



UNITED NATIONS



FINAL ASSESSMENT REPORT

April 2020

ASSESSMENT OF DEVELOPMENT ACCOUNT PROJECT 1617 AO

Demographic transition: opportunities
and challenges to achieve the SDGs
in Latin America and the Caribbean



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This report was prepared by Evan Green, an external consultant, who led the evaluation. Mr. Green worked under the overall guidance of Raúl García-Buchaca, Deputy Executive Secretary for Management and Programme Analysis of the Economic Commission for Latin America and the Caribbean (ECLAC), and Sandra Manuelito, Chief of the Programme Planning and Evaluation Unit of ECLAC; and under the direct supervision of Anne-Sophie Samjee, Programme Management Officer of the same Unit, who provided strategic and technical guidance, coordination, and methodological and logistical support.

The evaluation team is grateful for the support provided by its project partners at ECLAC, all of whom were represented in the evaluation reference group. Warm thanks go to the programme managers and technical advisers of ECLAC for their cooperation throughout the evaluation process and their assistance in the review of the report.

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

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ACRONYMS

ACRONYM	DEFINITION
CELADE	Latin American and Caribbean Demographic Centre-Population Division of ECLAC
CWW	Counting Women's Work
ECLAC	Economic Commission for Latin America and the Caribbean
NTA	National Transfer Accounts
NTTA	National Time Transfer Accounts
SDGs	Sustainable Development Goals
UNEG	United Nations Evaluation Group
UNFPA	United Nations Population Fund

EXECUTIVE SUMMARY

I. OVERVIEW OF THE EVALUATION SUBJECT

1. Policymakers in Latin America and the Caribbean face a challenge in the capacity to evaluate the opportunities and challenges associated with the demographic transition in order to advance towards the Sustainable Development Goals (SDGs). Addressing this challenge has been the focus of project 1617AO “Demographic transition: opportunities and challenges to achieve the SDGs in Latin America and the Caribbean”, funded under the tenth tranche of the Development Account. Implemented between January 2017 and December 2019 by the Latin American and Caribbean Demographic Centre (CELADE)-Population Division of ECLAC, the project aimed to enhance the capacity of Latin American and Caribbean countries to develop forward-looking policies for socioeconomic development which take into consideration the demographic transition and population dynamics.

II. EVALUATION OBJECTIVES, SCOPE AND METHODOLOGY

2. This objective of this assessment, as per the terms of reference, is to review the efficiency, effectiveness, relevance and sustainability of the project and, specifically, to document its outcomes in relation to its overall objectives and expected results as defined in the project document. Emphasis has been placed on identifying good practices and lessons learned from the implementation of the project, their sustainability and their potential replication in other countries.
3. The findings of this assessment are based on a desk review of relevant documents, semi-structured interviews and two self-administered online surveys. The data collected have been cross-analysed and triangulated in order to inform the selected indicators and answer the evaluation questions presented in annex 1. This assessment was conducted in line with the norms, standards and ethical principles of the United Nations Evaluation Group (UNEG) and with the guiding principles of evaluation at ECLAC. The assessment was carried out by Evan Green between January and April 2020.

III. MAIN FINDINGS

Relevance

4. The project’s objective and expected accomplishments (EAs) have proven to be highly relevant to the target countries and project participants.
5. The project’s objective and EAs are closely aligned with the mandate and work of ECLAC.
6. The project adheres closely to international commitments on sustainable development, notably the 2030 Agenda for Sustainable Development and the SDGs.

Effectiveness

7. Overall, the project was highly successful in meeting the targets of its EAs and, in fact, exceeded expectations.
8. The project was more effective in advancing EA1 than EA2.
9. Factors influencing achievement of results most notably include a country’s NTA experience, availability of data and access to key political actors.

10. The project generated unexpected results, including a regional nexus advancing research and efforts and the increased visibility given to experts at the regional level.

Efficiency

11. Project activities were carried out and expected outputs were achieved in a highly satisfactory manner, in many cases exceeding expectations.
12. The project was implemented using sound management practices and the support and services provided were of high quality.

Sustainability

13. Project results and benefits have the potential to be sustained beyond the project time frame. Continued support, however, is crucial and welcome.
14. The project has a high potential for replication and scale-up of successful practices.

Cross-cutting issues

15. The project succeeded in promoting and contributing to the goals and targets set out in the 2030 Agenda. However, there was scope for further efforts to that end.
16. Gender mainstreaming was one of this project's strengths. There is, however, room for improving gender parity among the project participants.

IV. BEST PRACTICES

17. CELADE used a very strong and well-established methodology —the NTA methodology— as its foundation for project activities. In addition, it skilfully leveraged partnerships to optimize the reach and impact of the project. Lastly, the use of workshops and seminars proved to be quite valuable in strengthening the impact of the project by reaching out not only to statisticians who produce estimates and inviting key stakeholders, promoting networks and sharing information with a broader audience.

V. LESSONS LEARNED

18. Advancing the use of NTA in policy formulation and review is a challenging undertaking that is critically dependent on access to key political stakeholders as well as time and sustained effort. In addition, the production of NTAs requires access to timely, disaggregated, and openly available data, which proved to be a challenge for some NTA country teams.

VI. RECOMMENDATIONS

19. **Recommendation 1:** ECLAC should consider future projects with smaller groups of similar countries.
20. **Recommendation 2:** ECLAC should continue strengthening regional networks.
21. **Recommendation 3:** ECLAC should consider supporting efforts to strengthen the linkages between the project's objective and the 2030 Agenda for Sustainable Development.
22. **Recommendation 4:** ECLAC should strive to improve gender parity among project participants.

23. [Recommendation 5](#): ECLAC should consider supporting efforts that reinforce the bridge between NTA country teams and the policy sphere.
24. [Recommendation 6](#): ECLAC should continue to advance the overall objective of this project.

1. INTRODUCTION

1. This report presents an end-of-cycle assessment of the Development Account project 1617AO “Demographic transition: opportunities and challenges to achieve the Sustainable Development Goals (SDGs) in Latin America and the Caribbean” (hereinafter referred to as “the project”). This assessment was conducted by Evan Green (hereinafter referred to as “the Consultant”) between January and April 2020, commissioned by the Economic Commission for Latin America and the Caribbean (ECLAC).
2. The objective of this assessment, as per the terms of reference, is to review the efficiency, effectiveness, relevance and sustainability of the project implemented and, specifically, to document its outcomes in relation to its overall objectives and expected results as defined in the project document. Emphasis has been placed on identifying good practices and lessons learned from the implementation of the project, their sustainability and their potential replication in other countries. A series of evaluation questions were developed, grouped under the following criteria: (i) relevance, (ii) effectiveness, (iii) efficiency, and (iv) sustainability. A section on cross-cutting issues focusing on gender and the SDGs was also added. The evaluation questions, along with key indicators, data collection methods and data sources, are detailed in the evaluation matrix included in annex 1.
3. The target audience and principal users of the assessment include all implementing partners and beneficiaries, the Programme Manager of the Development Account, as well as other regional commissions and agencies of the United Nations system. The unit of analysis is the project itself, as well as its design, implementation and effects. The assessment was conducted in line with the norms, standards and ethical principles of the United Nations Evaluation Group (UNEG) and with the guiding principles of evaluation at ECLAC.¹

¹ See ECLAC, “Preparing and Conducting Evaluations: ECLAC guidelines”, Santiago [online] <http://www.unevaluation.org/document/download/1570>; ECLAC, *Evaluation Policy and Strategy* (LC/L.3724/REV.2), Santiago, 2017; and (UNEG), *Norms and Standards for Evaluation*, New York, 2016.

2. BACKGROUND

2.1 CONTEXT

4. The success of the 2030 Agenda for Sustainable Development is heavily dependent on anticipating and planning for the effects of the demographic transition that will unfold during the SDG period. While the countries of Latin America and the Caribbean are at various stages of that transition, most are undergoing a period that is particularly conducive to economic development known as the demographic dividend, in which the proportion of the working-age population increases relative to the rest of the population. This economically favourable period can contribute to accelerated progress towards the SDGs. The demographic dividend is followed, however, by a period of rapid population ageing that poses new social and economic challenges which can impede progress towards the SDGs.
5. The demographic transition has also created favourable conditions for another phenomenon known as the gender dividend. This refers to the increase in per capita economic output that is generated as progress is made towards gender equality in the labour market. The demographic transition is closely associated with the analysis of gender equality in labour participation and with the needs, feasibility and advantages stemming from the adoption of State policies to promote progress towards equality.
6. It is within this context that the project under assessment aimed to enhance the capacity of policymakers in selected Latin American and Caribbean countries to evaluate the opportunities and challenges associated with the demographic transition in order to advance towards the SDGs. It sought to improve the design of public policies to fully benefit from the demographic and gender dividends in preparation for the challenges posed by population ageing.

2.2 INFORMATION ON THE PROJECT

7. The project was implemented between January 2017 and December 2019 and was funded under the tenth tranche of the Development Account. As stated in the project document, its objective was to enhance the capacity of Latin American and Caribbean countries to develop forward-looking policies for socioeconomic development which take into consideration the demographic transition and population dynamics.
8. The project had two expected accomplishments (EAs):
 - (i) EA1: Strengthen national technical capacity of select Latin American and Caribbean countries to produce National Transfer Accounts (NTAs)² and analyse the economic and social impact of the demographic transition.
 - (ii) EA2: Strengthened capacity of Latin American and Caribbean governments to formulate public policies and plans that account for future demographic change and its likely social and economic impacts, by using NTAs.

² NTA systems provide a comprehensive approach to measuring aggregate economic flows across age and time. It is a tool for integrating population dynamics into sustainable development planning. See United Nations (2013), *National Transfer Accounts Manual: Measuring and Analysing the Generational Economy*.

9. To achieve these EAs, the following eight **activities** were planned under the project, which had a total budget of US\$ 550,000:
- (i) (A1.1) Organize a project planning and coordination meeting with the participation of key project stakeholders.
 - (ii) (A1.2) Organize eight national coordination meetings with the participation of key project stakeholders.
 - (iii) (A1.3) Produce NTAs for each participating country on the basis of the *National Transfer Accounts Manual*.
 - (iv) (A1.4) Complete eight national studies on the social and economic impact of changing population age structure and its consequences on the achievement of the SDGs, using the NTAs produced as part of activity 1.3.
 - (v) (A2.1) Organize eight national workshops for planners, policymakers and decision makers from governments and members from civil society in selected countries to present and discuss the results of the studies.
 - (vi) (A2.2) Provide technical assistance, capacity-building and policy advocacy to participating countries in order to foster the utilization of NTAs, in particular, using the results from the national studies in policy formulation.
 - (vii) (A2.3) Prepare a final document that summarizes the results of the national studies, the discussions from the national workshops and the outcomes of technical assistance, and provides the corresponding recommendations.
 - (viii) (A2.4) Organize a final regional seminar to present the results of the project and disseminate the final document.

