	<ul style="list-style-type: none"> Evidence of an approach and strategies for empowerment of civil society, women and minority groups within the interventions; 	<ul style="list-style-type: none"> On-line survey of beneficiaries
	<p>g) Were there specific results towards positively impacting gender equality, human rights and inclusiveness?</p>	<p>3.</p> <ul style="list-style-type: none"> Perceptions of key stakeholders that gender, human rights, equality issues were considered in programme interventions; Number of programme planning and reporting documents referring specifically to the cross-cutting issues. 	<ul style="list-style-type: none"> Project Reports/ Document reviews Consultations with ECLAC Project Coordinator (ERG)
			<ul style="list-style-type: none"> Interviews with Key Informants (BMZ-GIZ/ECLAC Programme Managers, selected ECLAC Project Coordinators and counterpart National/Municipal Governments and National/Regional Organizations)
			<ul style="list-style-type: none"> Site visits
<p>EFFECTIVENESS</p>			
<p>4. To what extent did the cooperation achieve the goals and objectives outlined in the programme documents?</p>	<p>h) To what extent did the cooperation achieve the following goals and objectives at the programme level:^c</p> <p>Goal (2014-2016) Selected countries in LAC have proposals of reforms and tools to enhance structural changes in sustainable, economic and social development, by national actors ready to be approved;</p>	<p>Indicators (all programmes)</p> <ul style="list-style-type: none"> Number of National/Regional documents (Plans, Action Plans, Regulations, Policies, Reform Agendas) designed and/or implemented by National governments/regional agencies Stakeholders views and opinions on the feasibility/conditions of implementation of concepts, strategies and policies. 	<ul style="list-style-type: none"> On-line survey of beneficiaries Project Reports/ Document reviews Consultations with ECLAC Project Coordinator (ERG)

Issues	Sub-questions	Performance Indicators /Variables to consider	Potential Sources of Data Collection/Triangulation
<p>Goal (2012-2014) Selected ECLAC member countries have reform proposals formulated by national actors to enhance social cohesion and structural change which take climate into consideration.</p>	<p>Goal (2010-2012) LAC governments visibly increase their possibilities of action regarding reform and negotiation processes, at the national and regional level in the areas of climate change (REDD, energy efficiency and renewable energy), fiscal policies to enhance social cohesion, regional integration and cooperation in the areas of trade and innovation policies.</p>	<ul style="list-style-type: none"> • Number of National/Regional proposals, commitments ready for implementation by National governments/regional agencies; • Number of National/Regional tools, methodologies for policy formulation, implementation and/or evaluation; • Stakeholders views and opinion on the quality of the documents, proposals, tools and methodologies; • Evidence that activities are (or not) contributing to anticipated changes at the outcome/goal level; • Evidence of use of documents, studies and dialogues produced by the project (for the development of National/Regional documents and proposals or other purpose). 	<ul style="list-style-type: none"> • Interviews with Key Informants (BMZ-GIZ/ECLAC Programme Managers, selected ECLAC Project Coordinators and counterpart National/Municipal Governments and National/Regional Organizations) • Site visits • Cyber metric study
<p>i)</p>	<p>Have there been unintended results during the implementation of any of the programmes?</p>	<ul style="list-style-type: none"> • Perceptions of stakeholders of improved staff capabilities within the participating institutions to prepare and implement policies in the programme areas; 	
<p>ii)</p>	<p>What were the key factors that determined success or failure in achieving the objectives of an intervention?</p>	<ul style="list-style-type: none"> • Level of interest and commitment of project stakeholders and beneficiaries; • Level of satisfaction of programme stakeholders with the activities undertaken as contributors to outcomes; 	

Issues	Sub-questions	Performance Indicators /Variables to consider	Potential Sources of Data Collection/Triangulation
5. To what extent did the cooperation achieve outcomes at the country level?	<p>k) In which countries has the cooperation achieved any results? What are those results?</p> <p>l) Have any transnational outcomes been achieved? What are those outcomes?</p> <p>m) How satisfied were the cooperation's main beneficiaries with the quality and timeliness of the services they received (to the extent measurable)?</p> <p>n) Are there any tangible policies, plans, programmes or measures taken by ECLAC Member States that have considered the contributions provided by the cooperation?</p>	<ul style="list-style-type: none"> Number and quality of interventions attributable to the project taking place in specific countries; Perceptions of key stakeholders that cooperation had results at the country level; Number and quality of initiatives attributable to the project taking place at regional level (involving 2 or more countries in South America, in Central America, in the Caribbean) Perceptions of stakeholders that cooperation had results at regional level; Level of interest and commitment of project stakeholders (National Government representatives/Regional Agencies) 	<ul style="list-style-type: none"> On-line survey of beneficiaries Project Reports/ Document reviews Consultations with ECLAC Project Coordinator (ERG) Interviews with Key Informants (BMZ-GIZ/ECLAC Programme Managers, selected ECLAC Project Coordinators and counterpart National/Municipal Governments and National/Regional Organizations) Site visits Cyber metric study
6. To what extent did the cooperation achieve outcomes at the level of capacities of individuals participating in the programme activities?	<p>o) Are the outcomes in certain sectors or priority areas of cooperation significantly greater than in others? If so, in which sectors or priority areas?</p> <p>p) Has the cooperation made any difference in the behavior, attitude, skills, and performance of the beneficiaries?</p> <p>q) How much more knowledgeable are the participants in workshops and seminars?</p> <p>r) What mechanisms and tools have been established for sustainability of skills and knowledge transfer to target groups?</p>	<ul style="list-style-type: none"> Number of participants in Regional dialogues and policy discussion meetings; Number of participants in training activities; Perception of stakeholders and project participants on improvements in their the behavior, attitude, skills, and performance; and knowledge; Evidence of enhanced processes, policy formulation and implementation attributable to the project capacity building and/or training initiatives. Outputs and outcomes of regional dialogues and policy discussions (proposals, concerted agendas, agreements, work plans etc.) 	<ul style="list-style-type: none"> On-line survey of beneficiaries Project Reports/ Document reviews Consultations with ECLAC Project Coordinator (ERG) Interviews with Key Informants (BMZ-GIZ/ECLAC Programme Managers, selected ECLAC Project Coordinators and counterpart National/Municipal Governments and National/Regional Organizations)

Issues	Sub-questions	Performance Indicators /Variables to consider	Potential Sources of Data Collection/Triangulation
	<p>s) What was the specific contribution of German Technical Cooperation to these outcomes? Does German Technical Cooperation deliver any clear additional outcomes or significantly enhance any of the outcomes? Please give examples.</p>		<ul style="list-style-type: none"> • Site visits
EFFICIENCY			
<p>7. To what extent complementarities and synergies carried out by ECLAC and BMZ have been developed?</p>	<p>t) Did the programme design effectively establish governance and management structures for the cooperation?</p> <p>u) Were any significant opportunities to achieve synergies being missed?</p> <p>v) Do any measures contradict other activities or are any measures being duplicated, thus creating inefficiencies?</p>	<ul style="list-style-type: none"> • Perceptions of key stakeholders that governance and management structures in place have been adequate and appropriate to needs; • Stakeholders views and opinion on the level of complementarities and synergies achieved and/or missed by the programme activities in relation to other BMZ/ECLAC projects; • Evidence of duplication of efforts with other programmes; • Stakeholders perception of suitability and relevance of project to national or country-specific context; 	<ul style="list-style-type: none"> • Project Reports/ Document reviews • Consultations with ECLAC Project Coordinator (ERG) • Interviews with Key Informants (BMZ-GIZ/ECLAC Programme Managers, selected ECLAC Project Coordinators and counterpart National/Municipal Governments and National/Regional Organizations) • Site visits
<p>8. Is the amount of funds invested commensurate in relation to the effects delivered by the cooperation?</p>	<p>w) Do the results obtained justify the human, material and financial costs used by the project?</p> <p>x) Is the input required in terms of managing the partnership (consultation process, government negotiations) commensurate in relation to the effect?</p>	<ul style="list-style-type: none"> • Level of interest in the programme by Stakeholders at country and regional levels; • Evidence of a participatory collaborative management structure between ECLAC/BMZ and partner institutions in the region; • Stakeholder's perception of value of results achieved in line with investments made and management processes in place; • Degree of alignment between management processes and resource use and results achieved; 	<ul style="list-style-type: none"> • On-line survey of beneficiaries • Project Reports/ Document reviews • Consultations with ECLAC Project Coordinator (ERG)

Issues	Sub-questions	Performance Indicators /Variables to consider	Potential Sources of Data Collection/Triangulation
<p>9. Were services and support provided in a timely and reliable manner, according to the priorities established by the programme documents?</p>	<p>y) Did the collaboration and coordination mechanisms between BMZ, GIZ and ECLAC ensure efficiencies and coherence of response</p> <p>z) Did the governance and management structures of the cooperation contribute to effective implementation of its operations and coordination of partners?</p> <p>aa) What were the capacities of BMZ-ECLAC to incorporate course-corrections and mitigate potential negative impacts of an intervention?</p>	<ul style="list-style-type: none"> Degree of alignment between the actual financial, human and material allocations made and the documented needs; Degree of alignment between planned and actual project schedules Perceptions of key stakeholders that allocations have been adequate and appropriate to their needs and timing; Evidence of strong processes and mechanisms in place monitoring arising needs and the on-going use of resources; Degree of alignment between planned and actual expenditures; Evidence of sound explanations (from a financial and programming point of view) of any significant variances between planned and actual expenditures; 	<ul style="list-style-type: none"> Interviews with Key Informants (BMZ-GIZ/ECLAC Programme Managers, selected ECLAC Project Coordinators and counterpart National/Municipal Governments and National/Regional Organizations) Site visits On-line survey of beneficiaries Project Reports/ Document reviews Consultations with ECLAC Project Coordinator (ERG) Interviews with Key Informants (BMZ-GIZ/ECLAC Programme Managers, selected ECLAC Project Coordinators and counterpart National/Municipal Governments and National/Regional Organizations) Site visits
IMPACT			
<p>10. What was the impact of the cooperation in terms of influencing policy making in ECLAC Member States and at the regional level in Latin America and the Caribbean?</p>	<p>bb) To what extent have the results of the cooperation impacted areas of priorities of German development policy – as expressed during negotiations with ECLAC between 2009 and 2013?</p>	<ul style="list-style-type: none"> Evidence of results contributing to the German policy principles. Evidence of results contributing to the German position on the relationship among state, market and society? (Need to specify the position here or use a reference against which to base the assessment) 	<ul style="list-style-type: none"> On-line survey of beneficiaries Project Reports/ Document reviews Consultations with ECLAC Project Coordinator (ERG)

Issues	Sub-questions	Performance Indicators /Variables to consider	Potential Sources of Data Collection/Triangulation
	<p>cc) Has the values-based approach of German development policy (centered around democracy, human rights, promoting market economies based on social and ecological values, nurturing private entrepreneurial and civil society commitment) been reflected in the impacts of the cooperation?</p>	<ul style="list-style-type: none"> Views and opinions from BMZ/ECLAC staff participating in the programme; Stakeholders' views and opinion on the level of contributions to the German development policy principles and on the relationships among state, market and society. 	<ul style="list-style-type: none"> Interviews with Key Informants (BMZ-GIZ/ECLAC Programme Managers, selected ECLAC Project Coordinators and counterpart National/Municipal Governments and National/Regional Organizations)
	<p>dd) Does the cooperation assume a clear position on the relationship among state, market and society or does it remain neutral?</p>	<ul style="list-style-type: none"> Stakeholders' views and opinion on the level of contributions to national, transnational and regional plans and priorities; 	<ul style="list-style-type: none"> Site visits Cyber metrics Study
	<p>ee) Are the results in certain countries, sectors or priority areas of cooperation or models of intervention significantly greater than in others? If so, in which countries, sectors or priority areas? Which models?</p>	<ul style="list-style-type: none"> Stakeholders' views and opinion on the level of contributions to promotion of gender and human rights perspectives in national and regional policies and plans. 	
	<p>ff) Did the cooperation achieve any impact on cross-cutting issues and promotion of gender and human rights approaches into policies, plans, proposals etc.?</p>		
	<p>gg) What were the key factors that determined success or failure in achieving impact of an intervention?</p>		
SUSTAINABILITY			
<p>hh) To what extent can the benefits of the cooperation interventions be deemed lasting at the level of the beneficiaries (ECLAC Member countries/Regional organizations)?</p>	<p>How did the cooperation utilize and strengthen country structures (technical, human and other resources available) and systems for managing activities, in order to guarantee sustainability.</p>	<ul style="list-style-type: none"> Programme stakeholders/institutions are actively using the documents produced and capacity/knowledge gained through the project in all aspects of work, including non-project activities; Evidence of stronger organizational structures/policies and capacities as a result of the project (strengthened policies, tools, practices, mechanisms); 	<ul style="list-style-type: none"> On-line survey of beneficiaries Project Reports/ Document reviews Consultations with ECLAC Project Coordinator (ERG)

Issues	Sub-questions	Performance Indicators /Variables to consider	Potential Sources of Data Collection/Triangulation
	<p>i) How have the cooperation's main results and recommendations been used or incorporated in the work and practices of beneficiary institutions after completion of the cooperation's activities?</p>	<ul style="list-style-type: none"> Evidence of changes in governments' behaviour, budget allocation, service delivery and/or governments' performance in specific sectors/areas attributable to the interventions; 	<ul style="list-style-type: none"> Interviews with Key Informants (BMZ-GIZ/ECLAC Programme Managers, selected ECLAC Project Coordinators and counterpart National/Municipal Governments and National/Regional Organizations)
	<p>ii) What is the likelihood that the project stakeholders will remain committed and able to continue the project activities/or efforts after the programme support ends?</p>	<ul style="list-style-type: none"> Evidence of stronger networking on regional and transnational level among governments and organizations as a result of the project (strengthened cooperation mechanisms, agreements and plans); 	<ul style="list-style-type: none"> Site visits
	<p>iii) What level of access to services, outputs and results project stakeholders have after the programme support ends?</p>		<ul style="list-style-type: none"> Cyber metrics Study
	<p>ii) What were the multiplier effects generated by the cooperation?</p>		
	<p>nm) Was there an exit strategy to ensure sustainability of the programme's outputs and results?</p>		
<p>12. To what extent can the benefits of the cooperation interventions be deemed lasting at the level of the ECLAC and BMZ?</p>	<p>nn) How has the cooperation contributed to shaping and/or enhancing ECLAC's programmes of work, priorities and activities? The work modalities and the type of activities carried out? How has ECLAC built on the findings of the cooperation?</p> <p>oo) How has the cooperation contributed to shaping and/or enhancing BMZ's priorities and activities? How has BMZ built on the findings of the cooperation?</p>	<ul style="list-style-type: none"> Evidence of changes in ECLAC's programme of work attributable to the programme; Evidence of changes in BMZ's priorities and activities attributable to the programme; Views and opinions from BMZ/ECLAC staff participating in the programme; 	<ul style="list-style-type: none"> On-line survey of beneficiaries Project Reports/ Document reviews Consultations with ECLAC Project Coordinator (ERG) Interviews with Key Informants (BMZ-GIZ/ECLAC Programme Managers, selected ECLAC Project Coordinators and counterpart National/Municipal Governments and National/Regional Organizations) Site visits

Issues	Sub-questions	Performance Indicators /Variables to consider	Potential Sources of Data Collection/Triangulation
CHALLENGES AND RECOMMENDATIONS FOR FUTURE PROGRAMMING			
13. Strengths & Weaknesses of programme implementation	<p>pp) What are the strengths of the programme implementation?</p> <p>qq) What are the weaknesses of the programme implementation?</p> <p>rr) What are the major lessons learned in the implementation of the project?</p> <p>ss) What are the recommendations for the future regarding programme implementation?</p>	<ul style="list-style-type: none"> • Views and opinions from BMZ/ECLAC staff participating in the programme; • Perceptions of key stakeholders, beneficiaries and key informants on programme strengths and weaknesses; • Evidence of learning processes and knowledge management (documents, reports, systematizations, publications etc.) 	<ul style="list-style-type: none"> • On-line survey of beneficiaries • Project Reports/ Document reviews • Consultations with ECLAC Project Coordinator (ERG) • Interviews with Key Informants (BMZ-GIZ/ECLAC Programme Managers, selected ECLAC Project Coordinators and counterpart National/Municipal Governments and National/Regional Organizations) • Site visits

- a) These include: a) the protection of global public goods (i.e. the climate, the environment and biodiversity) and renewable energy/energy efficiency, protection and sustainable use of natural resources and adaptation to climate change; b) sustainable economic development (with micro, small and medium-sized enterprises and with public authorities and associations) with a view to creating employment opportunities and ensuring an enabling environment for sustainable, inclusive and environmentally responsible growth; and c) enhancing participation, human rights and security and on strengthening governments' capacities to generate revenue.
- b) ECLAC was founded with the purpose of contributing to the economic development of Latin America, coordinating actions directed towards this end, and reinforcing economic ties among countries and with other nations of the world. The promotion of the region's social development was later included among its primary objectives. In the last decades, these have been broadened to also include thematic areas such as the environment, sustainable energy and climate change. ECLAC works in the following areas: economic development, social development, sustainable development, statistics and planning.
- c) See list of goals and objectives against which evaluation assessments will be made in the annex.

ANNEX 8

ECLAC WORK AREAS

Work areas

ECONOMIC DEVELOPMENT

ECONOMIC DEVELOPMENT	INTERNATIONAL TRADE AND INTEGRATION	PRODUCTION, PRODUCTIVITY AND MANAGEMENT
Economic indicators and projections	Integration into the world economy	Agriculture and rural development
Employment	International trade	Foreign direct investment
Financial and monetary sector	Regional integration and cooperation	Industrial policy and development
Financing for development	Relations between Latin America and Asia-Pacific	Information and communications technologies (ICTs)
Fiscal affairs	Trade facilitation	Innovation, science and technology
	Trade negotiations	Micro, small and medium-sized enterprises (MSMEs)
	Value chains	Structural change

SOCIAL DEVELOPMENT

GENDER AFFAIRS	POPULATION AND DEVELOPMENT	SOCIAL DEVELOPMENT
Care economy	Ageing	Childhood and adolescence
Gender statistics	Fertility and reproductive health	Education
Machineries for the advancement of women	Indigenous peoples and Afro-descendants	Food and nutrition security
Mainstreaming the gender perspective	Internal migration	Persons with disabilities
Sexual and reproductive rights	International migration	Social innovation
Time use	Mortality and health	Social investment/spending
Violence against women	Population and housing censuses	Social protection
Women's political participation		Youth

SUSTAINABLE DEVELOPMENT

NATURAL RESOURCES AND
INFRASTRUCTURE

Energy

Infrastructure

Logistics and mobility

Natural resources and development

Regional physical integration

Regulation

Water resources

SUSTAINABLE DEVELOPMENT
AND HUMAN SETTLEMENTS

Climate change

Environment

Human settlements

Principle 10

Sustainable development

STATISTICS

STATISTICS

Economic statistics

Environmental statistics

Social statistics

PLANNING

PLANNING FOR DEVELOPMENT

Foresight studies

Open government

Programme and policy evaluation

Public administration

Territorial development

ANNEX 9

REFERENCES

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- BMZ Promotion of Good Governance in German Development Policy, BMZ Strategies 178, Bonn, 2009a.
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- ECLAC Time for Equality: Closing Gaps, Opening Trails. 2010.
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- ECLAC Compacts for Equality: Towards a Sustainable Future. 2014.
- ECLAC Estrategia de Transversalización de la Perspectiva de Género en la Comisión Económica para América Latina y el Caribe (ECLAC) 2013-2017, Santiago, 2013.
- ECLAC Activities of the ECLAC System to promote and support South-South Cooperation during the 2010-2011 Biennium. United Nations, Santiago, 2012.

