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FINAL EVALUATION REPORT

EVALUATION OF DEVELOPMENT ACCOUNT PROJECT 10/11 H

**Strengthening statistical and inter-institutional capacities for monitoring
the Millennium Development Goals through interregional cooperation
and knowledge-sharing**

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

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ACRONYMS

Acronym	Definition
BP	Best practices
CELADE	Latin American and Caribbean Demographic Centre
CRVS	Civil registration and vital statistics
DA	Development Account
DESA	United Nations Department of Economic and Social Affairs
DevInfo	Database system developed under the auspices of the United Nations
EA	Expected Accomplishment
ECA	Economic Commission for Africa
ECE	Economic Commission for Europe
ECLAC	Economic Commission for Latin America and the Caribbean
ERG	Evaluation Reference Group
ESCAP	Economic and Social Commission for Asia and the Pacific
ESCWA	Economic and Social Commission for Western Asia
FGD	Focus group discussion
IAEG	Inter-Agency Expert Group on Millennium Development Goal indicators
ICT	Information and communications technology
ILO	International Labour Organization
IoA	Indicator of Achievement
LFA	Logical Framework Approach
MDG	Millennium Development Goal
NGO	Non-governmental organization
NSO	National statistical office
PPEU	Programme Planning and Evaluation Unit (ECLAC)
PPOD	Programme Planning and Operations Division (ECLAC)
PRODOC	Project document
RC	Regional Commission
SDG	Sustainable Development Goal
SDMX	Statistical Data and Metadata eXchange
SSI	Semi-structured interviews
TAMs	Technical advisory missions
ToR	Terms of reference
UN	United Nations
UNCTAD	United Nations Conference on Trade and Development
UNDG	United Nations Development Group
UNEG	United Nations Evaluation Group

EXECUTIVE SUMMARY

- I. The present document is the evaluation report of the Development Account (DA) project “Strengthening statistical and inter-institutional capacities for monitoring the Millennium Development Goals through interregional cooperation and knowledge-sharing” (ROA 146). This project focuses on increasing the availability of up-to-date and comparable Millennium Development Goal (MDG) data at the national, regional and global levels. The project was approved under Development Account Tranche 7 and covered a period of approximately four years (2011-2014). It was implemented by the five United Nations regional commissions: Economic Commission for Latin America and the Caribbean (ECLAC) as the lead agency, Economic Commission for Africa (ECA), Economic Commission for Europe (ECE), Economic and Social Commission for Asia and the Pacific (ESCAP), and Economic and Social Commission for Western Asia (ESCWA).
- II. This is an evaluation managed by the Programme Planning and Evaluation Unit (PPEU) of the Programme Planning and Operations Division (PPOD) of ECLAC and implemented by the external evaluator Carlos Rodríguez Ariza from March 2015.
- III. The objective of this evaluation is to assess the efficiency, effectiveness, relevance, and sustainability (evaluation criteria) of project implementation and, in particular, to document the results of the project in relation to its overall objectives and expected results as defined in the project document. Additionally, the evaluation identified good practices and lessons learned, both of which can be used when designing similar interventions in the future.
- IV. The evaluation employed a mixed methodology of quantitative and qualitative research tools in an integrated design to enrich the process, and provided more insightful understanding. The evaluator applied the traditional evaluation tools in this order: (a) the desk review (qualitative) consisted of an analysis of associated project documents to extract information and an overview of the processes promoted before conducting the evaluation fieldwork; (b) semi-structured interviews (qualitative), that is, individual meetings in which the interviewer applied a framework of themes to explore the issues in an open way, thus allowing the interviewee to bring up new ideas and approaches; (c) focus group discussion guides (qualitative) to lead meetings with groups of people who were involved in this or analogous project activities and/or have a similar professional profile in an open way so as to prompt debate on relevant issues; and (d) self-administered surveys (quantitative) using questionnaires (sets of questions with closed and open answers).
- V. The evaluation sources included 5 regional commissions, 65 surveys, 52 interviews (28 face-to-face and 24 carried out remotely by Skype/phone), 2 focus groups, 2 closing workshops (one at each site visited), and 2 site visits, involving a visit to Santiago, Chile and the case studies of two regions (first case study ECLAC, Chile and Argentina) and second case study (ESCWA, Lebanon and Jordan).
- VI. A number of potential limitations, assumptions and constraints were identified at the inception stage. In most cases, these were addressed or mitigated with the support of the evaluation management and by triangulating information gathered from various sources in order to provide stronger evidence-based conclusions.
- VII. **Conclusions:** The conclusions are divided into sections related to the evaluation criteria and the evaluation questions around project design, relevance, efficiency, effectiveness, sustainability and cross-cutting issues.
 - (a) **Programme design:** The project's programme theory was appropriate and relevant in general terms, but it could have been more defined, explicit, clear and better linked after the design and inception phases.

- (b) **Relevance:** Although there are areas for improvement, in general the project was relevant and was aligned with global problems, regional and country needs, the regional commissions, the United Nations and the Development Account. The project could have been more relevant, especially at the interregional level. Its design was vague and it was primarily implemented on the basis of the ongoing subprogrammes. One of the main reasons behind the weak interregional approach was that a top-down approach was used, more supported by United Nations Headquarters than by the regional commissions, and the time frame was too short for it to be properly owned by the regional commissions. There were complementarities and synergies with other projects and programmes.
- (c) **Efficiency:** Project management was good, but project governance left room for improvement, and this affected knowledge-sharing. Collaboration and coordination mechanisms left room for improvement. Given the scale of the challenges, activities were implemented in a reasonable timely and reliable manner, according to the priorities established by the project document.
- (d) **Effectiveness:** The project contributed to expected and unexpected results, and in general was effective in terms of completing the activities and in terms of contributing to the goals and objectives outlined in the project document.
- (e) **Sustainability:** The project is sustainable even if the challenges remain. At the design stage, some elements that would have contributed to sustainability were omitted while other elements were devised but not implemented.
- (f) **Cross-cutting approaches: Gender and human rights and knowledge management**
- There was no common cross-cutting gender perspective. Monitoring presented some challenges related to (i) the need to be less activity- and data-focused and more focused on analysis; and (ii) the lack of capacity for monitoring and the use and sharing of the resulting knowledge.
 - The progress reports were accurate but failed to capture existing information regarding the quality of the events, such as workshops. The project did not have a formal and explicit exit strategy or a knowledge-sharing strategy. It did not generate enough opportunities for sharing its achievements and experiences among the regional commissions.
- VIII. **Lessons learnt.** The evaluation also reveals some lessons learnt that could be useful for the following purposes: (a) to improve the process of design and inception of interregional projects; (b) to develop better implementation plans; (c) to improve monitoring and reporting; (d) for better consideration of the implications of an interregional project in terms of organization, governance, coordination, collaboration and financial management; and (e) to improve the development of exit strategies, knowledge management and knowledge-sharing.
- IX. **Recommendations.** There are six recommendations arising from this evaluation that are explained in more detail in the main report and which highlight the priorities, those in charge and some possible elements of an action plan for the management response. These recommendations relate to: (a) improving the process of designing interregional projects; (b) developing better implementation plans; (c) improving monitoring and reporting; (d) better consideration of the implications of an interregional project in terms of organization, governance, coordination, collaboration and financial management; (e) improving exit strategies and knowledge management at the activity and project levels to ensure sustainability; and (f) better integration of gender throughout the project cycle.

1. INTRODUCTION

1. This document is an end-of-cycle evaluation of an interregional project that focuses on increasing the availability of up-to-date and comparable Millennium Development Goal (MDG) data at the national, regional and global level. This is an evaluation managed by the Programme Planning and Evaluation Unit (PPEU) of the Programme Planning and Operations Division (PPOD) of ECLAC and carried out by the external evaluator Carlos Rodríguez Ariza.
2. The unit of analysis or object of study for this evaluation is the project “Strengthening statistical and inter-institutional capacities for monitoring the Millennium Development Goals through interregional cooperation and knowledge-sharing” (ROA 146). It is understood as the set of components, outcomes, outputs, activities and inputs that were detailed in the project document and the associated modifications made during implementation.
3. The objective of this evaluation is to assess the efficiency, effectiveness, relevance, and sustainability (evaluation criteria) of project implementation and, in particular, to document the results of the project in relation to its overall objectives and expected results as defined in the project document. Additionally, the evaluation process identified good practices and lessons learned, both of which can be used when designing similar interventions in the future.
4. The evaluation process comprised a global analysis involving desk review and surveys combined with a visit to Santiago/Chile and case studies of two regions (first case study ECLAC-Chile and Argentina and second case study ESCWA –Lebanon and Jordan).

2. BACKGROUND OF THE PROJECT

2.1. BACKGROUND OF THE PROJECT

5. The need to monitor progress towards the Millennium Development Goals has provided an opportunity for many developing countries in different regions to develop their statistical systems and produce better information in support of evidence-based policies for development. Nevertheless, as the period assigned for the achievement of the Millennium Development Goals was almost over, developing nations faced pervasive statistical challenges in monitoring them. These included persistent data gaps, insufficient use of the official national data produced by both the national agency in charge of the national Millennium Development Goal reports, as well as by the international agencies; and the statistical discrepancies among indicator values produced or compiled by national, regional and international sources. These issues are of great concern in the international community, particularly within the statistical and reporting communities in developing countries. The statistical commissions and other regional statistical bodies (such as the Statistical Conference of the Americas) have formally recognized these problems and have urged stakeholders to take immediate action to find solutions. Key points have included strengthening statistical capacities for data and metadata production, and improving statistical information exchange among international agencies and developing countries, as recommended in 2007 by the Statistical Commission (E/CN.3/2007/13).
6. The entire United Nations system has prioritized these matters, on the premise that there should also be more transparency in the way that international agencies use imputed data. The Inter-Agency and Expert Group on Millennium Development Goal Indicators recommended producing detailed explanations of the difference between global and national monitoring. These included implications for methods and data presentation, and constructing metadata on population estimates used as denominators to calculate many Millennium Development Goal indicators. The Inter-Agency and

Expert Group has further recommended involving the regional commissions more extensively in reviewing the discrepancies between national and international sources, in assisting in the organization of data and metadata exchanges between national statistical systems and international agencies, and in improving data-sharing at the international level.

7. From the regional perspective, responding to the demands of its member countries, the five regional commissions have taken on an increasingly active role in strengthening statistical capacities in relation to the Millennium Development Goals in their respective countries and promoting collaborative work within countries and regions in order to share experiences and learn from each other. The statistical divisions of the regional commissions have been coordinating efforts to resolve data gaps and discrepancies between national and international sources. A joint document was presented for discussion at the Inter-agency and Expert Group Meeting on Millennium Development Goal Indicators.

2.2. PROJECT STRATEGY

8. The objective of the project is to increase the availability of up-to-date and comparable MDG data at the national, regional and global level.
9. The expected accomplishments of the project were as follows:
 - Improved and increased national and regional Millennium Development Goal statistical production and use, according to both international standards and regional benchmarks, through regional collaborative practices.
 - Decreased statistical discrepancies in Millennium Development Goal indicators among national, regional and international sources, improving Millennium Development Goal monitoring capacities and strengthening inter-institutional coordination, within the countries, and between countries and international agencies, both facilitated by the regional statistical bodies.
 - Strengthened network of Millennium Development Goal statistical and reporting experts and practitioners at the national and regional levels, through increased interchange of experiences, best practices and methodologies.

2.3. THE COMPLEXITY OF THE INTERVENTION

10. This project was complex. Several complex elements had to be considered, such as consistency, focus, management, necessity, sufficiency, and trajectory of change. Details and clarifications regarding these items are provided in annex 6.

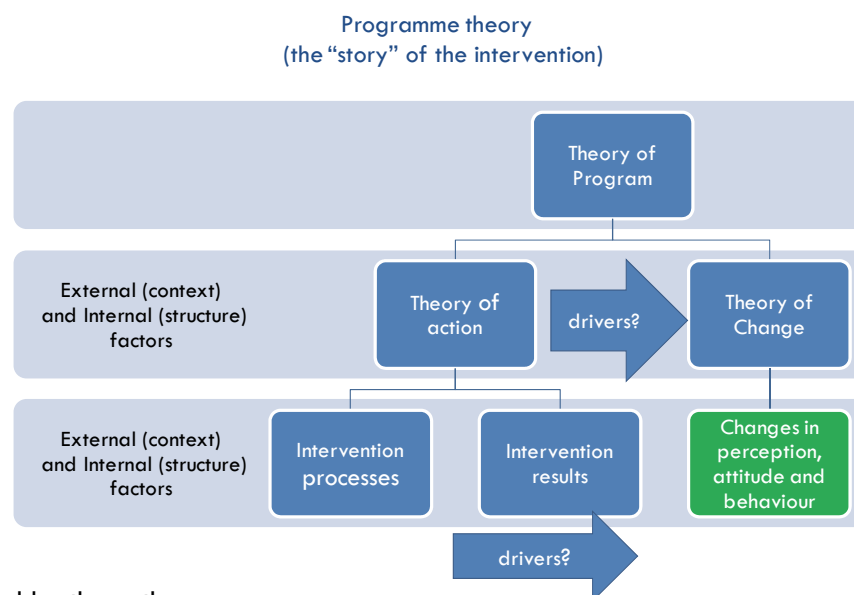
2.3.1. THE PARTICULARITIES OF A DEVELOPMENT ACCOUNT PROJECT

11. The philosophy of the Development Account shaped the design of the project and the way it was implemented. First, the project document was designed long before its execution; this implied the need for flexibility and the need to include generic concepts that allowed for adaptation. The Development Account as an umbrella was geared to meet specific needs in this area and this sometimes implied a challenge for the overall coherence of all the activities. Second, the Development Account's approach allowed for flexibility in the approaches of the different regional commissions. On some occasions, regional commissions preferred approaches that benefited coverage and in others they preferred in-depth interventions. Thus, the regional commissions could be flexible and adapted their decisions to either extensive or limited coverage. As an example of different approaches, ECLAC decided on more coverage and ESCWA decided on more in-depth work. This observation is further developed in the annexes.

2.4. THE LOGIC OF THE INTERVENTION¹

12. This point serves to explain the framework for evaluating this project. The logic of the intervention is called the programme theory, and has two components: a theory of action (the activities and processes of the intervention) and a theory of change (the changes resulting from the contribution of the project), which is described in the following figure.

Figure 1
Components of the programme theory: Theory of action
and theory of change



Source: Prepared by the author.

2.4.1. THEORY OF ACTION

13. The theory of action of seminars, publications and technical advisory missions had to do with the theory of action of capacity-building processes and comprised the following steps: (a) determine the need for statistics on all the MDGs at the interregional and regional level; (b) set specific objectives at the interregional and regional level; (c) determine the subject content at the interregional and regional level; (d) select participants at the interregional and regional level; (e) determine the best pool of activities for addressing objectives, including seminars, publications and missions at the interregional and regional level; (f) select appropriate links between and sequencing of the activities at the interregional and regional level; (g) select appropriate instructors at the interregional and regional level; (h) select and prepare interregional common aids when possible; and (i) coordinate the different activities to produce synergies towards the expected accomplishments.

2.4.2. THEORY OF CHANGE

14. The activities or theory of action of the project consisted mainly of workshops, publications, technical advisory missions and database improvements. They were integrated into the following Theory of Change

¹ More information is provided in annex 6.

related to capacity-building for the production and use of MDG indicators. The integration of the two theories is set out in table 1 below.

Table 1
Intended Theory of Change of the project

Theory of Change

(1) Raising **awareness** among national institutions/statisticians of the following: (a) the indicators published by regional and international agencies; (b) discrepancies between country MDG data and regional and international MDG data; and (c) the importance of timely and comprehensive MDG data and metadata reporting.

- Increased availability of methodological and best practice documents related to the production of MDG indicators in languages other than English.

(2) Improving **mutual knowledge and networking** between national institutions/statisticians and between national and international institutions/statisticians regarding:

- Developing partnerships and/or South-South cooperation

- Better comprehension of country monitoring capacities and priorities

- Extensive knowledge of data transfer mechanisms among country data producers and between country data producers and international agencies.

(3) Maintaining a channel of **communication** between national data providers and international data custodians in order to clarify any questions regarding the data and indicators.

- More permanent MDG Network for interchanging experiences, best practices and methodologies

- Provision of more and improved data dissemination tools at the regional level that provide comparative pictures of MDG data coming from national and international sources, MDG country profiles and complete metadata.

(4) Improving coordination

- Improving **inter-institutional coordination** between national institutions/statisticians and between national and international institutions/statisticians.

- Strengthening **internal coordination** within national statistical systems for the production and dissemination of MDG-related data.

(5) Improving the **clarity** of the data and indicators published by various agencies at national, regional and international levels. More internationally and regionally agreed definitions and concepts in emerging fields.

(6) Improving the **transparency** of the data and indicators published by various agencies at national, regional and international levels.

- Metadata. Knowledge of the importance of timely and comprehensive MDG data and metadata reporting. More knowledge of metadata writing and dissemination.

- More knowledge of information-exchange mechanisms and their benefits together with more implementing countries.

- Harmonization. Harmonized indicators' definitions and benchmarks from more adequate information sources to calculate MDG indicators.

- In many of the regions there is more availability of methodological documents related to the production of MDG indicators and new MDG databases that provide comparative pictures of MDG data coming from national and international sources, MDG country profiles, and complete metadata.

(7) Reducing discrepancies, increasing the production and publication of metadata, as a consequence of better understanding of internationally recommended methodologies, and of the causes of discrepancies between national and international sources as well as suggested actions to reduce them.

(8) Higher motivation and means. Greater involvement of national statistical offices in the monitoring and reporting of MDGs.