2.3 STAKEHOLDER ANALYSIS

10. The executing entity of this project was the Latin American and Caribbean Demographic Centre (CELADE)-Population Division of ECLAC. Also involved in its implementation were:
- Cooperating entities within the United Nations system: United Nations Population Fund (UNFPA) Regional Office, the Department of Economic and Social Affairs, the United Nations Population Division, and the Division for Gender Affairs of ECLAC
 - An international partner, Counting Women's Work (CWW), which is a project coordinated by the University of California, Berkeley; the Development Policy Research Unit, University of Cape Town; and the East-West Center, Honolulu
 - An international consultant
 - National consultants
 - National partner institutions.
11. The primary beneficiaries of the project were government officials from various ministries in Latin America and the Caribbean as well as representatives from civil society, including non-governmental organizations and academia. A stakeholder map is included in annex 2.

3. ASSESSMENT METHODOLOGY

3.1 REVIEW METHODS

12. To ensure a rigorous approach, an evaluation matrix (see annex 1) was developed, outlining the criteria, key questions, subquestions, indicators, sources and data collection methods. The matrix was used in the assessment design and served as an overarching guide for the preparation of the data collection tools and efforts to implement them.
13. With the evaluation matrix as the foundation, the assessment was conducted in a mixed methods approach to data collection and analysis, using three data collection methods: (i) desk review, (ii) self-administered surveys, and (iii) semi-structured interviews.

3.1.1 Desk review

14. The Consultant systematically reviewed all available project documents. The in-depth review covered the project document; progress reports; meeting reports; workshop and seminar-related presentations, evaluations and reports; studies and publications; and the terms of reference for advisory activities. A list of the documents reviewed during the evaluation is presented in annex 3.

3.1.2 Self-administered surveys

15. Two surveys were used for this assessment. One survey was sent to the direct beneficiaries —all government officials and civil society stakeholders who participated in the workshops/seminar (71 respondents; 52% female, 48% male). A second survey was used to collect input from ECLAC, the international consultant and national consultants (20 respondents; 45% female, 55% male). Both surveys were developed by the Consultant and subsequently disseminated by ECLAC via the online platform Survey Monkey. Please see annex 6 for the survey questions.

3.1.3 Semi-structured interviews

16. Over the month of March 2020, the Consultant conducted 11 semi-structured interviews with key project stakeholders (6 female, 5 male). A list of persons interviewed is presented in annex 4. The semi-structured interview protocols are presented in annex 5.
17. The data collected were compiled and analysed using the evaluation matrix. All the data collected through documentation review, interviews and survey responses were triangulated.

3.2 LIMITATIONS

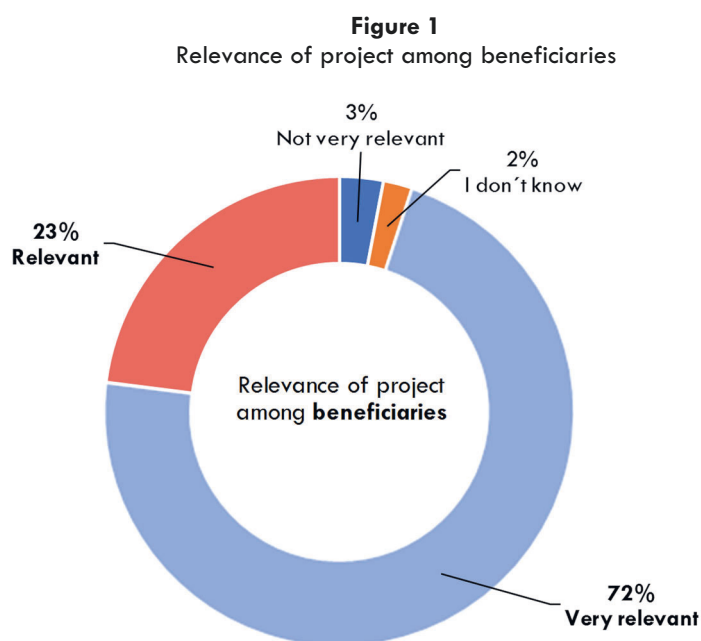
18. This assessment was not as comprehensive as other full-fledged evaluations. It was not informed by direct observations, as no country visits were conducted. A larger number of in-depth, in-person and in-country interviews could have provided more insights.
19. Several interview requests, particularly those sent to project beneficiaries, were never answered. However, as these requests coincided with the onset of the coronavirus disease (COVID-19) pandemic, it is therefore not surprising that participation rates are lower than expected in these unprecedented times.
20. Despite the above limitations, the data collection instruments used allowed for sufficient evidence to be collected to ensure that the findings, lessons learned and recommendations are well grounded and evidence based.

4. FINDINGS AND ANALYSIS

4.1 RELEVANCE

Key Finding 1: The project’s objective and expected accomplishments (EAs) have proven to be highly relevant to the target countries and project participants.

21. Project stakeholders interviewed as part of this assessment unanimously agreed that the issue the project addresses —how countries deal with the demographic transition and its effects— was highly relevant to the target countries and the region as a whole. The countries of Latin America and the Caribbean are becoming aged societies, albeit at different paces. Interviewees observed that the issues related to population ageing were highly relevant to the current context and political debates on pension, education, and health reforms and policies. There was, therefore, a need to understand and respond to these issues.
22. The results of the project beneficiary survey showed that 95% of respondents felt that the project was aligned with the needs and priorities of their respective countries to some extent: 55% responded “very well aligned”, 30% responded “well aligned”, and 10% responded “partially aligned” The other 5% indicated that they did not know.
23. The use of the NTA methodology was an important factor in reinforcing the relevance of the project. Survey and interview respondents described the project methodology as being “widely recognized”, “versatile”, “highly useful” and “effective” in making sense of very complex issues, which was essential for dialogue with policymakers.
24. Responses from project participants proved the project to be highly relevant. In the beneficiary survey, 95% of respondents indicated that the project’s objective and EAs were relevant to them and their day-to-day work to some extent, with 72% replying that the project was “very relevant” and 23% “relevant” (see figure 1).



Source: Prepared by the author, on the basis of the survey of beneficiaries.

Key Finding 2: The project's objective and EAs are closely aligned with the mandate and work of ECLAC

25. The work of ECLAC in the area of population and development aims to “increase and enhance the ability of the region’s countries to describe, analyse, comprehend and address population dynamics and their links to economic and social development, with a view to incorporating demographic factors into public policies and programmes, especially those aimed at reducing poverty and inequality.”³ It is clear that the project’s objective and EAs are closely aligned with this mandate.
26. The project’s objective and expected accomplishments coincide with those of subprogramme 6 (Population and Development) of the Commission, as outlined in the strategic framework for the period 2018–2019:
 - (a) Increased capacity of Latin American and Caribbean stakeholders concerned with population and development matters to monitor population trends and address population development issues, with a gender-sensitive approach, for use in sociodemographic policies and programmes
 - (b) Increased technical capacity of Latin American and Caribbean countries to monitor and implement the recommendations and goals of the Framework of Action for the follow-up to the Programme of Action of the International Conference on Population and Development beyond 2014, the Montevideo Consensus on Population and Development, the Madrid International Plan of Action on Ageing and other international agreements related to those issues.⁴
27. The project is also aligned with ECLAC subprogrammes 11 (Subregional activities in Central America, Cuba, the Dominican Republic, Haiti, and Mexico) and 12 (Subregional activities in the Caribbean).
28. The relevance of the project to the work of ECLAC is further reinforced by the project’s strong focus on gender and the 2030 Agenda for Sustainable Development —both central pillars of the work of the Commission.⁵

Finding 3: The project adheres closely to international commitments on sustainable development, notably the 2030 Agenda for Sustainable Development and the SDGs.

29. The project, as evidenced by its objective, design and title, is explicitly linked with the SDGs and efforts to enhance the capacity of governments to advance the 2030 Agenda.
30. In considering the broad scope of NTA applications, it is evident that the project deliverables have strong links with the implementation of SDGs 1, 3, 4, 5, 8 and 10.
31. As highlighted in the final project report, NTA estimates allow for projections of social spending, emphasizing the impact of the changing population age structures on the sustainability of national health, education and pension systems. There are thus direct links with SDG 3 (Good health and well-being), SDG 4 (Quality education) and SDG 8 (Decent work and economic growth).
32. The analysis of National Time Transfer Accounts (NTTA) has highlighted progress towards the decent work dimension of SDG 8, as well as gender inequalities that persist in labour markets (gaps towards SDG 5). At the same time, the project studies have exposed the vulnerabilities of different age groups, emphasizing the need for a multi-faceted and life cycle approach to achieve SDG 10, “leaving no one behind”.

³ See [online] <https://www.cepal.org/en/acerca-de-poblacion-y-desarrollo>.

⁴ See [online] https://www.cepal.org/sites/default/files/pages/files/en_marco_estrategico_para_los_periodos_2018-2019_0.pdf.

⁵ For detailed information on the Commission’s areas of work, see [online] <https://www.cepal.org/en/work-areas>.

33. More indirectly, the use of NTAs in planning for sustainable development is also linked to SDG 1 in that it identifies opportunities at the early stages of the demographic transition.

4.2 EFFECTIVENESS

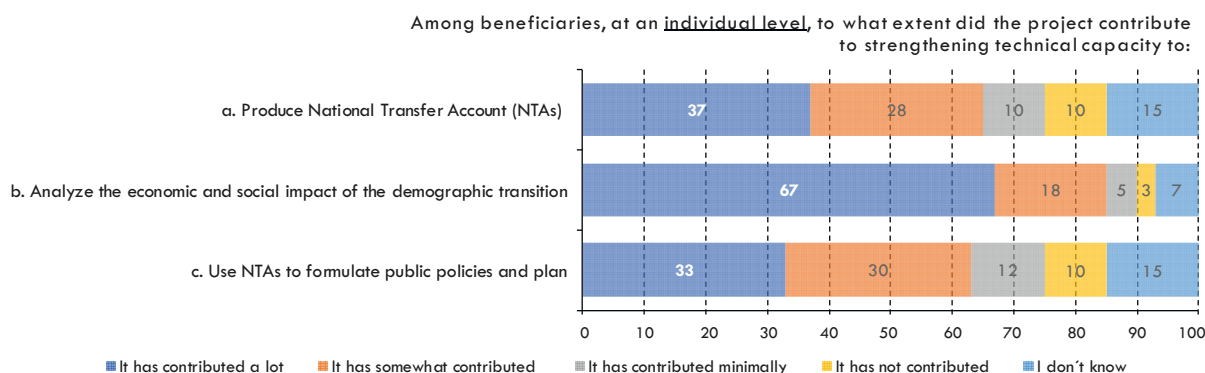
Key Finding 4: Overall, the project was highly successful in meeting the targets of its EAs and, in fact, exceeded expectations

34. The EAs of the project are as follows:
- EA1: Strengthened national technical capacity of select Latin American and Caribbean countries to produce NTAs and analyse the economic and social impact of the demographic transition.
 - EA2: Strengthened capacity of Latin American and Caribbean governments to formulate public policies and plans that account for future demographic change and its likely social and economic impacts, by using NTAs.
35. The target for EA1 was to strengthen technical capacity in six countries. That target was exceeded, as the technical capacity to produce NTAs was strengthened in nine project beneficiary countries (Argentina, Brazil, Chile, Colombia, Costa Rica, El Salvador, Jamaica, Mexico and Peru) and generated in two others (Bolivia and Paraguay), for a total of 11 countries.
36. Another target under EA1 was the preparation of at least six national studies based on updated NTAs. The project again exceeded expectations, with 10 countries (Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, El Salvador, Mexico, Paraguay, and Peru) having prepared studies, all with a focus on the long-term policy implications of changing population dynamics.
37. For EA2, the target was acknowledgement by at least 75% of workshop and seminar participants that studies based on NTAs would be useful in the design of national development policies and planning with a view to achieving the SDGs. Again, expectations were exceeded. The results of evaluation surveys on the national workshops held in Argentina, Brazil, Chile, Costa Rica, Jamaica, Mexico, Paraguay and Peru, on technical assistance in Ecuador, and two regional events show that 94% of participants were of the view that the NTA training provided would be useful for their work.
38. Another target for EA2 was for four countries to adopt the use of information from NTAs in their policy review and development processes. The target was met, as the use of NTAs in policy review and/or development processes was noted in five countries (Bolivia, Chile, Costa Rica, Mexico and Paraguay) in the final report.