OTHER KEY DOCUMENTS CONSULTED

COOPERATION PROGRAMME 2010–2012

GIZ	Oferta para el Programa de Cooperación para el Desarrollo “Fomento del Desarrollo Sostenible y de la Cohesión Social en América Latina y el Caribe: inversiones en bienes públicos regionales” (Número de proyecto: 2009.2245.0) (2010).
BMZ-ECLAC	Summary Record of the Negotiations between ECLAC and the Government of the Federal Republic of Germany in Berlin from 17 to 18 June 2009.
GIZ	Informe de Progreso 8/2010 - 12/2011: “Fomento del Desarrollo Sostenible y de la Cohesión Social en América Latina y el Caribe: inversiones en bienes públicos regionales” (Número de proyecto: 2009.2245.0) (2012).
GIZ	Informe final sobre contribuciones financieras de ejecución del programa: “Fomento del Desarrollo Sostenible y de la Cohesión Social en América Latina y el Caribe: inversiones en bienes públicos regionales” (Número de proyecto: 2009.2245.0) (2012).
ECLAC/BMZ	Memoria Final 2010-2012. Programa “Fomento del Desarrollo Sostenible y de la Cohesión Social en América Latina y el Caribe: inversiones en bienes públicos regionales” (2013).
ECLAC/GIZ	Project Documents; Project Fact Sheets; Monitoring Documents and Evidences; Financial Statements; Summary of the main results.

COOPERATION PROGRAMME 2012–2014

GIZ	Oferta “Promoción del desarrollo bajo en carbono y de la cohesión social en América Latina y el Caribe”, PN 2011.2275.3 (2012).
BMZ-ECLAC	Summary Record of the Negotiations between ECLAC and the Government of the Federal Republic of Germany held in Santiago de Chile from 17 to 18 November 2011.
GIZ	Angebot “Förderung kohlenstoffarmer Entwicklungspfade und sozialer Kohäsion in Lateinamerika und der Karibik“, PN 2011.2275.3 (2012).
GIZ	Informe de Progreso: “Promoción del desarrollo bajo en carbono y de la cohesión social en América Latina y el Caribe”, (Número de proyecto: 2011.2275.3) (2013).
BMZ-ECLAC	Memoria Final 2012 – 2014: Programa “Promoción del desarrollo bajo en carbono y de la cohesión social en América Latina y el Caribe” (2015).
ECLAC/GIZ	Project Documents; Project Fact Sheets; Monitoring Documents and Evidences; Financial Statements; Summary of the main results.

COOPERATION PROGRAMME 2014-2016

GIZ	Oferta “Cambio estructural para un desarrollo sostenible e inclusivo en América Latina y el Caribe”, PN 2013.2462.3 (2014).
BMZ-ECLAC	Summary Record of the Negotiations on Development Cooperation between the Economic Commission for Latin America and the Caribbean (ECLAC) and the Government of the Federal Republic of Germany held in Bonn on 11 and 12 November 2013.
GIZ	Informe de avance: Cambio estructural para un desarrollo sostenible e inclusivo en América Latina y el Caribe, 2013.2462.3.

ECLAC/GIZ Project Documents; Project Fact Sheets; Monitoring Documents and Evidences; Financial Statements.

MISCELLANEOUS

BMZ-ECLAC A model of cooperation for the twenty-first century (2011)/Un modelo de cooperación para el siglo XXI (2011).

ECLAC Presentation “Informe de las actividades de cooperación técnica realizadas por el sistema de la ECLAC en el bienio 2012-2013” (May 2014).

ECLAC Report “Informe de las actividades de cooperación técnica realizadas por el sistema de la ECLAC en el bienio 2012-2013” (May 2014).

ECLAC Report on the activities of the Commission from January 2012 to December 2013 (May 2014).

ECLAC Report on the activities of the Commission from January 2010 to December 2011 (August 2012).

UN United Nations system-wide policy on gender equality and the empowerment of women: focusing on results and impact (CEB/2006/2).

BMZ Sachstand: EZ mit der Karibik. BMZ Referat 213. 02.11.2015.

ECLAC-GTZ Energy Efficiency in Latin America and the Caribbean: Situation and Outlook. United Nations, Santiago, 2010.

ECLAC-GIZ Evolucao das Políticas de Desenvolvimento Sustentável no Estado do Amazonas 2006-2009. Avancos em direcao as recomendacoes realizadas por ocasio da Análise Ambiental e de Sustentabilidade do Estado do Amazonas. United Nations, Santiago, 2011.

ECLAC- BMZ Visiones regionales en la Amazonia colombiana. Serie Estudios y Perspectivas. United Nations, Santiago, 2014.

ECLAC- BMZ Fortalecimiento de las cadenas de valor como instrumento de la política industrial: Metodología y experiencia de la CEPAL en Centroamérica. United Nations, Santiago, 2014.

ECLAC- BMZ Energy Efficiency and Mobility in Latin America and the Caribbean. Pathways towards sustainability. United Nations, Santiago, 2014.

ECLAC La economía del cambio climático en América Latina y el Caribe: paradojas y desafíos del desarrollo sostenible. United Nations, Santiago, 2015.

ECLAC Las políticas y el cuidado en América Latina: una mirada a las experiencias regionales. United Nations, Santiago, January 2015.

ECLAC Panorama preliminar de los subsidios y los impuestos a las gasolinas y diésel en los países de América Latina. United Nations, Santiago, November 2014.

ECLAC Reformas fiscales y regulatorias en la gestión y manejo de residuos sólidos: América Latina frente al cambio climático. United Nations, Santiago, November 2014.

ECLAC Negociaciones internacionales sobre cambio climático: estado actual e implicaciones para América Latina y el Caribe. United Nations, Santiago, November 2014.

ECLAC Calidad del gasto público y reformas institucionales en América Latina. United Nations, Santiago, August 2014.

ECLAC Hacia un sistema de protección social universal en El Salvador: Seguimiento de un proceso de construcción de consensos. Santiago, July 2014.

- ECLAC La construcción del sistema de cuidados en el Uruguay: En busca de consensos para una protección social más igualitaria. Santiago, April 2014.
- ECLAC Protección social y redistribución del cuidado en América Latina y el Caribe: el ancho de las políticas. United Nations, Santiago, 2012.

ANNEX 10

EVALUATOR'S REVISION MATRIX



I. COMMENTS DRAFT REPORT

A. PPOD COMMENTS

➤ PROGRAMME PLANNING AND EVALUATION UNIT

GENERAL COMMENTS		
REPORT SECTION (if applicable)	COMMENTS DPPO	EVALUATOR'S RESPONSE
	Please number all the paragraphs in the report to facilitate the process of making comments and revisions.	Completed.
General	Please include percentages of respondents or answers when making reference to survey results to illustrate the different sections of the report. We also recommend including graphs to make the report more visually attractive and facilitate the understanding of the survey results mentioned.	Completed. We totally agree that the document would look much more attractive with the graphs, but since we had to shorten the document by 20 pages, we were only able to add 2 graphs. Unfortunately, if the current number of pages is not an acceptable length, we will need to remove the graphs.
SPECIFIC COMMENTS		
PARAGRAPH NUMBER	COMMENTS DPPO	EVALUATOR'S RESPONSE
Page 13	<p><i>However, neither ECLAC nor BMZ have a clear strategy on the Caribbean, even though efforts have been made from both sides to work out priorities and approaches for a more effective integration of the Caribbean perspective within the Cooperation.^a</i></p> <p>Clarification: Please clarify if this statement refers to the cooperation programme under evaluation specifically. ECLAC does have a clear intervention strategy for the Caribbean including a sub-regional office in POS and a whole subprogramme dedicated to the sub-region, and a subsidiary organ (the CDCC), where the ECLAC programme of work for the Caribbean is discussed and approved by the Caribbean member States. Furthermore, ECLAC, in its efforts to improve its work in the Caribbean has carried out two extensive evaluations of the work of the Commission in the sub-region, which were presented to the CDCC together with the implementation plans of the recommendations and reports on their advance have been done on a yearly basis.</p>	Edits made to clarify.
Page 17	<p><i>A few unintended positive results have been identified in the area of value chains through work by ECLAC Mexico.</i></p> <p>Could you please mention what those unintended results were?</p>	The unintended results are explained later but a specific reference to what they were was included here.

SPECIFIC COMMENTS		
PARAGRAPH NUMBER	COMMENTS DPPO	EVALUATOR'S RESPONSE
Page 18 Finding 6 Paragraph 4	<p><i>On the other hand, German intelligence and the European experience have played an important role and are widely considered as a key asset for the Programmes, as stated by Key Informants.</i></p> <p>Could you please clarify what is meant by the "German Intelligence" or revise the text to make it easier to understand?</p>	Edits made.
Page 31 Paragraphs 2 and 3	<p>The majority of the respondents of the on-line survey agree that the workshops and courses, as well as policy dialogues, exchanges and regional meetings met their expectations and achieved the capacity building results. Regarding events (e.g. regional/national conferences, seminars etc.), as per the Key Informants, their specific level of effectiveness varied depending on certain factors, such as the target audience, the level of institutionalization of events (e.g. annual seminars), their timing (e.g. predetermined calendars or fixed annual dates facilitates planning), the type of participants (e.g. profiles, power to influence), the level of innovation in thematic issues and speakers, and the success in engaging high-level policy and decision makers in case of regional political dialogues.^b</p> <p>Regarding the Cooperation knowledge products specifically, most on-line survey respondents considered them useful to enhance technical capacity, applicable at institutional level and useful to enhance individual work performance. Key Informant interviews also revealed general satisfaction, a high degree of relevance and usefulness of contents, concepts, methodologies and level of applicability. The data provided generally contributes at least to new ideas and promotes reflection. Publications are often used as sources of regular consultations and as bibliography.</p> <p>Please include the specific percentages of respondents or answers.</p>	<p>Percentages included.</p> <p>Percentages included for the on-line survey. Specific data is not available for the KIs.</p>
Page 32 Paragraph 2	<p><i>While German experiences and know-how is highly desirable, specific German contributions have not been identified regarding individual capacity building and knowledge transfer.</i></p> <p>Could you please specify what is meant by "German Contribution" in this sentence?</p>	<p>The term was borrowed from the ToRs. It refers to the fact that neither KIs or on-line survey identified any specific issues/solutions/methodologies provided by the Germans. The sentence was deleted due to the need to reduce the document in 20 pages.</p>

SPECIFIC COMMENTS		
PARAGRAPH NUMBER	COMMENTS DPPO	EVALUATOR'S RESPONSE
Page 32 Finding 17 Paragraph 1	<p><i>In general terms, ECLAC is perfectly linked with other UN organizations within different programmes (e.g. UNICEF in child care and social protection, UNIDO in industrial policies), and also align all its Technical Cooperation with the overall ECLAC Programme of Work and work programmes on divisional level (e.g. AECID, NORAD, SIDA).</i></p> <p>Please correct the highlighted text as it refers to technical cooperation programmes with AECID< SIDA, Etc. and not “work programmes on divisional level”.</p>	Correction made.
Page 33 Paragraph 3	<p><i>According to Key Informants, the extensive experience of ECLAC helped to shape a tuned strategy in the area of science, technology and innovation promotion, and ECLAC's participation was perceived by national authorities as seal of approval, which helped to enhance the relevance of the topic and to position it in the regional agenda.</i></p> <p>We consider that this is a relevant result that should be also highlighted in the effectiveness section for this specific thematic area.</p>	Ok has been added accordingly to regional integration section.
Page 37 Finding 19 Paragraph 3	<p><i>As a result, even though the logic framework captures output level results, results obtained in specific thematic areas or components in terms of scope and potential to contribute to medium or long-term changes are not documented.</i></p> <p>In the final reports of the two last programmes under evaluation, most of the reported results go far beyond “output level” results, focusing on the adoption or revision of policies, plans, or adherence to international protocols. We would therefore appreciate more clarification on why such results are considered “output level results”, as indicated in more than one section of the evaluation report.</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  0_Informe Final 2010-2012.pdf </div> <div style="text-align: center;">  2011 2275 3_Informe Final 2012 </div> </div>	Our comments refer to the lack of clearly articulated steps (chain) that show progress towards medium-longer term. We softened the language to reflect that some of these results are reported. We reviewed the sentence and language throughout to reflect that some results and impacts were reported.

SPECIFIC COMMENTS		
PARAGRAPH NUMBER	COMMENTS DPPO	EVALUATOR'S RESPONSE
Page 36 4.5 Impact Paragraphs 2 and 3	<p>The majority of the on-line survey respondents agree that the Cooperation contributed to the design of new actions plans or policies, helped to strengthen institutional performance, contributed to operational changes or management regarding technical issues. They also believe there has been a contribution to decision making, to strategically position the institution at the regional level and to technical solutions and policy ideas not yet available in the countries in the region.^c</p> <p>According to the results of the on-line survey, the Cooperation helped to promote renewable energy and energy efficiency, protection and sustainable use of natural resources and adaptation to climate change, and to ensure an enabling environment for sustainable, inclusive and environmentally responsible growth. The large majority of the on-line survey respondents also believed the cooperation is contributing to strengthen governments' capacities to generate revenue and to a lesser extent to promote micro, small and medium-size enterprises to create employment opportunities.</p> <p>Please include the specific percentages of respondents or answers.</p>	Percentages included.
Page 40 4.6 sustainability Finding 23 Paragraph 1	<p>Please revise the following text (we cannot fully understand the message you are trying to convey, it seems as two sentences were joined together but the wording was not completely adapted): <i>The project was needed and practical-oriented and tools for the country level to replicate and incorporate the techniques and systems in the day-to-day work of Colombia's National Department of Statistics (Departamento Administrativo Nacional de Estadística – DANE).</i></p>	Edits made.
Page 47 Conclusion 7 Paragraph 1	<p>Please revise the wording of the following text: <i>The broad access to experts and consultant database on international and national level, and the incorporation of German and European experiences (e.g. studies or missions to Europe) are also an important asset for those actions divisions established collaboration with GIZ country offices.</i></p>	Edits made.

SPECIFIC COMMENTS		
PARAGRAPH NUMBER	COMMENTS DPPO	EVALUATOR'S RESPONSE
Page 54 Recommendation 5 Paragraph 2	We fully understand and agree with the recommendation of trying to focus on a coordinated set of initiatives instead of isolated and punctual activities as stated on the text of the recommendation. However, we would like to have a clearer explanation of the rationale behind also recommending the further concentration of resources focusing on a smaller number of initiatives. We would like to have more evidence on why this is a recommended strategy.	We added more rationale to the recommendation. Many KIs mentioned that there were limited resources to have follow up of interventions, specially in the first few years of the programme, when budgets were lower.
Page 56 Recommendation 8 Paragraph 2	<i>These can also contribute to ensure the Cooperation not only looks into the "region" as an isolated entity but as part of a "global" context in a "globalized" world.</i> ECLAC as a Regional Commission being part of global organization as the United Nations, have this as one of its main mandates and main rationales behind its programme of work and activities, serving as a link between the national, regional and global level, by assisting in bringing a regional perspective to global problems and forums and introducing global concerns at the regional and subregional levels;	The reference is the need for the Cooperation to draw from innovative perspectives and successful experiences not only from the "region" but also from other parts of the world. Edits were incorporated to reflect this.
Page 58 Recommendation 11 Findings 6-8	We consider that these recommendations should be addressed to the whole cooperation programme and not only to the specific component on energy, due to their relevance and usefulness.	We don't really have elements/evidence to generalize this recommendation " Orient work towards strengthening and integration of BIEE data collection, methodologies and indicators into national information systems and enhancing political dialogues and peer-to-peer experience. " to the entire cooperation programme. However, we are already recommending (Recommendation 6) that regarding the Cooperation databases, that consideration is given to integrate relevant information and statistics (or methodologies and tools for data collection) to national information systems, in order to strengthen their use and likelihood of sustainability over the longer-term.

- ^a Based on an evaluation of the work in the Caribbean, ECLAC has gradually integrated the Caribbean countries in research flagships, in order to overcome the lack of information and data, as well as the extension of the energy efficiency work to the Lesser Antilles. BMZ, is drafting a first strategy paper on the Caribbean, even though a decision about target countries in the Caribbean still needs to be sorted out.
- ^b In certain situations, regional events with countries with very different levels of progress in a certain issue are less effective for advanced countries, in particular when it comes to defining strategies or plans (e.g. regional political dialogues of energy efficiency). The effectiveness of such events also depends on the level of rotation of officials in governmental institutions and rotating participation among staff in annual activities, which in certain cases is too frequent and does not guarantee the transfer of knowledge. This has been identified as an external factor that could jeopardize effectiveness.
- ^c On-line survey respondents agree that the Cooperation contributed to the design of new actions plans or policies. About 55% believe it contributed significantly or fairly and 28% believe it somewhat contributed. The Cooperation also helped to strengthen institutional performance according to 71% of the on-line survey respondents; contributed to operational changes or management regarding technical issues (according to 63% of the respondents); contributed to decision making (55% of the respondents); and, helped to strategically position the institution at the regional level for 53% of the respondents.