(9) Greater production and use of MDG statistics.

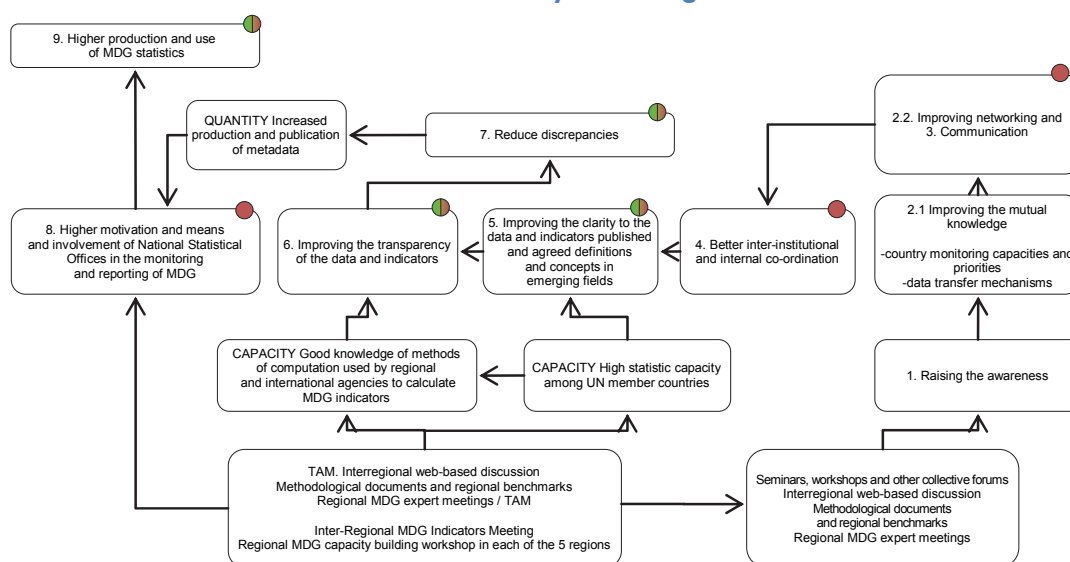
- Improved national capacities to produce MDG-disaggregated data.

- Enhanced government capacity to produce MDG-disaggregated data.

- Strengthened civil registration and vital statistics systems.

Source: Prepared by the author

Figure 2
Theory of Change



Source: Prepared by the author.

15. The project components were correct and appropriate and some details were added relative to the challenges encountered during implementation. Previously, the challenge of integrating, sequencing and linking project activities according to the programme theory had not been fully clarified and developed. In fact, the logical framework in the project document did not reflect the need to integrate and interconnect the activities between the three expected accomplishments.

Table 2
Expected changes and accomplishments

Activities	Expected changes at an individual and organizational level	Expected accomplishments
Interregional web-based discussion Methodological documents and regional benchmarks Regional MDG expert meetings	Awareness of the problems and the challenges Interchanging experiences and best practices	EA3 Networking
Interregional MDG reports Comparison of data series to identify causes of discrepancies Technical assistance for statistical conciliation	Inter-institutional coordination among national, regional and international organizations Coordination and harmonization	EA2 Reduction of discrepancies
Interregional MDG Indicators Meeting Regional MDG capacity-building workshops in each of the five regions	Metadata increased in quantity and quality Increased reputation and involvement of national statistical offices in MDG monitoring and reporting	EA1 Production of statistical data in quality and quantity
		Use of statistical data that are harmonized

Source: Prepared by the author.

16. In this evaluation, the theory of programme considered that the three expected results could be achieved together or in any order. They could even be enhanced through the inter-relation and sequence of implementation. Arguably, EA3 (networking) could come first so as to support EA2 (reduction of discrepancies) and both in turn could support EA3 (production of statistical data). The interplay of these expected results undoubtedly could improve the statistical capacity of various countries in relation to statistical production and use.

17. Some gaps in the project's theory of action are set out below.

Table 3
Gaps in the theory of action

Activities	Gaps in the theory of action that affected the theory of change	Expected accomplishments
Interregional web-based discussion.	Some of the activities focused on ECLAC, such as the regional MDG expert meetings, while others were not implemented, such as the interregional web-based discussion.	EA3 Networking
Methodological documents and regional benchmarks.	Documents and other knowledge products were available, but there was no strategy to disseminate and share them.	Project design and implementation were inconsistent with the achievement of this target. While the expected changes were made and networking increased, the results could have been better.
Regional MDG expert meetings.	There was no interregional vision for this line of action.	
Interregional web-based discussion.	Some activities were designed but not implemented, such as the interregional MDG report.	EA2 Reduction of discrepancies.
Methodological documents and regional benchmarks	Documents and other knowledge products were available but there was no strategy to disseminate and share them.	The achievement of expected changes and reduction of discrepancies could have been better had there been proper integration.
Regional MDG expert meetings.		
Technical advisory missions.		
Interregional MDG Indicators Meeting.	The activities implemented lacked coherence and integration between and among the three expected accomplishments.	EA1 Production of statistical data in quality and quantity.
Regional MDG capacity-building workshop in each of the five regions.	Implementation failed to attain an accomplishment that cuts across those expected items. Furthermore, interregional action was very interesting but had no continuity.	The expected changes were achieved but it could have been better with more integration.

Source: Prepared by the author.

3. EVALUATION METHODOLOGY²

3.1. METHODOLOGY USED AND DATA COLLECTION INSTRUMENTS

18. The evaluation employed a mixed methodology of quantitative and qualitative research tools in an integrated design to enrich the process and provide more insightful understanding. The sequence of the mixing was such that the quantitative tools supported the qualitative ones: (a) the qualitative work was carried out to identify the main issues and complete or obtain information not provided by the quantitative surveys; (b) appropriately combining quantitative and qualitative techniques (“mixed method”) allowed for a comprehensive understanding of the project’s accomplishments and the lessons learned.
19. The evaluator applied the traditional evaluation tools in this order: (a) the desk review (qualitative) consisted of an analysis of associated project documents to extract information and an overview of the processes before conducting the evaluation fieldwork; (b) semi-structured interviews (qualitative), that is, individual meetings in which the interviewer applied a framework of themes to explore the issues in an open way, thus allowing the interviewee to bring up new ideas and approaches; (c) focus group discussion guides (qualitative) to lead meetings with groups of people who were involved in this or analogous project activities and/or have a similar professional profile in an open way so as to prompt debate on relevant issues; and (d) self-administered surveys (quantitative) using questionnaires (sets of questions with closed and open answers).
20. Data were gathered in two phases. The first phase was the desk review (qualitative), which aimed to (a) produce data to partially answer some specific evaluation questions, and (b) help design the semi-structured interviews, focus group discussions and surveys. In the second phase, the semi-structured interviews, the focus group discussions (qualitative) and the self-administered surveys (quantitative) were administered first in qualitative and then in quantitative sequence. This phase was carried out in collaboration with the ECLAC Programme Planning and Evaluation Unit.

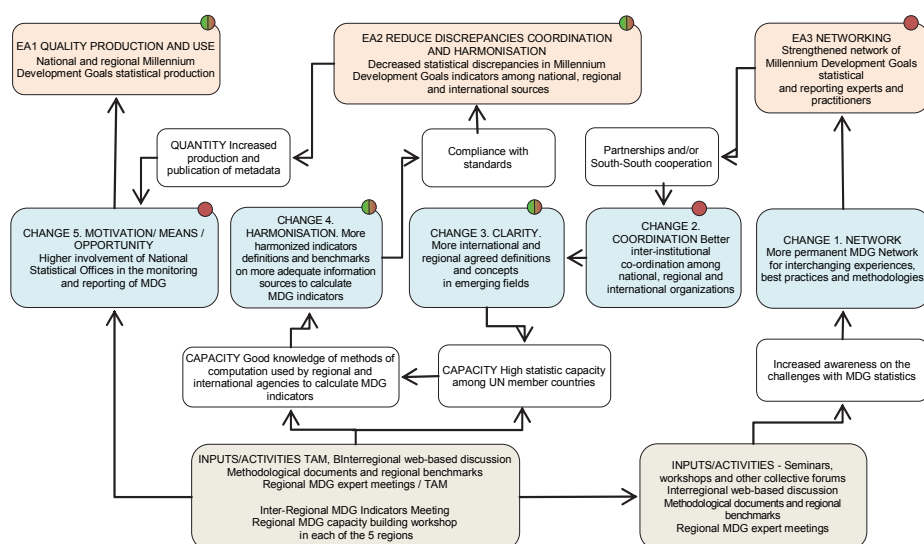
3.1.1. METHODOLOGICAL APPROACH AND DESIGN FOR THE PURPOSE OF THE EVALUATION

The approach chosen for this final evaluation considers three aspects: first, the kind of requested questions, second, the nature of the subject of the evaluation or evaluand, and third, the balance between evaluability and the evaluation resources –time and human resources.

21. The project is a complex one. By itself, it would not have been able to produce the expected results, as it also needed support from the context/s and other stakeholders.
22. The intended programme theory focuses on the following: (a) networking; (b) coordination; (c) clarification of definitions and standards; (d) harmonization; and (e) motivating decision-makers. These are the areas in which the project helped to improve countries’ capacities to produce MDG statistics and indicators, both in quantity and quality, contributing to the effective use of data for monitoring and reporting on the MDGs.

² This is developed further in annex 6.

Figure 3
Programme theory



Source: Prepared by the author.

23. **Evaluation sources and tools:** the evaluation sources, described in the annexes, included five regional commissions; 65 surveys; 52 interviews [28 that were conducted face-to-face and 24 that took place remotely over Skype or the telephone]; two focus groups; two closing workshops [one in each site visited]; and two site visits to ECLAC and ESCWA.

3.2. LIMITATIONS OF THE EVALUATION

24. A number of potential limitations, assumptions and constraints were identified during the inception stage. In most cases, these were addressed or mitigated with the support of the evaluation management and by triangulating information gathered from various sources in order to provide stronger evidence-based conclusions.
25. One of the main limitations was contact with the direct beneficiaries of the project. The participants of this kind of project were disperse and did not usually have an overall picture of the project. It was also difficult to contact them due to staff turnover in the institutions. Ideally, the evaluator would have received more responses to the surveys from the direct beneficiaries, but the number and percentage of responses was equal to similar evaluations of other projects in ECLAC. Three regional commissions were not visited but sufficient information was collected from document reviews and remote interviews.
26. Despite these limitations, these findings are considered to present a credible assessment of the project's progress and status.

4. EVALUATION RESULTS³

4.1. COHERENCE AND RELEVANCE OF THE PROGRAMME

27. This section aims to describe the following aspects of the programme: (a) relevance of the programme's objectives, in terms of the implementing countries' development needs and priorities; (b) alignment of the project's objectives with the mandate of the five implementing regional commissions and that of the specific sub-programmes in charge of the implementation of the project; and (c) the existing complementarities and synergies.

4.1.1. RELEVANCY AND ALIGNMENT

A. THE PROJECT WAS RELEVANT IN TERMS OF ADDRESSING THE GENERAL STATISTICAL CHALLENGES OF MONITORING MDGS

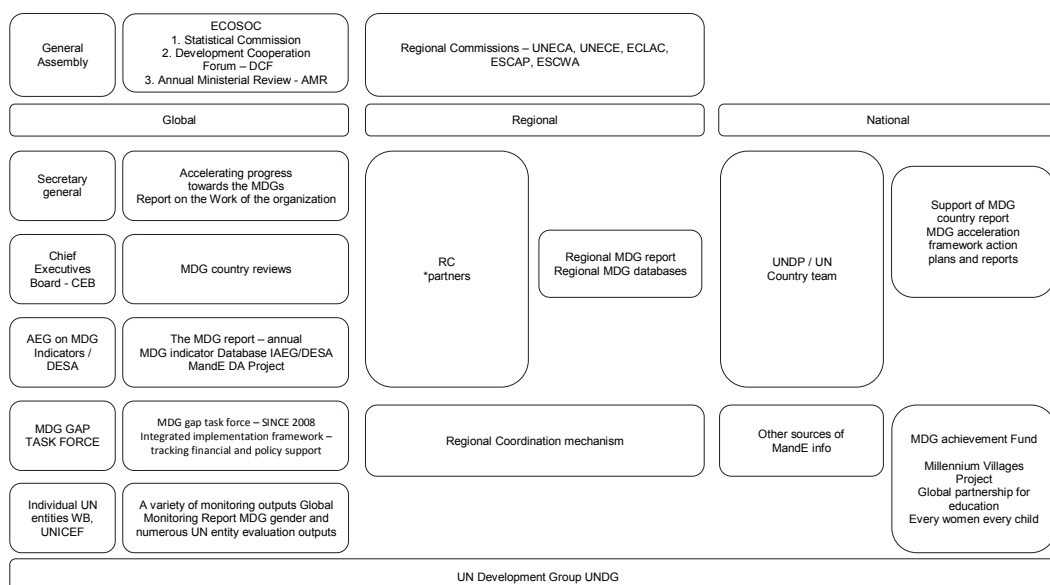
28. In 2010, developing countries were still experiencing difficulties in improving their statistical and institutional capacities to monitor progress towards achieving the MDGs.
29. The big statistical challenges of monitoring Millennium Development Goals included (a) the persistent data gaps and the insufficient use of the official national data produced by both the national agency in charge of national Millennium Development Goal reports, as well as by the international agencies; and (b) the statistical discrepancies among indicator values that were produced or compiled by national, regional and international sources. These issues were of great concern in the international community, particularly within the statistical and reporting community in developing countries. The statistical commissions and bodies had formally recognized the existence of these problems and had urged stakeholders to take immediate action to find solutions. Key points included **strengthening statistical capacities** for data and metadata production, and improving **statistical information exchange** between international agencies and the countries and among international agencies.
30. The challenges and problems that the project responded to were as follows: (a) insufficient production and publication of metadata; (b) heterogeneous statistical capacity among United Nations member countries; (c) inadequate knowledge of methods of computation used by regional and international agencies to calculate MDG indicators; and (d) limited opportunities to exchange experiences, best practices and methodologies.
31. These problems made it difficult for countries to produce harmonized and high-quality data for monitoring and reporting on MDGs and eventually resulted in (a) persistent data gaps for monitoring MDG indicators at the national level; and (b) persistent statistical discrepancies between indicators reported by different sources (national organizations, regional agencies and international agencies).
32. The beneficiaries of the project were mainly national statistical offices in countries in the five regions, traditional stakeholders and beneficiaries of the regional commissions. These included ministries and other national institutions involved in the production of MDG indicators, including Ministries of Education, Ministries of Health, Ministries of Labour, Ministries of Economic Development and Social Ministries.

³ The evaluation questions may be found in the terms of reference in the annexes.

B. THE PROJECT WAS RELEVANT TO THE REGIONAL COMMISSIONS AND TO THE UNITED NATIONS

33. The need to and importance of monitoring progress towards the Millennium Development Goals presented an opportunity for many developing countries in different regions to develop their own statistical systems and produce better information, not only in relation to the MDGs, but also in support of evidence-based policies for development.
34. The statistical divisions of regional commissions were relevant and had already been strengthening statistical capacities regarding the MDGs and coordinating efforts to resolve data gaps and discrepancies between national and international sources. A joint document was presented for discussion at the Inter-Agency Expert Group Meeting on Millennium Development Goal Indicators. From a regional perspective, responding to the demand of their member countries, the five regional commissions were willing to play an active role in strengthening statistical capacities regarding the MDGs in their respective regions and in promoting collaborative work within their countries and regions in order to share experiences and learn from each other.
35. The project was also based on the mandates and work programmes of the regional commissions outlined for the period 2010-2011 and in their lessons learned and good practices (see project document, point 2.4). All the regional commissions' programmes refer explicitly to capacity-building while those of ESCAP and ECLAC refer explicitly to gender-disaggregated data. Only ESCWA refers explicitly to discrepancies while ECLAC also refers to supporting the work of regional statistical commissions.
36. The diagram presented below not only outlines the importance of monitoring the MDGs for the United Nations, but also shows the coordination efforts that would be required to integrate these processes in the United Nations system.

Figure 4
Map of United Nations framework for monitoring MDG progress



Source: Prepared by the author.

37. The project was developed under the premise that the United Nations Statistics Division and organizations of the Inter-Agency and Expert Group on MDG Indicators (IAEG-MDG) would be assisting countries in the production, dissemination and use of MDG-related statistics. It responded to General Assembly resolutions A/RES/55/162 and A/RES/56/95, and, in the statistical domain, to the recommendations of the Report of the Friends of the Chair of the United Nations Statistical Commission on the Millennium Development Goal indicators (E/CN.3/2006/15). This report recommended that the regional commissions should play an important role in statistical development in each region and responded to the Report of the Secretary-General on the indicators for monitoring the Millennium Development Goals (E/CN.3/2007/13). That report called for improvement of the statistics for monitoring the MDGs, the methodologies, the availability and quality of metadata, and the data dissemination mechanism.
38. The United Nations system gave high priority to these matters, on the understanding that there should also be more transparency in the way that international agencies use imputed data. The Inter-Agency Expert Group on Millennium Development Goal Indicators recommended producing detailed explanations of the difference between global and national monitoring and related implications on methods and data presentation, and constructing metadata on population estimates used as denominators to calculate many Millennium Development Goal indicators. It further recommended involving the regional commissions more extensively in looking for discrepancies between national and international sources, in assisting in the organization of data and metadata exchanges between national statistical systems and international agencies, and in improving data-sharing at the international level.
39. The regional commissions were more interested in regionally separate projects but this project responded to a request for complementarity from United Nations Headquarters, making it mainly top-down and donor-driven. The risk of a donor-driven approach for the MDG report is that it is owned not by the countries but by the United Nations.