Key Finding 5: The project was more effective in advancing EA1 than EA2.

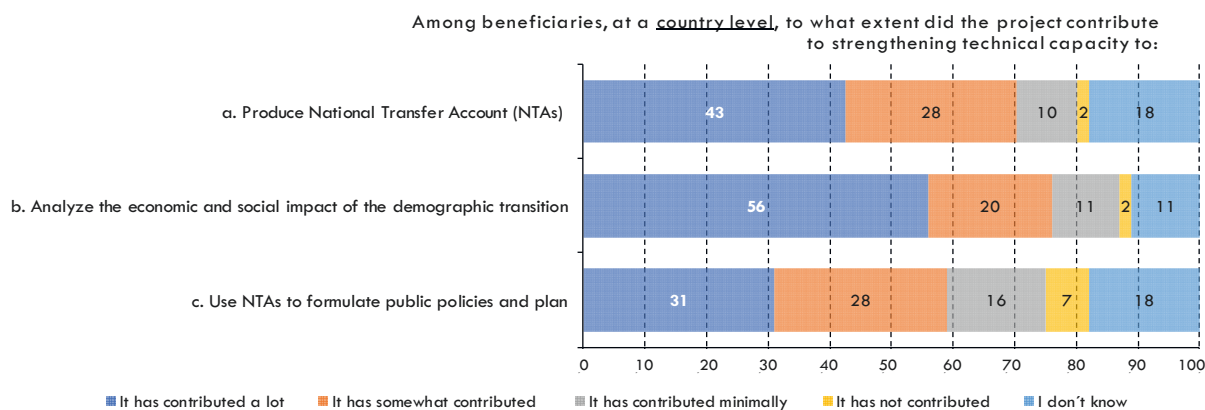
39. The figures below present the results of the survey on beneficiaries' perception of the degree to which the project contributed to strengthening technical capacity in accordance with the EAs, with EA1 broken down into two capacities ((a) and (b) in each figure) and EA 2 corresponding to (c). Figure 2 represents respondents' assessment of how the project contributed to building their individual technical capacity, while figure 3 illustrates their perception of the project's contribution to capacity-building in their country.

Figure 2
Beneficiary assessment of the project's contribution to EAs (individual level)
(Percentages)



Source: Prepared by the author, on the basis of the survey of beneficiaries.

Figure 3
Beneficiary assessment of the project's contribution to EAs (country level)
(Percentages)



Source: Prepared by the author, on the basis of the survey of beneficiaries.

40. In both cases, the project was deemed to have contributed the most in (b), strengthening technical capacity to analyse the economic and social impact of the demographic transition. This was most evident at the individual level, as 67% of respondents replied that the project contributed “a lot.” In both cases, the perception of the project’s contribution towards (a), strengthening technical capacity to produce NTAs ranked second, while it was lowest in (c), strengthening capacity to use NTAs to formulate public policies and plans. These results mirror the findings of the evaluation interviews as well as the project documents.
41. An important theme that emerged in more than 75% of the interviews was that target countries’ experience and capacity in NTAs varied significantly. Each project country has its own national NTA team made up of officials who produce the actual NTAs. The composition of these teams, some of which have vast experience and well-established technical capacity, is quite diverse. In interviews with national consultants, four interviewees felt that the technical capacity to carry out estimates was already well-established in their country. They considered the project to be particularly valuable in

enabling them to deepen their analysis and focus more on the policy implications of their work (area (b) in figures 2 and 3 above). Importantly, the project also included countries with comparatively less experience, where technical capacity is relatively nascent. In these countries, the project played a very important role in strengthening capacity to produce NTAs (area (a) in figures 2 and 3).

42. It should be noted that even in countries with more experience in producing NTAs, the training provided was deemed valuable as a means of further strengthening and consolidating capacity. By way of example, while the Costa Rican NTA team is experienced in the production of NTAs, a team member participated in the training held in Jamaica. The national consultant noted that as a result of the training, in the short and long term, “the Costa Rica team did become stronger”.
43. Interviewees also underlined the challenge in using NTAs to influence public policy and planning (area (c) in figures 2 and 3). One third of the interviewees said that having that degree of political impact required sustained efforts that went well beyond a single project.
44. This point was echoed in the final report, which notes that the time frame of the project was too short to enable an assessment of the true impact under EA2, in particular as measured by indicator 2.2 (see annex 1). As stated on page 12 of the report, “a more accurate evaluation of the project’s overall impact on policymaking would be possible only in the medium term”.
45. Another common thread in the surveys and interviews was that in many of the project countries, knowledge around NTAs was concentrated among a few. Opening the workshops and seminars to a wider audience than officials involved in the preparation of estimates was identified as a positive aspect of the project, especially with regard to EA2. Nevertheless, project participants stressed in their survey comments that additional and sustained efforts were still very much needed.

Key Finding 6: Factors influencing achievement of results most notably include a country’s NTA experience, availability of data and access to key political actors.

46. As discussed above, the interviews brought to the fore the varying experience of target countries in producing NTAs. For countries with less experience, the project was more effective in helping to build capacity to produce the NTAs. For those with more experience, the project was more effective in enabling participants to deepen their analysis and focus more on policy implications.
47. Directly relevant to the foregoing is the availability of quality, timely, disaggregated and open data. As seen in the section that follows, access to data was a notable obstacle in project implementation for some countries, hindering advances related to EA1. For others, however, that challenge was less significant. For example, Colombia’s accession to membership of the Organization for Economic Cooperation and Development (OECD) helped to improve the availability of data and therefore positively influenced the achievement of results.
48. A third critical factor, especially with regard to EA2, was the access the country teams had to key political stakeholders. In some cases, connections were established and facilitated through ECLAC. In other cases, access was made possible through individual connections of members of the NTA team. This was the case for Chile, whose national consultant worked in the parliament and was therefore asked to provide estimates related to the pension reforms under debate.
49. In interviews, a few national consultants, notably those from universities or research institutions, felt that their access to key political stakeholders was limited, which therefore hindered progress related to EA2.

Key Finding 7: The project generated unexpected results, including a regional nexus advancing research and efforts and the increased visibility given to experts at the regional level.

50. The project played an important role in creating a nexus for the promotion of regional research and efforts. This nexus took clear shape at the regional meeting at which individuals were physically present and were able to connect in person, and, less tangibly, through virtual connections and conversations spurred by the project. In the interviews, close to half of the national consultants noted a desire for future regional activities in order to improve practices further and exchange ideas, resources and results.
51. The project also helped to train experts who are gaining notoriety, even outside of the project. As noted in several interviews, participants in the project are increasingly being seen as a valuable resource in their countries. One national consultant observed that the use of the ECLAC name in the title of the national workshop added legitimacy to the event and heightened awareness on consultants and their work.

4.3 EFFICIENCY

Key Finding 8: Project activities were carried out and expected outputs were achieved in a highly satisfactory manner, in many cases exceeding expectations

52. As per the project document, a total of eight activities were planned under the project. Overall, these activities were carried out in a highly satisfactory manner. Table 1 below provides a summary of these activities.⁶

Table 1
Planned project activities and their implementation

EA1	
A.1.1 Organize one coordination meeting with the participation of national consultants, international consultant and ECLAC staff.	The coordination meeting took place on 7-8 June 2017 at the ECLAC headquarters in Santiago.
A.1.2 Organize eight national coordination meetings with the participation of the national consultant and members of the national team in charge of producing NTAs, as well representatives from institutions in charge of producing the statistics and national accounts that are inputs for the calculation of NTAs.	After the inclusion of additional target countries, national coordination meetings were held in <u>11 countries</u> .
A.1.3 Produce an NTA for each participating country on the basis of the United Nations National Transfer Accounts Manual, using the latest available data from National Accounts, household surveys, income and expenditure surveys, time-use surveys, health and education administrative records and other relevant sources.	At the end of the project, <u>10 countries</u> (Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, El Salvador, México, Paraguay and Peru) produced NTAs. Due to problems with obtaining all the necessary data, the NTA team from Jamaica was still in the process of constructing their remaining NTA profiles as of December 2019.
A.1.4 Complete eight national studies on the social and economic impact of changing population age structures and its consequences on the achievement of the SDGs based on NTAs produced as part of activity A1.3.	<u>Ten national NTA-based studies</u> were concluded by the end of the project.

⁶ Please see the final project report for the complete review of activities.

EA2

A2.1 Organize eight national workshops to present and discuss the results of the studies in selected countries.	Over the course of the project, <u>nine national NTA workshops were organized</u> : Colombia, Brazil, El Salvador and Mexico in 2018; followed by Costa Rica, Argentina, Chile, Peru and Paraguay in 2019.
A2.2 Provide technical assistance, capacity-building and policy advocacy to participating countries in order to foster the utilization of NTA, in particular using the results from the national studies, in policy formulation.	NTA capacity-building workshops aimed at selected public institutions forming national NTA teams were conducted in <u>Jamaica and Paraguay</u> . Additionally, the NTA sensitization events targeting national policymakers took place in <u>Paraguay and Ecuador</u> . At the regional level, <u>two capacity-building workshops</u> on assessing the consequences of population ageing were organized.
A2.3 Prepare a final document that summarizes, in a comparative fashion, the results of the national studies, the discussions from the national workshops and the outcomes from the technical assistance, and provides the corresponding recommendations.	The regional study was completed and examines the demographic transition in Latin America and the Caribbean and the NTAs of participating countries and their linkages with specific SDG indicators, with subsequent policy recommendations.
A2.4 Organize a final regional seminar to present the results of the project and releasing the final document, with the participation of stakeholder not only from participant countries but also from prospective countries interested in the NTA methodology.	The final regional seminar was held on 12-13 September 2019 and included stakeholders from the 12 project participating countries, two countries interested in implementing the NTA methodology (Guatemala, Uruguay), as well as representatives of international organizations, civil society and academia.