➤ PROJECT MANAGEMENT UNIT

SPECIFIC COMMENTS		
PARAGRAPH NUMBER	COMMENTS PPOD	EVALUATOR'S RESPONSE
Finding 4	ECLAC's whole trilogy for equality (three official documents submitted to the consideration of its Member States and approved in 2010,2012, 2014 is about a rights based approach on universal access to and quality of public services provided to all. It is also about generating public goods for all.	Information added to the report. Finding 4 has been rephrased and edited to reflect that consistent human rights work within the Cooperation programmes has been limited while still acknowledging that work is undertaken implicitly.
Finding 5	Since once indicators are negotiated and agreed between the parties they cannot be changed, unintended results have been captured through the reporting.	Sentence has been removed due to the need to shorten the document. The unintended results that were captured through the reporting were identified and included in the Evaluation Report. This was a reference to the fact that there could have been other unintended results (such as processes replicated by countries), which were not captured.
Finding 8	Kindly contrast the statement of limited participation in energy policy dialogue with the list of participants. Kindly also contrast this statement with finding 5, 14 and finding 22.	The available lists of participants have been reviewed and there is a broad participation of stakeholders as stated, including members of parliament, regional and national energy organizations. However, according to KIs the participation of high-level decision and policy makers covering most of the countries of the region is not given, or not constant and high enough to progress towards joint regional energy policies and follow-up on these. As per KIs, there is always a high participation of representatives of the host country and regional agencies, as well as several representatives of the national energy sector, but not all countries sent Energy Ministers and the participation changes from year to year (not always the same person is sent), that's why in the recommendations two suggestions have been made to consider ministerial meetings of OLADE or CELAC for policy influencing and keep working on the dialogues, which have been rated as highly useful and important to strengthen high-level technical capacities and exchange among countries. In general terms it has been evidenced that the work on EE/RE, both dialogues and BIEE are highly effective for country-results to be achieved, but there are still possibilities to improve.
Finding 9	Please contrast statement of decreasing participation of high level authorities with the list of participants to the Regional	This is according to KIs which have participated in events for a long time but noted that in the past 2 years, the Seminar

SPECIFIC COMMENTS		
PARAGRAPH NUMBER	COMMENTS PPOD	EVALUATOR'S RESPONSE
	Seminar on Fiscal Policies.	has had more limited participation of high level authorities of important countries. There still may be Ministries, but they are in smaller number and of countries of less visibility in the region. The paragraph has been reviewed to reflect the source of information specifically.
Finding 14	Plan de aterrizaje is clear in Spanish as generating an enabling environment for the implementation of an initiative, but in combination with a follow up plan as a synonym which is a later stage in time is less clear. Kindly clarify.	In this case we are referring to follow-up plan (that is why it is used a synonym). The plan de aterrizaje as stated by multiple stakeholders refers to for instance in the case of a study (generally high-level) how to transfer knowledge to the different levels, how to make recommendations operational, what kind of next steps should be done after a technical assistance, how roles and responsibilities are defined during and after the delivery both for ECLAC and the counterpart, and how ECLAC can follow-up on this. It is referred to as a "plan" with beginning middle and end - which also includes an "exit" strategy". We deleted the term to avoid confusion.
Finding 18 and conclusion 6 last paragraph	Kindly clarify why energy efficiency has been singled out as the main beneficiary of long term German expertise within the Division. Kindly provide examples of those initiatives that could contribute towards the optimization of resources through tighter coordination.	Germany is an international leader in the energy sector, that's why the division and the KIs highlighted the high level of benefits from Germ expertise, but this can be also applied to climate change and environmental issues, or to industrial policies. It has been highlighted because it's a major area of BMZ and GIZ's work and a long-term cooperation on energy or environmental issues exists. In relation to optimization of resources there are different possible strategies drawn out, such as tighter alignment of the Cooperation's initiatives and bilateral or regional BMZ/GIZ Programmes and also through a country-focus, on those where GIZ Programmes have large influence, and Cooperation's initiative can provide value add or focus on comparative advantages, e.g. climate change and green industries, productive development are areas with potential for tighter collaboration.
Finding 19 and conclusion 3 last paragraph	Kindly clarify statement regarding lack of articulation of initiatives within each component of the cooperation programmes.	The wording has been changed, considering all comments, in order to clarify on this finding and conclusion. Lack of articulation has been highlighted in interviews with division, in particular for the 1 st and 2 nd Programme. There have been only punctual, but not strategic articulation among initiatives, e.g. joint development of seminars etc.
Finding 20	Kindly clarify the last paragraph of this finding in regards to not being able to	In general terms it referred to a proper strategy to involve private and civil society

SPECIFIC COMMENTS		
PARAGRAPH NUMBER	COMMENTS PPOD	EVALUATOR'S RESPONSE
	determine whether there is a harmonized approach regarding the relationship among state, market and society.	organizations into Cooperation's initiatives. It has been evidenced in different initiatives that the private sector has been gradually integrated and plays an important role, but still there is not a harmonized position or strategy on programme-level how and if integrating private sector and civil society as a key stakeholder in policy influencing. This paragraph was entirely deleted of the report, due to necessary cuttings of 60 to 40 pages.
Conclusion 2	Kindly note a contradiction between what is stated under this conclusion and finding 4.	Major editing has been done re: finding 4 and conclusion 2, following all comments and suggestions received. We do not see a contradiction. In both cases it has been made clear that despite having institutional strategies for gender mainstreaming and human rights based approach, at the programme-level, design and implementation are lacking gender mainstreaming throughout all components/initiatives and activities and that integrating gender as an issue through one specific intervention or human rights limited to social protection, does not mean that gender and human rights are integrated strategically into programming.
Conclusion 4	Kindly clarify the statement regarding ECLAC's lack of commitment in disseminating and make visible the strategic partnership ECLAC-BMZ-GIZ. Kindly take note of the differences between bilateral and regional programmes in terms of design, implementation and dissemination. This is related to statement contained in first paragraph of page 46.	The comment referred to the need to commit to more work to promote the partnership rather than to "lack of commitment". Further work to disseminate the Cooperation was needed according to the majority of KIs in the countries stated that they were not aware of the overall Cooperation Programme and in some cases of the funding source, in particular in case of technical assistance, while studies and seminars always make contribution/collaboration with the German cooperation visible. Also internally the need to foster dissemination and visibility has been outlined. Paragraph has been modified, to clarify. We are aware of the differences between bilateral and regional programmes, but this comment reflects opinions and perception, as well as suggestions from KIs in the countries. They also stated that through the newsletter information has increased and well received. This paragraph was moved to a footnote, due to the major cuttings done.
Conclusion 5	Kindly explain the relationship between the lack of an appropriate results framework and the possibility to improve by reducing the number of topics of the cooperation programme.	Major editing has been done re: this conclusion and the related finding to address all comments received. By reducing the number of topics the complexity of the logical frameworks can be reduced and it is easier to

SPECIFIC COMMENTS		
PARAGRAPH NUMBER	COMMENTS PPOD	EVALUATOR'S RESPONSE
		formulate common goals and objective to which different initiatives can contribute with activities and products that are considered milestones for the achievement of these objectives. Also less topics reduces the complexity for monitoring and reporting, and a concentration of funds increases funds per initiatives that fosters more outcome and impact-orientated work. KII commented that the budgets of the initiatives in the first two programmes were too small and did not enable follow up initiatives.
Recommendation 1	<p>Although favorable to synergies and geographical alignment, careful consideration should be given to leave some room for innovation. If ECLAC-BMZ-GIZ restricts programme topics to those that are being developed bilaterally or that have a strong buy in of countries, opportunities to position new and innovation development issues could be missed.</p> <p>Kindly note that there is a change between the MDGs and SDGs in regards to monitoring. SDGs as universal development goals, are not monitored externally but internally by governments. Governments are being very careful to clarify this issue.</p> <p>In regards to coordination at the national level from the planning stage, this is applicable to bilateral and less to regional initiatives. ECLAC works with countries under other cooperation programmes and implementing their regular programme of work, which means that what could be perceived as lack of planning could be the continuation of a line of work already agreed upon at ECLAC's governance mechanisms (Sessions of the Commission and Subsidiary Organs)</p>	<p>Yes, these are elements that you need to consider. Innovation could still be considered through open funds or small pilots. One of our findings is that innovative issues with limited buy-in did not achieve the same level of outcome or impact as more mature and long-term issues. Also take into consideration that the innovative issues should be linked to overarching goals and create a base to be integrated later in larger initiatives when successful. The paragraph has been modified to reflect this.</p> <p>This comment has also been considered.</p> <p>This is a recommendation stated by a large majority of KIs in the countries and we carefully analyzed the experience of ILPES with the Regional Planning Council, which is highly positive to shape also regional programming. But we recommend <u>"to study the viability and opportunities to adapt this experience to other issues"</u>, as there are other ministerial meetings which can serve to define action plans to which ECLAC and the Cooperation can contribute with comparative advantages they provide. Paragraph has been modified to clarify on the bilateral planning.</p>
Recommendation 4	Kindly indicate information sources for stating this recommendation. As indicated above, careful consideration should be given to leave room for innovation and perhaps reducing the number of topics covered under the cooperation programmes, could be a way to undermine this successful characteristic of the German cooperation.	One of the value-adds of the Cooperation is ECLAC's ability to work at the intersectoral level, mobilizing Ministries of Finance to work in the environment/climate change sector, for example. This has been stated by multiple KIs, that ECLAC could further explore this with a more integral work and articulation between divisions. There is also overlap among initiatives which could further foster structural change (such as a joint approach on energy,

SPECIFIC COMMENTS		
PARAGRAPH NUMBER	COMMENTS PPOD	EVALUATOR'S RESPONSE
		environmental sustainability, productive development and social or fiscal issues as well, in relation to the informal economies and its contribution to economies. We added a link to Conclusion 4 to support this Recommendation.
Recommendation 7	Kindly clarify what means "transparency" in this context.	It refers to the participation and information sharing on plans or trends for future programmes and within the negotiation process, on decision-making of DDPO in relation to which proposals will be submitted to the negotiation process. The majority of programme coordinators highlighted the limited information and rational behind decisions, as well as being surprised when projects were not continued in the next programme. Sentence has been modified.
Recommendation 8	ECLAC is pleased to rely on German expertise from different German institutes, experts and the private sector. Kindly clarify the relationship between this positive exchange, SDG's and ECLAC's need to reinforce its capacity.	The recommendation is in line with this. Precisely because of ECLAC's position and the reliance of German expertise, which was highly appreciated and desired by the countries, that this recommendation is put forward. This should continue and increased, if possible. The reference to SDG's is that it is a window of opportunity (as mentioned by KI). . In this case it does not refer to capacity building to ECLAC, but to analyze in which areas German expertise can further contribute to strengthen ECLAC's work on regional and national level. Paragraph has been modified accordingly to clarify.
Recommendation 9	Kindly clarify the statement regarding the high ECLAC's management cost and the evidence to back this statement.	The recommendation simply highlights as one possible advantage of extending the period the fact that there could be reductions of the management costs. Sentence has been modified to avoid misunderstanding.

General Comments:

- The report is well written provides solid information on the issues raised in the terms of reference.
- There are though some statements requiring stronger evidence to sustain them.
- It is important to maintain room for innovation on development topics which could be hampered by applying criteria solely based on geography, synergies with bilateral cooperation among others. There should be a balance.
- Careful consideration should be given regarding the use of certain terminology that could be misleading: plan de aterrizaraje, meaning a follow up plan; transparency meaning more discussion or participation and particularly lack of commitment and of capacity.

B. COMMENTS BMZ

GENERAL COMMENTS		
REPORT SECTION (if applicable)	COMMENTS ERG	EVALUATOR'S RESPONSE
	Very good report with a great deal of useful information and constructive recommendations.	Thank you.
	The way the report is structured, along findings, conclusions, and recommendations, is very helpful and should be maintained in the final document.	Structure maintained.
	The final report should not exceed a manageable length of 40 pages (excluding executive summary and annexes).	A major challenge, specially considering that all coments (Divisions, GIZ, DPPO) required additional information! But we managed to reduce it to 42 pages (including the graphs that were requested by Irene's group. It absolutely necessary we can cut the graphs to get to the 40 pages.
	The conclusions do not address impact. The conclusions do not clearly reflect an important result of the report, namely that the cooperation's model of intervention generally works and generates outcome and impact. (By model of intervention I mean the approaches described under findings 6 to 13, building on ECLAC's expertise and reputation as well as GIZ's networks and experience on the ground, in order to shape policy making and to contribute to agenda-setting).	A conclusion to address impact was added.
page 37 (last paragraph of Finding 20)	Some of the findings on the "values-based approach" sound more negative than they seem to be intended ("does not incorporate approaches such as democracy..."), also compared to what you state on page 12, second paragraph. Some readers might take this out of context and get a wrong impression of the programme as a whole. Please consider rephrasing. Also, the last sentence of the paragraph is unclear and needs to be rephrased.	The references to the values-based approach were cut in the final report due to the need to cut 20 pages.
Conclusion 9/ Recommendation 7	You found that the programme fails to systematically address sustainability. This seems to be a major weakness. However, it is listed as the last priority among the recommendation for ECLAC and BMZ/GIZ. Correct?	The references to "priority" of the recommendations were eliminated. The issue is very important and should be treated as a priority. It is very difficult at this point to identify the recommendations by a priority order.
pages 61/62	Lessons learned should be formulated in a way so that they can be made operational.	Changes added to the Lessons learned to make them more operational.

SPECIFIC COMMENTS		
PARAGRAPH NUMBER	COMMENTS ERG	EVALUATOR'S RESPONSE
page 1 (Introduction, 2 nd paragraph)	Summary of chapters and chapter numbers are incorrect	Corrections made.
page 9	diagram: numbering in the first column is incorrect	Corrections made.
page 13 (third paragraph, third line)	replace "no-existing" by "non-existing"	Corrections made.
page 16 (Finding 4)	"... undertaken more as implicitly...": delete "as"	Corrections made.
page 18 (Finding 7)	"... policies have been successfully carried...", replace "carried" with "carried out"	Corrections made.
page 19 (first paragraph, 2 nd line)	replace "clime" with "climate"	Corrections made.
page 19 (last paragraph, bold type sentence in the middle)	"Significant progress has made...", add "been"→has been made	Corrections made.
page 22 (Finding 9)	"... has been primarily a conceptual and ...": delete indefinite article "a"	Corrections made.
page 29 (second to last paragraph, second sentence)	"This relate to external...": replace "This" with "These"	Corrections made.
page 30 (Finding 15)	"Regardless the effectiveness...": add "of"	Corrections made.
page 31 (Finding 16)	"The Cooperation has been successful enhancing...": add "in" after "successful"	Corrections made.
page 33 (4 th paragraph, second to last line)	replace "extent" with "extend"	Corrections made.
page 33 (Finding 18)	"Divisions lack of resources": delete "of"	Corrections made.
page 37 (Finding 21, first paragraph)	Dominican Republic is listed as a country outside BMZ's geographic focus. However, DR is a partner country of Germany's development cooperation.	Corrections made.
page 43 (Conclusion 2 first paragraph)	"...gender as a cross-cutting into..." word ("issue"?) missing	Corrections made.
page 47 (Conclusion 6, last paragraph)	Word missing in the first sentence.	Corrections made.
page 61 (second bullet point, last line)	replace "built" with "build"	Corrections made.
page 61 (third bullet point, first line)	"The Cooperation works...": add "s"	Corrections made.

C. COMMENTS GIZ

GENERAL COMMENTS		
REPORT SECTION (if applicable)	COMMENTS ERG	EVALUATOR'S RESPONSE
Page 1 and 7	<p>Total contribution was: 12,225,000 EURO 2010-2014: 3,5 Mio 2012-2014: 4,725 (incl.. 700.000 EEF) 2014-2016:4,0 Mio = Total:12,225,.000</p> <p>11,525,000: Here there are missing the 700,000 Euro stemming from the European Development Fund (=Additional Topics)</p>	Correction made.
Page 7	<p>The BMZ financial support involved a total contribution of 11,525,000 Euros, from the Federal Ministry for Economic Cooperation and Development (BMZ) Bilateral Programme. These included 3,500,000 Euros for the first programme (2010-2012), 4,025,000 Euros for the second programme (2012-2014) and of 4,000,000 euros for the last programme (2014-2016).</p> <p>Comment: 2012-2014: there are missing 700,000 from the European Development Fund =>total 4,725,000 euros.</p> <p>Footnote:11 Please note that differences might also stem from the missing 700,000 Euro from the European Development Fund.</p>	Correction made.
SPECIFIC COMMENTS		
PARAGRAPH NUMBER	COMMENTS ERG	EVALUATOR'S RESPONSE
P3. Footnote 6	<p>¹ A total of 40 people were contacted from a list of stakeholders provided by ECLAC in countries other than those selected for a site visit. In the end 27 Key Informant Interviews were undertaken covering all of the undertaken in the three Programmes were covered, with a few exceptions. ECLAC Divisions did not provide potential Key Informants for certain technical assistances provided</p> <p>Comment: Please rephrase</p>	Editing done.
Page 4, para. 2	<p>The selection of these countries and the criteria was validated through consultations with ECLAC PPOD Project Management Unit and the GIZ-Santiago staff.</p> <p>Comment: It was also validated with the BMZ, wasn't it?</p>	Yes, editing was done to reflect this.
Page 4, last paragraph	<p>The variables of analysis for the publications were: a) type of references to publications (type of institutions and channel of referencing); b) geographical distribution of the referencing and c) geographical distribution of referencing. The main results of the cyber-metric analysis are available in Annex 3.</p> <p>Comment: Isn't b.) and c.) identical?</p>	Yes, editing was done to reflect this.

SPECIFIC COMMENTS		
PARAGRAPH NUMBER	COMMENTS ERG	EVALUATOR'S RESPONSE
Page 5, first paragraph	<p>Respondents were selected through random sampling. The survey, distributed in English and Spanish, was in the field for about 3 weeks, after which 260 responses were obtained. This enabled the extrapolation of the results with the anticipated 95% Confidence Interval with a margin of error of 5.44% as planned.</p> <p>Comment: It would be nice to know the total sample size and thus the response rate.</p>	<p>We think you are referring to the total population size (as opposed to sample size) which is stated in the document (1,300 people). The lists were cleaned by DPPO afterwards, which further reduced the population size but we maintained the original number (larger is better for more rigor) for this calculation. A note was added to clarify this.</p>
Page 6, para. 1	<p>While each was planned in detail as interventions and executed efficiently, they did not have follow-up systems or plans, for the development of subsequent activities.</p> <p>Comment: The interventions? The Cooperation or the Key Informants?</p>	<p>Edits made.</p>
Page 6, para. 3	<p>As per limitations of the diagnostic, the information was gathered from different sources for different periods and it was not equal for all pages regarding periods covered for analysis of use and downloads.</p> <p>Comment: Was the information used at the end? Or not due the small sample size?</p>	<p>The information was used in the end. A note was added to clarify this.</p>
Page 6, para. 4	<p>Differences in figures and totals have been evidenced, which is probably due to differences related to exchanges rates of budgets in euros and US dollars.</p> <p>Comment: The differences may also stem from flexible adjustments during the implementation of the program.</p>	<p>A note was added to reflect this.</p>
Page 7	<p>A total of 10 ECLAC divisions and 2 Sub-regional Headquarters (Mexico and Port of Spain) were involved in the implementation of these initiatives as detailed below. The Cooperation activities were implemented with various degrees of intensity through technical support, policy advice, training and capacity building courses, seminar and dialogue platforms and knowledge products (publications, reports, studies, etc.) organized around the 3 Programmes, covering the 26 initiatives and funds, and a total of 9 components.</p> <p>Comment: There are missing: seminars and dialogue platforms as program activities.</p>	<p>Edits made.</p>
Page 7, last paragraph	<p>The 2010-2012 programme was designed with 3 components: Climate Change, Fiscal Pact and Regional Integration; and, an allocation for "Open Funds". As illustrated in the table below, the budget was spread out throughout seven six ECLAC Divisions, responsible for the implementation of each of the 10 initiatives, with most budgets ranging from 100,000 to 230,000 euros.</p>	<p>The table shows 8 Divisions and Offices. Correction made.</p>

SPECIFIC COMMENTS																			
PARAGRAPH NUMBER	COMMENTS ERG			EVALUATOR'S RESPONSE															
Page 8, Table	1-4 Water statistics and indicators for political reforms, was implemented by DRNI			According to the planning document DE under Kristina Taboulchanas was in charge of the implementation with support from DRNI. This information has been added but it was maintained that the work was implemented by DE.															
Page 8, para. 1	<p>Thematic continuity has been evidenced regarding previous cooperation programmes in relation to macroeconomic stability, sustainable development and integrated management of natural resources, energy efficiency, as well as decentralization and governance</p> <p>Comment: Since mid 2012 also for Productive Development + Innovation and Inclusive Social Development</p>			Correction made.															
Page 8,	<p>Correction:</p> <p>As illustrated in the table below, the budget was spread out throughout the 10 ECLAC Divisions (as opposed to 7 in the earlier programme), responsible for the implementation of 11 initiatives. While budget in the Open Fund [Comment: There is only one Open Fund within each programme] remained 100,000 euros, budgets in initiatives of the other two/three components [Comment: if you also consider the additional topics] were more substantive, compared to the earlier programme, now ranging from 230,000/144,000 [Comment: When you also consider the additional topics that the range would be between 144,000 euros and 420,000 euros] to 420,000 euros (as opposed to the 100,000 to 230,000 euros in the previous programme).</p>			Correction made.															
Page 9, table	<p>Correction:</p> <ul style="list-style-type: none"> - Component: 2 → 2-7 (Division of ECLAC): GIZ/CIAT - Component: 3. Additional funds (financed by returns from the European Development Fund) - A2 (Division of ECLAC): Port of Spain - Budget: TOTAL: €2,888,000 <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>Comp.</th> <th>Initiative</th> <th>Division of ECLAC</th> <th>Budget (EUROS)</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td rowspan="3">1. CLIMATE CHANGE</td> <td>1-1 REDD+ and low carbon development paths</td> <td rowspan="2">DDSAH</td> <td>€ 350,000</td> <td rowspan="3">€ 1,370,000</td> </tr> <tr> <td>1-2 Fiscal policies and climate change</td> <td>€ 230,000</td> </tr> <tr> <td>1-3 Development of innovation and production in the context of climate change: promotion of SMEs</td> <td>DDPE</td> <td>€ 390,000</td> </tr> </tbody> </table>			Comp.	Initiative	Division of ECLAC	Budget (EUROS)	Total	1. CLIMATE CHANGE	1-1 REDD+ and low carbon development paths	DDSAH	€ 350,000	€ 1,370,000	1-2 Fiscal policies and climate change	€ 230,000	1-3 Development of innovation and production in the context of climate change: promotion of SMEs	DDPE	€ 390,000	Correction made.
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	1-3 Development of innovation and production in the context of climate change: promotion of SMEs	DDPE	€ 390,000																

		1-4 Sustainable energies in LAC	DRNI	€ 400,000		
	2.FISCAL REFORM & SOCIAL PACT	2-5 Fiscal pact for growth with equality	DDE/ILPES	€ 350,000	€ 770,000	
		2-6 Social pact for an inclusive social security	DDS	€ 420,000		
		2-7 Fiscal reform to strengthen social cohesion in LAC (in cooperation with the Latin American center on tax administration CIAT)	GIZ/CIAT	N/A ¹		
	3. Additional funds (financed by returns from the European Development Fund) ^a	A1. Insertion of Agroindustrial SMEs in global value chains in Central America	MEX	€ 144,000	€ 648,000	
		A2. Sustainable Energy in the Caribbean	Port of Spain	€ 144,000		
		A3. Public Management and Planning for Sustainable Development in LAC	ILPES	€ 216,000		
		A4. Inclusion of women in quality Jobs in Central America	DAG	€ 144,000		
	4 Open fund	Open Funds for Emerging Issues	DPPO	€100.000	100.000	
		TOTAL		€2,888,000	€ 2,788,000	
	Comment: The 4 additional topics were financed by return of the European Development Fund and additionally, there is a fund for open topics. Please correct numbers.					
Page 9, footnote 16	<p>Correction:</p> <p>These include three funds: returns of the European Fund for Development, Future Fund and the Sustainable Development & Social Cohesion Fund. However, activities undertaken in the last Future Fund and the Sustainable Development & Social Cohesion Fund were not covered by the Review and are not included in this list.</p> <p>Comment: Please correct the sentence accordingly</p>					Correction made.
Page 9, 3.2.	<p>...activities, in particular REDD and energy efficiency.</p> <p>Comment: Also (environmental) fiscal reforms (DDSAH and DDE)</p>					Edits made.
Page 9, last para.	<p>As illustrated below, programme resources were concentrated in only four initiatives (as opposed to 11 and 10 initiatives of the earlier programmes) spread out through only 6 ECLAC Divisions (as opposed to 10 and 6 Divisions in the earlier programmes).</p> <p>Comment: 6 initiatives (not four), if you account Energy Caribbean and the open fund separately.</p>					Correction made.