C. THE PROJECT WAS VERY RELEVANT FOR THE BENEFICIARIES

40. Even if the project took a top-down approach, the beneficiaries in general considered that the project was relevant to their needs, as they indicated in the interviews and surveys. This perception was similar in relation to workshops, seminars, publications and technical assistance.

The beneficiaries perceived the contents of the seminars and workshops as relevant

41. The beneficiaries were asked to rate the relevance of the contents of the seminars and workshops in which they participated to the needs and priorities of their countries in relation to international MDG statistics/indicators/measures. The survey generated a total of 59 responses. On a scale of 1 to 4, where 1 is very low and 4 is very high, 96.6% of the beneficiaries indicated that the relevance was either high or very high: 52.5% indicated high and 44.1% indicated very high relevance. This tendency can be observed in all the regional commissions.
42. The beneficiaries' perceptions were almost unanimous. The responses indicate that the content of the workshops was relevant to their needs. However, some beneficiaries indicated that consultation regarding the project and its content was inadequate.

The beneficiaries perceived the publications and studies as relevant/useful

43. The beneficiaries were asked to rate the relevance of the publications and studies they were acquainted with to the needs and priorities of their countries. There were 66 responses. On a scale of 1 to 4, where 1 is not relevant and 4 is very relevant, 98.5% of the beneficiaries reported that the relevance was either high or very high: 27.3% indicated somewhat relevant and 71.2% indicated very relevant. Again, this tendency can be observed in all the regional commissions.

44. The majority of the beneficiaries interviewed stated that there was a great need for specific assessment missions to meet specific needs. Some indicated a need for more continuity in advisory mission support but understood that the regional commissions had limited resources to provide this. This observation suggests a need to be more selective and strategic in the advisory missions.

The beneficiaries considered that the technical assistance received had been relevant

45. The beneficiaries were asked to rate the relevance of the technical assistance received to the needs and priorities of their countries. There were 15 responses. On a scale of 1 to 4, where 1 is very low and 4 is very high, 86.7 % of the beneficiaries reported that the relevance was high or very high: 33.3% indicated high and 53.3 % indicated very high relevance. This tendency can be observed in all the regional commissions.
46. Again, the beneficiaries' perceptions were almost unanimous, indicating that the missions were relevant and useful for their countries, even though some needed more support in time and issues.

D. THE PROJECT DESIGN AND THE IMPLEMENTATION PLAN WERE NOT CLEARLY OR SUFFICIENTLY DEVELOPED, AND THIS AFFECTED THE PROJECT'S RELEVANCE

47. The project design was very relevant. However, the real challenge emerged after the project document phase, when an implementation plan should have been drawn up to set out priorities and focus efforts. One has to weigh the relevance or strategic importance of project implementation, which must be in tune with the times. The implementation plan or strategy was not devised in advance but was developed in an ad hoc way by each of the regional commissions.
48. The grand objectives of the project implied a wide coverage that involved many technical and political aspects.

E. THE PROJECT WAS IMPLEMENTED ON THE BASIS OF THE ONGOING SUBPROGRAMMES RATHER THAN AN INTERREGIONAL APPROACH

49. In practice, the project was more closely related to the existing regional agendas than to a common interregional agenda. Given the umbrella project approach, each regional commission responded more to its own regional agenda, needs and problems instead of to an interregional agenda or plan. The coverage around MDG indicators and statistical gaps and challenges is very large. As a matter of fact, one of the regional commission commonalities that permitted an interregional project approach was the work on discrepancies between national and international indicators. This work on discrepancies already formed part of the ongoing subprogrammes of the regional commissions.
50. The decision that an interregional approach should be taken was made by the Department of Economic and Social Affairs (DESA) as a way to integrate different projects of a similar nature run by the regional commissions. DESA used a top-down rather than bottom-up need- or demand-driven approach led by the regional commissions. As a consequence, from the outset the regional commissions preferred to have their own budget and to work at a regional level on their usual activities, rather than working on common interests at the interregional level. Therefore, despite the project's interregional title and aim, the regional commissions' approach was regional, working separately yet using some interregional mechanisms that permitted a degree of interregional collaboration. From the start, there was no list of common themes or processes. The interregional agenda is not being fully implemented. This is demonstrated by the fact that some regional commissions were not involved in the joint project management and that some regional commissions find some of the project activities as irrelevant. Without strong interregional motivation or design, there were no clear interregional outcomes.

Table 4
Content of the subprogrammes run by the regional commissions

Regional commission	1. Poverty	2. Employment	3. Education	4. Gender	5. Child mortality	6. Maternal health	7. Health	8. Environment	9. Partnership
ECA	1		1	1					
ECE	1	1	1		1	1	1	1	
ECLAC	1	1			1	1		1	1
ESCAP									
ESCWA		1		1					

Source: Project document.

51. It was laudable for regional commissions to consider fitting their previous or ongoing work to the current situation. At least they were not starting from scratch, given the scarcity of time and resources. However, there was an accompanying risk of limiting the project implementation options to these already being used, and of preventing the adoption of relevant new innovations.

F. THERE WAS NO EXPLICIT CONTEXT ANALYSIS OR EXPLICIT ANALYSIS OF THE DEMAND SIDE (MEMBER STATES)

52. Given that the regional commissions are very familiar with their regional context, no specific context analysis or baseline was provided for this project. Thus, the project was based on previous activities, processes and studies undertaken by the five regional commissions, and responded to mandates provided by regional and international resolutions, which requested that the United Nations system assist member States in the implementation of the Millennium Declaration. To mitigate this situation, the budget allocation was very specific (see pages 21-23 of the project document), despite some vagueness regarding the project activities. The regional commission project managers considered that the project allowed each region some scope to customize certain approaches, but not enough. Specifically, if during the initial implementation, a regional commission realized that some activity lines were more important than others, it had to redeploy people and re-allocate resources, which required considerable administrative efforts.
53. On the supply side, the project developed its components at the regional level, essentially through traditional activities that the regional commissions were already implementing, such as capacity-building activities, the promotion of knowledge-sharing, research, and improved data dissemination. On the demand side, there was no interregional strategy to speak of. Activities were adopted in a rather ad hoc way, hence areas of focus varied across regions according to national needs and the priorities established for the period by each regional commission, steered by their regional statistical committees or conferences.
54. The project was relevant to the work of the regional commissions and formed part of what the regional commissions were already doing and will continue to do in accordance with the 2030 Agenda. Statistics will play an important role in the implementation and follow-up of the 2030 Agenda and the Sustainable Development Goals, but there will be big challenges brought about by the outstanding

problems. This observation was evident during the implementation phase where activities focused on sectors/MDGs that were in many cases related to the regional commissions' previous work or to the work of their main partners.

G. THE TOP-DOWN APPROACH REPRESENTED A CHALLENGE BECAUSE IT WAS NOT COUNTERBALANCED WITH SOME BOTTOM-UP DECISIONS

55. Even if it responded to the existing problems, the MDGs and their indicators were implemented based on a top-down approach, which often caused tensions. More developed countries or middle-income countries had to choose between the need to improve the measurement of their own and unique policies and the need of the international United Nations system to compare countries' development. The challenge was to integrate these information needs as much as possible. In this way, i) the countries can find useful the improvement and peer learning from other countries policies and ii) the United Nations system can improve its bottom up approach and understand certain limitations and particularities of the international indicators. Indeed the project worked on the complementary indicators by working with the developing countries in measurements and indicators that were more coherent with the capacities and problems of the member states.
56. Some dilemmas may be observed in this intervention. The dilemma over whether scarce resources should be focused at the interregional or intraregional level, and the choice between an interregional top-down approach that enables innovation but does not allow for customization or a regional bottom-up approach that permits ownership but risks inertia. The latter parallels the preference of some countries to focus their efforts more on national policies than on international standards in relation to MDGs.

Table 5
Dilemmas of the inter or intra-regional model of project implementation

Interregional approach	Intra-regional approach
Top-down approach permits innovation but does not allow for customization	Bottom-up approach permits ownership but risks inertia
Interregional budget allocation	Intra-regional budget allocation
International standards	National policies

Source: Prepared by the author.

4.1.2. COMPLEMENTARITIES AND SYNERGIES WITH OTHER WORK

A. EVEN WITHOUT AN EXPLICIT STRATEGY FOR INTERREGIONAL COMPLEMENTARITIES, THERE WERE REGIONAL PARTNERSHIPS

57. The project paved the way for important complementarities and synergies, despite the absence of a common and explicit approach to seeking interregional complementarities, synergies, South-South cooperation and partnerships. This vision of project complementarity was based more at the regional commission level than at the member State level. Hence, so many of these complementarities were not explicitly mentioned in the various progress reports of the project.
58. During implementation, the regional commissions in general had different partners owing to their different subprogrammes and contexts, but there were similarities between some of these partnerships. The statistical divisions of the regional commissions do and have worked in collaboration with the statistical departments of other international institutions that have their own MDG projects.

These complementarities enabled technical skills and funds to be leveraged and meant that more countries could be covered both in quantity and quality.

59. ECA, ECE, ESCAP and ESCWA combined Development Account project funds with those of other projects to create synergies and maximize the impact of the MDG-related activities conducted in their respective regions. Supplementary funds were used during the course of the project to support their common objectives. However, many of the implementing partners used their own funds for support during the seminars and workshops in term of travel costs and experts.
60. In the regional commissions for Africa and Latin America and the Caribbean, the Statistical Commission and the Statistical Conference helped expand regional networks of MDG statistical and reporting experts.
61. It was pointed out during the interviews that there was scope for more involvement of the regional statistical bodies conformed by representatives of the member States in this kind of project. This could be a good way of improving the bottom-up approach.

B. THE PROJECT WAS BASED ON PARTNERSHIPS DURING THE IMPLEMENTATION PHASE

62. The project was implemented by the five regional commissions in close collaboration with the United Nations Statistics Division (UNSD) and other interregional partners. Several international agencies participated in the activities by assisting in the organization of workshops or meetings, providing financial support and/or participating as trainers. National statistical offices were also relevant partners in the delivery of seminars and workshops.
63. The regional commissions had 17 different partners, mainly multilateral organizations, especially United Nations agencies. Only 5 out of 17 were not multilateral organizations. These partners mainly provided operating/financial support or were speakers or lecturers. Some of the partners were common to several regional commissions. ILO or UNFPA, for example, were both common to 3 out of the 5 regional commissions. Despite this, there was no common approach in relation to these common partners.

C. THE BENEFICIARIES PERCEIVED THAT THE PROJECT PERMITTED COMPLEMENTARITIES

64. The beneficiaries considered that there were complementarities between the project and other national processes, as may be observed from their responses to the questions set out below.
65. The beneficiaries were asked to indicate how they rated the complementarities and / or synergies between the seminars/workshops they attended and other ongoing governmental initiatives on MDG statistics/indicators in their countries. There were 59 responses. On a scale of 1 to 4, where 1 is very low and 4 is very high, 96.6% of the beneficiaries reported that the complementarities were high or very high, where 57.6% indicated high and 39% indicated very high level. This tendency can be observed in all the regional commissions.
66. Most of the beneficiaries interviewed stated that there were complementarities between the events they attended and other ongoing initiatives between their governments and other United Nations agencies or international agencies. Two of the most frequently cited agencies were UNICEF and UNFPA.
67. The beneficiaries were asked to indicate whether there were there any complementarities or synergies between the technical assistance received and other ongoing governmental initiatives in their country related to the measurement and reporting of MDG statistics/indicators. There were 9 responses and 8 out of 9 responses were affirmative.

68. Most of the beneficiaries interviewed stated that they had not known about or did not have any other opportunities to receive technical assistance from other international agencies for similar issues.
69. The beneficiaries said that these complementarities were aimed at improving data analysis, identifying common problems, collaborating with other departments working on the MDGs, achieving MDG disaggregation at the subnational level and completing MDG databases.

4.2. EFFICIENCY OF PROGRAMME MANAGEMENT

70. This section describes (a) the governance and management structures of the project and their contribution to the effective implementation of its operations and coordination of partners; and (b) the collaboration and coordination mechanisms between and within the five regional commissions that ensure efficiencies and coherence of response.

4.2.1. PROJECT GOVERNANCE AND MANAGEMENT

A. PROJECT MANAGEMENT WAS SMOOTH, FLEXIBLE AND WELL VALUED

71. The project was undertaken by the Statistics and Economic Projections Division at ECLAC, in collaboration with the four other United Nations regional commissions: ESCAP, ECA, ECE and ESCWA. ECLAC was in charge of organizing and financing interregional activities on the basis of the designated budget. Special contributions however could be requested from the other regional commissions, depending on the number of country representatives participating in the activities.
72. During implementation there was a good relationship between the regional commissions, based on mutual knowledge and trust. The regional commissions valued very positively the management of ECLAC as lead agency of the project.
73. In the course of project execution, close consultations had to be maintained with DESA (Statistics Division) as the coordinator of the Inter-Agency Expert Group (IAEG) on MDG Indicators. This would have added value to this project by helping avoid the duplication of work. The IAEG fall meeting was a good opportunity to coordinate with the actors that participated in the group. The five regional commissions had all attended the IAEG meetings over the past few years, presenting their work on improving data and reporting systems on MDG indicators and reconciling discrepancies.

B. PROJECT GOVERNANCE PRESENTED CHALLENGES

74. Governance presented a number of challenges given the implications of coordination and collaboration among the five regional commissions, and the absence of a formal interregional governance structure with clear roles and responsibilities, regular meetings, formal minutes and management/governance responses to the progress reports.
75. In practice, the project took advantage of one informal meeting in Chile and of the regular IAEG-MDG meetings in Geneva and New York. But, for the purposes of this project, these meetings did not constitute formal governance meetings and thus were not reported in formal minutes. Some of the project managers interviewed said that the lack of a more formal governance structure had affected coordination and collaboration.
76. Some of the staff considered that roles and responsibilities had not been clearly established at the outset.
77. On the issue of roles and responsibilities, the staff were asked to indicate to what extent roles and responsibilities for joint management, implementation, coordination and collaboration had been clearly

established at the beginning of the project. There were seven responses. On a scale of 1 to 4, where 1 is a very small extent and 4 is a very large extent, 71.4% of the beneficiaries reported a large or very large extent, where 28.6% indicated large and 42.9% indicated very large extent. But 28.6% or two responses indicated that it was to a small extent. This tendency can be observed in the interviews regarding coordination, which was viewed positively despite some challenges in ensuring continuous collaboration and coordination.

78. Quickr as a platform was already being used at ECLAC and the intention was that it would facilitate project management, although some project managers intended to use it to promote networking. During project implementation, this platform failed to work for its intended purposes, i.e. project management and/or networking. It did not work for management because the regional commission managers did not get used to it or own it. And it did not work for networking because it was not designed for such a purpose. Nevertheless, some of the project managers suggested the possibility of exploring other platforms like wikis for interregional work.
79. Communication was thus mainly by e-mail, even if some of the regional commission managers acknowledged that it was limited and informal for governance purposes. Some even indicated that it was a challenge to receive timely feedback and responses for management purposes.

C. THE WEAKNESS IN THE GOVERNANCE AFFECTED KNOWLEDGE-SHARING

80. There was no process of sharing knowledge in terms, for example, of metadata outputs, best practices and discrepancies, even if many of the regional commissions had achieved similar outputs, as in the case, for example, of handbooks/advisory missions in relation to metadata and discrepancies. While the regional commissions were not expected to generate the same outputs, the interplay of various outputs or a cross-cutting approach could have been helpful, especially while carrying out similar activities.
81. Some project managers suggested that sharing cross-cutting activities and outputs would have improved knowledge-sharing and efficiency, through, for example, benchmarking or shared practical approaches in project implementation. While it would entail different coordination approaches and more human resources and time, this dilemma could have been best addressed by clear project design. It is a fact that the coordination for doing so would have required a different project design and more human resources and time. The importance of project design is once again highlighted. The way to do this should have been clear from the design – for example different regional commissions could have taken the lead in sharing or coordinating the different aspects mentioned before.

4.2.2. COLLABORATION AND COORDINATION MECHANISMS

A. COLLABORATION AND COORDINATION MECHANISMS BETWEEN THE FIVE REGIONAL COMMISSIONS PRESENTED CHALLENGES

82. In practice, project design and implementation were more regional than interregional in nature. They focused more on the internal activities of each commission, as opposed to maximizing the collaboration between all the regional commissions. Project design therefore did not support the establishment of stronger collaboration and coordination mechanisms between the regional commissions.
83. A significant number of staff members considered that coordination and collaboration were challenging. In general, the regional commission staff agreed on the difficulty of coordinating activities between five regional commissions, but perceived the coordination and collaboration between ECLAC and the rest of the regional commissions positively.

B. AD HOC COLLABORATION AND COORDINATION ACTIVITIES WERE PURSUED BUT THERE WAS NO INTERREGIONAL COLLABORATION AND COORDINATION STRATEGY

84. Again, there was no formal and explicit collaboration and coordination strategy. Collaboration and coordination mechanisms were more ad hoc than planned, which may have affected the efficiency and consistency of the response.
85. An example of collaboration was the exchange between ECA and ECE on the handbook on metadata, but there were also instances where collaboration between the regional commissions could have been better. For example, the overlapping member States between ECA and ESCWA and the potential for sharing information on consultants, methodologies and so forth between the regional commissions.

Example of coordination and collaboration

ECE and ECA developed the African Guide to writing metadata for development indicators and ran a regional capacity-building workshop to build countries' capacity to write metadata for the development indicators.