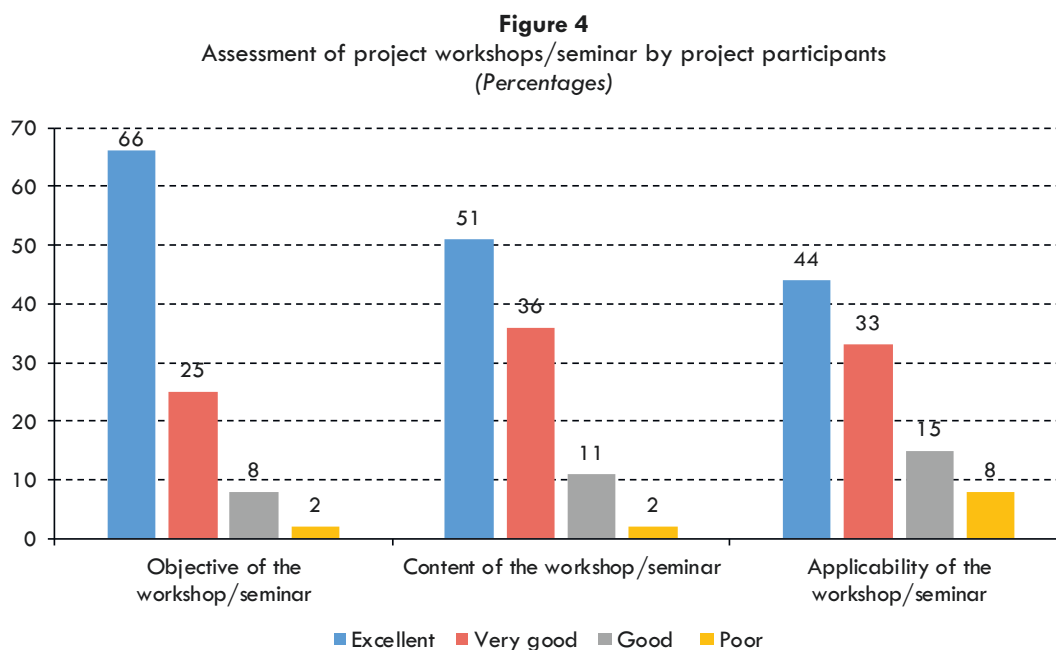
Source: Prepared by the author, on the basis of the survey of final project report.

53. The principal implication constraint was that there were, at times, difficulties in accessing information required for the calculation of NTAs. In a few cases, this challenge resulted in delays in the completion of reports. When that occurred, new timelines were mutually agreed upon. As noted in the progress and final reports, and as interviews confirm, these delays were minor and had no impact on the budget or on the timely implementation of the project.

Key Finding 9: The project was implemented using sound management practices and the support and services provided were of high quality.

54. That vast majority of project beneficiaries surveyed were satisfied with the quality of services and support provided by CELADE throughout this project, with 70% indicating they were “very satisfied” and 16% indicating they were “somewhat satisfied.” This finding was echoed in the interviews, where 100% of interviewees spoke positively of the oversight and management of CELADE with regard to the project.
55. Two national consultants noted communication challenges with the ECLAC office at the outset. However, a human resource change relatively early in the project’s implementation quickly rectified those challenges and the consultants’ concerns were fully resolved.
56. Among the ECLAC staff and national consultants surveyed, 71% indicated they were “very satisfied” with how the project was implemented and managed, with 18% indicating they were “somewhat satisfied”. Likewise, 18% of respondents were “somewhat unsatisfied”, while 6% indicated they were “very unsatisfied”.

57. Project participants were asked to assess three aspects of the workshops and/or seminar they attended—objective, content and applicability. Figure 4 below presents the findings. The workshops and seminar received high ratings, with the majority of respondents indicating “excellent” or “very good” across the three areas of assessment. These findings match the results of the evaluation surveys carried out for each of the workshops and the regional seminar.⁷



Source: Prepared by the author, on the basis of the survey of beneficiaries.

4.4 SUSTAINABILITY

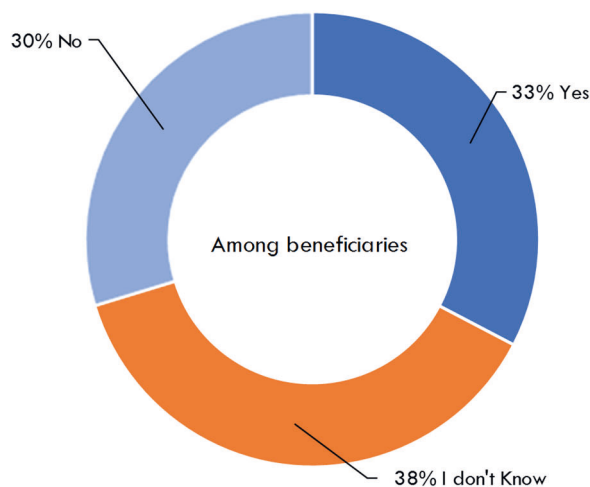
Key Finding 10: Project results and benefits have the potential to be sustained beyond the project time frame. Continued support, however, is crucial and welcome.

58. When surveyed, a large majority of project beneficiaries thought that project results and benefits were likely to be sustained, to some degree: 31% responded “highly likely” and 49% responded “likely”.
59. When asked specifically whether the support provided through the project was sufficient to meet its objective in the short and long term, the results were far more mixed. As figure 5 shows, responses were almost evenly split between “yes,” “no” and “I don’t know”.
60. The above partly reflects the variations in experience in the target countries. There is evidence that in some of the project countries there is a high likelihood that project results will be sustained. This is most manifest where NTA teams have been institutionalized and embedded within public entities, as in Costa Rica. However, in other project countries, notably where technical capacity is nascent, the need for continued support is crucial. Overwhelmingly, 100% of the national consultants interviewed welcomed the possibility of continued support from ECLAC. One of the most common comments across the surveys was that there was a need for continuity. This is especially the case as it related to EA2 and promoting the use of NTAs among policymakers.

⁷ The results of evaluation surveys were available for only five national workshops: Argentina, Chile, Costa Rica, Mexico and Peru.

Figure 5
Sustainability of the project's objective

Was the support provided through the project sufficient to equip governments with the knowledge and skills to produce and use NTAs in the short and long term?



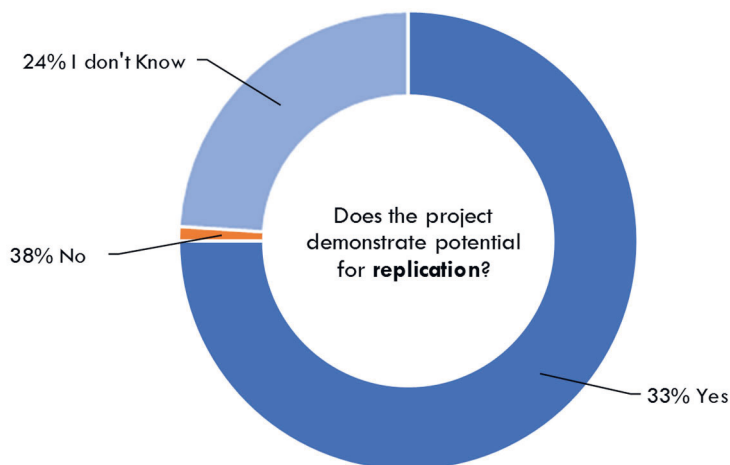
Source: Prepared by the author, on the basis of the survey of beneficiaries.

61. In interviews, a small number of consultants noted that while there was an inherent vulnerability in sourcing funding to carry out future estimates, there was also a growing recognition of the value and usefulness of the estimates within the public sector. This was evidenced by the increase in references to NTA results in government reports, as noted in the final report of the project. Increased recognition raised the probability of sustained results. As one consultant stated, "inherent in the framework is a lot of staying power".

Key Finding 11: The project has a high potential for replication and scale-up of successful practices.

62. The surveys, interviews and review of project documents all show a need and desire for continued support. This extends to the possibility of including other countries in the future and replication efforts in other contexts. As seen in figure 6, 75% of project beneficiaries, ECLAC staff and consultants surveyed were of the opinion that the project had the potential for replication and scale-up of successful practices.

Figure 6
Potential for replication



Source: Prepared by the author, on the basis of the survey of beneficiaries, staff and consultants.

4.5 CROSS-CUTTING ISSUES

Key Finding 12: The project succeeded in promoting and contributing to the goals and targets set out in the 2030 Agenda for Sustainable Development. However, there was scope for further efforts to that end.

63. The project helped to promote the 2030 Agenda by providing governments with a very effective means of assessing the opportunities and challenges associated with the demographic transition and responding thereto with forward-looking policies to advance towards the SDGs.
64. Interviewees noted that ECLAC placed strong emphasis on the SDGs in all project activities, which was reflected in the project outputs. For example, the final regional report places major focus on linking demographic change and NTA measures to the SDGs.
65. In the evaluation survey, in response to the question on whether the project helped to advance efforts to achieve the SDGs in their countries, 65% of project beneficiaries indicated that the project helped to some extent, with 18% indicating that it “helped a lot” and 47% indicating that it “helped somewhat”.
66. As noted in the final regional report and in other project documents, attempting to map and understand the interlinkages between demographic change, NTA measures and the SDGs is a relatively new endeavour. There is a clear opportunity to better understand the connections and how those connections apply to different contexts.

Key Finding 13: Gender mainstreaming was one of this project’s strengths. There is, however, room for improving gender parity among the project participants.

67. One of the strengths of this project was its integration of gender considerations, the catalyst of which was the partnership with the CWW project and the support of the Division for Gender Affairs of ECLAC. An important element of the gender focus was the consideration of National Time Transfer Accounts (NTTA) developed by the CCW Project, which provide a means of more accurately measuring the impact of the gender dividend. Several of the project countries placed strong emphasis on gender in their NTAs and interviewees noted with satisfaction a high level of interest in their gender analyses. Colombia and Mexico stood out among project countries, having gone above and beyond to provide very detailed analysis by gender.
68. The gender divide among project participants, estimated by an average for the national workshops for which gender disaggregated data was available, was 61% male and 39% female.⁸ At the regional seminar, 65% participants were male and 35% were female.⁹ Only at one workshop — in Costa Rica — did women marginally constitute the majority, at 51%. There is a clear opportunity to work toward improving gender parity among project participants.

⁸ The results of evaluation surveys were available for only five national workshops: Argentina, Chile, Costa Rica, Mexico, and Peru.

⁹ Calculated on the basis of the results of the evaluation survey of the regional seminar.