SPECIFIC COMMENTS																																		
PARAGRAPH NUMBER	COMMENTS ERG	EVALUATOR'S RESPONSE																																
Page 10, table	<p>Correction:</p> <ul style="list-style-type: none"> - 3.2 (Division of ECLAC): Port of Spain - 4. Open Funds for Emerging Issues ; - (DPPO/Budget) € 160,000 - TOTAL: € 2,250,000 <table border="1"> <thead> <tr> <th>Comp.</th> <th>Initiative</th> <th>Division of ECLAC</th> <th>Budget</th> </tr> </thead> <tbody> <tr> <td></td> <td>1. Innovations for sustainable structural change (Structural policies)</td> <td>DDPE</td> <td>€ 480,000</td> </tr> <tr> <td></td> <td>2. Social Protection Systems</td> <td>DDS</td> <td>€ 480,000</td> </tr> <tr> <td></td> <td>3.1 Environmental Fiscal Reform</td> <td>DDSAH</td> <td>€ 480,000</td> </tr> <tr> <td></td> <td rowspan="2">3.2 Renewable Energies/Energy Efficiency in LAC</td> <td>Port of Spain</td> <td>€ 180,000</td> </tr> <tr> <td></td> <td>DRNI</td> <td>€ 470,000</td> </tr> <tr> <td></td> <td>4. Open Funds for Emerging Issues</td> <td>DPPO</td> <td>€ 160,000</td> </tr> <tr> <td></td> <td>TOTAL</td> <td></td> <td>€ 2,250,000</td> </tr> </tbody> </table>	Comp.	Initiative	Division of ECLAC	Budget		1. Innovations for sustainable structural change (Structural policies)	DDPE	€ 480,000		2. Social Protection Systems	DDS	€ 480,000		3.1 Environmental Fiscal Reform	DDSAH	€ 480,000		3.2 Renewable Energies/Energy Efficiency in LAC	Port of Spain	€ 180,000		DRNI	€ 470,000		4. Open Funds for Emerging Issues	DPPO	€ 160,000		TOTAL		€ 2,250,000	Correction made.	
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Page 10, para. 2	<p>About 11% of total number of the workshops, courses and dialogues were in this area. Publications in fiscal policy (about 14% of the total) follow a similar regarding...</p> <p>Comment: Please note that in the current program (2014-2016) we only work on the topic of environmental fiscal policy (and not any more on the „classical“ fiscal policy issues).</p>	We double checked and there were still publications done on the “classical” fiscal policy issues dated 2014-2015, according to the list of publications in the Informes.																																
Page 11, footnote: 21	<p>The Programme of Work of the ECLAC System 2010-2012 Biennium 2012-13: “Time for equality: closing gaps, opening trails.” (dated 2010), the Programme of Work of the ECLAC System Biennium 2014-2015: “Structural change for Equality: An integrated approach to development (dated 2012), and the Programme of Work of the ECLAC System Biennium 2016-2017: “Compacts for Equality: Towards a Sustainable Future”⁵ (dated 2014) guided the Cooperation during the timeframe of implementation of the three Programmes.</p> <p>Comment: Please check again the indicated years/correct numbers.</p>	Corrections made.																																
Page 17, finding 5: last para.	<p>However these have not been captured appropriately through indicators and formal monitoring or reporting or identified by Key Informants.</p> <p>Comment: ‘Systematically’, because we know some unintended results but most probably not all :O) For our last final report, we asked ECLACS divisions to report on this.</p>	Paragraph was deleted to reduce document size. Yes, the unintended results that were captured through the reporting were identified and included in the Evaluation Report. This was a reference to the fact that there could have been other unintended results (such as processes replicated by countries) which were not captured.																																

SPECIFIC COMMENTS		
PARAGRAPH NUMBER	COMMENTS ERG	EVALUATOR'S RESPONSE
Page 22, para. 2	<p>A platform for knowledge management is in progress, based on BIEE's methodology, and energy efficiency indicators will be integrated and regularly monitored.</p> <p>Comment: Which platform do you mean? The BIEE by itself? Maybe sentence needs to be rephrased (EE indicators are already integrated...)</p>	Edits made.
Page 24, para. 3	<p>According to Key Informants, after a first phase of reforms progress integrated the Cooperation's recommendations,...</p> <p>Comment: Please rephrase</p>	Edits made.
Page 25, para 5	<p>The Cooperation has developed a methodology based on value chains, which has enabled it to identify targeted intervention strategies,</p> <p>Comment: This methodology uses/includes elements of "value links" a methodology elaborated by GIZ. Also, the organized multisectoral dialogues (round tables) used elements of GIZ methodology to organize multistakeholder consultations.</p>	Information added.
Page 27, para. 1	<p>Additionally, by strategy formulated in 2007 was getting dated, falling behind market trends and national processes, and with limitations regarding the involvement of necessary sectors and technologies.</p> <p>Comment: Please rephrase</p>	Edits made.
Page 28, para. 2	<p>For example, positive results can be highlighted in relation to Uruguay and Peru, facilitated by GIZ Peru</p> <p>Comment: The division elaborated a very good paper to document the success stories of the P2P review. See attached document or more information on the results of the P2P.</p>	Information added.
Page 32, para. 2	<p>While German experiences and know-how is highly desirable, specific German contributions have not been identified regarding individual capacity building and knowledge transfer.</p> <p>Comment: Have not been identified by the participants of the online survey or also by interviewing the key informants?</p>	Paragraph was deleted due to shorten the document. The contributions were not explicitly identified by KIs or the on-line survey.
Page 32, finding 17, para. 2	<p>There are several examples of alignment and/or synergies between the Cooperation and GIZ-BMZ initiatives in the region,</p> <p>Comment: Maybe it would be useful to add a sentence that these are only very few examples of cooperation/synergies and that there is a document that lists/details on 42 pages (!!!) the synergies that took place since 2006.</p>	Footnote added to reflect this.
Page 35, finding 19	<p>FINDING 19. The cooperation lacks adequate results frameworks for monitoring, measuring and reporting results and contributions to overarching goals in an effective and efficient way.</p> <p>Comment: This seems a little harsh to us. In our opinion (GIZ) we feel that we are able to report some results and impacts. However, we agree that M&E systems should be improved to better/systematically track long term impacts.</p>	Our comments refer to the lack of clearly articulated steps (chain) that show progress towards medium-longer term. We softened the language to reflect that some of these results are reported. We reviewed the sentence and language throughout to reflect that some results and impacts were reported.

SPECIFIC COMMENTS		
PARAGRAPH NUMBER	COMMENTS ERG	EVALUATOR'S RESPONSE
Page 35, finding 19, para. 1	<p>In general terms, Programmes do not have a theory of change and have not been designed with components internally articulated towards a common goal.</p> <p>Comment: Here we (GIZ) would strongly disagree. In our program offer we describe the program's strategy and methodology in detail. Also there has always been a common program objective (to which all the different topics/components contribute) and a logical framework for the program as a whole and the single topics). However this was significantly improved by the introduction of the impact matrix on program level in 2014-2016.</p>	<p>Language was softened to reflect that the Programme Offers clearly articulate a strategy and methodology for programme implementation. However, reporting is not done in line with the strategy and based on KI opinions, the components are not internally articulated towards a common goal, and/or in line with a Programme-level theory of change tying together all elements or initiatives. We also acknowledged the improvements that have been done.</p>
Page 35, para. 2	<p>Interviews with Key Informants reveal their general unfamiliarity with overall programme frameworks and goals.</p> <p>Comment: Inside or outside ECLAC? We would assume only outside ECLAC?</p>	<p>Paragraph deleted to reduce the document size but yes, those were internal KIs.</p>
Page 35, para. 3	<p>There are incoherencies between the timeframe of programmes and the level of changes (medium-term) intended by indicators , which assume that the Cooperation services and contributions are capable to induce and generate more effects and ultimately changes than the indicators can demonstrate within 2-year programme frameworks,</p> <p>Comment: Measured by indicators?, maybe rephrase please (...that the indicators intend to measure...). And do you mean that our indicators are too ambitious?</p>	<p>Yes, indicators too ambitious. Edits made to clarify.</p>
Page 35, para. 3	<p>As a result, even though the logic framework captures output level results, results obtained in specific thematic areas or components in terms of scope and potential to contribute to medium or long-term changes are not documented.</p> <p>Comment: We (GIZ) would disagree with this since we are able to report/document some results and impacts that contribute to medium and long-term changes (see adaption of laws in the area of social protection amongst others which were all documented and reported). Please also consider the regional context and ECLAC's regional mandate which further difficult the documentation of impacts.</p>	<p>Our comments refer to the lack of clearly articulated steps (chain) that shows progress towards medium-longer term. We softened the language to reflect that some of these results are reported.</p>
Page 36, para. 1	<p>GIZ-Santiago is currently working to produce logic impact chains to map results at the level of each thematic component and this is likely to add more improvements.</p> <p>Comment: GIZ is clear about the problem of long impact chains in political advisory services and 2 year program duration (long term impacts are difficult to track and monitor). Hence we are continuously working to improve our M&E system (and not on the impact chains) to track these long-term impacts.</p>	<p>Edits made.</p>

SPECIFIC COMMENTS		
PARAGRAPH NUMBER	COMMENTS ERG	EVALUATOR'S RESPONSE
Page 36, para. 2	<p>In any case, as indicated by Key Informant, much effort is in place at the level of the Divisions to report on the sets of punctual/non-coordinated/output-based interventions.</p> <p>Comment: We don't agree that the division report on punctual/non-coordinated/output-based interventions. There might be few punctual interventions but the vast majority of activities are coordinated. Also there are a lot of efforts to report on the impact of activities (which is not so easy given the long term impact chains in political advisory services and 2 years program duration).</p>	<p>We acknowledge the challenges and the great work done with reporting and edited the sentence. Note that there are two levels of reporting (at the Division and at the Programme levels). We kept the references to the "effort is in place at the level of the Divisions to report on the current framework and contributions to medium and long-term changes, which are difficult to track and monitor." These were clearly articulated by KIs.</p>
Page 36, para. 2	<p>These result in inefficiencies in the monitoring and reporting activities, with the use of scarce resources to produce reports of limited use due to their lack of focus on the impact of interventions. These also limit the capacities of BMZ-ECLAC to identify, let alone incorporate course-corrections and mitigate potential negative impacts of an intervention.</p> <p>Comment: Here we (GIZ) would like to disagree. We think that our M&E systems allows the identification of some (maybe not all) results and impacts. They are accordingly reported in our final reports as well as more detailed in the "Memoria Final". Could you please indicate/ give examples why you consider the current M&E system as inefficient?</p> <p>Also due to our experience this systems allows for course corrections (and they are often such, in case of political changes etc...)</p>	<p>We added specificity to the comment, to explain that reports are very extensive and broad in their coverage but that have limited use for high level synthesis and the impact on the results of aggregated interventions, as stated by KIs.</p> <p>In certain cases, the reports lack granularity or specific information. E.g. "support to Colombia was provided...", which leaves the reader wondering what kind of support was provided to whom in Colombia and in what context. This does not enable the reader to "qualify" the intervention, to see whether this was a great success or a small one.</p>
Page 37, para. 1	<p>As mentioned earlier, the design of the Programmes does not incorporate certain values-based approaches of the German development policy, such as democracy, human rights and gender mainstreaming.</p> <p>Comment: We consider that these principals are inherent in all ECLAC activities and are taken into account.</p>	<p>Information added to the report. Finding 4 has been rephrased and edited to reflect that consistent human rights work within the Cooperation programmes has been limited while still acknowledging that work is undertaken implicitly.</p>
Page 37, para. 1	<p>The Cooperation is made up of numerous activities and it was not possible to determine whether a harmonized approach exists with the regarding remaining neutral or undertaking a position regarding the relationship among state, market and society.</p> <p>Comment: We (GIZ) always promote and try to facilitate the application of a multisectoral approach, involving representatives of the private sector and the civil society.</p>	<p>Clarification noted. Paragraphs deleted to reduce document size.</p>

SPECIFIC COMMENTS		
PARAGRAPH NUMBER	COMMENTS ERG	EVALUATOR'S RESPONSE
Page 40, para. 3	<p>Both examples show the importance to produce information and statistical data (a general deficiency in different sectors in the countries), in order to promote evidence-based policy making.</p> <p>Comment: Maybe it would be useful to indicate that there are only few examples. And there are more examples for sustainability: ECLACs role as technical secretariat in climate negotiations, implementation of ECLACs recommendations in public policies... etc.</p>	Edits made to reflect this.
Page 41, para. 1	<p>The gender activities, for example, lacked sustained political will and commitment for certain activities to be continued after change of government in Costa Rica.</p> <p>Comment: This would be an external factor, correct?</p>	Yes, clarification added.
Page 42, conclusion 1, para. 1	<p>Thematic areas varied throughout the entire period of implementation of the cooperation ...</p> <p>Comment: please consider also the continuity in some of the topics: Sustainable development/ climate Change and Energy Efficiency that there consistent throughout the years. Social development and productive development: there was only a gap/break in one programme (2010-2012)</p>	The issue of continuity is acknowledged throughout the report. The Conclusions are meant to synthesize information so, we eliminated references to the thematic areas to address this.
Page 42, conclusion 2	<p>The Cooperation lacks an approach to integrate gender issues and a human rights- based approach into programming. There are opportunities to integrate good governance and the involvement of private sector and civil society as cross-cutting issues into programming.</p> <p>Comment: Included/inherent in all ECLAC activities. We don't see a need to explicitly incorporate this into programming We also feel/think that this is incorporated in all ECLAC activities.</p>	Information added to the report. Conclusion has been rephrased and edited to reflect that consistent human rights work within the Cooperation programmes has been limited to DDS while still acknowledging that work is undertaken implicitly.
Page 43, para. 1	<p>The participation of the DAG, which got more involved in programme planning for the period 2014-2016, needs to be enhanced to ensure gender mainstreaming throughout all activities and in specific activities to empower women and promote gender through policy advice.</p> <p>Comment: Already incorporated and addressed in the planning of 2016-2018.</p>	Noted in the document.
Page 43, para. 2	<p>Even though Human Rights principles are the keystone of ECLAC's work and have a central role in BMZ's value-based approach, they are not fully integrated into the Cooperation Programmes as object of specific actions or through a human rights-based approach.</p> <p>Comment: Included/inherent in all ECLAC activities. We don't see a need to explicitly incorporate this into programming. Additionally, this topic is explicitly addressed in the topic of social protection systems since ECLAC promotes a rights based approach.</p>	Information added to the report. Conclusion has been rephrased and edited to reflect that consistent human rights work within the Cooperation programmes has been limited to DDS while still acknowledging that work is undertaken implicitly.

SPECIFIC COMMENTS		
PARAGRAPH NUMBER	COMMENTS ERG	EVALUATOR'S RESPONSE
Page 46, para. 1	<p>Defined indicators and targets (and monitoring and reporting tools) only identify outputs and do not enable the identification of changes powered by the Cooperation.</p> <p>Comment: We disagree with this. Considering the special characteristics of the cooperation programm (long term impact chains in political advisory services, regional /multilateral approach etc.) we feel that we have very ambitious indicators that measure shorter tern impacts or the program's contribution to change.</p> <p>But we agree that the current system is not able to track and monitor the medium – long- term impacts of the cooperation programs. This is why we contracted expert advice from recognized institutions to improve our M&E system.</p>	Our comments referred to the lack of clearly articulated indicators/steps (chain) that shows progress towards medium-longer term. We softened the language to reflect that some of these results are reported.
Page 46, para. 1	<p>GIZ-Santiago is currently working on the development of logic impact chains which attempt to capture outcome-level results or changes resulting from research, dialogue, consensus-building that take time and involve changes in behaviors and attitudes and persistent effort for political negotiations.</p> <p>Comment: We currently and continuously work to improve our M&E system to be able to track and monitor those long-term impacts. We are not working on the impact chains, these we do together with ECLAC (DPPO and divisions).</p>	Corrections made.
Page 46, para. 2	<p>The lack of an appropriate results framework limits the capacities to identify results and enhances the complexities for monitoring and producing useful reports documenting the Cooperation contributions to overarching objectives beyond punctual interventions.</p> <p>Comment: Here we (GIZ) would like to disagree since we think that we are able to identify and report the program's main impacts and results. However we agree that there is room for improvement to systematically track the long term impacts of the program. Do you mean the different topics/components when you refer to punctual interventions?</p>	We edited the sentence to reflect that current results framework does not capture progressive changes and systematically demonstrate progress made towards outcome-level results .
Page 46, para. 2	<p>Improvements have been made since 2010, starting with the reduction of the number of initiatives and concentration of resources from the 2010-2012 Programme to the 2014-2016 Programme...</p> <p>Comment: As well as continuous improvements in the M&E system and the introduction of a program based impact matrix.</p>	Edits made.
Page 46, para. 2	<p>However, it is key to ensure the proper monitoring is done towards implementing "outcome" level priorities and an overall perspective of the programme interventions, beyond the level of the ECLAC Divisions, but at the level of the overall Cooperation Programmes</p> <p>Comment: Here we strongly agree and we already work on it.</p>	No changes required.