Project design did not facilitate interregional coherence or synergies, as the regional commissions implemented different actions and failed to devote enough time to synergies. One possible approach is to look at this at the beginning and come up with a list of priorities and see which are common, in order to learn from each other.

Source: Staff perceptions based on interviews and reports.

C. THERE WAS NO PROPER MUTUAL ACCOUNTABILITY AND THERE WAS NOT ENOUGH MUTUAL KNOWLEDGE

86. The different regional commissions had peer horizontal relations with each other and this led to some difficulty in establishing the necessary accountability when certain coordination decisions had to be taken. As a result, the capacity for mutual accountability was weaker and responses to a number of situations included non-response, delayed response or unilateral decision-making. Furthermore, the need for joint coordination was highlighted so as to be able to prioritize and sort out issues on time.
87. As a consequence of this weak interregional work, and based on the responses of the people involved, with the exception of ECLAC, it was not uncommon for regional commissions to be unaware of the activities of their counterparts.

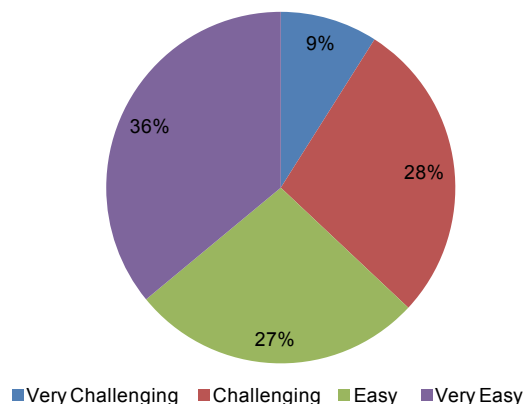
D. STAFF PERCEPTIONS OF COORDINATION AND COLLABORATION WERE POSITIVE, BUT THEY WERE ALSO VIEWED AS CHALLENGING

88. Presented below are the responses of the staff in surveys and interviews on collaboration and coordination.
89. Some of the staff perceived challenges in the coordination between the regional commissions.
90. Staff were asked to indicate how they would rate the coordination between the regional commissions during the project's design and implementation. The question generated eight responses. On a scale of 1 to 4, where 1 is very poor and 4 is very good, 87.5% of the beneficiaries reported good or very good coordination: 50% indicated good and 37.5% indicated very good coordination. Only 12.5% indicated that coordination was poor. This was the trend of the interviews where the perceptions of this subject were positive.

91. Although during the interviews most of the managers and staff pointed out the good coordination efforts by ECLAC, it was also viewed as a big challenge.
92. Some of the staff perceived challenges in the collaboration between the regional commissions.
93. Staff were asked to indicate how they would rate the collaboration between the regional commissions during the project's design and implementation. This question generated eight responses. On a scale 1 to 4, where 1 is very poor and 4 is very good, 75% reported that there was good or very good collaboration: 25% indicated good and 50% indicated very good collaboration. Only 25%, or two people; responded that collaboration was poor. While perceptions regarding collaboration in the interviews were positive, it must be noted that such collaboration was not continuous.
94. During the interviews, the project managers acknowledged that collaboration was weak owing to the regional focus of the project and the weak interregional relationships. Some suggested strong common interregional outputs were needed as a way of increasing this collaboration.
95. Staff were asked to indicate how they would rate the collaboration between the regional commissions during the project's design and implementation, but this time in relation to the following specific aspects: (a) communication and timeliness in responding to specific questions and requests; (b) reporting relationships; (c) decision-making at the strategic level; (d) decision-making at the operational level; (e) consideration of the specificities of issues related to the context of each regional commission; (f) use of Quickr; (g) dealing with differences in organizational cultures or work practices; and (h) differences in language.
96. This question generated 56 responses. On a scale of 1 to 4, where 1 is challenging and 4 very easy, 62.5% of the staff reported that it was easy or very easy: 27% indicated easy and 36.5% indicated very easy. On the other hand, **37.5% of the staff reported that it was challenging or very challenging, where 29% indicated challenging and 9.5% indicated very challenging.** The most challenging issues were communication and timeliness in responding to specific questions and requests, and decision-making at the strategic level as well as differences in language. These last challenges were observed in the interviews too.
97. This was consistent with the interviews with the project managers, who mentioned the challenges of timeliness, of the different languages and of coordinating five different regional commissions.

Figure 5
Perceptions of the regional commission staff

How would you evaluate coordination and collaboration during the design and implementation of the project?



Source: Prepared by the author on the basis of the surveys.

E. COLLABORATION AND COORDINATION MECHANISMS WITHIN THE FIVE REGIONAL COMMISSIONS THAT ENSURE EFFICIENCIES AND COHERENCE OF RESPONSE WERE GOOD

98. There was collaboration between the project coordinators and the rest of their own regional commissions with other sectoral and cross-cutting regional commission divisions. This permitted the staff of the regional commissions to collaborate on the activities of the project. It is important to point out that in certain regional commissions, such as ECLAC, efforts were being made to work on an interdivisional basis and the project contributed in this regard. At ECLAC, there were collaborations with CELADE and with the gender specialist.
99. The fact that the project was part of the past and future mandate and work of the commissions has contributed to the efficiency and coherence of response within the five regional commissions.

4.2.3. IMPLEMENTATION OF ACTIVITIES IN A TIMELY AND RELIABLE MANNER, ACCORDING TO THE PRIORITIES ESTABLISHED BY THE PROJECT DOCUMENT

A. COORDINATION, COLLABORATION AND STAFF TURNOVER WERE CHALLENGES TO TIMELY AND RELIABLE IMPLEMENTATION

100. The aspects already discussed that relate to coordination and collaboration also affected the timely and reliable implementation of activities. The project document listed activities but did not establish priorities. During the initial phases, some tools were designed inside the Quickr platform so as to operationalize the project implementation in a clear and explicit way, such as the Gantt chart of the project. But during implementation, Quickr and the planning tools were not systematically used or followed up for re-adaptation or monitoring purposes. This affected the timely and reliable provision of services and support.
101. The project was extended due to internal rotation and turnover in some regional commissions. This enabled some of the activities to be finalized. Although the project managers had professional experience, there was a high degree of staff turnover, and human resources for project management were scarce, which became more challenging in the absence of a formal knowledge management strategy. Some of the regional commissions had different management teams and during some periods ECLAC even faced some difficulties in communicating with the other regional commissions. Furthermore, the ECLAC project management team did not participate in the design of the project, so it took time for project ownership to be resolved. And although parts of the design were incomplete or had areas for improvement, no changes were made during implementation.

B. FINANCIAL MANAGEMENT WAS GOOD BUT TOOK TIME AND RESOURCES

102. In general, the total expenditures were similar to the expected allotments. This finding took into account the document review, the interviews conducted in the finance departments and with the project managers, and the financial report at the end of 2014. Hence, the project was ultimately able to execute its entire budget. It was also reported in the interviews that it was challenging to complete the budget expenditure reports at the end of each year for the purposes of the progress report. Financial management at all the commissions, but especially at ECLAC as the lead regional commission, took a lot of time and resources.
103. Even if the financial system was the same at all the regional commissions, the fact that some of the regional commissions used different software, such as Excel or web-based financial system software to process the financial information, presented a challenge. In one case, a regional commission had to do the financial reporting through another multilateral organization. In the beginning, there was no common understanding regarding the accounting system between the regional commissions. As a result, figures did not match up and there were misunderstandings regarding the proper charging of

expenditures vis-a-vis budget categories. To address this situation, it was important to sustain the good work of ECLAC, and improve the interpersonal relations between the substantive and financial departments both within the same regional commission and across the commissions.

The project was very ambitious, but based on the project document there was no prioritization or focus through an implementation plan. Rather, the focus was given in an ad hoc way, based on the needs of each regional commission.

It was a challenge to plan and follow up by line and by activity at the administrative level. Follow up by activity was manual. Changes in the activities entailed slow and complex administrative changes.

There were three units involved at each regional commission: finance, certification and the substantive unit. The main problem was that there was no standard way of working. ECLAC, ESCWA and ESCAP have the same system, while ECA and ECE have different systems. All the regional commissions have the IMIS system; ECLAC, ESCWA and ESCAP decided to use IMIS, while ECA and ECE worked in Excel. Working through IMIS had the advantage that different stakeholders worked with the same information and automatically synchronized changes. Using different systems, meanwhile, meant more administrative resources had to be used to ensure correct expenditure.

The level and order of expenditure was good.

Source: Staff interviews.

104. The regional commissions participated in project design, given that they have different costs and needs. Nevertheless, the final project design had similar budget lines: lines of travel, contractual services, operating expenses, seminars and workshops (based on page 23 of the project document). This meant that funds had to be reallocated and realigned during the implementation phase, which absorbed more of the departments' time and resources.

C. EXISTING PROCEDURES AND THE MANAGEMENT OF THE LEAD AGENCY MADE IT POSSIBLE TO RESOLVE SOME OF THE CHALLENGES IN A TIMELY AND RELIABLE MANNER

105. The staff reported that the two factors that had contributed to the implementation of project activities as well as to the attainment of expected results were: (a) the flexibility to integrate and align the activities with overall regional priorities. The project-funded activities, such as strengthening the use of existing data and improving the production of data disaggregation and civil registration and vital statistics, have all been identified by governments as regional priorities. They are also focal areas of several regional initiatives on statistics development. The project's support is welcomed in this area, which means that the impacts are more likely to be sustainable since there are separate, ongoing efforts in these areas of work; (b) the high relevance of the topic has helped to ensure a high level of efficiency and an adequate response from the commissions. Many products have resulted from few resources.

106. In general the project managers and the staff of the project were not unanimous in relation to the correct establishment of roles and responsibilities. They were asked to indicate the extent to which the procedures and processes established for the project contributed to the effective and efficient implementation of the project. There were seven responses. On a scale of 1 to 4, where 1 is a very small extent and 4 is very large extent, 71.4% of the beneficiaries reported a large or very large extent: 57.1% indicated large and 14.3% indicated very large extent. But 28.6% indicated a small or very small extent. This can be observed in the interviews, where the degree of implementation was positively viewed but challenges were mentioned in relation to the procedures during implementation. Even though the project managers were happy with the efficiency and effectiveness of the project, they acknowledged that some of the procedures could be improved upon, such as the financial procedures.

107. In spite of the challenges, the project managers indicated that this was very well managed by ECLAC. The staff of the regional commissions perceived that the procedures and processes established for the project had contributed to its effective and efficient implementation. In practice, even if similar procedures existed, management procedures could have been better harmonized. Furthermore, the regional commissions were in principle not only implementers but also joint managers. But this last point did not become apparent during implementation. The need for more clarity regarding the rights, obligations and mutual accountability lines of the regional commissions as joint implementers made joint management more difficult. Once again, ECLAC management, by centralizing much of the management of the project and by taking on responsibilities not assumed by other regional commissions, made implementation possible.
108. On the subject of project efficiency, the staff were asked to indicate whether the resources invested had been used in an efficient manner to produce the planned results. There were eight responses. In all cases the project was considered to have been efficient. In the staff interviews and surveys, it was reported that the funds had been used to support priority actions that countries had identified to strengthen their statistics development, that more activities were undertaken than planned, due to the sharing of costs with other projects or organizations, and that in general it was possible to ensure that they reached the targeted audience by taking measures and using different means.

D. BUDGET EXECUTION BY ACTIVITY WAS NOT SYSTEMATICALLY USED AS AN INTERREGIONAL MANAGEMENT TOOL

109. The formal procedures applicable to this Development Account project did not require budget execution by activity, but by budget line. Each regional commission had its own budget expenditures and executed budget by activity. But these executed budgets by activity were not integrated in a common progress report. Budget execution by activity was used internally to plan the following budgetary year, or to reallocate or deploy funds, but not as a management tool.
110. This made it difficult to exchange and compare information between regional commissions on the costs of similar activities so as to take management decisions during implementation. There was no formal financial specific report by activity but there were informal/ad-hoc and sometimes manual reports for monitoring and fund redistribution. During the evaluation, these budget expenditures/executed budgets by activity were requested from the project managers, but given that they were not formal or official budgets, the project managers did not have this information to hand, declined to use it for evaluation purposes or suggested that it should be requested from the financial department. The financial department did not have this information to hand and asked for time to prepare it on an ad hoc basis.
111. Regarding the use of a results-based management approach, the staff were asked to indicate the extent to which roles and responsibilities for joint management, implementation, coordination and collaboration had been clearly established at the beginning of the project. There were seven responses. On a scale of 1 to 4, where 1 is a very small extent and 4 is very large extent, 71% of the beneficiaries reported a large or very large extent, and 29% indicated large and 43% indicated very large extent. But 29% indicated it was to a very small extent. This tendency can also be observed in the interviews, where coordination was positively viewed but it was also reported that management had been activity-based rather than results-based. This has also been confirmed by the progress reports.

E. THE MAIN CHALLENGES TO EFFICIENCY WERE FINANCIAL MANAGEMENT AND STAFF TURNOVER

The following factors impeded the implementation of project activities and the attainment of expected results: (a) some of the procedures were not flexible; (b) the flow of financial information between the different United Nations entities was difficult, as a result of which the project leader had difficulty in accessing information on the actual availability of funds. This hindered proper planning and reduced efficiency, leading to the underutilization of funds; (c) limited resources and restrictions on budget distribution over the budget lines; (d) the inadequate resources in the Development Account project for management and the low budget for the ambitious objectives made it necessary to maximize efficiency through joint work with other divisions, actors and by using other funds; and (e) the staff turnover and the lack of human resources to properly manage the project in the regional commissions.

Source: Staff interviews and document report.

112. Some of the most important challenges reported by project managers were the number of regional commissions that had to be coordinated, the turnover of management staff in the regional commissions, the lack of clarity regarding roles and responsibilities, the time taken to respond to certain demands for project management, the complexity of the project's financial management, the need for redeployment of funds, the administrative difficulties, long-distance communication and the language barriers.

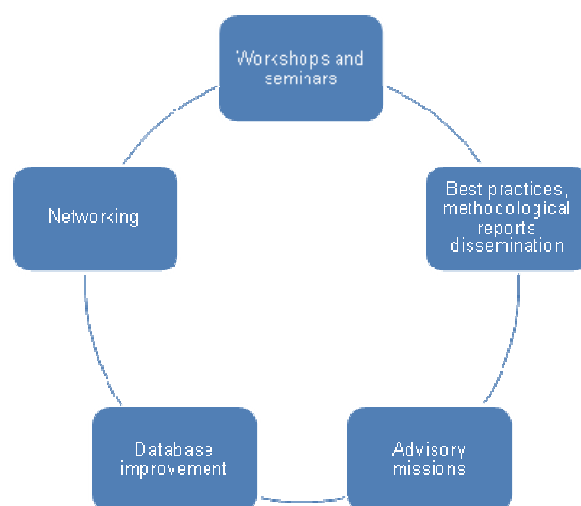
4.3. PROJECT EFFECTIVENESS

4.3.1. CONTRIBUTION OF THE PROJECT TO THE ACTIVITIES, GOALS AND OBJECTIVES OUTLINED IN THE PROJECT DOCUMENT

A. THE PROJECT CAUSAL-CONTRIBUTION LINKS WERE COMPLEX

113. The project's sphere of control concerns the inputs, the activities, the processes and the way in which they should be linked in order to have direct control over the expected changes. These activities are workshops, meetings, seminars, advisory missions, publications and database improvement assistance. Many change processes fall outside the project's sphere of control. This is why the right focus, the proper linkages and the correct implementation of the activities are very important.

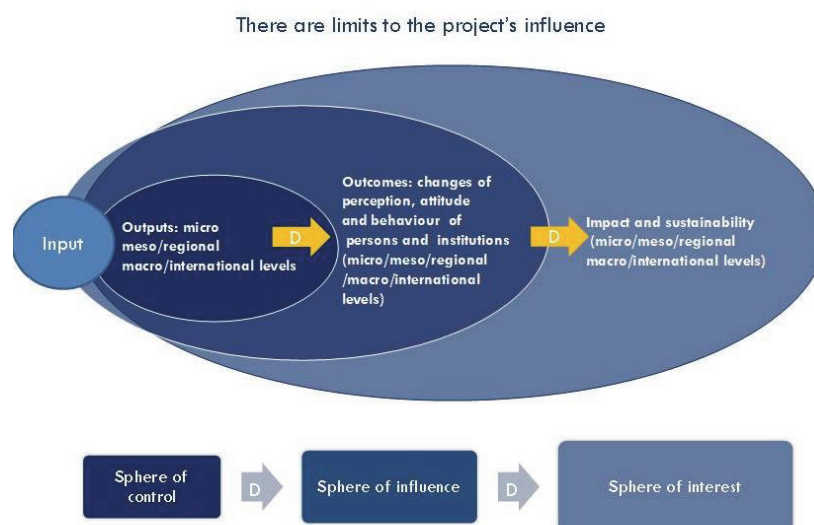
Figure 6
Framework of activities to be linked to achieve the processes that will lead to the results



Source: Prepared by the author.

114. Although the project achieved significant results, there were some challenges and some scope for improvement, particularly regarding the focus of project activities and the linkages between them. This must be considered alongside significant limits to the project's influence, which are depicted in the figure below. These limitations concern the nature and location of the project's sphere of control so as to achieve the intended changes, and whether the project was sufficient to contribute to the intended results.

Figure 7
Limits to the project's influence



Source: Prepared by the author on the basis of Outcome Mapping.

115. There were clear interactions between project activities, meaning that implementation was not linear. For example, during implementation, some publications were published as a consequence of workshops and some of these publications provided inputs for workshops and advisory missions.