5. BEST PRACTICES AND LESSONS LEARNED

5.1 BEST PRACTICES

- (i) Use of a very strong and well-established methodology as a foundation for project activities.
 - 69. CELADE built the project around a very strong and well-established methodology: the NTA methodology. Responses in the interviews and surveys indicate that this methodology was seen as a solid framework for understanding the impact of changing age structures. As one consultant stated in an interview, “it is a really straightforward way to understand a complex problem, which is why it’s great for so many different audiences - it can be great for researchers as well as those who can just read a chart.” That is all the more important in efforts to reach and dialogue with policymakers. Further reinforcing the value of the NTA methodology was the global NTA project which, with a network of over 100 countries, provided additional support to the project under review.
- (ii) Value added of the workshops and seminars.
 - 70. The workshops and seminars proved to be quite valuable in strengthening the impact of the project as they were attended not only by those involved in producing estimates but also by the key actors invited. They also proved valuable in promoting connections and in sharing information with a broader audience. As seen in key finding 7, the workshops and seminars were also important in strengthening the regional network of NTA country teams.
- (iii) Quality and effective partnerships.
 - 71. A common observation in several interviews was that CELADE did an excellent job of leveraging partnerships to optimize the reach and impact of the project. This was echoed in the project’s final report, which notes that partnerships with national institutions and United Nations system partners “led to the successful implementation of planned activities and permitted [the] incorporation of additional countries under the project scope”. Several national consultants made special note of the support provided by UNFPA.
- (iv) Strong oversight and management by CELADE.
 - 72. A key ingredient of the project’s success was CELADE oversight and management. As discussed in key finding 9, 86% of survey respondents and 100% of interviewees were satisfied with the quality of services and support provided by CELADE through this project. CELADE also excelled in coordinating the various cooperating entities, consultants and international and national partners.

5.2 LESSONS LEARNED

- (i) Political impact requires access, time and sustained efforts.
 - 73. As discussed in key findings 5 and 6, promoting efforts related to EA2 on advancing the use of NTAs in policy formulation and review is a challenging undertaking. Critically, it requires access to key political stakeholders, a notable challenge faced by some of the country NTA teams, as well as time and sustained efforts.

(ii) **Reliance on good input data.**

74. Producing NTA studies and updating them on a regular basis requires timely, disaggregated and openly available data. As discussed under key findings 6 and 8, this was a challenge for some of the NTA country teams, hindering their progress towards the project's objective and EAs. Furthermore, this reliance on input data can affect both the ability of project countries to produce estimates in the future and the project's longer-term sustainability.

6. CONCLUSIONS

Relevance: To what extent are the objectives and design of the project consistent with the objectives, priorities and needs of relevant and affected stakeholders?

75. Data collected show that the project's objective and EAs are highly relevant to the target countries, addressing a need among governments to be able to understand and effectively respond to the demographic transition and its effects. The project was also highly relevant to the project participants, with 95% of survey respondents indicating the project was relevant to them and their day-to-day work to some extent.
76. The project was closely aligned with the mandate and work of ECLAC, most notably with subprogramme 6 (population and development) of the Commission.
77. The project was also found to be closely aligned with international commitments on sustainable development, notably the 2030 Agenda for Sustainable Development and SDGs 1, 3, 4, 5, 8 and 10.

Effectiveness: To what extent were the project's objectives and expected results achieved?

78. Overall, the project was highly successful in meeting the targets of its two EAs, and in many cases exceeded expectations.
79. Data show, however, that the project was more effective in advancing EA1 —related to strengthening capacity to produce NTAs and analyse the impact of the demographic transition— than EA2 on the use of NTAs in formulating public policies and plans.
80. Three important factors influencing the achievement of project results were identified: (i) a country's experience with NTAs; (ii) availability of input data; and (iii) access to key political actors.
81. The project was found to have generated two key unexpected results: (i) fostering a nexus promoting regional research and efforts and (ii) training local experts who are increasingly being identified as a resource within their country.

Efficiency: To what extent were the project's outputs achieved and was the project implemented using sound management practices?

82. Data collected show that project activities were carried out and expected outputs achieved in a highly satisfactory manner. Targets were met and, in many cases, expectations were exceeded.
83. The principal implementation constraint that was identified was access to input data for the calculation of NTAs. This constraint was minor, however, and did not adversely affect the budget and timely implementation of the project.
84. Data collected show the project was implemented using sound management practices and the support and services provided were of high quality.

Sustainability: Are the benefits of the project likely to continue after donor funding has been withdrawn?

85. Project results and benefits have the potential to be sustained after completion. There is, however, a strong need for further support in all aspects of the project, especially with regard to EA2.

Cross-Cutting: To what extent did the project consider issues related to gender and the SDGs?

86. The project succeeded in promoting the 2030 Agenda for Sustainable Development. There is, however, scope for further research to better understand the linkages between demographic change, NTA measures and the SDGs and assess how those connections apply to different contexts.
87. Gender mainstreaming was one of the strengths of the project. There is, however, room for improving gender parity among project participants.

7. RECOMMENDATIONS

Recommendation 1: ECLAC should consider future projects with smaller groups of similar countries.

88. A key theme that emerged in this assessment was that project countries' experience and capacity with respect to NTAs vary significantly. Some countries have a wealth of experience, well-established technical capacity and strong connections to the policy sphere, while others are comparatively less experienced. Instead of grouping together a large number of diverse countries, ECLAC should consider projects involving fewer countries that are similar in terms of their experience and capacity and are facing similar challenges. This would provide an opportunity for countries to focus intensively on topics tailored to their contexts and to share relevant experiences and solutions.

Recommendation 2: ECLAC should continue strengthening regional networks.

89. One of the unexpected results noted in this report was the value the project had in strengthening regional connections and promoting an exchange of ideas, resources and results. Recommendation 1 should, therefore, not take away from the value of fostering a nexus for promoting regional research and efforts. There is an opportunity to bring together smaller groups of similar countries and to pursue efforts to include a diverse range of countries from across the region. This could take the form of promoting and/or hosting future regional meetings.

Recommendation 3: ECLAC should consider supporting efforts to strengthen the linkages between the project's objective and the 2030 Agenda for Sustainable Development.

90. Further study could be carried out on the linkages between demographic change, NTA measures, and the goals, targets and principles of the 2030 Agenda. In addition, consideration could be given to how those linkages can then be tailored, applied and mapped to the various contexts within the region.

Recommendation 4: ECLAC should strive to improve gender parity among project participants.

91. While gender mainstreaming was a particular strength of the project, there is room to improve gender parity among project participants. This could be done through robust efforts to ensure more equitable participation in project activities.

Recommendation 5: ECLAC should consider supporting efforts that reinforce the bridge between NTA country teams and the policy sphere.

92. Advancing the use of NTAs in policy formulation and review is dependent on access to and sustained efforts with key political stakeholders. There are examples of strong connections established in project countries. However, there were also countries in which gaining such access was a challenge, notably for teams coming from academia. This is an area where ECLAC could leverage its connections and further support longer-term efforts to build bridges between NTA teams and the policy sphere.

Recommendation 6: ECLAC should continue to advance the overall objective of this project.

93. While this project was a success, project participants overwhelmingly stressed in their feedback both a need and desire for continued support. While recommendation 5 focuses on a key need related to EA2, continued support in all aspects of the project, including EA1, remains necessary, especially for those project countries in the earlier stages of developing their technical capacity. For the more experienced countries, consolidation of capacity in NTA production and analysis is required. For all countries, there is a need to further strengthen government capacity in the use of NTAs to analyse population dynamics and develop forward-looking policies that advance the 2030 Agenda for Sustainable Development.

ANNEXES

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ANNEX 2	STAKEHOLDER MAP
ANNEX 3	BIBLIOGRAPHY
ANNEX 4	LIST OF PERSONS INTERVIEWED
ANNEX 5	DATA COLLECTION INSTRUMENT – INTERVIEW PROTOCOLS
ANNEX 6	DATA COLLECTION INSTRUMENTS – ONLINE SURVEYS
ANNEX 7	EVALUATOR'S REVISION MATRIX

ANNEX 1

EVALUATION MATRIX

Question & Sub-Questions	Indicators	Data Collection Method	Information Source
RELEVANCE: Considers the extent to which the objectives and design of the intervention are consistent with the objectives, priorities, and needs of relevant and affected stakeholders.			
(1) How and to what extent were the objectives and EAs of the project consistent with the objectives, priorities, and needs of the targeted countries and the mandate, objectives, and priorities of ECLAC?	Alignment of project objectives and EAs with the objectives, priorities, and needs of project stakeholders	Desk review Interviews Survey	Project Documents ECLAC CWW Consultants Beneficiaries
(2) Did the objectives and EAs of the project remain appropriate given any changed circumstance?	Degree of relevance of the project objectives and EAs throughout implementation	Desk review Interviews Survey	Project Documents ECLAC Consultants
(3) To what extent were the objectives and EAs of the project in line with international commitments on sustainable development?	Level of alignment of the project with the SDGs and other international commitments on sustainable development	Desk review Interviews	Project Documents ECLAC Consultants
EFFECTIVENESS: Considers the extent to which the intervention's objectives and expected results were achieved			
(1) Did the project contribute to strengthened national technical capacity of LAC countries to produce NTAs and analyze the economic and social impact of the demographic transition? (EA1)	Number of countries that have technical capacities and are able to produce NTAs Number of national studies that are elaborated based on updated NTAs	Desk review Interviews Survey	Project Documents ECLAC CWW Consultants Beneficiaries
(2) Did the project contribute to strengthened capacity of LAC governments to formulate public policies and plans that account for future demographic change and its likely social and economic impacts, by using NTAs? (EA2)	% of participants at national workshops and regional seminar that acknowledge that the studies based on NTA will be useful in the design of national development policies and planning aiming at achieving SDGs Number of countries that use the information from NTAs in their policy review and development processes	Desk review Interviews Survey	Project Documents ECLAC CWW Consultants Beneficiaries

Question & Sub-Questions	Indicators	Data Collection Method	Information Source
(3) How has the project contributed to enhancing ECLAC's programme of work/priorities/activities?	Evidence of changes in ECLAC's programme of work, priorities, and/or activities that can be attributed to the project	Desk review Interviews	Project Documents ECLAC
(4) Did the project generate results not reflected in the results framework?	Number and type of unplanned results from project activities or outputs	Desk review Interviews	Project Documents ECLAC CWW Consultants Beneficiaries
(5) What were the major factors influencing the achievement or non-achievement of the project objectives and EAs?	Factors	Desk review Interviews Survey	Project Documents ECLAC CWW Consultants Beneficiaries
EFFICIENCY AND PERFORMANCE: Considers the extent to which the project's outputs were achieved, and how well resources were used so as to achieve those outputs. It further considers the quality, design, and management of the implementation of and support provided through the intervention.			
(1) To what extent were expected project activities carried out and outputs achieved?	Adequacy of achievement of activities and outputs with the work plan Level of satisfaction of activities and outputs achieved from key project stakeholders	Desk review	Project Documents
(2) To what extent were activities and outputs achieved in a timely and cost-effective manner?	Actual vs planned schedule and budget Adequacy of management expenses vs operational expense Examples of and reasons for any delays or obstacles to meeting planned schedule Action taken to mitigate time or budget constraints Evidence of the project using the technical, human, or other resources available to increase efficiency	Desk review Interviews Survey	Project Documents ECLAC Consultants
(3) To what extent was the project implemented using sound management practices? To what extent were services and support delivered in a quality manner?	Level of coordination between project stakeholders in project implementation Existence of coordination mechanisms between project stakeholders in project's implementation Level of satisfaction of project stakeholders with how the project was implemented and managed Level of satisfaction of project stakeholders with the quality of services and support provided	Interviews Survey	ECLAC Consultants Beneficiaries