SPECIFIC COMMENTS		
PARAGRAPH NUMBER	COMMENTS ERG	EVALUATOR'S RESPONSE
Page 48, conclusion 9, para. 1	In certain interventions , the Cooperation utilized and strengthened country structures (technical, human and other resources available) and systems for managing activities, which achieved a certain degree of sustainability. Comment: We think that ECLAC utilizes and strengthens almost in all its activities national structures.	We replaced the word "certain" with "most" and clarify that some of the Regional interventions worked at the level of Regional institutions and did not work directly with National structures.
Page 48, conclusion 9, para. 2	The Cooperation also does not have an exit strategy for activities , services and products defined in the planning stage, to ensure sustainability of the programme's outputs and results. Comment: Sustainability is highly reached when program's recommendations enter public policies and are implemented – in many activities this is the ultimate objective and thus the exit strategy.	The point is acknowledged in the Sustainability section. The conclusion section refers to the need for a strategy to ensure the program's recommendations are in fact implemented as in certain cases, there is no follow up plan for the activities to actually reach that objective.
Page 50, recommendation 2	Conduct a thorough review and assessment of existing tools for planning, monitoring, evaluation and reporting, in order to develop a comprehensive Monitoring, Evaluation, Accountability and Learning (MEAL) system... Comment: GIZ: we are well aware of this problem. This is why we contracted two respected German institutions (Hertie school of governance and CEVAL) to review other existing M&E systems with similar characteristics (regional institutions, long term impact chains, policy advice etc) and to elaborate recommendations for our M&E system. It turned out that other institutions face similar problems to monitor their long-term impacts. Unfortunately, this study couldn't find/ identify tools and instruments that could be easily applied for the cooperation programme. However, there are some recommendations improve the existing M&E system to capture the long-term impacts – which will be discussed with ECLAC for the next programme.	Clarification noted. We consider that no changes to the report are necessary.
Page 51, para. 1	The Cooperation should develop a realist theory of change (based on a joint strategy and agenda, see above) and a logic framework that reflects the articulation of its components and initiatives and their contribution to overarching goals... Comment: With the introduction of the impact matrix on program level, we think that we have made important progress on this.	Edits were done to reflect a recommendation towards "continuing" on that path.
Page 51, para. 1	It is essential to apply a logic framework that contain SMART (Specific, Measurable, Achievable, Realistic and Time-related) indicators... Comment: Given the specifics of the cooperation program we think that we have already SMART indicators. Also indicators and objectives are formulated according to BMZ/GIZ quality standards	Here we agree to disagree. We heard from many KIs that the indicators are not realistic in relation to the timeframe and level of resources allocated to the interventions.
Page 51, para. 1	... and statements of goals for each thematic area should be in line with the overarching goal of the Programme Comment: Could you give examples where goals for the thematic area weren't in line with the overarching program goal?	The recommendation is for them to be in line with the goals. It is not a reference to say that they are not in line.
Page 51, para. 2, i)	Level of ambition of indicators in light of real and realistic timeframes Comment: Here your recommendation would be to have less ambitious indicators?	Yes. Edits were made to clarify this.

SPECIFIC COMMENTS		
PARAGRAPH NUMBER	COMMENTS ERG	EVALUATOR'S RESPONSE
Page 51, para. 2, iii)	(Missed) opportunities for the integration of gender-sensitive indicators and/or human-rights based indicators ; Comment: We don't think that we need human-rights based indicators since this is already inherent in all ECLAC activities.	The fact that this is inherent is a good reason to measure the intervention's HR effects. This would make reporting on these a lot clearer and more easily done and provide better evidence that these are in fact inherent in all activities. The paragraph and references to HRs were eliminated due to the need to shorten the report in 20 pages.
Page 51, last para.	Moreover, GIZ-Santiago work on the development of impact chains for each thematic area can be used to set more realistic overarching goals . Comment: We (GIZ) currently work at the improvement of our M&E System to track and monitor medium- and long-term impacts. The impact chains for each thematic area are developed jointly with ECLAC (DPPO and substantive divisions). However, we are already working, jointly with the DPPO and substantive divisions, to improve the impact chains for the next program ensuring a better articulation/integration of the different topics.	Edits made to clarify this.
Page 52, i)	A tight collaboration with DAG in the review of existing planning and M&E tools ,... Comment: Already considered and applied in the planning of the next programme 2016-2018.	Clarification noted in the report.
Page 52, iii)	Analysis of viability and opportunities to involve GIZ country offices in follow-up and outcome mapping at the country-level, including activities for tracking of past programme's impacts. Comment: Given the current number of personnel, we (GIZ) think that this would overload the program.	We added a sentence to reflect the fact that a cost-benefit analysis should be undertaken to assess this.
Page 52, iv)	In relation to accountability, the structure of the Programme level reports could also be revised to ensure... Comment: The structure of the program level reports (informe final e informe de progreso) follow BMZ standards and guidelines for reporting.	We kept the recommendation as everyone will benefit from undertaking a critical look at the reporting and ensure it is streamlined and in line with Programme needs . We also added that the reports should continue to follow BMZ standards.
Page 53, para. 1	This points to the need for a tighter collaboration and involvement of the DAG into specific programmatic work of the divisions in the upcoming Programme, starting with the planning process, in order to guarantee gender mainstreaming in all initiatives and activities, based on gender analysis and appropriate indicators. Comment: Already addressed and applied in the planning of the next programme.	Observation noted earlier. Edits were done in this section to reduce the size of the document.
Page 53, para. 3	...ECLAC should reflect on the integration of a human rights-based approach (HRBA) in programming and move beyond considering human rights as guiding principles, but as specific goals of cooperation programmes . Comment: Included/inherent in all ECLAC activities. We don't see a need to explicitly incorporate a specific goal/specific indicator on human rights on programme level – since DDS explicitly promotes social protection on a human rights base approach.	See comment on above on measuring results on HR. As mentioned, references were edited.

SPECIFIC COMMENTS		
PARAGRAPH NUMBER	COMMENTS ERG	EVALUATOR'S RESPONSE
Page 54, para. 1	<p>An opportunity to test a pilot could be through an articulation with the GIZ Programme NEXUS on Water, Energy and Food, aimed to promote technical dialogue in these three major issues in the region. This programme also highlights new trends of importance for the Cooperation to enhance interdivisional and cross-sector work.</p> <p>Comment: This is already a good example for interdivisional work as in the NEXUS programme participate 3 ECLAC divisions. So in this sense, there is already a pilot for an interdivisional /integrated programme.</p>	Edits made to reflect the information.
Page 56, recommendation 8	<p>Increase the presence of German experts for short, medium and long-term support to ELCAC in specific areas where German expertise can provide significant value-add and foster exchange with specialized German institutes and private sector companies.</p> <p>Comment: This would imply that the Grant Agreements with ECLAC would be reduced by the amount needed to increase the presence of additional German experts?</p>	Comments added to also suggest a cost-benefit analysis of this recommendation. The CB should also look at operationalization issues.
Page 59, first point	<p>The viability and opportunities to integrate the work on fiscal policy into other initiatives, through a cross-sector intervention should be assessed (e.g. with DDPE). Highly valued tools and methodologies could be further disseminated.</p> <p>Comment: The cooperation/work on „classical” topics of fiscal policy (DDE) have not been continued in the 2014-2016 programme. Or do you refer to “environmental fiscal policies”?</p>	Edits made to reflect the information.
Page 59, finding 11, second point	<p>A stronger articulation with GIZ programmes is needed (e.g. only in Central America there are currently 22 projects running in linked topics, mostly regional).</p> <p>Comment: 22 projects in Central America linked to topics of productive development and innovations seem quite high to us. According to our list (GIZ Portfolio) there are about 4-5 regional projects active in this topic. Could you share your list with us, so that we can establish the links and contact the programs?</p>	Edits made to reflect the correction. This information was shared by GIZ El Salvador, but without providing a list. Probably it referred to all projects active in the region, not specially on productive development.

^a These include three funds: returns of the European Fund for Development, Future Fund and ~~the Sustainable Development & Social Cohesion Fund~~. However, activities undertaken in the last Future Fund and the ~~Sustainable Development & Social Cohesion Fund~~ were not covered by the Review and are not included in this list.

D. COMMENTS ERG

➤ I. DIVISION FOR GENDER AFFAIRS - DAG

SPECIFIC COMMENTS		
PARAGRAPH NUMBER	COMMENTS ERG	EVALUATOR'S RESPONSE
Page 14	Finding 3. Not clear what is meant by Gender Perspectives are respected?	It refers to gender mainstreaming strategies that both ECLAC and BMZ have in place, however gender has not been mainstreamed or integrated as specific issues in the Cooperation Programme. Finding has been rephrased: Despite existing gender mainstreaming strategies, the design and implementation of the Cooperation Programmes did not fully integrate gender issues or a gender perspective.
Page 14	“Only in some very punctual examples and specific activities, there was integration of gender issues into programming such as a project on economic empowerment of women carried out by the DAG within the Programme 2012-2014.” Having a specific gender component/ project in the work programme while essential, is not strictly an example of integrating gender issues into programming, as this would refer to integrating gender in OTHER projects and programmes. Also project was not on women's empowerment but women's economic autonomy.	We agree on this, that's why we refer to a punctual project and not a strategic integration of gender issues. The paragraph has been rephrased to make this point clear and the reference to the project modified accordingly: Only in some very punctual examples and specific activities, gender has been addressed in the Cooperation programmes such as in social protection issues or a project on women's economic autonomy carried out by the DAG within the Programme 2012-2014.
Page 14	Division for Women's Affairs (<i>División de Asuntos de Género - DAG</i>) SHOULD BE - Division for Gender Affairs (not women's affairs)	Has been changed accordingly.
Page 14	Corregir la descripción de lo que hace la DAG con información de aquí: http://www.cepal.org/es/acerca-de-asuntos-de-genero	Has been changed accordingly. Division for Gender Affairs (División de Asuntos de Género - DAG) which plays an active role in gender mainstreaming in collaboration with the national machineries for the advancement of women, through research, expertise, policy dialogue and technical assistance with view to advocating gender equity in public policies, including their formulation, implementation and monitoring, using statistics and gender indicators.
Page 14	“regarding traditional claims for gender equality and innovative issues, such as care economy, innovation and technology, and particular women's economic autonomy.” Not clear what is meant by traditional claims for gender equality.	Has been changed accordingly.

SPECIFIC COMMENTS		
PARAGRAPH NUMBER	COMMENTS ERG	EVALUATOR'S RESPONSE
	Suggest changing to “Regarding gender equality including through a focus on new and emerging issues such as....”	
Page 15, Paragraph 2	We suggest to add the following in the phrases (please see in black): “and consisted in promotion and support for the development of care economies and policies as a component of social protection systems ” (...) “A key contribution is the promotion of a gender approach in the design of care policies as part of inclusive social protection systems based on intersectoral dialogue and agreements between Ministries for Women Affairs, Economy, Finance and Social Development, generally characterized by disarticulated work”.	Has been changed accordingly.
Page 15, Paragraph 3	In the following phrase: “While processes have been promoted and accompanied in different countries (Costa Rica, El Salvador, Panamá, Chile, Uruguay)”, we would be grateful if you could please add <u>Paraguay</u> , country that we have also accompanied since 2015 in the initial discussion on a National Care Policy in the context of the 2014-2016 project. Concerning the following paragraph: “Draft legislation on a National Care System integrated by several Ministries, public and civil society institutions was submitted to Parliament in March 2015 and approved on 13 August 2015 by the Chamber of Senators ”, we would appreciate if you could please include the information marked in blank to reflect recent updates on this legislation. Finally, it could be also worth adding a reference in this paragraph to the approval of the Law 9220 that creates the Red Nacional de Cuidado y Desarrollo Infantil in Costa Rica, process that was accompanied by the technical assistance provided in the context of the project.	Ok Paraguay has been added. The reference in the case of Uruguay has been added and the reference on Costa Rica is included in the Effectiveness section under “inclusive social protection” p. 23 last paragraph and p. 24 first paragraph, but detail on the Law has been added.
Page 16, Paragraph 4	We suggest to add the following in the phrase (please see in black): “A strong emphasis on gender and inclusiveness has been continued within the technical assistance for the design monitoring and evaluation systems for the social protection programmes and care policy in El Salvador and Paraguay”.	Has been added accordingly.
Page 16	“Directorate for the Promotion and Development of the Economic Empowerment of Women associated to the Ministry of Women in Peru”. Should be: Directorate for the Promotion and Development of Women’s Economic Autonomy in the Ministry of Women in Peru.	Has been changed accordingly.

SPECIFIC COMMENTS		
PARAGRAPH NUMBER	COMMENTS ERG	EVALUATOR'S RESPONSE
Page 43	<p>“The participation of the DAG, which got more involved in programme planning for the period 2014-2016, needs to be enhanced to ensure gender mainstreaming throughout all activities and in specific activities to empower women and promote gender through policy advice.”</p> <p>While it is essential to have specific gender component in cooperation programme of GIZ-CEPAL implemented by DAG, it is not only the role of DAG, and indeed mainstreaming into other components of the cooperation programme can be done directly by other divisions of ECLAC. In addition it is important to note that gender mainstreaming requires specific resources.</p> <p>Also role of DAG is not only through policy advice also through improved statistics for measuring gender equality for example through the Observatory for Gender Equality. For more information see link in earlier comment on DAG mandates.</p>	Agreed. Conclusion 2 has been changed accordingly.
Page 43	<p>“There are opportunities to replicate the small but successful interventions of DAG in Central America, building on the multisectoral approach to promote women’s productive development and economic autonomy through the Ministries of Economy, carried out in El Salvador and Costa Rica”</p> <p>The project was carried out in Costa Rica, El Salvador, Panama and Peru.</p>	Has been changed accordingly.
Page 51	<p>“(Missed) opportunities for the integration of gender-sensitive indicators and/or human-rights based indicators;”</p> <p>Correct to say Gender indicators (not gender-sensitive).</p>	Has been changed accordingly.
Page 52	<p>i. A tight collaboration with DAG in the review of existing planning and M&E tools, in order to fully integrate a gender perspective, include gender analysis and specific gender-sensitive/responsive indicators and tools for tracking and assessment of specific gender goals, which should be integrated into all components and on Programme-level. An appropriate resources allocation is required for this purpose.</p> <p>There is already a process in ECLAC that has been taking place since 2013 to integrate the gender perspective in all planning that is part of the regular programme of work or ECLAC. This recommendation should refer specifically to planning and M&E relating to extra-budgetary programmes and projects such as the collaboration with GIZ.</p> <p>As above, please refer to gender indicators and not gender-sensitive indicators.</p>	Has been changed accordingly.

SPECIFIC COMMENTS		
PARAGRAPH NUMBER	COMMENTS ERG	EVALUATOR'S RESPONSE
Page 53	<p>“This points to the need for a tighter collaboration and involvement of the DAG into specific programmatic work of the divisions in the upcoming Programme, starting with the planning process, in order to guarantee gender mainstreaming in all initiatives and activities, based on gender analysis and appropriate indicators”</p> <p>Suggest focusing on need to integrate the gender perspective in work of other divisions, this can be done with support of DAG where required or through own capacities or experts of the different divisions where this is available and more appropriate (not only in collaboration with DAG).</p>	Has been changed accordingly.

➤ DIVISION OF PRODUCTION, PRODUCTIVITY AND MANAGEMENT – DDPE

SPECIFIC COMMENTS		
PARAGRAPH NUMBER	COMMENTS ERG	EVALUATOR'S RESPONSE
p. 24 Finding 1	We would like to highlight the several technical assistance initiatives in innovation policy developed towards the structural change in the region.	<p>Unfortunately we did not receive any detailed or further information on tangible results through KIs, except from information provided in reports. Moreover within the Programme 14-16, processes with are in a preparation stage, without concrete results till the date. That's why it has not been highlighted.</p> <p>The finding has been modified to make visible conceptual and methodological contributions.</p> <p>FINDING 11. Key contributions have been made with the development of methodologies and tools to promote sustainable structural policies as an approach fostering innovation and sustainable development in industrial policy-making, and to strengthen value-chains as an industrial policy instrument, with unintended results in Central America. There is potential to articulate and expand pilot-oriented initiatives and to further strengthen the interconnections of productive development and other sectors.</p>
p. 25, first paragraph	In addition to the comments provided by the ECLAC Office in Mexico, we would like to highlight the joint efforts between DPPM and the Mexico Office towards the systematization of analysis and the work experience in value chains. It began, at the initial stages of the project, sharing the experience of Argentina, one of the most successful cases in productive chain analysis, and ended with the event mentioned by the Mexico Office.	<p>This kind of collaboration has not been mentioned in interviews carried out, however the paragraph has been modified and this information has been added.</p> <p>During the first two Programmes coordination between the Division for Productive and Entrepreneurial Development (División de Desarrollo Productivo y Empresarial- DDPE) and ECLAC Mexico and their respective</p>

		initiatives has been limited, while gradually improved since 2015 through joint systematization of experiences and standardizing methodologies on value chains.
p. 27, last paragraph	Regarding regional integration in innovation, science and technology it is necessary to highlight the Meeting of Ministers and High-level Officials that took place in Rio de Janeiro on July 2013, and ECLACs Conference of Science, Innovation and ITCs on June, 2014. As a result of these meetings, we identified regional cooperation initiatives in renewable energies and electronic waste.	It was not possible to contrast information on this with KIs or other evidence lines. The meetings are mentioned in the report, but there is no clear evidence on tangible results that could be attributed to the Cooperation.

➤ **DIVISION OF PRODUCTION, PRODUCTIVITY AND MANAGEMENT – DDPE (Additional)**


GENERAL COMMENTS		
REPORT SECTION (if applicable)	COMMENTS ERG	EVALUATOR'S RESPONSE
Area: Productive Development and Innovation	DDPE have reinforced its relationship and have been working closely with other German Institutions, as PTB and DIE, something that is not properly described in the report. Also, there have been many other cooperation agreements that have been signed since we worked with GIZ which are not included in the review.	We are aware of this and that is why we refer to their interest in “continuing” involvement. A sentence was added to this effect. Unfortunately we have serious limitations to the number of pages of this report and had to cut about 20 pages, so it is difficult to add more information. Footnote has been added.
SPECIFIC COMMENTS		
PARAGRAPH NUMBER	COMMENTS ERG	EVALUATOR'S RESPONSE
Page 24, first paragraph	When it says “There is also limited coordination between the Division for Productive and Entrepreneurial Development (<i>División de Desarrollo Productivo y Empresarial</i> - DDPE) and ECLAC Mexico and their initiatives” it is important to notice that when the DDPE assist Nicaragua in the definition and implementation of a new Plan on Science Technology and Innovation, ECLAC Mexico was invited and take part of the work.	This kind of collaboration has not been mentioned in interviews carried out, however the paragraph has been modified and this information has been added. We addressed this issue, according to first DDPE comment and ECLAC Mexico's comment.
Page 27, last paragraph	“Regarding regional integration in innovation, science and technology - a relatively new issue for ECLAC - studies on comparative advantages in Information Communications & Technology have been carried out in Nicaragua, El Salvador, Panamá, Honduras and the Dominican Republic. Furthermore, ECLAC Mexico organized ministerial meetings and university exchanges to promote regional integration based on joint proposals, however, as expressed in interviews, the lack of clear proposals and strategy for development of technologies in the region, indicated that the issue was not yet mature to be moved forward.”	Different evidence lines did not reveal any further tangible results beside the organization of events and meetings. In Central America KIs outlined that regional integration on innovation and technology is not yet a priority issue. Additional information added will be added to reflect contributions.