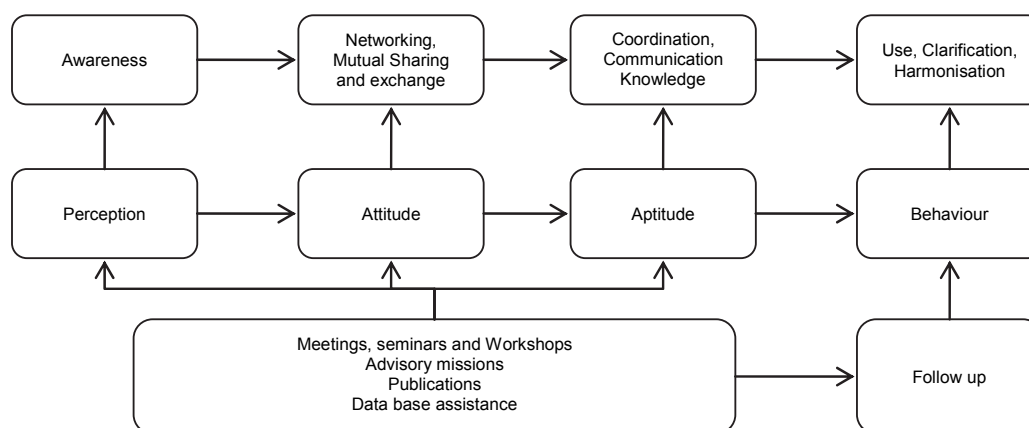
As an example of the links between seminars and publications, the seminar “The way forward in poverty measurement” was held in December 2013 in Geneva. This seminar was organized to address issues identified by the ECE MDG database and discrepancy reports and as a preparation for the post-2015 development agenda.

Source: Interviews and progress reports.

116. The project's contribution in terms of supporting the MDGs in the different regions included the fact that it was expected to work at the micro and macro level on very complex problems. The challenge was then to prioritize the activities, thereby creating relevant spaces and opportunities at the interregional and intra-regional levels. It opened up an opportunity for mutual knowledge, sharing and understanding at the international level. But while this contributed to the accomplishment, the fact remained that it was not enough to fully achieve the general objectives.

117. The expected theory of change of the project required complex changes in perception, attitudes, aptitudes and behaviour among the beneficiaries. This was expected to occur through awareness, networking and sharing, coordination and communication, and harmonization and clarification.

Figure 8
Process of change from changes in perception, to changes
in attitude, aptitude and behaviour at the personal
and/or institutional level



Source: Prepared by the author.

B. THE DEGREE OF PROJECT IMPLEMENTATION OF THE PROJECT WAS GOOD. THE PROJECT ACTIVITIES CONTRIBUTED, EVEN WITH CHALLENGES, TO RESULTS AT BOTH THE SUBSTANTIVE AND TECHNICAL LEVELS

118. According to the workshop assessments, the surveys and the interviews, the activities implemented provided opportunities at the regional level to share knowledge and experiences regarding the monitoring of MDG indicators, as well as to acquire skills on international standards, data exchange and dissemination tools and writing of metadata. It also helped build consensus and networking among key stakeholders including governments, organizations and other entities. In fact, the activities undertaken in the framework of this project were welcomed at the meetings of the regional Statistical Commissions in Africa and Latin America and Caribbean.⁴

119. Table 6 shows the positive degree of implementation of the activities of the project. Discussion of this table may be found in section G and H.

⁴ SEVENTH MEETING OF THE STATISTICAL CONFERENCE OF THE AMERICAS OF THE ECONOMIC COMMISSION FOR LATIN AMERICA AND THE CARIBBEAN Santiago, 5-7 November 2013. "Notes the advances in statistical reconciliation, statistical capacity-building at the national level and the dissemination of good practices for monitoring progress towards the Millennium Development Goals in the countries of the region and thanks the Economic Commission for Latin America and the Caribbean for the support and collaboration it has provided as technical secretariat of the Working Group on the Monitoring of Progress towards the Millennium Development Goals."

Table 6
Degree of implementation of the theories of action and change

Theory of action of the project		Degree of implementation
The actions or theory of action of the project, mainly workshops, publications, advisory missions and database improvements, are oriented in an integrated way to the following theory of change related to capacity-building in the production and use of MDG indicators.	2	If activities are not correctly implemented, one should not expect results as a contribution of the project. Not all the activities of the project were consistent with each other and not all the activities were implemented as expected.
Theory of change		Main changes
(1) Raising awareness among national institutions/statisticians of (a) the indicators published by regional and international agencies; (b) discrepancies between country MDG data and regional and international MDG data; and (c) the importance of timely and comprehensive MDG data and metadata reporting.	3	Positive perceptions among beneficiaries and positive feedback on the seminars.
Increased availability of methodological and best practice documents related to the production of MDG indicators in languages other than English.	3	Existence of methodological and best practice documents. Not ensured by dissemination and accessibility.
(2) Improving mutual knowledge and networking between national institutions/statisticians and between national and international institutions/statisticians.	3	Mutual knowledge in spite of turnover. More bilateral regional commission/beneficiaries than South-South.
- Developing partnerships and/or South-South cooperation.	2	There were some cases of partnerships and exchanges but the intervention did not lead to explicit South-South cooperation strategies.
- Better comprehension of country monitoring capacities and priorities.	3	Very rich process for the regional commissions No assessment of beneficiaries' monitoring capacities and priorities.
- Extensive knowledge of data transfer mechanisms among country data producers and between country data producers and international agencies.	2	Low coverage. SDMx ^a /DevInfo seminars, but not in all countries or regions.
(3) Maintaining a channel of communication between national data providers and international data custodians in order to clarify any questions regarding the data and indicators.	2	In this specific project activity/action, continuity cannot be assured beyond the ongoing work of the regional commissions.
- More permanent MDG Network for exchanging information on experiences, best practices and methodologies.	2	In this specific project activity/action, continuity cannot be ensured beyond the ongoing work of the regional commissions.
- Provision of more and improved data dissemination tools at the regional level that provide comparative pictures of MDG data coming from national and international sources, MDG country profiles and complete metadata.	2	The reports have been prepared. Dissemination and use is a challenge
(4) Improving coordination	3	
- Improving inter-institutional coordination between national institutions/statisticians and between national and international institutions/statisticians.	3	Achieved during the intervention in some cases even if there were no specific mechanisms for this.
- Strengthening the internal coordination within national statistical systems for the production and dissemination of MDG-related data.	1	Limited capacity to control.

Theory of change		Main changes
(5) Improving the clarity of the data and indicators published by different agencies at the national, regional and international levels. More internationally and regionally agreed definitions and concepts in emerging fields.	3	There has been a discernible improvement in the quantity of reports and metadata, as observed on the MDG webpage.
(6) Improving the transparency of the data and indicators published by various agencies at national, regional and international levels.	3	
<ul style="list-style-type: none"> - Metadata. Knowledge of the importance of timely and comprehensive MDG data and metadata reporting. More knowledge of metadata writing and disseminating. - More knowledge of information exchange mechanisms and their benefits, together with more countries implementing them. - Harmonization. Harmonized indicators definitions and benchmarks on more adequate information sources to calculate MDG indicators. - In many of the regions there is more availability of methodological documents related to the production of MDG indicators and new MDG databases that provide comparative pictures of MDG data coming from national and international sources, MDG country profiles, and complete metadata. 	3	
(7) Reducing discrepancies, increasing the production and publication of metadata, as a consequence of better understanding of internationally recommended methodologies and of the causes of discrepancies between national and international sources and suggestions of actions to reduce them.	3	Limited capacity to control There has been a discernible improvement in the quantity of reports and metadata, as observed on the MDG webpage.
(8) Higher motivation and means. Greater involvement of national statistical offices in the monitoring and reporting of MDGs.	1	Limited capacity to control.
(9) Higher production and use of MDG statistics.	2	Limited capacity to control.
<ul style="list-style-type: none"> - Improved national capacities to produce MDG-disaggregated data. - Enhanced government capacity to produce MDG disaggregated data. - Strengthened civil registration and vital statistics systems. 	2 1 1	

Source: Prepared by the author.

^a DevInfo is a database system developed under the auspices of the UN and endorsed by UNDG for monitoring human development with the specific purpose of monitoring MDGs. It is not a data transfer mechanism. SDMX is an initiative to foster standards for the exchange of statistical information. It is not officially implemented to transfer data between countries and Agencies

C. OUTPUT QUANTIFICATION IS POSITIVE IN GENERAL

120. In terms of quantity of outputs, the results were very positive and may be summarized as follows: (a) 21 workshops and 4 regional seminars were organized and more than 650 persons and 156 countries were involved or participated; (b) 5 regional best practice reports, and 21 methodological publications and statistical discrepancies studies were prepared; and (c) 24 advisory missions were carried out. The only challenge and downside was the scarcity of interregional events and publications.
121. Furthermore, the number of events organized under the auspices of the project was higher than foreseen, as was the number of participants and beneficiary countries. But although workshop assessments were performed, the successive progress reports did not include these assessments, which would have captured the quality of these events.

Table 7
Number of project outputs

	ECA	ECE	ECLAC	ESCWA	ESCAP	Interregional	Total
Workshops and seminars	3	3	4	7	3	1	22
Best practice reports	1	1	1	1	1		5
Methodological publications and statistical discrepancies studies	3	6	4	5	3		21
Portals and databases	1	1	1	1	-		4
Advisory missions	3	6	5	3	7		24
Beneficiary countries	56	13	27	15	48		159

Source: Prepared on the basis of the interviews and progress reports.

D. THERE ARE IMPORTANT SIMILARITIES AND DIFFERENCES BETWEEN REGIONAL COMMISSIONS IN THE IMPLEMENTATION OF ACTIVITIES

122. When measuring its contribution to results, one must take into consideration the complexity of this project. Thus, real improvements were very slow to occur in relation to the desired and/or expected changes. There were also challenges in measuring even the level of contribution causality given the following: (a) changes were part of existing processes in which the regional commissions and other stakeholders participated; (b) the project was small in size and the complexity of the problems and ambition of the objectives were high; and (c) coverage was very large and encompassed all the MDGs, all the regional commissions and 156 implementing countries.
123. Although project design brought the needs of all the regional commissions under a similar umbrella, the approach/model adopted by each commission was different even if they had similar activities. By way of example: (a) ECLAC accorded more importance to large coverage and to the adaptation of the interests of the new post-2015 sustainable development agenda; (b) ESCWA attributed importance to the process and continuity of capacity-building; and (c) ESCAP gave priority to its field of specialization in civil registration and vital statistics in workshops and technical assistance.

124. The project in general had a high level of compliance with the expected products. The existing assessment reports and the interviews conducted with beneficiaries, partners and staff indicated that the workshops had been successful and the beneficiaries were satisfied. Some project publications were used for internal discussion during workshops and for external dissemination. There were some challenges in the dissemination and communication of the publications, which explains why many of the beneficiaries were unfamiliar with some of the publications. However, good practices have been generated and disseminated even if there was a need for some kind of systematization to fully ensure their use. Databases have also been created or improved. The project supported the processes of resolving conflicts between the actors over statistical discrepancies. This was made possible through different approaches and coverage and with differing results in quantity and quality. Finally, although the networking component was not executed according to the initial design of the project document, the project managed to promote networking in an emergent, unplanned way.

E. WE CAN FIND SIGNIFICANT UNEXPECTED OUTPUTS AND RESULTS OF THE PROJECT

125. There were several unexpected results from the project. For example, inter-divisional and inter-commission work entailed closer relations between the teams of the statistical divisions of the regional commissions. Furthermore, a more fluid communication about the MDGs and the post-2015 agenda led to the creation of capacities so as to prepare for the new post-2015 agenda.

126. Spaces were created for discussion on analysis and methodologies and the ownership of MDG indicators at the regional level. The regional commissions are now better known in relation to MDG measurement and can be taken into account in future Development Accounts for post-2015 monitoring. Their regional positioning in monitoring MDGs is currently better than in 2000.

127. There were also other unexpected results, as follows: (a) the identification of additional regional indicators relevant for monitoring progress in the regions covered by ECE and ECLAC; and (b) early engagement of the national statistical offices in the process of formulating the post-2015 development framework.

128. The paradox of project implementation is that, on the one hand, the project managers thought that the logical framework approach was difficult to adapt during implementation, but on the other hand, in an ad hoc way, some decisions implied de facto changes in the logical framework. As an example, the project results vis-a-vis the project design showed the differing implementation of some of the activities that were related to interregional issues.

129. These unexpected results occurred as a consequence of flexibility in adaptation but this flexibility has also been the origin of the weakness of interregional spaces and of the support provided to outputs that were not directly related to MDGs statistics. Some of the workshops, publications and advisory missions were not directly related to the MDGs. Hence, it can be said that any of these statistical workshops and publications could be related indirectly to the MDGs.

F. THE DESIRED PROGRAMME THEORY OF THE PROJECT WAS APPROPRIATE BUT AMBITIOUS; IT LACKED CLARITY/DEFINITION AND COULD NOT BE EASILY COMMUNICATED TO BENEFICIARIES

Table 8
Our programme theory starts with the last EA

Expected accomplishments	Level of implementation
EA3	2
EA2	3
EA1	3

Source: Prepared by the author.

130. One of the biggest challenges in this kind of project is to apply sufficient strategy so as to achieve enough coherence within the project itself and with other similar projects, for the purposes of integration, focus and prioritization. In this case, coherence would make it possible to focus all the efforts in the same direction so as to try to accelerate the slow process of change of the national statistical systems. A strong strategic vision and coherence gives this kind of project more relevance, given the huge needs and the slow process of change.

Table 9
Level of implementation of the project's theory of action

	Level of achievement 1-3	
OG OE	Objective: To increase the USE of up-to-date and comparable MDG data at the national, regional and global level.	2 The use of MDG data was beyond the control of the project and was not included at the onset of the project or in its follow-up.
	Objective: To increase the AVAILABILITY of up-to-date and comparable MDG data at the national, regional and global level.	2 The intervention contributed to the availability of MDG data in a fragmented / dispersed way.
EA1	Improved and increased national and regional Millennium Development Goals statistical production and use, in accordance with both international standards and regional benchmarks, through regional collaborative practices.	3
	1.1. (A.1) 1 Interregional MDG Indicators Meeting	3 Successful but not part of an ongoing process.
	1.2. (A.6) 1 regional MDG capacity building workshop in each of the 5 regions.	3 Successful but fragmented.
	1.3 (A.10) MDG indicators regional databases. Different at each regional commission.	2 Heterogeneous approach. Few links with the other activities
EA2	Decreased statistical discrepancies in Millennium Development Goals indicators among national, regional and international sources, improving Millennium Development Goals monitoring capacities and strengthening inter-institutional coordination, within the countries, and between countries and international agencies, both facilitated by the regional statistical bodies.	3 The intervention contributed to the reduction of discrepancies
	2.1. (A.3) Interregional MDG reports	1 Not implemented
	2.2. (A.4) Comparison of data series to identify causes of discrepancies.	3 This activity is related to publications
	2.3. (A.5) Technical assistance for statistical conciliation.	3
	2.4. (A.8) Best practice reports. Producing and disseminating best practice regional reports related to statistical production and the use of information.	3 High-quality reports. Dissemination and use continue to be a challenge

	Level of achievement 1-3	
EA3 Strengthened network of Millennium Development Goals statistical and reporting experts and practitioners at the national and regional levels, through increased interchange of experiences, best practices and methodologies.	2	EA3 was not implemented as previewed in the design
3.1. (A.2) Interregional web-based discussion.	1	Not implemented as in the design of the project document
3.2. (A.7) Methodological documents and regional benchmarks	3	
3.3 (A.9) Expert meetings at ECLAC to strengthen networking.	3	

Source: Prepared by the author.

131. The project design was lacking in terms of clarity, linkages and sequencing of the programme theory and it was not clear how the different EAs were to be integrated.
132. There were challenges in communicating to the beneficiaries the theory of change and the project's outputs. While there were more beneficiaries and outputs than expected, most of the beneficiaries failed to clearly identify the project as a whole, only some parts of it. Given the high number of missions that beneficiaries received in some cases from different kinds of donors, many beneficiaries merely identified the regional commissions that implemented the activities, or worse, the beneficiaries could sometimes not even identify any of the project activities. These realities pointed to the fact that the intervention supported existing regional commission ongoing processes, and they also entailed important challenges as this meant that the beneficiaries -as the protagonists of the expected changes- did not visualize the global processes of change that the project aimed to achieve, or the kind of expected linkages between and sequencing of the activities of the project.
133. The regional commission project managers had mutual knowledge and trust, but with the exception of ECLAC, did not have a complete vision of the project and were not aware of the approaches of the other regional commissions or what partners or MDGs they covered. This implied a weaker vision and capacity to define, link and integrate interregional processes of change. Finally, the weaker vision and the weak capacity for monitoring further implied weaker capacity to learn and adapt the ongoing processes.

G. THE IMPLEMENTED PROGRAMME THEORY WAS GOOD BUT PRESENTED SOME CHALLENGES

134. As described in section 8, the evaluation contribution analysis verified the clarity of definition, linkages between and sequencing of the different parts of the intervention logic during implementation. It considered not just the process of implementation of the activities but also the capacities for implementation and the contextual aspects.
135. In relation to the contextual aspects it must be pointed out that even if some of these were considered in the project document, when describing the risks of the project, they were not systematically considered during project implementation or in the progress reports.