Question & Sub-Questions	Indicators	Data Collection Method	Information Source
(4) To what extent was the M&E plan well-conceived and sufficient to monitor results and track progress towards achieving objectives? To what extent was the M&E plan effectively and efficiently implemented?	Existence of a clear and appropriate M&E plan including scheduling, assignment of roles and responsibilities, and provision of adequate resources Existence of appropriate (SMART) performance indicators, and adequate baseline information Types, number, and quality of reporting material submitted a) correctly and b) on time Number of project management responses to issues raised in M&E report	Desk review Interviews Survey	Project Documents ECLAC Consultants
(5) Were efforts made to optimize synergies and avoid duplications with other activities or initiatives implemented by beneficiary countries, ECLAC, or other development partners?	Evidence of efforts to optimize synergies and avoid duplications with the other activities implemented by beneficiary countries Evidence of efforts to optimize synergies and avoid duplications with other activities implemented by ECLAC Evidence of efforts to optimize synergies and avoid duplications with other initiatives developed by other development partners	Desk review Interviews Survey	Project Documents ECLAC CWW Consultants
SUSTAINABILITY: Considers whether the benefits of an activity are likely to continue after donor funding has been withdrawn			
(1) To what extent are project results likely to be sustained after the project ends?	Perception of stakeholders on sustainability of results % of project beneficiaries who report using the knowledge and tools acquired through the project	Interviews Survey	Project Documents ECLAC Consultants Beneficiaries
(2) Was an exist strategy/follow-up support for after the close of the project defined and agreed upon by key partners?	Existence and quality of exit strategy/follow-up support activities	Desk review	Project Documents
(3) Is there evidence of commitments/initiatives/funds to continue activities aligned to the project objectives after the end of the project?	Existence of commitments/initiatives/funds to continue implementing similar activities after the project ends Perception of stakeholders of existence and value commitments/initiatives	Desk review Interviews Survey	Project Documents ECLAC Consultants
(4) Does the project demonstrate potential for replication and scale-up of successful practices?	Lessons learned/best practices for replications/expansion of project to other locations Existence of similar needs in other countries/regions Availability of human and financial resources to replicate the project elsewhere Evidence beneficiaries are seeking further support	Desk review Interviews Survey	Project Documents ECLAC Consultants Beneficiaries

Question & Sub-Questions	Indicators	Data Collection Method	Information Source
CROSS-CUTTING			
(1) To what extent did the project's design, implementation, and monitoring take into consideration human rights and gender issues?	Gender balance in participation of project activities Perception of stakeholders on gender impacts of the project Perception of stakeholders on human rights impacts of the projects	Desk review Interviews Survey	Project Documents ECLAC CWW Consultants Beneficiaries
(2) To what extent did the project promote and contribute to the goals and targets sets out in the 2030 Agenda?	Evidence of promotion and contribution to SDGs	Desk review Interviews Survey	Project Documents CWW ECLAC Consultants Beneficiaries

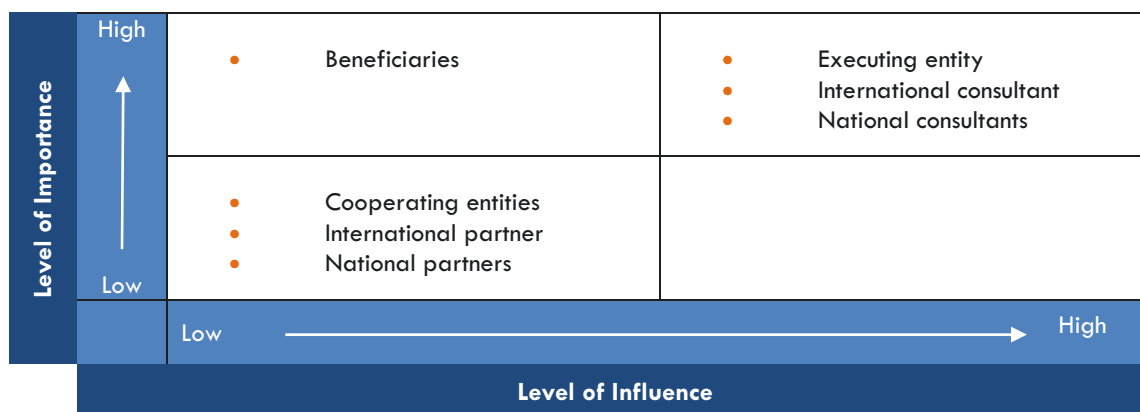
ANNEX 2

STAKEHOLDER MAP

The **executing entity** of this project has been the Population Division of ECLAC (CELADE). Its implementation has also involved:

- (a) **Cooperating entities** within the UN system
 - UNFPA’s Regional Office: Overall support with networking, workshops and seminars, and analysis and dissemination.
 - UN DESA’s Population Division: Support in the use of the UN *National Transfer Accounts Manual*.
 - ECLAC’s Division for Gender Affairs: Support in the analysis of the gender dimension (together with CWW).
- (b) **An international partner (CWW Project)**: Collaboration in incorporation of gender dimension in the analysis of the NTAs - coordinated by the University of California, Berkeley; the Development Policy Research Unit, University of Cape Town; and the East-West Center, Honolulu.
- (c) **An international consultant**: In charge of regional comparative study plus overall support of national consultants and provision of technical assistance, capacity building, and policy advocacy to participating countries.
- (d) **National consultants**: In charge of producing NTA and national report, coordinating and organization of national workshops, and networking with key participants.
- (e) **National partner institutions**: Support national consultants with producing statistics and national accounts that are inputs for the calculation of the NTAs.

The **primary beneficiaries** of the project are LAC government officials from different Ministries as well as representatives from civil society, including NGOs and academia.



ANNEX 3

BIBLIOGRAPHY

Project Documents

- Terms of Reference
- Project Document
- Progress Reports (2017, 2018, 2019)
- TORs for consultants
- MOUs and agreements with partners
- PowerPoints, agendas, attendance lists, meeting notes, and reports of coordination meetings, workshops, and seminars
- Workshop and seminar exit questionnaires (regional and national)
- NTAs, national studies, regional comparative study, and other publications
- Reports on NTAs, studies, and publications (regional and national)
- Press releases and newsletters related to the project

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ANNEX 4

LIST OF PERSONS INTERVIEWED

Paulo Saad	CEPAL, Director CELADE
Zulma Sosa	CEPAL, Asesora Regional Población y Desarrollo
Marta Duda-Nyczak	CEPAL, Oficial de Asuntos de Población
Cassio Turra	Consultor internacional (estudio regional; coordinación estudios Brasil)
Gretchen Donehower	Consultora capacitación Jamaica
Mauricio Holz	Consultor estudio Chile
Pablo Comelatto	Consultor estudio Argentina
Pamela Jiménez Fontana	Costa Rica; coautora estimación y estudio NTA; punto focal NTA para Costa Rica
Piedad Urdinola	Consultora estudio Colombia; evaluación/orientación Bolivia
Iván Mejía	Consultor estudio México, capacitación Paraguay, capacitación Ecuador (regional)
Deidra Coy	Jamaica: Labor Market Analyst, Instituto de Planificación; coordinadora NTA Jamaica; participante capacitación y seminario regional

ANNEX 5

DATA COLLECTION INSTRUMENTS – INTERVIEW PROTOCOLS

01 Interview Protocol for ECLAC and the International Consultant

GENERAL

(1) ¿Cuánto tiempo ha estado involucrado en el proyecto y cuál ha sido su papel?

EFICIENCIA

(2) ¿Se enfrentó el proyecto retrasos importantes en la ejecución de las actividades y el desembolso? ¿Había limitaciones, problemas?
a. Si es así, ¿cuáles fueron? ¿Qué medidas se tomaron para resolverlos?

(3) Considerando las CNTs, los informes nacionales, y el estudio regional, ¿cuán satisfecho está con la forma en que se han producido y con los productos finales? ¿Siente que fueron producidos de manera de calidad?

(4) Considerando los talleres nacionales, el seminario regional, y la asistencia técnica, ¿cuán satisfecho está con la forma en que se organizó y llevó a cabo? ¿Siente que fueron llevados a cabo con calidad?

(5) ¿Cree que hay aspectos de la ejecución del proyecto que podrían haberse llevado a cabo de manera más eficiente?

(6) En su opinión, ¿en qué medida contribuyeron al proyecto las personas involucradas en su implementación (CEPAL, consultores nacionales e internacionales e instituciones asociadas)? ¿En qué medida se prestó un apoyo de calidad?

(7) En su opinión, ¿en qué medida se coordinaron y trabajaron conjuntamente las personas involucradas en la implementación del proyecto (CEPAL, consultores nacionales e internacionales e instituciones socios)? ¿Había mecanismos de coordinación? ¿Se utilizaron? ¿Funcionaron bien?

(8) ¿Tiene conocimiento de acciones tomadas para optimizar las sinergias y evitar duplicaciones con otras actividades o iniciativas implementadas por el país beneficiario, la CEPAL, u otros socios de desarrollo?

EFFECTIVIDAD

(9) Teniendo en cuenta los logros esperados del proyecto, ¿hay ejemplos claros en los que usted ha visto que el proyecto ha fortalecido la capacidad técnica nacional para:

- a. Producir CNTs en los países participantes?
- b. Analizar el impacto económico y social de la transición demográfica en los países participantes?
- c. ¿Utilizar las CNTs para elaborar políticas y planes públicos que tengan en cuenta el futuro cambio demográfico y sus impactos sociales y económicos?

(10) En todos los países beneficiarios, ¿conoce usted ejemplos en los que la información de las CNTs se ha usado, o se anticipa que se van a usar, en los procesos de análisis y desarrollo de políticas?

(11) ¿Piensa que el proyecto ha contribuido a mejorar el programa de trabajo, las prioridades, y las actividades de la CEPAL? Si es así, ¿cómo? **[SOLO CEPAL]**

(12) ¿Produjo el proyecto algún resultado no previsto (ambiental, social, económico - positivo o negativo)? Si es así, ¿cuáles son?

(13) ¿Hay cambios que podrían haberse hecho en el proyecto que hubieran mejorado el logro del objetivo y los resultados esperados? ¿Hay factores específicos que hayan influido en el logro o no del objetivo y los logros esperados del proyecto?

SOSTENIBILIDAD

(14) ¿En qué medida cree que los beneficios y resultados que produjo el proyecto se van a sostener a largo plazo? ¿Cree que el apoyo prestado fue suficiente para equipar a los participantes con los conocimientos y aptitudes que necesitan para producir y usar las CNTs, a corto y largo plazo?