	<p>This is not clear for us since ECLAC, through the Division of Production Productivity and Management (DDPE), is the Technical Secretariat of the eLAC from 2005 (eLAC is multisectoral platform for political dialogue and cooperation between the various countries, by promoting the exchange of experiences, capacity building, the production of statistics, the preparation of analysis documents and the creation of opportunities for debate and discussion on ICT policies in the region.) and the Technical Secretariat of the Regional Dialogue on Science, Technology and Innovation Policy since 2008. So we do not understand what is not mature yet in the region.</p>	
<p>Page 33, third paragraph</p>	<p>When it says, “On the other hand, there are also opportunities to enhance collaboration internationally, through the involvement of German research institutions and organizations, which are interested in continuing involvement, such as the highly specialized technical National Metrology Institute of Germany (PTB) and/or the German Development Institute (GDI)”. Actually, we have been working very hard and in a collaborative way with these institutions</p>	<p>We are aware of this and that is why we refer to their interest in “continuing” involvement. A footnote has been added to highlight the existing collaboration.</p>

➤ **SOCIAL DEVELOPMENT DIVISION – DDS**

GENERAL COMMENTS		
REPORT SECTION (if applicable)	COMMENTS ERG	EVALUATOR'S RESPONSE
General	<p>El informe en general es positivo en cuanto a sus comentarios. Sin embargo me parece que los resultados, conclusiones y recomendaciones son repetitivos y poco fundamentados en datos, salvo algunos ejemplos puntuales. Me generan dudas algunas referencias al modelo de cooperación y otros aspectos que suenan más a “pre-conclusiones” que a resultados propios del estudio.</p>	<p>Se ha utilizado la triangulación de información y evidencias para todos los hallazgos y conclusiones presentados en el informe. Las recomendaciones se construyen sobre los resultados y conclusiones, lo que lleva a que elementos de los hallazgos se recogen tanto en conclusiones como recomendaciones para fundamentar las mismas. La pregunta sobre modelos de cooperación ha sido una pregunta clave tanto en las entrevistas, tanto al interno (CEPAL, BMZ, GIZ) como con los Informantes claves y reflejan sus percepciones, experiencias y valoraciones. Por lo que no entendemos que quieren decir con “pre-conclusiones”.</p>
Lessons Learned	<p>Esta parte repite los comentarios de los resultados y las conclusiones.</p>	<p>Se han modificado las lecciones aprendidas acorde a las sugerencias recibidas en la revisión de hacer esta parte más operativa.</p>

SPECIFIC COMMENTS		
PARAGRAPH NUMBER	COMMENTS ERG	EVALUATOR'S RESPONSE
Page 16, finding 4, paragraph 2	<p><i>"Despite approximations towards a human rights perspective in strategies and policies for development promoted within ECLAC, there is still no institutional strategy for the integration of a human rights-based approach as the spinal column of ECLAC's Work and Cooperation Programmes or sector strategies that can be articulated with the gender mainstreaming strategy...."</i></p> <p>Por favor aclarar, no nos queda clara esta información</p>	<p>En este párrafo se quiere expresar que la CEPAL a pesar de integrar una perspectiva de derechos humanos en estrategias, estudios etc. y como principios implícitos de su trabajo (más vinculado a temas sociales que otros sectores), carece de una estrategia institucional para la transversalización de un enfoque basado en derechos humanos en los Programas de Trabajo y/o los Programas de Cooperación. En 2003, el sistema de Naciones Unidas adopta el <i>UN Statement of Common Understanding on Human Rights-Based Approach to Development Cooperation and Programming</i>, la cual contempla una integración de los derechos humanos en los programas no solo como principios, pero con acciones concretas para contribuir al desarrollo de capacidades de los titulares de obligaciones y titulares de derechos. La revisión de los Programas nos ha llevado a la conclusión que no hay un enfoque basado en derechos humanos integrado en el diseño y la implementación de los Programas, salvo en casos puntuales como el trabajo de DDS en la protección social. Cabe añadir que la BMZ tiene una estrategia específica para derechos humanos en políticas de desarrollo, así como apuesta por el EBDH en los Programas de Cooperación, mientras que eso no se ha reflejado en esta cooperación de manera integral y estratégica.</p> <p>Se ha modificado el párrafo para una mayor claridad.</p> <p>"Despite approximations towards a human rights perspective in strategies and policies for development promoted within ECLAC, there is still no institutional strategy for the integration of a human rights-based approach in the Cooperation Programmes or sector strategies as reflected in BMZ development strategies, expect for the work in inclusive social protection."</p>
Page 16, finding 4, paragraph 3	<p>Es un comentario muy positivo, muchas gracias.</p>	<p>Ok. Nada que añadir</p>

SPECIFIC COMMENTS		
PARAGRAPH NUMBER	COMMENTS ERG	EVALUATOR'S RESPONSE
Page 24, paragraph 4	<p>ReDeSoc currently offers 16,388 3,168 publications, has 1.8 Million 551,049 visits registered in the last 5 years and about 13,000 2,086 subscribed users according to available data of the web analysis. The major geographical concentration of subscribers is in South America, but all Central American countries are also covered. Among the information consulted, users are appealed by information and links to different public social sector institutions in the region. As per downloads of publications, 6,191 of them have been registered from September 2012 until August 2015. Knowledge products in this thematic area are also considered highly useful and relevant, as highlighted in interviews. (See annex 3).</p> <p>Por favor corregir información, dado que al momento de hacer el análisis no se aclaró que la base de datos utilizada tenía los valores acumulados de años anteriores. Se adjunta información para referencia.</p>  <p>Excel - Datos ReDeSoc - 2001 - 201</p>	Muchas gracias por la información. Se ha corregido debidamente.
Page 29, paragraph 3	<p>¿Los ejemplos son los únicos casos relevantes? ¿Significa que los demás no tienen dichos resultados? No identifico el criterio de comparación entre componentes e institucionalidades muy distintas, agradecería aclarar.</p>	<p>Se han destacado cambio climático y EE/RE como ejemplos de intervenciones que llevan un proceso de maduración de 10 años, no quiere decir que son los únicos ejemplos con resultados eficaces y sostenibles, lo que se entiende por la descripción de los logros obtenidos en otros sectores. También se puede incluir el trabajo en el ámbito social como ejemplo de proceso de maduración similar que inicia con investigación y sensibilización a través de estudios, seminarios etc., lo que ha permitido posicionar los temas p.e. de sistemas de cuidado en la agenda política. El caso de Uruguay es un buen ejemplo, mostrando que cambios a nivel de políticas necesitan tiempo y maduración, mientras que el proceso se inició en el Gobierno de Mujica, los resultados se ven en el nuevo Gobierno. Eso es lo que se quiere reflejar en este párrafo, marcando una diferencia entre estos casos y temas novedosos como p.e. innovación y tecnología en el sector de PYMEs que en 2 años de intervención solo logran llegar al nivel de preparación del tema y sensibilización, pero no se pueden esperar resultados más tangibles en un período más corto. Si se da continuidad al tema y eso corresponde con las necesidades y prioridades</p>

		<p>de los Estados, probablemente se verá una incidencia a nivel de políticas en algunos años. Se ha modificado el párrafo para aclarar que se trata de ejemplos.</p> <p>Those that have reached a certain degree of maturity and are planned as long-term interventions (continuity throughout the Programmes) are considerably more relevant for countries and effective to generate sustainable results. For instance, the antecedents of the work carried out in areas such as climate change, energy efficiency or fiscal or social reforms, and factors such as building-upon constructed relationships and proper and current needs assessments, facilitated ownership and led tangible results and achievement of objectives.</p>
<p>Page 29, paragraph 4</p>	<p>Me parece algo contradictorio estos comentarios, en particular con lo de cambio climático. Por favor aclarar.</p>	<p>El comentario anterior explica a lo que nos referimos en caso de intervenciones cortas y novedosas. El componente cambio climático es muy amplio y se ha trabajado en diferentes iniciativas que están más dirigidas a políticas de mitigación y adaptación o protección de bosques y recursos naturales. La iniciativa PYMEs sensibles al cambio climático se ha desarrollado por DDPE y ha sido desarticulado del trabajo de DDSAH, más vinculado a políticas de cambio estructural y de la matriz productiva de los países. Esta iniciativa como las iniciativas enfocadas en innovación han sido incluidos como temas emergentes y pilotos que en primer lugar han tendido una alineación más limitada con las prioridades nacionales y no han sido considerados como temas prioritarios en las agendas políticas. Por dicha razón en 2 años no han mostrado mayores resultados. Sin embargo en el actual programa se sigue trabajando en innovación para el cambio estructural y se puede construir sobre la base de las iniciativas anteriores, lo que puede tener resultados en el futuro.</p> <p>Se modifica el párrafo para mayor claridad: New and innovative issues need a considerable higher investment of efforts, resources and longer timeframes to reach a certain degree of maturity that exceeds in most cases the 2-year timeframes. Examples, such as initiatives linked to innovation and technology or sustainable structural change in the SMEs sector, showed less effectiveness regarding results of certain types of activities (studies and dialogues), due to a limited groundwork (assessment of needs and interests), a missing strategic plan with realistic goals, weak institutional capacities, and insufficient follow-up.</p>

SPECIFIC COMMENTS		
PARAGRAPH NUMBER	COMMENTS ERG	EVALUATOR'S RESPONSE
Page 35, finding 19, paragraph 1	<p>“...In general terms, Programmes do not have a theory of change and have not been designed with components internally articulated towards a common goal. Similarly, initiatives within each component are not articulated with each other, therefore neither the outcomes nor outputs are articulated or reinforcing each other.”</p> <p>Esta opinión requiere una fundamentación caso a caso para poder sostenerla. No estoy de acuerdo, al menos en lo referente a la DDS.</p>	<p>Se modifica el párrafo para mayor claridad:</p> <p>“The Programme Offer documents clearly articulate a strategy and methodology for programme implementation, and initiatives are to contribute to a common program objective. However the components are not internally articulated towards a common goal, and a Programme-level theory of change tying together all elements or initiatives. “</p>
Page 35, finding 19, paragraph 2	<p>“Components and topics are developed almost as separate initiatives, even though they bear a logical relationship and consistency in terms of overall framework and goals, as well as within general work plans of each division...”</p> <p>Por favor agregar el fundamento que sustenta esta idea.</p>	<p>Se elimina el párrafo por la necesidad de cortar 20 hojas del documento, aunque es fundamentado y proviene de la mayoría de las opiniones expresadas en particular al interno en las divisiones, pero también por los Informantes Claves cuando se refieren al desconocimiento del Programa y de sus componentes/proyectos en general. Por lo menos en los primeros 2 programas no se ha logrado un mutuo refuerzo entre las iniciativas del mismo componente o muy puntual, en relación a la organización conjunta de ciertos seminarios. Las opiniones expresadas por las divisiones y sub-oficinas reflejan que los proyectos se han desarrollado más como parte articulada de los planes de trabajo de cada división, que en una lógica de programa conjunto. Se evidencia muy bien en el enfoque de trabajo con los países, aunque diferentes divisiones han trabajado con los mismos países, se expresó que muchas veces existía desconocimiento sobre las diferentes iniciativas que se apoyaban en un país y no se trabajaba con un enfoque más integral de intervención conjunta.</p> <p>El hecho de suprimir los componentes y reducir a 4 los proyectos en el último programa, así como un mayor esfuerzo de coordinación inter-divisional en la planificación muestran el camino hacia una lógica de programa.</p>
Page 35, finding 19, paragraph 2	<p>“...Key Informants reveal their general unfamiliarity with overall programme frameworks and goals...”</p> <p>Creo que es importante relevar esto, el programa de cooperación no es una entidad aislada. Justamente esto es un activo clave del programa de cooperación. Para la DDS lo relevante es lo sustantivo y las sinergias entre distintos proyectos para potenciar la asistencia, no la presentación formal a cada contraparte de los objetivos específicos del programa de cooperación.</p>	<p>Gracias por aclarar. De acuerdo con lo que se plantea y eso también coincide con la respuesta anterior, que generalmente las iniciativas enmarcadas en los planes de trabajo de las divisiones contribuyen a una mayor sinergia y eficacia del trabajo de cada división. No obstante, en una evaluación se analiza este cuestión, ya que cada donante tiene (en mayor o menor medida) interés de que se visibilice la cooperación o sus aportes como tal. En el caso de BMZ-GIZ probablemente no es su objetivo principal, pero esta evaluación ha tenido el objetivo de identificar las contribuciones de la</p>

		<p>cooperación alemana. Durante las entrevistas con los actores en los países se evidenció el asombro de muchos actores sobre la cantidad de iniciativas y temas que se trabajaban en esta cooperación (se mandó una lista completa previamente a los actores claves). La mayoría expresó su interés de conocer más sobre la cooperación, ya que puede abrir oportunidades para conocer o entrar en otras temáticas, no necesariamente dentro del programa, pero mediante relaciones bilaterales. Por ejemplo en una entrevista en Costa Rica con el Ministerio de Hacienda se llegó hablar sobre el clasificador de gastos ambientales que apoyó el programa en Ecuador. El Ministerio tenía un desconocimiento sobre esta iniciativa y que existía este clasificador, ya que están interesados desarrollar algo similar. Por ende, sería conveniente analizar si aportaría a los países conocer más sobre el programa de cooperación en general para que se generen otros procesos de intercambio o cooperación.</p> <p>Se elimina el párrafo por la necesidad de cortar 20 hojas del documento.</p>
<p>Page 36, finding 20, paragraph 1</p>	<p>Si, como se dice anteriormente, no hay una claridad en cuanto a teoría del cambio, es difícil poder concluir que con acciones del programa se lograron impactos identificables.</p>	<p>No tenemos muy claro si se trata de una afirmación o una reflexión sobre las dificultades de identificar impactos. No vemos una sugerencia concreta para una modificación del texto, por lo que se mantiene.</p> <p>No obstante, cabe señalar tal y como se ha mencionado en varias partes del informe que a pesar de las limitaciones de medir impactos en procesos políticos o de incidencia política, considerando también las debilidades de los instrumentos de M&E, a lo largo de la evaluación con las diferentes evidencias recopiladas se han podido identificar resultados tangibles y más allá, cambios e impactos. Que estos sean totalmente atribuibles a la cooperación, seguramente no lo son, pero se ha contribuido en muchos casos significativamente, tanto a nivel individual de fortalecimiento de capacidades como institucional y marcos reguladores.</p>
<p>Page 36, finding 20, paragraph 3</p>	<p>¿Este es el único caso a relevar? De ser así, no correspondería decir que “colectivamente los tres programas de cooperación contribuyen a incluir en la toma de decisiones”</p>	<p>Lo expuesto en la sección 4.3 y los hallazgos de 6 a 13 nos llevan a concluir que los programas han contribuido a la formulación de políticas o cambios en políticas públicas. Los casos que se destacan a continuación bajo el hallazgo 20 son ejemplos, no se trata de casos exclusivos. En esta sección de Impacto se presentan los resultados concretos de la encuesta online que ayudaron a fundamentar las opiniones expresadas en las entrevistas con actores claves y la revisión de documentación. Los párrafos de este hallazgo han sido modificados para reflejar mejor los porcentajes y respuestas de la encuesta.</p>


<p>Page 36, finding 20, paragraph 4</p>	<p><i>“As mentioned earlier, the design of the Programmes does not incorporate certain values-based approaches of the German development policy, such as democracy, human rights and gender mainstreaming.”</i></p> <p>Esto no es correcto, al menos para la DDS. Los trabajos contienen explícitamente estos enfoques. El libro “Protección social inclusiva” es un ejemplo claro.</p>	<p>Se elimina el párrafo por la necesidad de cortar 20 hojas del documento, a pesar de que consideramos que en la sección de temas transversales quedó claramente plasmado que el único ámbito con una perspectiva de derechos humanos incorporados es el trabajo de DDS y se han destacado suficiente ejemplos, tanto en este como en la sección 4.3.</p>
<p>Page 41, paragraph 2, 3 y 4</p>	<p>No veo la fundamentación de estas opiniones. En el caso de DDS no me parece que se reflejen adecuadamente. Por favor aclarar.</p>	<p>Se revisó el párrafo pero el punto señalado no está claro.</p> <p>Lo expresado en los 3 párrafos releja las opiniones y percepciones compartidas por parte de los actores entrevistados de los países como en las divisiones. La sostenibilidad de las acciones es un desafío mayor que se determina por el alcance de las acciones que se pueden llevar a cabo en los marcos temporales y financieros. En gran parte no existen recursos suficientes o tiempo para hacer un seguimiento continuo o post-intervención. Se expresó también la opinión por múltiples entrevistados que la sostenibilidad está fuera del alcance o de la esfera de responsabilidades de CEPAL, por lo que dependerá mucho de la continuación o aprovechamiento de los insumos/productos que pueden lograr los países. La falta de planes de aterrizaje ha sido una de las mayores dificultades destacados por los actores en los países, refiriéndose por ejemplo en como aterrizar las recomendaciones de la CEPAL a planes de acciones nacionales.</p> <p>Se ha modificado el siguiente párrafo para mayor claridad.</p> <p>Other examples are likely to exist of sustainability of the Programmes’ interventions, related to the implementation of recommendations in public policies for example. However, these could not be analysed individually and specifically in this Review. Commonly, sustainability of interventions is a factor of continuity, of consolidated relationships with counterparts, based on trust, fluent communication and on-going and long-term collaboration.</p>
<p>Page 41 – 42, finding 24</p>	<p>Este finding tampoco se presenta evidencias. Por favor incluir antecedentes.</p>	<p>Hay una serie de evidencias que fundamentan este hallazgo y que refleja también opiniones y percepciones compartidas, en particular al interno de los actores de esta cooperación. En primer lugar, los mecanismos existentes de M&E no incluyen instrumentos internos para evaluación y aprendizaje, no hay sesiones de evaluación conjuntas periódicas o al final de cada programa. Los informes de avance o finales no</p>

		<p>incluyen secciones sobre lecciones aprendidas, mejores prácticas o análisis de casos que no han funcionado y/o de factores obstaculizadores y facilitadores. Para el proceso de negociación, son generalmente los insumos recopilados por la GIZ o los informes mismos que se utilizan para formular y negociar nuevas propuestas del siguiente programa. A nivel de técnico o de coordinación de las divisiones se expresó repetidas veces el desconocimiento sobre como se toman decisiones en relación a continuación de iniciativas o su terminación, aunque se han logrado resultados positivos. Esto se reduciría con más retroalimentación y reflexión conjunta. También como se ha expuesto en otras partes, las dificultades de lograr mayor trabajo inter-divisional o coordinación (aunque mejorado en el último programa) muestran que no se han logrado establecer mecanismos de intercambio de aprendizajes o conocimientos sobre procesos p.e. en un país donde intervienen diferentes divisiones. Si se quiere avanzar hacia un enfoque más integral es necesario tener espacios para reflexión e intercambio de metodologías, enfoques, conocimientos etc.</p>
<p>Page 43, conclusión 2, paragraph 3</p>	<p>Al menos en la DDS tenemos experiencias explícitas en derechos humanos</p>	<p>Consideramos que eso se ha reflejado debidamente en la sección cross-cutting issues y sección 4.3, pero este párrafo se refiere a una integración del EBDH de manera estratégica o transversal como se pretende hacer con género. Sólo por tener una división trabajando con el EBDH y acciones concretas en DDHH no quiere decir que el programa transversalizar DDHH. Está conclusión se ha modificado, de acuerdo a los diferentes comentarios recibidos sobre el tema de los DDHH.</p>
<p>Page 43, conclusión 3</p>	<p><i>“.....While individual capacities have been enhanced in all areas of Programme interventions, there are variations regarding the level of effectiveness found across the thematic areas.”</i></p> <p>Esto no se detalla en el texto con ejemplos claros. Por favor incluir algunos en el documento.</p>	<p>Ejemplos se han detallado en las secciones correspondientes sobre el trabajo desarrollada en el área temático. En el párrafo 111 se ha detallado la variación de los resultados de acuerdo con la encuesta en línea. En términos de los informantes claves, por ejemplo en caso de Cambio Climático, la eficacia del fortalecimiento de capacidades de los negociadores ha sido más limitado por el hecho de cortar esta intervenciones y el fortalecimiento de capacidades no ha sido concluido, o en el caso de los INDCs, informantes claves consideraron que el fortalecimiento de capacidades no han sido suficiente para una apropiación y para absorber conocimiento en el uso de la herramienta de simulación. Otro ejemplo se destacó en el área productivo en relación a la transferencia de capacidades para el uso de la metodología para el mapeo de cadenas de valor que no ha penetrado suficientemente los niveles más técnicos de la institución beneficiara.</p>