136. Two risks were identified in the project document: (a) low commitment in the countries to the Millennium Development Goals resulted in low production of reliable and relevant MDG information; and (b) lack of political support of statistical activities at the country level led to poor data recording, storage and dissemination, thereby making it difficult to produce harmonized statistics.
137. Including these aspects as external risks to the project would show how the demand side of the use of statistics data was outside the core of the project and outside its sphere of control. These risks and assumptions were repeated in all the EAs, but there are no baseline or SMART indicators and they were not clearly defined or followed up during the process reports.

H. THE LEVEL OF IMPLEMENTATION OF THE EXPECTED ACCOMPLISHMENTS WAS GOOD

138. This section describes the clarity of definition, linkages between and sequencing of the different parts of the intervention logic during the implementation.

Intervention logic for Expected Accomplishment (EA) 1: Improved and increased national and regional Millennium Development Goals statistical production and use, according with both international standards and regional benchmarks, through regional collaborative practices.

139. The theory of action of this EA was correct and appropriate but lacked explicit consideration of ways to mitigate barriers or contextual elements that could hinder its achievement. This refers to explicit approaches that would support the demand side of the use of statistic data, and increase countries' commitment to the MDGs and the political support for statistical activities at the country level.

(A.1) One Interregional MDG Indicators Meeting. The process of change started with the selection of attendees and the discussion and sharing of experiences. This selection had no specific interregional guidelines and was heterogeneous between the regional commissions.

140. The perceptions of the beneficiaries interviewed were consistent with the existing assessment report. The beneficiaries and partners in attendance at the interregional event were very positive and they were especially happy with their own presentations to their peers.

(A.6) One regional MDG capacity-building workshop in each of the five regions.

141. This was one of the main project activities. The regional workshops were designed to strengthen countries' capacity to produce statistics and indicators of relevance to the MDGs, to understand the adjustment and calculation methods used by international agencies, and to improve MDG data exchange between national and international agencies.
142. ECE, ESCAP and ESCWA organized more events than originally foreseen, thereby training experts from a larger number of countries. This was made possible through savings from various budget lines, contributions from member States, and the establishment of partnerships with other actors working in the statistical arena in the region.
143. The workshops were intended to strengthen countries' capacities at three levels: (a) the production of relevant statistics and indicators; (b) understanding of the adjustment and calculation methods used by international agencies; and (c) MDG data exchange between national and international agencies. But the implementation of these activities focused on the understanding of methods and discrepancies and data exchanges rather than on supporting statistical production. The latter was supported more through advisory missions.
144. All the existing workshop assessment reports reflected a high level of satisfaction among the beneficiaries. Some of the workshops did not focus on specific MDGs, but on the MDGs in general. When dealing with specific MDGs, the content of the workshops did not explicitly cover the nine MDGs.

Instead it concentrated on poverty, employment, education and health. Furthermore, the content of the workshops and seminars was set in this order: (a) data reporting; (b) discrepancies; (c) metadata; (d) data analysis; and (e) national/international exchanges.

145. The results of the workshops were positive even if there were some challenges. These included (a) the continuity and in-depth work of the workshops at the regional level and interregional level; and (b) the correct linkages and sequencing in the logical framework approach between this and other EAs. For example, it was not clear how the intervention ensured the production and use of the MDG indicators. This came about only through implementing workshops and improving databases without the proper follow-up and non-integration with other EAs. Even if the managers were aware of the mutual relationship between the EAs, this was not explicitly reflected in the logical framework approach.

EA1. The implemented activities were considered as useful and of good quality by beneficiaries. The project produced 1 interregional and 21 regional workshops.

Intervention logic for Expected Accomplishment 2: Decreased statistical discrepancies in Millennium Development Goals indicators

146. The main processes of this EA at the regional level were understanding discrepancies, technical advisory missions and best practices. These processes were implemented to the satisfaction of the beneficiaries, who said that they were useful. But the interregional processes were implemented with no links to the intraregional processes. There were no interregional conclusions and recommendations. These processes were not explicitly linked and sequenced so as to strengthen the capacities to needed to reduce the discrepancies. Finally, this EA2 did not consider the contextual and external risks mentioned above during implementation.
147. Resolving discrepancies between national and international data was one of the main objectives of the project and the single factor common to all of the regional commissions. To address this issue, the aim was that the regional commissions would undertake comparative data studies to identify the causes of discrepancies, carry out capacity-building activities on writing metadata, and promote the use of more efficient data transmission methods (SDMX was used in this process). In practice, the SDMX was promoted only in some of the regional commissions and the three previous activities were not integrated so as to contribute to the reduction of the discrepancies. For example, only some of the countries focused some of their capacity-building activities on metadata, while only some of the regions undertook advisory field missions to address some indicators in detail and resolve statistical discrepancies.
148. Improving coordination among different data producers and users was also encouraged. As practised in two of the five regional commissions, some reports containing the results of the studies were published, but there was no interregional strategy to improve coordination among different data producers and users.

(A.3) Interregional MDG reports. This activity was not implemented in this way. As in the case of other interregional activities, interregional considerations were weak and there was no continuity. The regional commissions prioritized the production of regional reports by focusing on identifying problems and solutions for the countries of each region, instead of giving it an interregional perspective. More methodological publications were produced (A7), but again these focused on the regional level and not the interregional level.

(A.4) Comparison of data series to identify causes of discrepancies.

149. Four out of five regional commissions implemented this activity. The reports on discrepancies that were familiar to the beneficiaries, as a result of being accessible, were appreciated. These discrepancies were very valuable, and even though this was a regional activity, it could have been more efficient if there had been a common interregional strategy for using these reports. While the regional commissions used the reports on discrepancies extensively, there was no common strategy for disseminating and using them. Equally, knowledge-sharing and a summary report on discrepancies would have been very useful.
150. The publications on discrepancies focused on poverty, environment and MDGs in general. It was not originally intended that they would cover all MDGs or try to cover all. Doing so would be unrealistic and impossible given the limited project resources. So the regional commissions focused on some of them, in an ad hoc rather than a planned way. So not all the MDGs were tackled in the reports on discrepancies and only MDGs 1 and 7 were tackled more than the others.

(A.5) Technical assistance for statistical conciliation.

151. Three regional commissions out of five carried out more technical advisory missions than expected: ESCAP 7, ECE 6 and ECLAC 5 missions. The other regional commissions implemented three advisory missions as expected. No assessments were conducted of the advisory missions, so all the data collected on the technical advisory missions came from interviews. Some of the project managers mentioned that it was difficult to assess the performance of the missions internally for two reasons: first, the lack of confidentiality, and second, the consistently positive feedback received from the beneficiaries. There is therefore room for improvement in the assessments of the advisory missions.
152. Many of the technical advisory missions were related to the MDGs in general. As a result, many of these missions were generic and not related to specific MDGs. The few cases in which the technical advisory missions were specific, and related to specific MDGs, they focused on education, gender and poverty. There were 24 advisory missions –more than the 15 expected in the project document. Since no technical advisory mission assessments were performed by the regional commissions, the sources of verification relied mainly on the perceptions of beneficiaries and project managers. These were obtained through the surveys and interviews carried out as part of this evaluation. The beneficiaries were satisfied with the technical advisory missions: 95.9% of beneficiaries reported that the quality of the mission was high or very high.
153. A common approach comprising one horizontal cooperation activity in each of the five regions was intended to be incorporated in to the technical assistance missions. The evaluation found that the themes of the technical advisory missions reflected those of the workshops. Nevertheless, there was no explicit common strategy to integrate the mission with the rest of the activities of this EA, and to strategically select the beneficiaries given the huge needs and the scarcity of resources to implement missions. Lastly, only two out of 24 missions were related to other statistics issues and not directly related to the MDGs.

(A.8) Best practice reports. In each of the five regions, the aim was not only to produce and disseminate best practice reports on statistical production and the use of information, but also to highlight good examples of inter-institutional arrangements for the production of national MDG reports. All the beneficiaries of the five regional commissions who were familiar with the best practice reports perceived them as useful and relevant.

154. Five best practice reports were produced in English and the regions translated their reports into the local language (Spanish/ECLAC, Russian/ECE, Arabic/ESCWA and French/ECA). This initiative was considered very useful by the beneficiaries.

155. We should also consider that best practices were generated not only through these reports but also through the other project activities. Best practices resulting from the activities were positively viewed by the beneficiaries as shown by the results generated from the surveys:

- 90% of the beneficiaries agreed or strongly agreed that the workshops and seminars had helped identify best practices for addressing the challenges related to the measurement of MDG statistics/indicators and increased their availability and comparability at the national, regional and global levels.
- 71% of the beneficiaries agreed or strongly agreed that, thanks to their participation in the workshops and seminars, they had applied the information on best practices to their policy response to certain challenges related to the measurement and reporting of the MDGs.

156. Although perceptions were very positive regarding best practices, there was no common strategy to produce, disseminate and follow up on the best practice reports. There was also no systematic means for capturing patterns, innovations, or interesting or very relevant best practice reports. As previously pointed out, the project design did not aim to cover all the specific MDGs, hence the best practice reports focused on the MDGs more generally instead.

157. Most of the managers agreed that the best practice reports were the most important project publications and that they were used as to guide other project processes, such as workshops and advisory missions.

158. Despite the success of the best practice reports, some challenges were identified in the course of the evaluation of EA2: (a) the communication, dissemination and use of the publications at the regional level and interregional level; (b) the correct linkages between and sequencing of the activities within this EA2 and with the other EAs; (c) the continuity of or in-depth work of the processes created; (d) the absence of an alternative, given the short coverage of the advisory missions in relation to the existing needs; (e) unclear theory of change to link the best practice reports and the reports on discrepancies with the advisory missions for the harmonization and reduction of discrepancies. While the advisory missions were ad hoc, there was no harmonized approach to implementing them for the interregional or regional internal coherence of the intervention.

EA2 The activities implemented were considered as useful and of good quality by beneficiaries. The project produced best practice reports, reports on discrepancies and advisory missions that were perceived as useful.

Intervention logic for Expected Accomplishment 3.

159. This EA had very good outputs, especially the methodological documents and regional benchmarks, and the beneficiaries found them useful. However, the internal coherence of this EA could have been improved and the relations between the activities carried out and EA3 could be further clarified. The network activity focused on only one regional commission, the increased inter-change of activities between regional commissions was not implemented and publications were prepared but there was no common strategy of sharing, communication and dissemination.

160. There were also exchanges during the seminars and workshops, but other than the work pursued through the existing African Gender and Development Index of ECA and the Statistical Conference of the Americas of ECLAC, there was no cross-cutting strategic approach to strengthening MDG networks.

(A.2) Interregional web-based discussion.

161. This activity was not implemented as expected, as the following processes were not implemented: (a) interregional web-based discussion; and (b) holding video conferencing and teleconferencing among the regional commissions and selected regional partners, to ensure substantive follow-up and project effectiveness, and to coordinate interaction with the global Inter-Agency and Expert Group and the Department of Economic and Social Affairs. The substantive follow-up has not been performed in a strategic way and is an important area for improvement.
162. At the beginning of 2011, ECLAC as lead agency, launched a website in Quickr as a collaborative tool for managing the project but during implementation it was not used collaboratively. This platform was intended to be used to monitor the results of the project's activities, to share information and documents, to hold online discussions and to use the team calendar. But the website was not fully utilized as intended. Instead the site has served mainly as an ECLAC centralized repository for the project documents. It was focused only on the regional commission project managers, as only the project focal points from the different regional commissions were included as members.
163. One of the challenges was that Quickr was supposed to support networking. However, Quickr is a management rather than a networking tool. The challenges of holding an interregional web-based discussion were not considered at the design stage. This was considered to be a technological challenge rather than a management challenge. While the activity was called "MDG interregional interface", no consideration was given to the need to manage, motivate and lead the interregional web-based discussion. Hence from the beginning, the purpose of the activity was not clear.

(A.7) Methodological documents and regional benchmarks.

164. This activity was mainly implemented as designed. In some cases, the publications supported the workshops while in other cases it was the other way around, that is, the workshops produced publications.
165. Although from its design there was no interregional approach for this activity, it could have benefited from an interregional strategy for disseminating and using the publications. The publications were translated into the same language as the best practice reports and this was greatly appreciated by beneficiaries, given their limited fluency in English.
166. The publications produced were directly related to the fields of expertise of the regional commission. Although many of the publications had no interregional approach, they could still benefit from an interregional strategy for dissemination and use. Four out of the nine project activities related to the production of publications, as highlighted in the box.

The following four activities were all related to the dissemination and use of publications: 2.1. (A.3) Interregional MDGs reports; 2.2. (A.4) Comparison of data series to identify causes of discrepancies; 2.4. (A.8) Best practice reports. Producing and disseminating best practice regional reports related to statistical production and the use of information; and 3.2. (A.7) Methodological documents and regional benchmarks.

167. The beneficiaries perceived that the usefulness and quality of the publications was positive although there were challenges in terms of communication, dissemination and follow-up.
168. At the interregional level, there was not enough exchange in relation to cross-cutting/ interregional methodologies or challenges mainly because it was not considered at the design stage. At the regional level there were challenges in communicating and disseminating documents, especially

regarding the idea that workshops, publications and missions should be implemented as an integrated package. Some of the publications were not specifically related to the MDGs.

(A.9) 2 Regional MDG expert meetings.

169. This activity permitted ECLAC to hold three regional meetings in 2011, 2013 and 2014 with the aim of enhancing inter-agency coordination within countries and among countries and international bodies. These encounters were not new as they had been organized in the region since 2005, and had been perceived by national statistical offices as an essential activity that allowed them to be informed and to share and discuss with their regional partners. This “continuation” of previous activities was very positive and it responded specifically to the need to mobilize funds to ensure the further continuation of such activities, which could otherwise be restricted, deferred or worse not implemented.
170. Some of the seminars were held in the framework of the meetings of the Statistical Conference of the Americas and as part of the MDG statistical programme of ECLAC. The meetings brought together over 280 participants from national statistical offices and ministries in the Latin American countries. Representatives from international agencies also attended, including the United Nations Statistics Division, the World Health Organization, DESA, ILO, FAO, ITU, IDB, UNESCO and UNICEF.
171. The objective of these meetings was to analyse statistical aspects of MDG indicators: statistical production, use of international standards and statistical conciliation. The seminars served as a follow-up to the annual meetings held on this topic. They also served as a forum for discussion and exchange of ideas on cross-cutting issues relating to the goals, strengthening national capacities for statistical production, and enhancing inter-agency coordination within countries and among countries and international bodies.
172. The agendas covered the following issues: (a) review of the activities carried out by IAEG and ECLAC concerning MDG statistical development; (b) debate of statistical discrepancies issues (poverty, employment, child mortality, maternal mortality and water and sanitation); (c) discussion on statistical coordination matters; and (d) reflection on the development agenda for the next phase post-2015 in the Latin American and Caribbean region.
173. The main purpose of these seminars was to share and reflect on the progress made at the international and regional levels towards achievement of MDGs and on designing the post-2015 development agenda and the main challenges in this connection. Participants included the directors, other staff members of regional statistical offices, and other statistical agencies participating in the Statistical Conference of the Americas. In addition, the countries had the opportunity to present their own experiences, set forth their expectations and advance their thoughts regarding the implications for national statistical systems.
174. The seminars concluded the cycle of regional MDG meetings started in 2005 and had the overall aim of delivering a final balance of the activities carried out in recent years. They were designed to improve the statistical monitoring of the MDGs and to focus on the new challenges that will arise with the follow up to the United Nations Development Agenda after 2015. The objective of these seminars was to reflect on lessons learned from MDG monitoring in recent years, their implications for national statistical systems and the problems faced in terms of the production of information.
175. These seminars were successful according to the interviews and surveys, but the focus on ECLAC reduced the internal coherence of the project. It was unclear why, despite its nature as an interregional project and with the EA3 as an interregional accomplishment, this activity was designed and implemented only in one region to the exclusion of the other regions.
176. The main challenge of this EA was its weak internal coherence from the design phase. The relations between the activities and the EA3 were unclear. The network activity focused on only one regional commission (ECLAC), the increased exchange activities between regional commissions were not

implemented, and the publications were ready but there was no common/interregional strategy for sharing, communicating and disseminating them. Nevertheless, there were exchanges during the seminars and workshops that were not part of the cross-cutting strategic approach to strengthen the MDG networking.

EA3. The challenge here was proper implementation and design. In this EA3 the existing activities, methodological documents and regional benchmarks were considered as useful and of good quality by beneficiaries.

4.3.2. BENEFICIARIES' PERCEPTIONS OF PROJECT ACTIVITIES WERE POSITIVE

177. This point describes the level of satisfaction of the project's main beneficiaries with the quality and the usefulness of the activities in terms of their participation and knowledge assimilation. The beneficiaries considered the workshops and seminars, publications and studies and technical assistance to be rigorous and useful. Some of the beneficiaries were not familiar with the databases of the regional commissions, but when they knew about them, they considered them to be useful.

A. THE INTERVIEWS AND THE ASSESSMENTS AT THE END OF THE WORKSHOPS DELIVERED BY THE REGIONAL COMMISSIONS INDICATE A HIGH DEGREE OF SATISFACTION

178. The interviews and surveys conducted with the beneficiaries show that they considered them useful and were satisfied with the quality of the substantive content/topics presented, discussed and used during the activities. Beneficiaries rated as high the quality and analytical rigour of the publications and studies they were acquainted with. However, the technical staff who participated in the workshops would have liked longer and more targeted events.

179. The assessment of events during implementation, especially the workshops, was an extended practice in all the regional commissions. The use of their own tools permitted the regional commissions to draw comparisons. These assessment tools were not harmonized, so it was difficult to make comparisons for the purposes of the evaluation. It would not have been worth harmonizing tools just for this one Development Account project but it would be good to harmonize assessment tools for all the regional commissions' interregional processes.