(15) ¿Existen actualmente otros compromisos / iniciativas / fondos para continuar actividades alineadas con el objetivo del proyecto? Si es así, ¿cree que estos esfuerzos van a ayudar a promover la sostenibilidad de los resultados de este proyecto?

RELEVANCIA

(16) ¿Cuán receptivos han sido los participantes en el proyecto a las actividades, el objetivo y los logros esperados del proyecto? ¿Qué importancia cree que ha tenido el proyecto para ellos y su labor cotidiana?

CROSS-CUTTING

(17) ¿En qué medida cree que el proyecto se enfocó específicamente en los ODS y los desafíos únicos que vienen con la Agenda 2030? ¿Tuvo el proyecto en cuenta, promovió, y contribuyó a los objetivos y metas definidos en la Agenda 2030? ¿Cree que fue suficiente?

(18) ¿Hay algún participante específico del proyecto con el que recomiende que hablemos?

02 Interview Protocol for National Consultants**GENERAL**

(1) ¿Cuánto tiempo ha estado involucrado en el proyecto y cuál ha sido su papel?

EFICIENCIA

(2) Empezando con la implementación del proyecto. ¿Observó alguna demora importante en la implementación de las actividades del proyecto y en el desembolso de los fondos? ¿Había limitaciones, problemas?

a. Si es así, ¿cuáles fueron? ¿Qué medidas se tomaron para resolverlos?

(3) Considerando la ETA, el informe nacional, el taller nacional, y el apoyo técnico prestado en su país, ¿cuán satisfecho está usted con la forma en que se llevaron a cabo y con los productos finales? ¿Siente que fueron realizados de una manera de calidad?

(4) Considerando el estudio regional y el seminario regional, ¿cuán satisfecho está usted con la forma en que se llevaron a cabo y con los productos finales? ¿Siente que fueron realizados de una manera de calidad?

(5) ¿Cree que hay aspectos de la implementación del proyecto que podrían haberse llevado a cabo de manera más eficiente?

(6) ¿Qué tan bien cree usted que las actividades del proyecto fueron coordinadas? ¿Fue la supervisión de la CEPAL eficiente?

EFFECTIVIDAD

(7) Teniendo en cuenta los logros esperados del proyecto, ¿hay ejemplos claros en los que usted ha visto que el proyecto ha fortalecido la capacidad técnica nacional para:

a. Producir CNTs?

b. Analizar el impacto económico y social de la transición demográfica?

c. ¿Utilizar las CNTs para elaborar políticas y planes públicos que tengan en cuenta el futuro cambio demográfico y sus impactos sociales y económicos?

(8) ¿Conoce usted ejemplos en los que la información de las CNTs se ha usado, o se anticipa que se van a usar, en los procesos de análisis y desarrollo de políticas?

(9) ¿Produjo el proyecto algún resultado no previsto (ambiental, social, económico - positivo o negativo)? Si es así, ¿cuáles son?

(10) ¿Hay cambios que podrían haberse hecho en el proyecto que hubieran mejorado el logro del objetivo y los resultados esperados?

SOSTENIBILIDAD

(11) ¿En qué medida cree que los beneficios y resultados que produjo el proyecto se van a sostener a largo plazo? ¿Cree que el apoyo prestado fue suficiente para equipar a los participantes con los conocimientos y aptitudes que necesitan para producir y usar las CNTs, a corto y largo plazo?

RELEVANCIA

(12) ¿Cuán receptivos han sido los participantes en el proyecto a las actividades, el objetivo y los logros esperados del proyecto? ¿Qué importancia cree que ha tenido el proyecto para ellos y su labor cotidiana?

CROSS-CUTTING

(13) ¿En qué medida cree que el proyecto se enfocó específicamente en los ODS y los desafíos únicos que vienen con la Agenda 2030? ¿Tuvo el proyecto en cuenta, promovió, y contribuyó a los objetivos y metas definidos en la Agenda 2030? ¿Cree que fue suficiente?

03 Interview Protocol for Beneficiaries

GENERAL

(1) ¿De qué manera estuvo involucrado en este proyecto? ¿Cómo se involucró?

RELEVANCIA

(2) ¿Cuál es su trabajo cotidiano? ¿Qué tan relevante es este proyecto para su trabajo cotidiano?

(3) ¿Qué importancia tiene un proyecto de este tipo para usted personalmente y para su país?

EFFECTIVIDAD

(4) En base a las actividades en las que participó, ¿qué impacto (positivo o negativo) ha tenido este proyecto para usted? ¿Qué es lo que personalmente se lleva del proyecto? ¿Qué le dejó este proyecto?

(5) ¿Cree que el proyecto ha fortalecido la capacidad técnica nacional de su país?

(6) Específicamente, ¿cree usted que el proyecto ha fortalecido la capacidad técnica nacional para:

- a. Producir cuentas nacionales de transferencias (CNTs) y analizar el impacto económico y social de la transición demográfica?
- b. Formular políticas y planes públicos que tengan en cuenta los futuros cambios demográficos y su impacto?

(7) En su país, ¿conoce ejemplos en los que la información de las cuentas de transferencias nacionales (CNTs) se han utilizado, o se van a utilizar, en los procesos de análisis y elaboración de políticas?

(8) ¿Cree que este proyecto ayudó a avanzar los esfuerzos para lograr los ODS en su país?

EFICIENCIA

(9) En las actividades de los proyectos en que participó, ¿vio o experimento algún problema en cómo las actividades fueron gestionadas y llevadas a cabo? ¿Vio o experimento algún problema con las personas responsables de la implementación de las actividades (en particular la CEPAL o los consultores nacionales e internacionales)?

(10) ¿Cuán satisfecho está con el contenido y la aplicabilidad/ utilidad de las actividades en las que participó?

(11) ¿Cree que las personas apropiadas de su país fueron invitadas y participaron en el proyecto?

SOSTENIBILIDAD

(12) ¿Considera que el apoyo prestado a través del proyecto fue suficiente para equipar a su país con los conocimientos y habilidades necesarias para producir y utilizar cuentas nacionales de transferencias (CNTs), a corto y largo plazo?

(13) ¿Cree usted que su país necesita apoyo adicional - para producir y utilizar las CNTs? Por ejemplo, ¿el proyecto requiere una etapa adicional? Si es así, ¿cómo sería idealmente este apoyo / próxima fase?

ANNEX 6

DATA COLLECTION INSTRUMENTS – ONLINE SURVEYS

01 Survey for ECLAC, International Consultant, and National Consultants

PERFIL

(1) ¿Cuánto tiempo ha estado involucrado en el proyecto y cuál ha sido su papel?

RELEVANCIA

- (2) ¿En qué medida considera que el objetivo del proyecto y los logros esperados están alineados con:
- Las necesidades y prioridades de los países beneficiarios?
 - El mandato, los objetivos, y las prioridades de la CEPAL?
 - Los compromisos internacionales sobre el desarrollo sostenible, como los Objetivos de Desarrollo Sostenible (ODS)?
- Muy bien alineado | Bien alineado | Parcialmente alineado | Para nada alineado | No sé

Por favor, provea comentarios, detalles y/o explicaciones relacionados con su respuesta:

EFFECTIVIDAD

- (3) ¿En qué medida considera que el proyecto ha contribuido a fortalecer la capacidad técnica nacional para:
- Producir cuentas nacionales de transferencias (CNTs)?
 - Analizar el impacto económico y social de la transición demográfica?
 - Utilizar las cuentas nacionales de transferencias (CNTs) para formular políticas y planes públicos que tengan en cuenta el futuro cambio demográfico y sus probables repercusiones sociales y económicas?
- Ha contribuido mucho | Ha contribuido algo | Ha contribuido mínimamente | No ha contribuido | No sé

Por favor, provea comentarios, detalles y/o explicaciones relacionados con su respuesta:

- (4) ¿En qué medida cree que este proyecto contribuirá a:
- Un aumento de la utilización de las cuentas nacionales de transferencias (CNTs) en el diseño de las políticas y la planificación nacionales en su país?
 - La elaboración de políticas que tengan en cuenta la transición demográfica y dinámica de la población?
- Es probable que contribuirá mucho | Es probable que contribuirá algo | Es probable que no contribuirá | No sé

Por favor, provea comentarios, detalles y/o explicaciones relacionados con su respuesta:

- (5) ¿En qué medida considera que este proyecto ayudó a avanzar en los esfuerzos por lograr los ODS?
- Ayudó mucho | Ayudó algo | No ayudó | No sé

Por favor, provea comentarios, detalles y/o explicaciones relacionados con su respuesta:

EFICIENCIA

- (6) En general, ¿cuán satisfecho está con la forma en que se ejecutó y gestionó el proyecto?
- Muy satisfecho | Algo satisfecho | Algo insatisfecho | Muy insatisfecho

Por favor, provea comentarios, detalles y/o explicaciones relacionados con su respuesta:

- (7) En general, ¿cuán satisfecho está usted con la calidad de los servicios y el apoyo prestados a través de este proyecto?
- Muy satisfecho | Algo satisfecho | Algo insatisfecho | Muy insatisfecho

Por favor, provea comentarios, detalles y/o explicaciones relacionados con su respuesta:

- (8) En general, ¿cuán satisfecho está usted con la calidad de los productos obtenidos a través de este proyecto (CNTs, informes nacionales, estudio regional, talleres nacionales, seminario regional)?
- Muy satisfecho | Algo satisfecho | Algo insatisfecho | Muy insatisfecho

Por favor, provea comentarios, detalles y/o explicaciones relacionados con su respuesta:

- (9) En tu opinión, ¿sientes que:
- Las funciones y responsabilidades y la sincronización de M&E en este proyecto estaban claros?
 - El presupuesto de M&E del proyecto fue suficiente para llevar a cabo las tareas necesarias de M&E?
 - El plan de M&E fue implementado de manera efectiva y eficiente?
 - Considera que la administración respondió adecuadamente a las observaciones hechas en los informes de M&E?
 - La supervisión de la CEPAL fue efectiva?
- Sí | No | No sé

Por favor, provea comentarios, detalles y/o explicaciones relacionados con su respuesta:

SOSTENIBILIDAD

- (10) ¿Considera que el apoyo prestado a través del proyecto fue suficiente para equipar a los gobiernos con los conocimientos y aptitudes necesarios para producir y utilizar cuentas nacionales de transferencias (CNTs), a corto y largo plazo?

Sí | No | No sé

Por favor, provea comentarios, detalles y/o explicaciones relacionados con su respuesta:

- (11) En general, ¿qué probabilidad usted cree que hay de los beneficios y resultados producidos por el proyecto se mantengan a largo plazo?

Muy probable | Probable | No muy probable | No es nada probable

Por favor, provea comentarios, detalles y/o explicaciones relacionados con su respuesta:

- (12) En su opinión, ¿demuestra el proyecto posibilidades de reproducción y crecimiento de las prácticas exitosas?