<p>Page 44, conclusión 4</p>	<p><i>“While technical assistance is highly valued at the country-level and a powerful instrument to achieve concrete results, a combination of modalities has proved to be the most effective way to reach outcomes. New strategies for communication and dissemination of knowledge products and information sharing need to be explored both for target countries and new audiences.”</i></p> <p>¿Esto tiene evidencia? Creo que más bien es una conjetura que un resultado. Agradecería aclarar o incluir antecedentes.</p>	<p>Si, hay evidencias claras de los informantes claves y encuesta en línea debidamente triangulados y no se trata de una conjetura. Particularmente en la sección 4.3 se evidencian ejemplos de la valoración positiva y de los resultados logrados con las asistencias técnicas realizadas, así como otros productos resultando de esta cooperación. Los resultados de la encuesta también fundamentan esta conclusión. Esta pregunta ha sido una de las centrales de la Matriz de Evaluación, particularmente de interés para BMZ-GIZ, dada la reflexión si la concentración en una modalidad pueda resultar más eficaz y eficiente. Esta pregunta se ha hecho en todas las entrevistas realizadas, con un resultado muy claro y casi unánime que la combinación de actividades tiene mayor eficacia y posibilidades para lograr cambios e impactos. Si bien las instituciones beneficiarias han destacado en las entrevistas el valor de las asistencias técnicas y el interés de que se aumenten y extienden, a su vez consideran que el valor agregado de la CEPAL está en facilitar la generación de conocimiento mediante estudios y estadísticas, y el intercambio entre países.</p>
<p>Page 45, paragraph 2</p>	<p><i>“For example, virtual platforms and the availability of studies and information are necessary but not sufficient to ensure ownership on national level. Governments’ engagement and ownership is better fostered through capacity building and seminars and political dialogue...”</i></p> <p>Pareciera que no se hacen seminarios, diálogos y trabajo directo con los tomadores de decisión. Nuevamente no se refleja el comentario con la evidencia. Por favor aclarar.</p>	<p>Consideramos que se ha entendido mal este párrafo, ya que precisamente quiere reflejar que los seminarios y diálogos son fundamentales para incidir en los tomadores de decisiones. No es suficiente proveer países o la región con estudios para generar cambios, sino tiene que estar acompañado por difusión, concientización, seminarios, dialogo político etc. Aquí se fundamentan precisamente los hallazgos encontrados sobre el valor de cada modalidad de intervención y la conclusión sobre la combinación de los mismos como la estrategia más adecuada para generar o contribuir a cambios. Esta conclusión y los párrafos correspondientes se han modificado y recortado, debido a la limitación de 40 páginas.</p>
<p>Page 45, paragraph 3</p>	<p><i>“the Cooperation extensively shared knowledge and...”</i></p> <p>¿Cuál cooperación? ¿La Alemana o el mismo programa?</p>	<p>A lo largo del informe se ha referido a la Cooperación Técnica CEPAL-BMZ como “Cooperación” y a los programas de cooperación como “programa(s)”. Aquí se refiere a la cooperación con sus 3 programas en su conjunto, pero también más allá de los 3 programas, ya que ha habido programas anteriores y se ha construido sobre estos conocimientos y productos.</p>
<p>Page 46, conclusión 5, título y paragraph 1</p>	<p><i>“The Programmes lack appropriate results frameworks that reflect their nature and therefore achievements of the cooperation are not measurable and reported in a SMART way.</i></p> <p><i>The performance measurement frameworks of the Programmes are not adequate for measuring in a</i></p>	<p>En general, la conclusión es un resumen de los hallazgos (donde si presentan las evidencias claras, en esto caso – Finding 19). La información del Hallazgo 19 fue editada para aclarar la evidencia. De todas maneras, esta conclusión y el párrafo están relacionados con lo anteriormente señalado “es difícil poder</p>

	<p><i>specific and realistic way transformations occurred within the cooperation....”</i></p> <p>No se presenta evidencia que fundamente el comentario. Por favor aclarar.</p>	<p>concluir que con acciones del programa se lograron impactos identificables.” La dificultad de medir resultados a nivel de objetivos o impactos, sea a través de un marco lógico o un plan de impacto con una teoría de cambio, recae en los indicadores y los instrumentos creados para el monitoreo y evaluación. Si bien se han hecho avances, particularmente en el actual programa, en los primeros 2 programas no existía un ML a nivel del programa, solo a nivel de cada proyecto, los indicadores medían resultados a nivel de productos, pero no a nivel de objetivos. La revisión documental permitió fundamentar esta conclusión, junto con las opiniones expresadas en las entrevistas con las divisiones, GIZ y BMZ. Además se quiere destacar el reto adicional que supone crear marcos de resultados para iniciativas que inciden en procesos políticos. Un Marco Lógico rígido con un marco temporal de 2 años difícilmente puede reflejar procesos de cambio que superan este marco temporal. Por ende se concluye que para la naturaleza de esta cooperación (enfocada en incidencia política) los marcos e instrumentos existentes no pueden reflejar adecuadamente las transformaciones que se han logrado.</p> <p>El párrafo ha sido modificado, reflejando diferentes comentarios y sugerencias recibidas.</p>
<p>Page 48, Conclusión 8</p>	<p>No se presenta evidencia que fundamente esta conclusión. Por favor aclarar.</p>	<p>El Hallazgo 24 fue editado para presentar más claramente la evidencia que fundamenta la conclusión. De todas maneras, no nos estamos refiriendo a procesos que independientemente realizan las divisiones en el marco de su plan de trabajo y en relación a la sistematización de experiencias etc. Se refiere a la Cooperación o los programas como tales que no fomentan o por lo menos en los primeros dos, la capitalización de experiencias para una transferencia interna, salvo en el caso de la memoria que se realiza, pero que representa más un producto de visibilidad y comunicación. Tal y como se explicó en la respuesta arriba acerca de los espacios de aprendizaje e intercambio, el trabajo inter-divisional y coordinación, como expresaron las divisiones, sigue siendo un reto, a pesar de los avances. GIZ impulso reuniones de coordinación entre divisiones para fomentar el intercambio de información y coordinación en la planificación en caso de divisiones que intervienen en el mismo país. Si existen estos espacios para la planificación y coordinación, se recomienda que se extiende a la retroalimentación y reflexión sobre conceptos, enfoques, metodologías y lecciones aprendidas, que pueden ayudar en la toma de decisiones y también contribuir a una mayor</p>

		<p>eficiencia y eficacia. Por ejemplo en los comentarios de DDPE y CEPAL México se señaló que en 2015 se fortaleció el intercambio y se realizó un seminario conjunto para la sistematización de la experiencia en torno a las cadenas de valor y para la estandarización de metodologías. Eso es un buen ejemplo que refuerza la importancia de esta conclusión.</p> <p>Esta conclusión ha sido modificada y recortado, debido a la limitación de 40 paginas.</p>
<p>Page 48, Conclusión 9, título y paragraph 1</p>	<p><i>“The Cooperation lacks an appropriate approach to sustainability and an exit strategy for all interventions.</i></p> <p><i>In certain interventions, the Cooperation utilized and strengthened country structures (technical, human and other resources available) and systems for managing activities, which achieved a certain degree of sustainability. However, a consistent approach to ensure sustainability for the Programmes is still missing.”</i></p> <p>No se presenta evidencia que fundamente el comentario. Agradecería aclarar o agregar antecedentes.</p>	<p>No estamos de acuerdo que faltan evidencias que fundamentan esta conclusión, ya que en la sección 4.3 se han señalado diferentes casos y ejemplos, en los cuales la sostenibilidad no ha sido garantizada en el proceso de implementación o limitada por factores externos. Respecto al apoyo en los países, eso se ha compartido por todas las personas entrevistadas en los países, señalando los aportes de las instituciones para el desarrollo de las actividades (espacios, refrigerios, transporte etc.), pero eso no es suficiente como factor de sostenibilidad de las acciones. Respecto a la falta de estrategias de sostenibilidad y salida hay una serie de ejemplos que muestran esta deficiencia, p.e REDD negociadores, la falta de continuación fue una sorpresa según opiniones expresadas y no se contempló durante la ejecución como hacer este proceso sostenible en caso de la terminación de fondos. Este proceso no se concluyó y no está sostenible. Otro ejemplo, el proyecto con las mujeres emprendedoras en Costa Rica, se desarrolló en un período inadecuada, coincidiendo con el período de campaña electoral. No se logró que las nuevas instituciones se comprometen a la continuación o la incorporación de la metodología en el trabajo del Instituto de la Mujer o el Ministerio de Economía. Si bien existe una metodología adecuada para el problema identificado, este proceso tampoco es sostenible, porque no se contempló una plan de sostenibilidad.</p>
<p>Page 56, recomendación 8, paragraph 2</p>	<p><i>“The integration of German experts into ECLAC divisions on a medium to long-term basis (9 months to 2 years)...”</i></p> <p>¿Cómo se financia esto? No nos queda claro.</p>	<p>Aquí se reflejan opiniones reflejadas en las entrevistas realizadas, no se trata de una opinión propia de las evaluadoras. Efectivamente eso requiere un análisis profundo de costes y beneficios de trabajar con consultores (a corto plazo) y expertos insertados en los equipos (en particular en los cuales la experticia alemana podrá dar mayor valor agregado o incluso fortalecimiento interno de capacidades). Efectivamente requiere una mayor inversión de fondos o una redistribución de fondos que generalmente se asignan a las distintas iniciativas. Dado que la Cooperación ha ido centrándose en menos intervenciones y más concentración de</p>

		recursos, se presta para una reestructuración financiera, aunque probablemente significaría una reducción del monto del acuerdo para una mayor asignación de recursos para expertos alemanes.
Page 59, recomendación 13, paragraph 1	<p><i>“Experiences of El Salvador, Costa Rica and Uruguay should be used as success stories and widely disseminated, fostering opportunities for replication, peer-to-peer exchange and integration of methodologies and concepts in other larger programmes”</i></p> <p>Esto no tiene nada de nuevo. Lo estamos haciendo actualmente.</p>	La recomendación fue eliminada.
Page 74	<p>Por favor corregir información de ReDeSoc de acuerdo a lo indicado en el comentario de la página 24. Se adjunta análisis de las plataformas web corregidos.</p> <p> Análisis páginas web.pptx</p>	La información del Anexo fue eliminada, manteniéndose solamente la información en el texto del documento.

➤ SUSTAINABLE DEVELOPMENT AND HUMAN SETTLEMENTS DIVISION – DDSAH

SPECIFIC COMMENTS		
PARAGRAPH NUMBER	COMMENTS ERG	EVALUATOR'S RESPONSE
(page 19-second paragraph) There were also some contributions to influencing policy making in the Brazilian States of Acre and Amazon	<p>There is a confusion with the work carried out in Brazil:</p> <ol style="list-style-type: none"> 1. In 2006 we assessed the sustainable development policies of State of Amazonas. As a result 35 recommendations were proposed. This study, financed by GIZ, that had around 350.000 downloads, is out of the scope of the evaluation. 2. In 2010 we came back to the State of Amazonas in order to assess the implementation of the 35 recommendations. We found that most of them were implemented. This work, carried out in 2010 fall within the scope of this evaluation. There is a publication. 3. Completely different is the Evaluation of the Action Plan for the Prevention and Control of the Deforestation of the Legal Amazon (Avaliação do Plano de Ação para Prevenção e Controle do Desmatamento na Amazônia Legal - PPCDAm 2007-2010). This evaluation encompassed the whole Brazilian Amazon Basin (which is known as Amazonia Legal and includes 9 States of Brazil, among them, the States of Amazonas and Acre). PPCDAm is a federal program, involving 13 ministries under the coordination of the Casa Civil of Presidencia. Following the assessment, the Federal Government integrated most of the recommendations related to PPCDAm in the third phase of the Program. 4. This work (and the work carried out in the State of Amazonas) stimulated the demand for similar assistance, with the performance evaluation of the State of Acre sustainable development policies. OK. 5. We use the same methodology in all the assessments (OECD, environmental peer review) 	<p>Many thanks for the clarification and additional information. Paragraph was been modified accordingly.</p> <p>There were also contributions to influencing policy making in the Brazilian States of Acre and Amazon. Thanks to a close long-term collaboration with GIZ Brazil and work developed in States of Amazon and Acre, the Cooperation developed a relevant methodology for environmental assessments^a and undertook several evaluations in Brazil. In 2010 an evaluation of the implementation of 35 policy recommendations made to the State of Amazon^b has been carried out following demand of the Federal Government, showing a high level of compliance and evolution of environmentally sustainable policies. Furthermore, an Evaluation of the Action Plan for the Prevention and Control of the Deforestation of the Legal Amazon (Avaliação do Plano de Ação para Prevenção e Controle do Desmatamento na Amazônia Legal - PPCDAm 2007-2010) has been undertaken^c, with the recommendations been integrated to a large degree in the third phase of the PPCDAm 2013-15. These experiences stimulated the demand for similar assistance, with the performance evaluation of the State of Acre sustainable development policies.</p>
Page 33, second paragraph	<p>For example, since the Cooperation and GIZ Brazil undertook the Evaluation of the PPCAm, there has been very little activity in the country, perhaps partially due to changes in the Brazilian Ministry of Environment;</p> <ol style="list-style-type: none"> 1. It is PPCDAm instead of PPCAm 2. At present there is cooperation between ECLAC and GIZ, but outside the GIZ Program. We are working together in the assessment of the Climate Fund (financed by the Brazilian Environment Ministry) by using the same methodology. 	Efficiency

^a The developed methodology for assessment has been consolidated and adopted for all assessments carried out (OECD, environmental peer review etc.).

^b These recommendations have been formulated within an environmental and sustainable development policies assessment carried out in 2006-2007 in collaboration with GIZ Brazil.






^c The evaluation was jointly undertaken with GIZ-Brazil and the Brazilian Institute of Applied Research – IPEA. It encompassed the whole Brazilian Amazon Basin (which is known as Amazonia Legal and includes 9 States of Brazil, among them, the States of Amazonas and Acre). PPCDAm is a federal program, involving 13 ministries under the coordination of the Casa Civil of Presidencia.

➤ NATURAL RESOURCES AND INFRASTRUCTURE DIVISION – DRNI

GENERAL COMMENTS		
REPORT SECTION (if applicable)	COMMENTS ERG	EVALUATOR'S RESPONSE
General	El Informe se presenta muy bien redactado y con sólidas bases analíticas. Sin duda, se ha realizado un atento trabajo de evaluación en base a opiniones de numerosos “key informants”, lo que resulta <u>de gran utilidad para nosotros mismos</u> y para la (re)planificación de futuro.	Muchas gracias por este comentario y valoración. Nada que añadir.
FINDING 6	Los evaluadores afirman que el issue de la Eficiencia Energética (junto al del cambio climático) se ha transformado en uno de los “key-flagships” de la cooperación. Por ende: no nos queda que callarnos...	Nada que añadir.
FINDING 8	Tanto en el caso de los DIALOGOS como del programa BIEE, se ponen en buena evidencia los consistentes resultados, tanto a nivel político como técnico. Al mismo tiempo, los evaluadores demuestran haber realizado un análisis muy serio y profundo de los procesos que están detrás de nuestro trabajo, con lo cual, con mucho atino, identifican algún “room for improvement” en ambas iniciativas (i.e. DIALOGO & BIEE). Las sugerencias son extremadamente concretas y valiosas, con lo cual lo único que hay que decir es: “thanks for the valuable suggestions...we will take those into due account.”	Nada que añadir.
RECOMMENDATION 11	Los evaluadores ofrecen 10 muy valiosas sugerencias sobre “cómo” mejorar nuestro trabajo, tanto en el ámbito técnico (more attention to data accuracy, peer-reviewing, etc..), como institucional (more cooperation with Caricom, german entities, OLADE), al tiempo que recomiendan una mayor coordinación interna con otras Divisiones (in-primis, Genero). Las 10 recomendaciones son de gran valor para nosotros y no merecen comentarios adicionales.	Nada que añadir.

➤ SUBREGIONAL OFFICE IN MEXICO - MEX

SPECIFIC COMMENTS		
PARAGRAPH NUMBER	COMMENTS ERG	EVALUATOR'S RESPONSE
Page 25, first paragraph	In 2015, DDPE and ECLAC Mexico strengthened the coordination between their respective teams. In April, a joint seminar was held in ECLAC Santiago to share experiences and standardize the methodologies applied by both offices.	<p>As mentioned in the response re: DDPE's comments this information has not been shared during the evaluation process and interviews conducted, however has been considered and added to highlighted paragraph.</p> <p>During the first two Programmes coordination between the Division for Productive and Entrepreneurial Development (División de Desarrollo Productivo y Empresarial- DDPE) and ECLAC Mexico and their respective initiatives has been limited, while gradually improved since 2015 through joint systematization of experiences and standardizing methodologies on value chains.</p>
Page 26, first paragraph	<p>It is a surprise for us to hear that the scope of the technical assistance was more limited in El Salvador, due to lack of consistent training. In El Salvador we were very careful in transferring the methodology to stakeholders. We organized three workshops with civil officers and they also participated actively in each step of the process. Please refer to the feedback received from the stakeholders and that was provided to the evaluators in the due course. (see official communications attached) This constitutes the basis for our assessment that is, in our opinion, contrary to the findings of the evaluation. The lack of consistency is, in our opinion, not attributable to our activities.</p> <p>El Salvador has requested further assistance to ECLAC to strengthen additional value chains (see official communications).</p> <p>In order to implement the recommendations elaborated by ECLAC (as a result of GIZ/ECLAC project) for the shrimp value chain, the government of El Salvador committed US 300,000 dollars. As for the synthetic fibers value chain, the government has launched a process to design and build an innovation center agreed in the implementation strategies for the chain.</p> <p>In addition, authorities from El Salvador have expressed their interest in deepening ECLAC's technical assistance to design an implementation plan for the shrimp value chain.</p>	<p>For this issue 3 persons have been interviewed in El Salvador from the Ministry of Economy, 2 persons of the Department "Innovación y Desarrollo Tecnológico" (high-level and technical level) and 1 person of the Department "Fomento Productivo" (high-level). The collaboration with ECLAC Mexico has been highly appreciated and the contributions highlighted, as well as the relevance of the methodology and the work developed. Additionally the close relationship with the ECLAC consultants, good communication and coordination has been outlined as well. However all KIs agreed that the scope of this TA has been limited to the studies on value chains and dissemination (due to budget restriction for further activities). Workshops have been mentioned, but according to KIs these were not enough to strengthen the capacities of the technical staff, while the mid and high-level officials perceive a strengthening of capacities, it's not the case for the technical-level, which today is not able to implement the methodology without external support by ECLAC or consultants and mid-level did not achieve a full transfer to the technical level. During the site-visit to El Salvador, ECLAC consultants were in San Salvador working on the additional value chains requested by the Government. However the ownership process on this methodology has not been completed, as still external support is needed. Additionally they mentioned that some data for international comparison has been used in the</p>