180. In general, there was no formal follow-up of the activities even if follow-up tools existed in some of the regional commissions. On the occasions there was some kind of follow-up, it was informal and unsystematic. On other occasions, the follow-up formed part of the ongoing relations the project managers maintained with the beneficiaries.

B. THE BENEFICIARIES CONSIDERED WORKSHOPS AND SEMINARS AS USEFUL

181. The following statements from the surveys show that beneficiaries' perceptions of the workshops and seminars were very positive, and that they satisfied their initial expectations in terms of usefulness, quality, substantive content/topics presented and discussed, as well as the materials used.

The seminars or workshops satisfied/lived up to the initial expectations of the participants in terms of quality

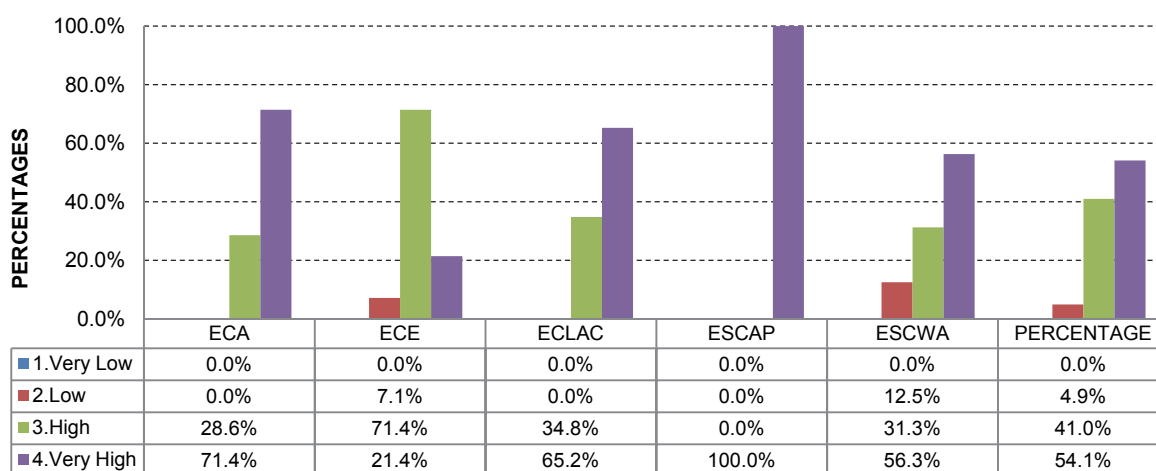
182. The beneficiaries were asked to indicate the degree to which the seminars or workshops in which they participated had satisfied/lived up to their initial expectations in terms of quality. There were 57 responses. On a scale of 1 to 4, where 1 is very low and 4 is very high, 96.5% of the beneficiaries reported that satisfaction was high or very high: 45.6% indicated high and

50.9% indicated very high satisfaction. Only 3.5% or two responses indicated low. This trend can be observed in the surveys in all the regional commissions. **This is a very positive perception of these activities.**

183. The substantive content/topics presented and discussed, as well as the materials used during the seminars and workshops, were useful for the participants.
184. The beneficiaries were asked to rate the usefulness of the substantive content/topics presented and discussed, as well as the materials used during the seminars and workshops. This question generated 61 responses. On a scale of 1 to 4, where 1 is very low and 4 is very high, 95.1% of the beneficiaries reported that the usefulness was high or very high: 41% indicated high and 54.1% indicated very high usefulness. Only 4.9 % or three responses indicated low. This trend can be observed in the surveys carried out in all the regional commissions. **This is a very positive perception of these activities.**

Figure 9
Perception of the usefulness of seminars by beneficiaries

How useful were the substantive content/topics presented and discussed,
as well as the materials used during the seminars and workshops, for the work
of your institution?



Source: Prepared by the author on the basis of the surveys.

The beneficiaries perceived the workshops and seminars as useful in general

185. The surveys also show that, although the workshops were useful, it was difficult for them to have a significant influence in the institutions, at a policy or long-term level.
186. The statements that generated the most agreement in relation to beneficiaries' participation in the workshops and seminars organized within the framework of this project were the following, listed in order of stronger to less strong agreement. Their participation (a) increased their knowledge and understanding of related issues; (a) has been useful for engaging in conversations and exchanging experiences with representatives of other countries and institutions; (c) helped them to identify best practices to address related challenges; and (d) has been useful for their work.

187. The statements where there was less strong agreement were the following, in this order from less strong agreement to stronger agreement. As a result of the seminars/workshops they have taken, (a) new measures have been implemented in their countries to increase the availability and comparability of MDG statistics/indicators/measures; (b) they have applied the information regarding best practices to policy response; and (c) they use or have used some of the knowledge acquired in their daily work.
188. The beneficiaries agreed on the general quality and usefulness of the workshops. They were asked “In relation to the seminars or workshops in which you participated within the framework of this project, please indicate below your level of agreement or disagreement with some statements on quality and utility”. It generated 125 responses. On a scale of 1 to 5, where 1 is strongly disagree, 3 neither agree nor disagree and 5 is strongly agree, 87.7 % of the beneficiaries indicated that they either agree or strongly agree, where 54.2% indicated agree and 33.5% indicated strongly agree. Only 6.1%, or three responses, disagreed. This trend was reflected in the surveys in all the regional commissions. **This is a very positive perception of these activities.**

C. THE BENEFICIARIES PERCEIVED THAT THE PUBLICATIONS AND STUDIES WERE RIGOROUS AND USEFUL

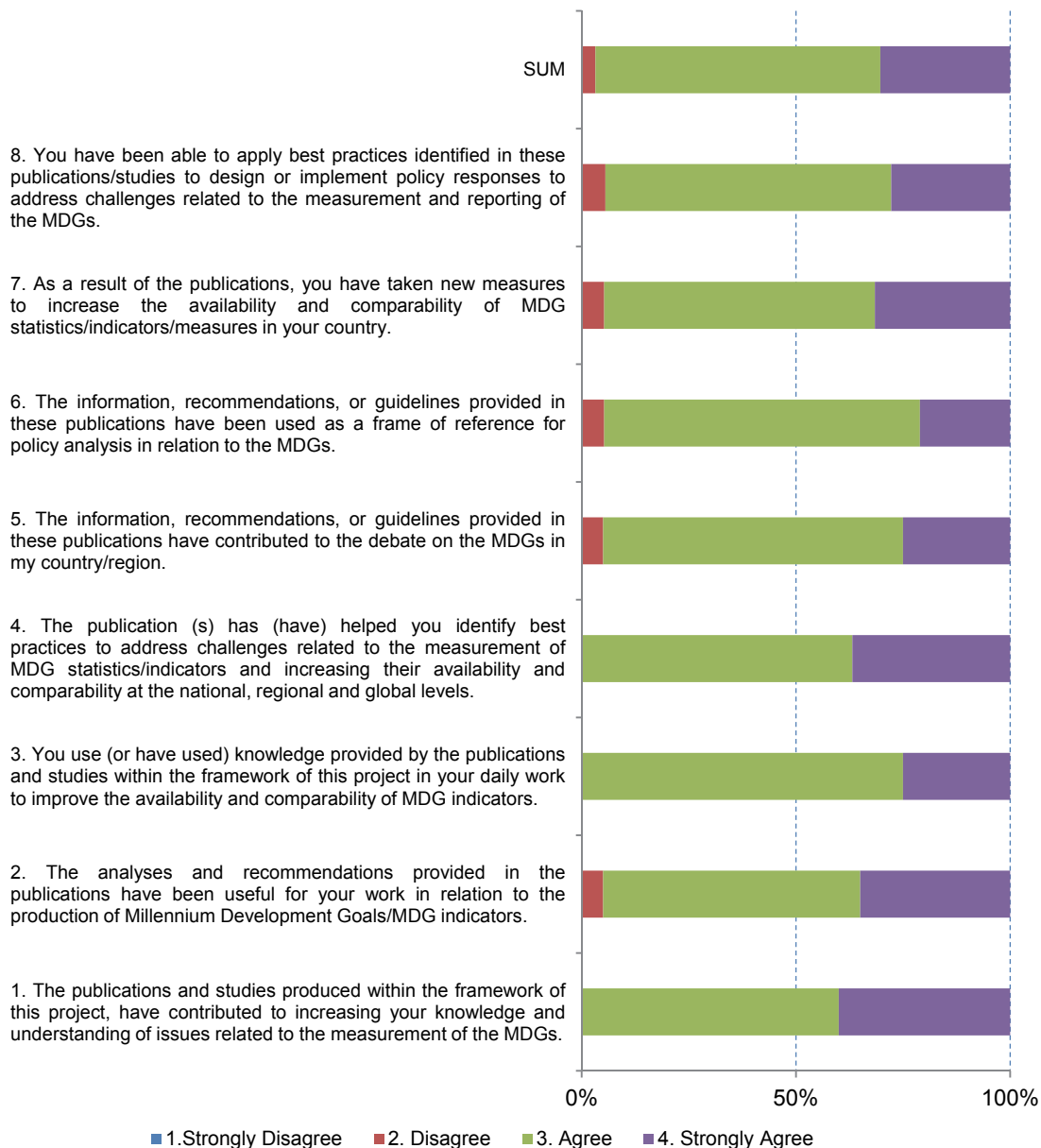
The beneficiaries valued the quality and analytical rigour of the project’s publications and studies

189. The beneficiaries were asked to respond to the question “How would you assess the quality and analytical rigour of the publications and studies you are acquainted with?” It generated 60 responses. On a scale of 1 to 4, where 1 is very low and 4 is very high, 98.3% of the beneficiaries reported high or very high, where 53.3% indicated high and 45% indicated very high. Only 1.7% or one response indicated low. This trend can be observed in the surveys carried out in all the regional commissions. **This is a very positive perception of these activities.**

The beneficiaries perceived that they had used the publications and studies

190. The statements with which beneficiaries were more likely to agree were the following, presented from stronger agreement to less strong agreement: The publications and studies produced within the framework of this project (a) have contributed to increasing my knowledge and understanding of related issues; and (b) have helped us identify best practices to address related challenges.
191. The beneficiaries responded positively when asked about the use and application of the above-mentioned publications and studies. This question generated 20 responses. On a scale of 1 to 4, where 1 is strongly disagree and 4 is strongly agree, 96.8% of the beneficiaries agreed or strongly agreed, where 66.5% agreed and 30.3% indicated strongly agreed. Only 3.2% or five responses indicated disagree. This trend again can be observed in the surveys in all the regional commissions. **This is a very positive perception of these activities.**
192. In the surveys, the beneficiaries provided examples of the way the publications had contributed or been used in their country or organization. They pointed out improvements in the development of indicators and tools for analysis. The improvement in reporting and the benefits for their statistical systems were secondary for them. They also mentioned that the project had promoted discussions and knowledge about discrepancies and the gender issues.

Figure 10
 Level of agreement or disagreement
 with the following statements



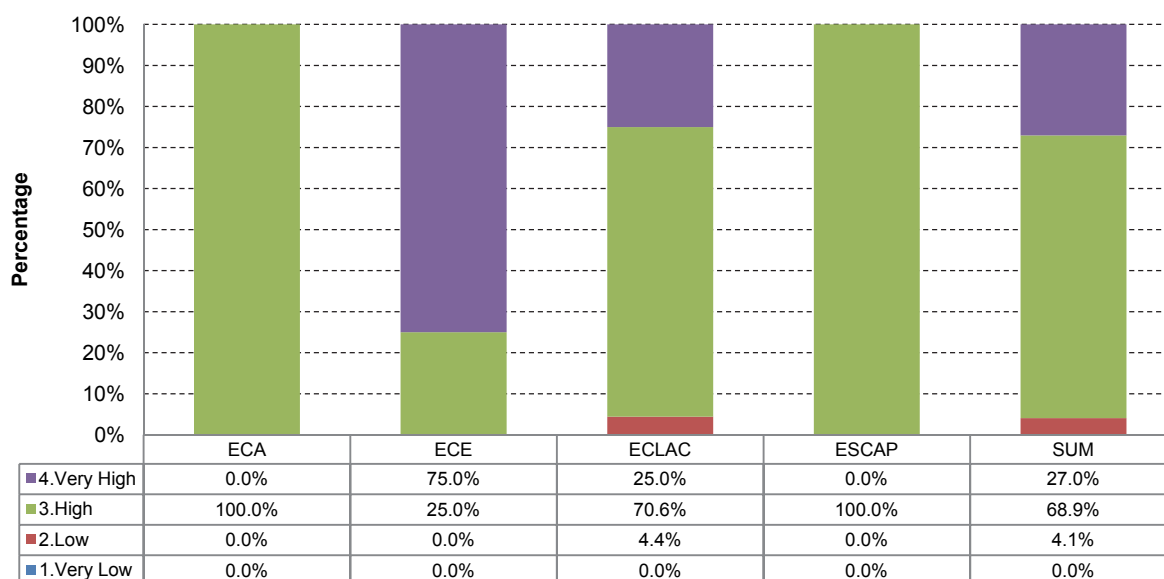
Source: Prepared by the author on the basis of the surveys.

D. THE BENEFICIARIES CONSIDERED THE TECHNICAL ASSISTANCE PROVIDED TO BE RIGOROUS AND USEFUL

The beneficiaries considered the quality of the technical assistance to be high

193. The beneficiaries were asked to indicate how they would rate the quality of the technical assistance in terms of its substantive contributions and their usefulness for their area of work. This question generated 74 responses. On a scale of 1 to 4, where 1 is very low and 4 is very high, 95.9 % of the beneficiaries reported high or very high, where 68.9% high and 27% per cent very high. Only 4.1% or three responses indicated low. This can be observed in the surveys in all the regional commissions. **This is a very positive perception of these activities.**

Figure 11
How would you assess the quality of the technical assistance provided in terms of the substantive contributions received and their usefulness for your area of work?



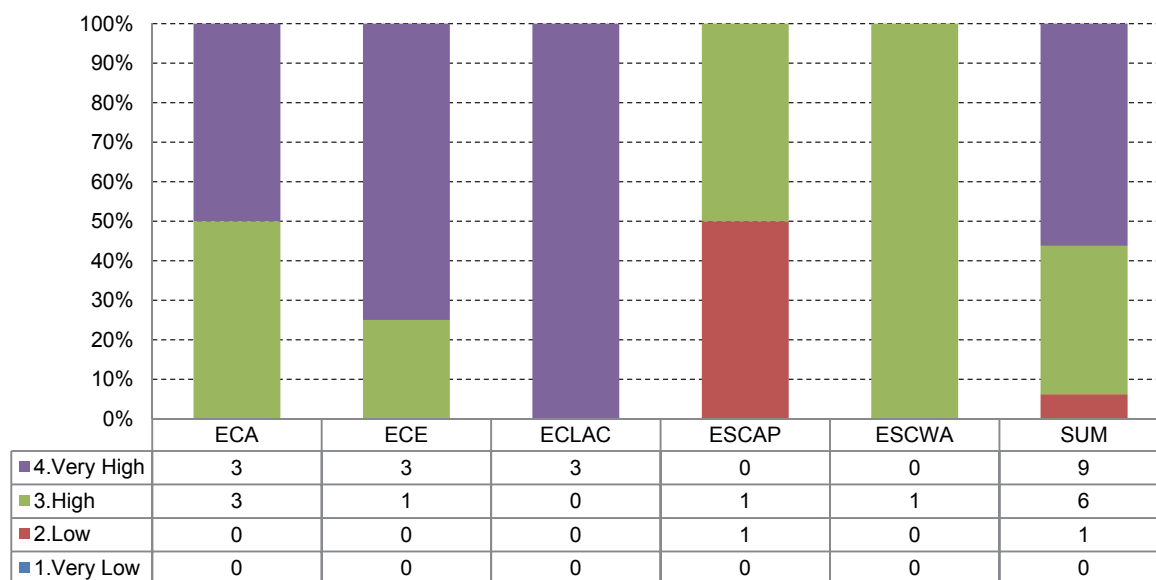
Source: Prepared by the author on the basis of the surveys.

The beneficiaries considered the technical assistance provided to be useful

194. The beneficiaries were asked to indicate how they would rate the usefulness of the technical assistance provided in terms of substantive contributions to increasing the availability of up-to-date and comparable MDG data for their country. This question generated 16 responses. On a scale of 1 to 4, where 1 is very low and 4 is very high, 93.8% of the beneficiaries reported high or very high, where 37.5% indicated high and 56.3% indicated very high. Only 6.3% or only one responded low. This can also be observed in the surveys in all the regional commissions. **This is a very positive perception of these activities.**

Figure 12

How would you rate the usefulness of the technical assistance provided in terms of the substantive contributions to increasing the availability of up-to-date and comparable MDG data for your country?



Source: Prepared by the author on the basis of the surveys.

195. The examples given by the beneficiaries regarding the way in which the knowledge acquired from the technical assistance received within the framework of this project had been applied to increase the availability of up-to-date and comparable MDG data in their countries focused mainly on the improvement of indicators, reporting and databases.

E. SOME OF THE BENEFICIARIES DID NOT KNOW ABOUT THE REGIONAL COMMISSIONS' DATABASES. WHEN THEY DID KNOW ABOUT THEM, THEY CONSIDERED THEM TO BE USEFUL

Nearly half of the beneficiaries were not familiar with the databases of the regional commissions

196. The beneficiaries were asked to indicate whether they were familiar with their regional commission's online MDG database. This question generated 53 responses, where 56.6% or 30 responses indicated Yes and 43.4% or 23 responses indicated No. A significant number of beneficiaries were therefore unfamiliar with their regional commission's online MDG database. This tendency can be observed in the surveys conducted in all the regional commissions.