Sí | No | No sé

Por favor, provea comentarios, detalles y/o explicaciones relacionados con su respuesta:

CROSS CUTTING

- (13) En su opinión, ¿considera que el proyecto les dio la importancia necesaria a los derechos humanos en su diseño y ejecución?

Sí | No | No sé

Por favor, provea comentarios, detalles y/o explicaciones relacionados con su respuesta:

- (14) En su opinión, ¿considera que el proyecto les dio la importancia necesaria a las consideraciones de género en su diseño y ejecución?

Sí | No | No sé

Por favor, provea comentarios, detalles y/o explicaciones relacionados con su respuesta:

02 Survey for Workshop and Seminar Participants

PERFIL

- ¿En qué actividades del proyecto participó? (Marque todas las que correspondan)
- ¿En qué país estaba trabajando en el momento de la participación en las actividades del proyecto?
- ¿Cuál es su sexo?
- ¿Para qué tipo de organización(es) trabajaba usted durante el período en que participó en las actividades?

RELEVANCIA

- (1) En su opinión, ¿qué tan relevante es para usted y su trabajo cotidiano el objetivo del proyecto y los logros esperados?

Muy relevante | Relevante | No muy relevante | Para nada relevante | No sé

Por favor, provea comentarios, detalles y/o explicaciones relacionados con su respuesta:

- (2) ¿En qué medida considera que el objetivo del proyecto y los logros esperados están alineados con:

- Las necesidades y prioridades de su país?
- Las necesidades y prioridades de los demás países participantes?
- Los compromisos internacionales sobre el desarrollo sostenible, como los Objetivos de Desarrollo Sostenible (ODS)?

Muy bien alineado | Bien alineado | Parcialmente alineado | Para nada alineado | No sé

Por favor, provea comentarios, detalles y/o explicaciones relacionados con su respuesta:

EFECTIVIDAD

- (3) A nivel personal, ¿en qué medida considera que el proyecto ha contribuido a fortalecer su capacidad técnica para:
- Producir cuentas nacionales de transferencias (CNTs)?
 - Analizar el impacto económico y social de la transición demográfica?
 - Utilizar las cuentas nacionales de transferencias (CNTs) para formular políticas y planes públicos que tengan en cuenta el futuro cambio demográfico y sus probables impactos sociales y económicos?

Ha contribuido mucho | Ha contribuido algo | Ha contribuido mínimamente | No ha contribuido | No sé

Por favor, provea comentarios, detalles y/o explicaciones relacionados con su respuesta:

- (4) A nivel de país, ¿en qué medida considera que el proyecto ha contribuido a fortalecer la capacidad técnica nacional de su país para:
- Producir cuentas nacionales de transferencias (CNTs)?
 - Analizar el impacto económico y social de la transición demográfica?
 - Utilizar las cuentas nacionales de transferencias (CNTs) para formular políticas y planes públicos que tengan en cuenta el futuro cambio demográfico y sus probables repercusiones sociales y económicas?

Ha contribuido mucho | Ha contribuido algo | Ha contribuido mínimamente | No ha contribuido | No sé

Por favor, provea comentarios, detalles y/o explicaciones relacionados con su respuesta:

- (5) En su país, ¿conoce algún ejemplo en el que la información de las cuentas nacionales de transferencias (CNTs) se haya utilizado, o se prevea que su utilización, en los procesos de análisis y elaboración de políticas?

Sí | No | No sé

Por favor, provea comentarios, detalles y/o explicaciones relacionados con su respuesta:

- (6) Dentro de su país, ¿en qué medida cree que este proyecto contribuirá a:
- Un aumento de la utilización de las cuentas nacionales de transferencias (CNTs) en el diseño de las políticas y la planificación nacionales en su país?
 - La elaboración de políticas que tengan en cuenta la transición demográfica y dinámica de la población?

Es probable que contribuirá mucho | Es probable que contribuirá algo | Es probable que no contribuirá | No sé

Por favor, provea comentarios, detalles y/o explicaciones relacionados con su respuesta:

- (7) ¿En qué medida considera que este proyecto ayudó a avanzar de los esfuerzos por lograr los ODS en su país?

Ayudó mucho | Ayudó algo | No ayudó | No sé

Por favor, provea comentarios, detalles y/o explicaciones relacionados con su respuesta:

EFICIENCIA

- (8) En el taller/seminario en el que participó, ¿cómo evaluaría los siguientes aspectos del taller/seminario?

- El objetivo del taller/seminario
- El contenido del taller/seminario
- La aplicabilidad (utilidad en su trabajo) del taller/seminario

Excelente | Muy Bueno | Bueno | Pobre

Por favor, provea comentarios, detalles y/o explicaciones relacionados con su respuesta:

- (9) En general, ¿cuán satisfecho está usted con la calidad de los servicios y el apoyo prestados a través de este proyecto?

Muy satisfecho | Algo satisfecho | Algo insatisfecho | Muy insatisfecho

Por favor, provea comentarios, detalles y/o explicaciones relacionados con su respuesta:

- (10) ¿Conoce otras iniciativas nacionales o regionales que se estén desarrollando o implementando actualmente con objetivos y logros esperados similares a los de este proyecto?

Sí | No | No sé

Si la respuesta es sí, ¿cree que este proyecto evitó la duplicación de esfuerzos con esas otras iniciativas?

Sí | No | No sé

Por favor, provea comentarios, detalles y/o explicaciones relacionados con su respuesta:

SOSTENIBILIDAD

(11) ¿Considera que el apoyo prestado a través del proyecto fue suficiente para equipar a los gobiernos con los conocimientos y habilidades necesarias para producir y utilizar cuentas nacionales de transferencias (CNTs), a corto y largo plazo?

Sí | No | No sé

Por favor, provea comentarios, detalles y/o explicaciones relacionados con su respuesta:

(12) En general, ¿qué probabilidad cree usted que los beneficios y resultados producidos por el proyecto se mantenga a largo plazo?

Muy probable | Probable | No muy probable | No es nada probable

Por favor, provea comentarios, detalles y/o explicaciones relacionados con su respuesta:

(13) En su opinión, ¿demuestra el proyecto posibilidades de reproducción y crecimiento de las prácticas exitosas?

Sí | No | No sé

Por favor, provea comentarios, detalles y/o explicaciones relacionados con su respuesta:

CROSS CUTTING

(14) En su opinión, ¿considera que el proyecto les dio la importancia necesaria a los derechos humanos en su diseño y ejecución?

Sí | No | No sé

Por favor, provea comentarios, detalles y/o explicaciones relacionados con su respuesta:

(15) En su opinión, ¿considera que el proyecto les dio la importancia necesaria a las consideraciones de género en su diseño y ejecución?

Sí | No | No sé

Por favor, provea comentarios, detalles y/o explicaciones relacionados con su respuesta:

ANNEX 7

EVALUATOR'S REVISION MATRIX

**Evaluation of the DA Project 1617 AO
“Demographic transition: opportunities and challenges to achieve the SDGs
in Latin America and the Caribbean”**

Evaluation Report Feedback Form: Evaluation Reference Group

GENERAL COMMENTS		
REPORT SECTION (if applicable)	COMMENT	EVALUATOR'S RESPONSE
Section 2.1, para. 15	It is stated in the text that the gender distribution of respondents was “52% female, 52% male”. At least one of the numbers requires correction.	This has been corrected.
Section 3.2, para. 47	It should read “OECD country”	This has been corrected.

Evaluation of the DA Project 1617AO
“Demographic transition: opportunities and challenges to achieve the SDGs
in Latin America and the Caribbean”

Evaluation Report Feedback Form: PPOD

GENERAL COMMENTS		
REPORT SECTION (if applicable)	COMMENT	EVALUATOR'S RESPONSE
	Please include an executive summary in the final version. It should work as a stand-alone document and include the following: Highlights of the following elements: methodology, brief description of the evaluation subject (e.g. project, programme, thematic or strategic area), evaluation objectives and scope, main findings and conclusions, lessons learned and recommendations.	This has been added.
	When submitting the final version, please include editable versions of all the graphs and tables, either in the report or in separate excel or powerpoint files	This has been included as a separate PowerPoint document.
	<p>Please separate introduction from background in accordance with ECLAC evaluation guidelines page 25</p> <p>The introduction should state in what period and by whom was the evaluation conducted, clearly define the subject, purpose and objectives of the evaluation, the scope of the evaluation, as well as the main evaluation criteria and questions.</p> <p>Background: Brief description of the subject under evaluation including the history and current status of the programme, project, area or object under evaluation, its objectives, the logic of its design or expected results chain, duration, budget, and activities among other relevant information. It should also clarify the time period covered by the evaluation and identify the main stakeholders, including donors, partners, implementing agencies/organizations.</p>	This has been corrected.
	Overall, and as discussed in the inception phase, the evaluation would have benefited from more interviews with representatives from countries that were not consultants of ECLAC. For that reason, the results of the beneficiary surveys should be given prominence as they represent an external point of view.	As noted within the limitations section, attempts were made to interview additional project beneficiaries. The timing of these requests coincided with the beginnings of the COVID-19 pandemic which undoubtedly influenced the very low response rate. Efforts have been made to highlight results based on the beneficiary surveys, including prioritizing these results in the graphics.
SPECIFIC COMMENTS		
PARAGRAPH NUMBER	COMMENT	EVALUATOR'S RESPONSE
10	Please include the assessment of gender and SDGs as cross cutting issues in addition to the criteria in accordance with the TOR	This has been included.
10	Please include reference to the main evaluation questions	This has been added.

SPECIFIC COMMENTS		
PARAGRAPH NUMBER	COMMENT	EVALUATOR'S RESPONSE
26	Please specify where those 2 EAs for subprogramme 6 were found (e.g. strategic framework for what period)	This has been added.
27	Please include reference for this finding: how was that alignment to those 2 subprogrammes assessed?	Reference has been added.
42	Please clarify what is meant by team, in the sentence: "A clear example of this is Costa Rica, where an individual from their team participated in the training in Jamaica". A short paragraph on NTA teams and what they look like in different countries would make some of the points in the report easier to follow	This has been fixed, with information on national NTA teams added to paragraph 40.
44	Please revise in line with final version of the final project report	This has been done.
48	Similarly to paragraph 42, please clarify what is meant by country teams, so as not to create confusion with United Nations Country Teams (UNCTs)	This has been addressed.
50	Please give more detail on this nexus as it is a key point that appears in the conclusions and recommendations	More detail has been added.
61	Typo: inherit should be inherent in the first line	This has been corrected.
67	Please include further detail and examples supporting the finding: "Through the NTAs, several of the project countries placed a strong emphasis on gender"	Additions details and examples have been added.
74	By their nature, it is common for Development Account projects to have indicators at the country level that are not directly under the control of the implementing entity. Final version of the final report of the project will be provided to the consultant for further detail. In light of this, we suggest revising or removing this lesson learned.	This lesson learned has been removed.
Conclusions (76-88)	Please include reference to the main evaluation questions to show how the conclusions answer them.	These questions have been added.



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