SPECIFIC COMMENTS		
PARAGRAPH NUMBER	COMMENTS ERG	EVALUATOR'S RESPONSE
	  Agradecimiento Carta El Salvador CEPAL PROESA foro agradecimiento y con   Carta Guatemala, El Salvador solicitud apoyo al proceso.pdf cadena hortalizas.pdf  El Salvador solicitud de cadenas.pdf	<p>studies (available and accessed by ECLAC), but these databases cannot be accessed by the Government (need to purchase), which according to KIs make it difficult to achieve a same level of relevance of the studies if carried out through in-country.</p> <p>KIs are aware that ECLAC fulfilled commitments agreed for the TA regarding delivery of studies and support, but as mentioned in the comment, they expressed interest and need in deepening TA, advancing towards the implementation level of the value chains. They asked for further TA and peer-to-peer exchange to learn from successful experiences on promotion and strengthening of value chains. Also they are aware of the lack of funds nationally to further progress and that the role and contribution of ECLAC is limited to the provision of analysis and knowledge.</p> <p>Many thanks for the additional documents and information. The information has been added and modified in the mentioned paragraph.</p> <p>“As stated in interviews, the implementation of the methodology and the mapping have been done in a very participatory way, strengthening capacities and multi-stakeholder work in terms of public-private and public-public dialogue in both countries. Within a relatively short space of time (eight months on average), the technical assistance led to the launch of specific public initiatives for strengthening and investment in value chains, in particular in Guatemala with the support of government officials at the highest level. In El Salvador however, according to stakeholders, the scope of technical assistance was hampered by limited training of technical staff, while mid and high-level officials were not able to fully absorb and transfer methodology, which resulted in reduced ownership.^a Additionally, despite the studies and included action lines for each value chain mapped, the Ministry of Economy is lacking resources and capacities for the implementation of recommendations made by ECLAC, and effective development and promotion of value chains, although some progress has been made.^b These limitations</p>

SPECIFIC COMMENTS		
PARAGRAPH NUMBER	COMMENTS ERG	EVALUATOR'S RESPONSE
		go beyond the objectives and funding of the project. However, the limited resources available within the project reduced opportunities to reinforce the training part or peer-to-peer exchange with some of the few countries working with value chains (e.g. Uruguay, Peru, Ecuador)."
Page 26, first paragraph	El Salvador has expressed its concern for the lack of financial resources to implement the strategies designed in the ECLAC/GIZ technical assistance process (the limited resources available could refer to more than just financial, it could be human or material too, and hence could further affect the development of the subsequent national activities beyond the scope of the project). Moreover, the project, as approved by the donor, aimed to identify bottlenecks in value chains and elaborate recommendations to overcome such bottlenecks, as well as to facilitate the understanding prior to the adoption of those recommendations by policy makers (the adoption/implementation is always beyond the prerogatives of the United Nations). The implementation of these recommendations was beyond the objective and funding of the project.	This is correct and corresponds to the information shared by KIs. The information has been modified accordingly (see paragraph above).
Page 26, second paragraph	Please revise the following paragraph: In addition, a close exchange between ECLAC Mexico and GIZ offices in Mexico and Guatemala led to training of GIZ staff in Mexico and the replication of the approach and methodology within a GIZ project on cross-border/transnational productive development between Mexico, Guatemala and Belize. Also, GIZ Guatemala is planning an initiative on transnational value chains including Belize El Salvador and Honduras.	Has been changed accordingly.
Page 27, last paragraph	As a result of the technical assistance project, three specific recommendations to strengthen regional integration in science, technology and innovation policies were elaborated. Those recommendations were discussed and approved in intergovernmental meeting. We could not implement them, since the project, as approved by the donor, did not contemplate neither activities nor funding for that purpose.	There is limited information on tangible results of this initiative and we were not able to contrast with KIs. However, the information has been added accordingly. "Within these activities three specific recommendations to strengthen regional integration in science, technology and innovation policies were elaborated and approved in intergovernmental meetings, but limited funding and lack of continuity hampered follow-up on these recommendations. As expressed in interviews,

SPECIFIC COMMENTS		
PARAGRAPH NUMBER	COMMENTS ERG	EVALUATOR'S RESPONSE
		the lack of clear proposals and strategy for development of technologies in the region, indicated that the issue was not yet mature to be moved forward."

^a The Technical Assistance and studies on value chains have been assessed as highly valuable and relevant, also evidenced by the request for further support for mapping of additional chains. However the Ministry of Economy still need the support from ECLAC consultants to implement the methodology for mapping, as national staff is still not fully strengthened in their capacities to develop the study properly.

^b In order to implement the recommendations elaborated by ECLAC for the shrimp value chain, the Government of El Salvador committed US 300,000 dollars and requested additional support from ECLAC Mexico for the design and implementation of an action plan. As for the synthetic fibers value chain, the government has launched a process to design and build an innovation center agreed in the implementation strategies for the chain.

II. COMMENTS FINAL REPORT

A. PROJECT MANAGEMENT UNIT – PPOD (based on the final report -14 Dec 2015)

SPECIFIC COMMENTS		
PARAGRAPH NUMBER	COMMENTS ERG	EVALUATOR'S RESPONSE
Page 38	<p><i>“Recommendation 7: Develop a sustainability plan and an exit strategy for all interventions, as well as better communication and transparency regarding future plans internally and towards counterparts.”</i></p> <p>I would suggest to limit the recommendation to “better communication”, since in Spanish the word transparency has other implications. We all know there is always a level of uncertainty regarding the continuity of cooperation programmes and in this regard the recommendation of an exit strategy is very well taken. All programmes should be design in a way that leads to products and results that could stand on their own and could be further developed if and when there is additional external or internal financing.</p>	Document edited as suggested.
Page 39	<p><i>“Recommendation 9: Study viability and opportunities for the extension of the programme duration to a 3 to 4 year period and its corresponding funding projection in order to better respond to maturation processes for policy influencing and opportunities for changes and long-term impacts of the Cooperation.”</i></p> <p>Suggestion here is to include in the text of the recommendation the funding projection, otherwise the implications could be to penalize the cooperation programme with longest period of implementation and less resources increasing cost of transactions.</p>	Edits made.

B. DEUTSCHE GESELLSCHAFT FÜR INTERNATIONALE ZUSAMMENARBEIT (GIZ) GMBH (based on the final report - 09 Dec 2015)

SPECIFIC COMMENTS		
PARAGRAPH NUMBER	COMMENTS ERG	EVALUATOR'S RESPONSE
Page ii, Paragraph 11	<p>"11. Energy Efficiency and Renewable Energy: In the last 10 years important progress has been made, in terms of positioning, awareness raising, institutional strengthening and of specific capacities..."</p> <p>Formulation? Wording</p>	The sentence is correct but was reviewed to address the possible misunderstanding.
Page iv, Paragraph 22	<p>"...In many cases it has been evidenced that missing follow-up plans, contemplating realistic timeframes in order to ensure adequate transfer of knowledge, capacity building and institutional strengthening, as well as properly defined roles, responsibilities and steps to undertake by beneficiary stakeholders, jeopardized the sustainability of interventions."</p> <p>Wording?</p>	Edits made.
Page v, Paragraph 32	<p>"The Review considered that the presence of German experts for short, medium and long-term support to ECLAC in specific areas where German expertise can provide significant value-add and foster exchange with specialized German institutes and private sector companies."</p> <p>Wording, missing verb?</p>	Edits made.
Page 2, Paragraph 9	<p>"...The 2014-2016 programme was concentrated in only four initiatives spread out through only 6 ECLAC Divisions with budgets at 480,000 euros for each topic, with the exception of the 100,000 euros for the Emerging Theme Funds."</p> <p>and the Caribbean (180.000 euro)</p>	Edits made.
Page 3, Paragraph 14, Footnote 6	<p>Missing footnote => appears on the next page</p>	Correction made.
Page 7, Paragraph 29	<p>"Furthermore, the appropriateness and utility for instance of the study to visualize women's situation in productive development carried out in El Salvador, as well as the methodologies for the mapping of women's entrepreneurships and establishment of a support network for women's economic empowerment in Costa Rica"</p> <p>Wording, missing verb?</p>	Edits made.
Page 7, Paragraph 30	<p>"On the other hand, in Peru with the creation of a Directorate for the Promotion and Development of Women's Economic Autonomy in the Ministry of Women in Peru"</p> <p>Wording, missing verb?</p>	Edits made.

SPECIFIC COMMENTS		
PARAGRAPH NUMBER	COMMENTS ERG	EVALUATOR'S RESPONSE
Page 7, Finding 4	Missing paragraph number	Corrections were made in the subsequent draft.
Page 8, Paragraph 36	<p>“...As highlighted by Key Informants, the Cooperation, through national programmes, provided the basis for analysis and definition of...”</p> <p>What do you mean by national programmes?</p>	This is a reference to initiatives at the country level. Edits made.
Page 9, Paragraph 39	<p>“experience with the main climate change negotiators at UNFCCC. However, due...”</p> <p>In this sense, the cooperation provided “seed Money” since it initiated a process, that was further taken up and continued by other donors.</p>	Even though this could be considered “seed Money” and KIs did not mentioned that the process was taken up and continued. In fact, references were made to the fact that there was interest from Brazil and Chile to continue the work (and request for support by ECLAC) but the process was suddenly cur off and no funding was provided to this. We mentioned in the footnote that Euroclima and ADEME integrated the methodology and continued funding for main negotiators, but not for the group of negotiators supported within this cooperation. No other changes were made to the text.
Page 11, Paragraph 47	<p>“47. One of the main contributions were the Regional Political Dialogues on Energy Efficiency in LAC, important spaces for discussion, exchange and networking. These annual dialogues aimed to discuss and define regional Energy Efficiency and Renewable Energy policies have grown over the years in terms of participating countries, integration of multiple...”</p> <p>Wording?</p>	Edits made.
Page 12, Table	Footnote 1 in the table is missing	Correction made.
Page 12, Paragraph 52	<p>“52. The OFILAC (Fiscal Observatory of Latin America and the Caribbean) was set up as a key instrument for the Programme. Designed...”</p> <p>Of? Wording</p>	The sentence is correct. The word for was maintained.
Page 18, Paragraph 75	<p>“75. Another successful and valuable experience, according to Key Informants, was the organization of management courses (Escuela de Gestores), which...”</p> <p>This topic belongs to the DPPE working area (sustainable innovations and structural change).</p>	Paragraph shifted to the DPPE section.

SPECIFIC COMMENTS		
PARAGRAPH NUMBER	COMMENTS ERG	EVALUATOR'S RESPONSE
Page 21, Paragraph 92	<p>"...The Cooperation also often uses its "seed money" efficiently for further mobilization of resources, multiplying and sparking processes (e.g. Value chains in Central America through IFAD and Government of Guatemala)."</p> <p>Also in the case of establishing a technical secretariat in ECLAC for the main climate change negotiators. This process build upon the success model of the REDD negotiators and was initiated and financed initially (seed money) by the cooperation model. Now, Euroclima and ADEME are supporting the annual meeting of LAC's main climate change negotiators.</p>	See comments above re: "seed money". Edits made in the footnote 24 to reflect the continuity of the process.
Page 23, Paragraph 106	<p>106. The first and second Programmes lacked adequate programme-level logical frameworks and the logic framework of third Programme is still under implementation. The Programme Offers clearly articulate a strategy and methodology for programme implementation, where initiatives are to contribute to a common program objective. However, reporting is not done in line with them and the components and activities are not internally articulated towards a common goal, and/or in line with a Programme-level theory of change tying together all elements or initiatives. Similarly, initiatives within each component are not necessarily articulated with each other or reinforcing each other. Work is also underway regarding the production of logic impact chains to map results at the level of each thematic component and this is likely to add more improvements.</p> <p>→ We would strongly disagree with this. In all programs there has been one program goal and a joint logic/methodology how to reach this common goal. However, we agree that the programming and maybe also the visibility of this program logic significantly improved by the introduction of the joint planning matrix.</p> <p>→ Here we also would like to disagree.</p> <p>→ The introduction of the joint planning matrix is a good first step into this direction.</p> <p>→ No. GIZ-Santiago is currently working to improve the monitoring and evaluation system.</p>	Here we will agree to disagree. This issue was identified and comments were already made on earlier drafts. We edited the last sentence re: production of logic model for accuracy. No other changes have been made. We added a footnote to explain the differences in opinion.
Page 26, Paragraph 114, Footnote 67	I guess this footnote belongs to the upper paragraph: last sentence of paragraph 113?	Correction made.


SPECIFIC COMMENTS		
PARAGRAPH NUMBER	COMMENTS ERG	EVALUATOR'S RESPONSE
Page 26, Paragraph 115	<p>"115. In terms of geographical distribution related to the website analysis, for all four thematic areas covered, results show a concentration in South America (Colombia, Chile, Peru, Mexico, Argentina and Brazil as the countries with most users) and Mexico, while user number for Central America are relatively low..."</p> <p>Delete Mexico</p>	Edit made.
Page 26, Finding 22	Missing paragraph number in the text	Correction made.
Page 31, Paragraph 142	<p>"142. The performance measurement frameworks of the Programmes are not adequate for measuring in a specific and realistic way transformations occurred within the Cooperation. Defined indicators and targets (and monitoring and reporting tools) do not enable the identification of changes powered by the Cooperation."</p> <p>→ Here you refer to too ambitious indicators? In case that yes, it would be helpful to indicate this.</p> <p>→ Long term changes</p> <p>General comment: Here it would be good to mention the trade-offs / the problem with short-program duration and long-term impact chains (associated with political advisory services). Otherwise this seems to be a bit "out of the context". Given the short program duration and the long-term impact chains in political advisory services our M&E System in deed lacks tools to systematically track these long-term effects. However, the current M&E system is able to track short term impacts and results. Also it would be helpful to indicate if you think that your indicators are too ambitious (you stated that on page 24 first paragraph) to add context to this conclusion. See comment above.</p>	The reference is not only about the fact that the indicators are ambitious, but also because the entire framework is not designed in a way that it can capture and measure changes in a systematic way. They do not reflect progressive/sequencing of actions and as such, changes (longer or shorter term ones) in the "right" direction are difficult to be observed and documented. The sentence has not been changed.
Page 31, Paragraph 143	<p>"... However, it is key to ensure the proper monitoring is done towards implementing "outcome" level priorities and an overall perspective of the programme interventions, beyond the level of the ECLAC Divisions, but at the level of the overall Cooperation Programmes."</p> <p>Here we strongly agree and we already work on it.</p>	Ok.

SPECIFIC COMMENTS		
PARAGRAPH NUMBER	COMMENTS ERG	EVALUATOR'S RESPONSE
Page 32, Paragraph 149	<p>"...follow-up through GIZ offices and guarantee sustainable (e.g. positive example work on value chains with transnational unintended results)."</p> <p>Sustainability? Sustainable results?</p>	Edits made.
Page 33, Paragraph 153	<p>"153. The Cooperation also does not have an exit strategy for activities, services and products defined in the planning stage..."</p> <p>Sustainability is highly reached when program's recommendations enter public policies and are implemented – in many activities this is the ultimate objective and thus the exit strategy.</p>	Agree that sustainability is highly reached when program recommendations enter public policies. The reference to exit strategy is about the overall Cooperation. Other programmes of similar nature have exit strategies, which go beyond adoption of public policies and include a plan for after the programme intervention is completed, to ensure multiplier effect of those, and other mechanisms. Changes were not made.
Page 35, Paragraph 164	<p>"164. The Cooperation should also adjust geographical alignment and adopt a selection of criteria for country interventions that privilege countries with most needs (e.g. institutional weaknesses)..."</p> <p>Or better to find a good balance between advanced countries and countries with most needs.</p>	Edits made. The criteria for country selection should be set by BMZ/GIZ and ECLAC jointly and work could focus on most needed or on specific issues to support advanced countries that could be models for other countries. It's a matter of strategy and it should be set early on by the programme.
Page 36, Paragraph 167	<p>"...The logic framework should enable the streamlining of the reporting and the rolling up of activities and their contribution to "outcome" level results, proportional to the level of investment and timeframe of interventions."</p> <p>In the Draft Version you suggested the following with regards to the indicators:</p> <p>In relation to indicators, the last cooperation programme introduced considerable improvements in terms of an overall programme logframe and additional indicators for progress monitoring on different levels: output (impact matrix), output/outcome indicators (planning matrices) and impact indicators (offer and overall reporting). These should be reviewed in detail, considering the following:</p> <ol style="list-style-type: none"> i. Level of ambition of indicators in light of real and realistic timeframes; ii. Balance between generation of information and usefulness of information (additional attention to cost and benefit of collecting various types of information); iii. (Missed) opportunities for the integration of gender-sensitive indicators and/or human-rights based indicators; 	We added a footnote to the text to address this.

SPECIFIC COMMENTS		
PARAGRAPH NUMBER	COMMENTS ERG	EVALUATOR'S RESPONSE
	<p>iv. Appropriate resource allocation for follow-up and application of monitoring tools (including human resources)</p> <p>In general terms, it is recommended for continuing interventions to build-upon and to consider process and performance indicators, with milestones as targets to be monitored. This will also provide more information for learning and knowledge management. In general impacts should be considered with a medium and long-term perspective, which requires more time-bound indicators (short, medium and long-term).</p> <p>We consider these quite useful and relevant recommendations – especially the highlighted ones. Would it be possible to reincorporate these recommendations (maybe a bit shortened) in the final version?</p>	
Page 38, Paragraph 179	<p><i>“...There are opportunities to capitalize on knowledge created, methodologies, tools and products produced previously through spaces and funds for dissemination and further follow-up, specially if these have not yet been published...”</i></p> <p>This formulation is not quite clear to me. Your former formulation (draft report) was clearer to me: In order to capitalize knowledge and products from previous initiatives, the following programmes should contemplate spaces and funds for dissemination and further follow-up.</p>	Yes, funds should be in place for that. Edits were made.
Page 38, Paragraph 180	<p><i>“180. Regarding the Cooperation databases, over the medium term...”</i></p> <p>Here you refer to the different databases developed within the cooperation programme, such as BIEE, REDSOC etc. Correct? The term “Cooperation databases” could be a bit misleading...</p>	Edits made.
Page 38, Paragraph 181		User contact information. Edits made.
Page 39. Recommendation 8	<p><i>“Recommendation 8: Increase the presence of German experts for short, medium and long-term support to ECLAC in specific areas where German expertise can provide significant value-add and foster exchange with specialized German institutes and private sector companies.”</i></p>	Edits made.

SPECIFIC COMMENTS		
PARAGRAPH NUMBER	COMMENTS ERG	EVALUATOR'S RESPONSE
	We think that this also is quite important and shouldn't be deleted in the final evaluation report.	

C. SOCIAL DEVELOPMENT DIVISION – DDS (based on the final report -14 Dec 2015)

SPECIFIC COMMENTS		
PARAGRAPH NUMBER	COMMENTS ERG	EVALUATOR'S RESPONSE
ANNEX 5C: SELECTED SLIDES – WEBSITES ANALYSIS Page 61	<p>Por favor corregir información faltante en la sección de Anexos sobre ReDeSoc. Se adjunta análisis de las plataformas web corregidos.</p>  <p>Analisis páginas web.pptx</p>	La información del anexo fue corregida.

D. DIVISION FOR GENDER AFFAIRS – DAG (based on the final report -14 Dec 2015)

SPECIFIC COMMENTS		
PARAGRAPH NUMBER	COMMENTS ERG	EVALUATOR'S RESPONSE
Page 42, Paragraph 215	In this context it is important to note that ECLAC and DAG in particular already have significant advances in this area, indeed with the support of GIZ (although not as I understand as part of the programme of cooperation being evaluated here) we are implementing the project Women's Economic Autonomy in the Mining Sector in Chiel which is particularly innovative, as well as the trajectory that the Division has with working with new issues such as Technology which was the focus of the last Regional Conference, and the position paper for which was prepared together with the Division of Productive Development. This are concrete examples where this recommendation or lesson learned is already being implemented, hence the consultants may wish to include a mention of this in the same paragraph.	Edits made.



Economic Commission for Latin America and the Caribbean (ECLAC)
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