197. The beneficiaries perceived the database to be useful for providing a regional picture of the current status of MDG indicators and progress over the years for selected indicators.

198. The beneficiaries were asked to indicate how useful the database was for providing a regional picture of the current status of MDG indicators and progress over the years for selected indicators. This question generated 22 responses. On a scale of 1 to 4, where 1 is not useful at all and 4 is very useful, 95.4% of the beneficiaries reported that it was useful or very useful: 72.7% indicated useful and 22.7% indicated very useful. Only 4.5% or one response indicated not useful. This trend can be observed in the surveys in all the regional commissions. **This is a very positive perception of these activities.**

4.3.3. THE INFLUENCE OF THE PROJECT IN THE LONG TERM AND AT THE POLICY LEVEL

A. PROJECT ACTIVITIES DID NOT EXPLICITLY ENABLE CAPACITIES AND INFLUENCE POLICYMAKING

199. The project document did not identify the demand side as a central problem and from the design stage the project focused on the supply side and on the production of data. Although some policies were aimed at the production of statistics not only for the users of statistics, these policies were not specifically targeted by this project. So making a contribution to tangible policies was not an explicit objective of the project design and policy influence was not a clear objective of the project. It focused more on data production than data use.
200. Although many efforts have been made to encourage the use of MDG statistics, the use of statistics in policymaking would require further development in the design of similar projects. Some learning on use has emerged from this project as ESCWA and ESCAP have both worked on this area and have developed a framework to encourage better use of evidence in policymaking.
201. In the design and implementation phases, there was scope for further consideration of the political positioning of national statistical institutions, for example through national statistical plans or policies. This should not only be based on statistical measurement but also on the statistical laws and plans of the member States. It should therefore be the responsibility not only of the statistical divisions of the regional commissions but also of other departments related to and or engaged in social development policies.
202. The regional commissions' statistical divisions were responsible for the project, so their integration at each regional commission varied. National statistical institutions, as technical bodies, were the main targets of the project, while the more political bodies such as social development departments were not direct targets. This was evident in this project, since it focused much more on the supply/technical side of the information rather than on the demand/political side. This approach was a determining factor for sustainability, understood as political support for the processes created. In some cases, the project supported the ownership and political positioning of the national statistical institutions, but this depended more on beneficiaries' specific processes, interest and situations rather than on project design and implementation.
203. The interviews with the staff also indicated that this project was not designed to produce change at the policy or normative levels in a short space of time, since these changes took longer and were out of the control of the project as originally designed.

B. USE OF THE PROGRAMME'S MAIN RESULTS AND RECOMMENDATIONS IN THE WORK AND PRACTICES OF BENEFICIARY INSTITUTIONS AFTER COMPLETION OF THE PROJECT'S ACTIVITIES

204. The project had multiplier effects as indicated in the following box, but as a result of the non-implementation of follow-up tools, it was not captured in a formal way. The main effects relate to improvement of the databases, online tools and portals, and knowledge-sharing.

Table 10
Multiplier effects of the project

Regional commissions developed or enhanced their regional MDG databases, improved data quality, increased data availability, and improved data communication. These improvements will continue to benefit member countries.

Different online tools and portals will continue to be available for the general public. Some of these are MDG Labs/Country Data Portals through SDMX Dashboard for Arab MDG Monitor for Societal Progress, the MDG Virtual Library (ESCWA), and the e-book Using DevInfo of ESCWA.

Methodological publications, manuals, MDG regional/national profiles and best practice reports were presented and distributed at regional meetings and workshops and will continue to be available to the public on the web (see complete list of publications and links in section 9).

205. There was no formal strategy for the integration of the programme's main results and recommendations into the work and practices of beneficiary institutions after completion of the project's activities. During monitoring, the multiplier effects generated by the programme were not systematically tracked or monitored.
206. In some cases, these multiplier effects were not directly dependent on the attendees or beneficiaries of the activities but on the political level of the member States of the beneficiaries, so the project had no capacity to influence on them.
207. According to the surveys, **beneficiaries' perceptions of effectiveness were positive** in terms of effects such as replication or changes in policies, norms, or regulations in the long term, even if some of them perceived that no new partnerships or South-South cooperation developed as a result of the seminars and workshops.

The beneficiaries perceived that the activities and results would have effects in the long term

208. Staff were asked to indicate the extent to which they felt that the activities and results had been or would be sustained by the project beneficiaries after the finalization of the project. It generated eight responses. On a scale of 1 to 4, where 1 is not at all and 4 is a lot, 75 % of the staff reported a good deal or a lot: 50% indicated a good deal and 25% indicated a lot. 4.5% or only two responses indicated a little. This trend was consistent with the interview results, which reported process continuation but with some difficulty due to insufficient resources.

Many of the beneficiaries considered that no new partnerships or South-South cooperation developed as a result of the seminars and workshops

209. The beneficiaries were asked to indicate whether specific new partnerships and/or South-South cooperation developed as a result of the seminars and workshops in which they participated. This question generated 32 responses, where 37.5% or 12 indicated Yes and 62.5% or 20 indicated No. A group of beneficiaries indicated that there was no South-South cooperation process as a result of the seminars and workshops. This can be observed in the surveys in all the regional commissions and was also consistent with the interview results, in which the beneficiaries and staff reported that apart from the existing commissions, no specific activities had focused on supporting South-South mechanisms as a means of continuing this project. The only exception was ECLAC, which implemented specific activities to increase networking.

There were some cases of partnerships and South-South cooperation

210. Most of the positive responses regarding partnerships focused on the exchange and improvement of information so as to identify best practices in monitoring and evaluation, statistical follow-up and facing the challenges of measurement. Some of the beneficiaries acknowledged the existence of exchanges, partnership and cooperation between countries, such as the use of the SDMX Register to exchange MDG indicators or regarding the construction of census information databases, cooperation with regional bodies such as the Central American Integration System (SICA), and the exchange of information on crime statistics and data.

Half of the beneficiaries identified some technical aspect, policy, norm or regulation that had benefited from the outcomes of the seminars or workshops

211. The beneficiaries were asked to indicate whether they could identify any technical aspects or policies/norms/regulations that had benefited from the outcomes of the seminars or workshops in which they participated. The questions generated 33 responses, where 51.5% or 17 responded Yes and 48.5% or 16 responded No. There was also a group of beneficiaries that could not identify any. This trend can be observed in the surveys in all the regional commissions.

Note: A response of 51.5% in the affirmative is extremely high, especially as the project did not intend to have these results in the short term.

Half of the beneficiaries considered that the activities (workshops, seminars) they attended had in some way been replicated in their countries

212. The beneficiaries were asked to indicate whether any activities (workshops, seminars) they attended had in some way been replicated in their country. This question generated 32 responses, where 43.8% or 14 responded Yes and 56.3% or 18 responded No. Again there was a group of beneficiaries that indicated that the activities had not been replicated. This trend can be observed in the surveys in all the regional commissions and in the interviews, in which some reported that without more support from similar projects the activities would have no continuity.

We must point out that a response of 43.8% for the replication of project activities is extremely high for this type of project. This is a result of the effectiveness of the project as a multiplier of project results in terms of capacity building or strengthening.

213. The beneficiaries gave specific examples of contributions to policies/norms/regulations. They repeatedly mentioned aspects such as metadata writing/production, norms and standards awareness, measurement and indicators, and the improvement of statistical systems. They also mentioned improved networking, communication and dissemination, and knowledge management.

The seminars contributed to the writing of the metadata of MDG indicators and other country development indicators, and to increasing the awareness of the need to prepare a manual of norms, definitions, indicators and concepts for use by the national statistical system, as well as the need for metadata production as a prerequisite to any data collection as well as data disaggregation.

A systematic way to improve data quality would be comparison with international datasets and looking thoroughly at the metadata for both national and international work that will continue through our future work. Moreover, documenting the results of research and producing handbooks or guidelines to share with member countries in the region and outside is now part of the norm of our work. Given that there is a data quality issue, future capacity-building activities will concentrate on targeting weak areas and intervene at the national and regional levels.

Source: Perceptions of two beneficiaries regarding the project's contribution to policies/norms/regulations.

C. THE MAIN RECOMMENDATIONS FOR FUTURE SIMILAR PROJECTS FROM THE BENEFICIARIES ARE RELATED TO PARTNERSHIPS AND NETWORKING

214. The main recommendation from the beneficiaries for future similar projects were that the kind of support provided by the project should continue in similar ways in the future and that there should be more focus on partnerships, networking and joint work. They also mentioned the need for compulsory dissemination in member States, for better targeting of beneficiaries based on their needs, and a better division between political and technical targets/beneficiaries.

4.4. SUSTAINABILITY

215. This section looks at how the relevance of the project, the interregional approach and the ongoing activities contributed to sustainability, whether the project helped to solve the problems initially targeted, and how the project was prepared to exit after closing.

A. THE RELEVANCE OF THE PROJECT CONTRIBUTED TO ITS SUSTAINABILITY

216. All the project managers agreed that the project was ambitious, considering the resources available and the short time frame, but also that it was necessary and possible to continue to work on the same or similar processes in the short term. In fact, the objectives of the project also formed part of the regional commissions' mandate, wherein continuity is addressed. For example, ESCWA considered this project to be a good support for some lines of work and is still working and trying to get more funding for development indicators with Jordan, Yemen, Egypt, Morocco and Palestine. As another example, ECE will continue to support countries such as Armenia during the following Development Account tranches to strengthen their statistical systems. Armenia acknowledged that this project had provided a key incentive for them but that the SDGs will still represent a huge challenge in terms of capacities and that the support of similar projects will be needed.

217. The focalization and prioritization approaches were also important aspects of sustainability. They aimed to improve the selection of institutions and of the representatives to attend the different capacity-building activities. ESCWA had interesting experiences to share regarding the selection of beneficiaries.

218. The beneficiaries pointed out their learning from the MDGs as a result of the project and aimed to produce better development indicators, even if these were not necessarily directly linked with MDGs. Most of the beneficiaries agreed on the current major needs and the challenges and on the heterogeneity between the countries in terms of statistical development. The kind of mutual cooperation and support that the project was intended to promote will be even more important in light of the new SDGs. There was a prevailing perception that few countries will be able to confront the long and diverse list of SDG indicators without increasing their capacities. There is therefore still a need for this kind of project. Another Development Account project led by the United Nations Headquarters is currently being put together, to be implemented from 2017. Development Account project ROA 146 should be a learning opportunity for the future SDGs and should provide inputs for the collection, analysis, sharing and use of data/information/knowledge on the SDGs.

B. THE WEAKNESS OF THE INTERREGIONAL APPROACH DID NOT CONTRIBUTE TO SUSTAINABILITY

219. Coordination was weak at the **interregional** level, between all the regional commissions and some United Nations institutions. Thus, **intra-regional** coordination with some of the main United Nations stakeholders that were working with the regional commissions in several regions was also weak – as in the case of UNICEF, ILO, and UNFPA.

220. In this kind of project we could link efficiency with sustainability. Better **interregional** coordination between the various stakeholders working on MDG statistics could have resulted in more awareness and more and better organized global capacities. Stronger capacities would have led to better

quality assurance, continuity, replicability or replication of certain lines of capacity-building. For example, the support of UNICEF and UNFPA has been very important for ECE, and the support of the African Development Bank, UNICEF and UNFPA for ECA, but there was no joint strategy covering United Nations agencies at the interregional level.

221. During the interviews, the regional commissions made no explicit mention of the need to continue to pursue the joint work in terms of (i) knowledge-sharing or (ii) common approaches. It should be understood that interregional cooperation was implicit, but the results of the project and the findings from this evaluation indicate that there were so many challenges facing interregional cooperation that in the future the reduction of these interregional issues should be explicitly addressed. Common concerns among the regional commissions could be used as initial discussion points for future joint projects. Some relate to the dissemination of data or to the use of statistics for evidence-based decision-making. The regional commissions' joint work presented implicit challenges, but once properly addressed, it will undoubtedly open up opportunities for change.

C. THE PROBLEMS AND CHALLENGES THAT GAVE RISE TO THE PROJECT ARE STILL PRESENT

222. Many of the conclusions and recommendations from the project workshops mention future challenges and problems that are very similar to those described in the project document, that is to say, those set out in the initial problem and objective analysis.
223. These conclusions relate to the need for capacity-building and networking. Necessarily, the work and processes must go on in the same direction and the challenges continue to exist, now in the form of the Sustainable Development Goals. Such challenges include not only focusing and prioritizing the support areas but also how these must be linked, especially in relation to how interregional work must or could be carried out.
224. For example: (i) how to implement interregional workshops with very specific themes and levels of specialization for similar levels of knowledge of the attendees in the different regions; and (ii) what models for linking activities –workshops, publications, missions – would be better for certain contexts, capacities or situations.

D. The project did not have an explicit exit strategy or a knowledge-sharing strategy regarding what worked or what challenges existed. There was an implicit exit strategy through the SDG process

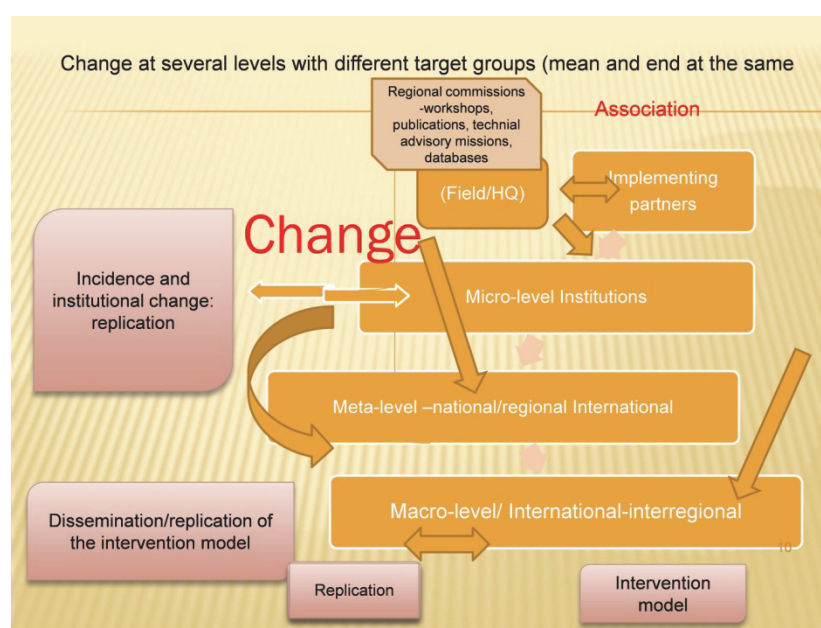
225. Sharing project processes and experiences between the project managers continues to be a challenge. If sharing does not take place, it will be a lost opportunity to reduce the magnitude of the existing problems/challenges. This sharing process could take the form of a period of reflection or of a specific meeting in the short term.
226. There is still some work to do on systematization.⁵ Part of sustainability relies on the capacity for dissemination and replication. The project outputs or documents on best or good practices are valuable for knowledge-sharing and should be thoroughly systematized. This kind of systematization falls outside the mandate of this evaluation but it could be a valuable input for forthcoming projects that focus on the SDGs. Some of the project's best practices documents pointed out the good practices in the report-writing

⁵ Systematization of experience is a method aimed at improving practice based on a critical reflection and interpretation of lessons learnt from that practice. The methodology encompasses the identification, documentation and transfer of experiences and key lessons extracted from a project or an initiative, or group of projects or initiatives for the purpose of advocacy, learning and replication/scaling up. Systematization does not end with the description of the experience and results, but involves a deeper insight into how it was possible to achieve what was achieved – *what worked and what did not?*, *What were the key factors for success?*, *What could have been different and why?*– in order to facilitate the exchange and use of development solutions. Source: Jara, Oscar; "Theoretical and practical orientations for systematization of experiences", Long Term Training Course on Development Education, 2006

process that have been identified with regard to the following: (a) preparation process; (b) content; (c) implementation of national coordination mechanisms to improving the monitoring and reporting of the MDG indicators; (d) integration of MDGs in national development strategies; (e) political commitment; (f) tailoring and customizing the targets and indicators (definition of complementary MDG targets and indicators); (g) localization; (h) data quality and sources; (i) disaggregation of data; (j) gender; (k) global partnerships; (l) dissemination of Millennium Development Goals Reports; (m) tracking; (n) length, format and table design; and (o) referencing.

227. Sustainability refers not only to the continuity of existing processes and the results of the intervention, but also to the capacity to replicate or to implement better intervention models in the future. Aside from the scarcity of resources and the huge needs in relation to MDG statistics, one of the biggest challenges could be to find the best possible intervention model for this kind of project, so that it may be replicated in the future. This intervention model could also include the strategy, linkages between and coherence of activities, EAs and partners in a given context.

Figure 13
Replication of the intervention model as a way
to make the project sustainable



Source: Prepared by the author.

228. The above figure shows that replication was not only about replicating best practices but also about replicating and disseminating the intervention models to each one of the regional commissions.

229. The SDGs process is a guarantee of the project's sustainability. Given the potential challenges facing SDG monitoring, the regional commissions have a role to play in future initiatives taken by the regional and global statistical systems. Hence, an interregional way of working will be very important and crucial. This will facilitate the sharing of knowledge, best practices, challenges and solutions and resources between the regional commissions.

E. THE ONGOING ACTIVITIES OF THE REGIONAL COMMISSIONS ENSURE SUSTAINABILITY IN THE SHORT TERM

230. Meanwhile, some sustainability is ensured by the ongoing, short-term activities of the regional commissions such as follows:
231. ECA is willing to continue to provide support (i) for the implementation of the Reference Regional Strategic Framework for Statistical Capacity-Building in Africa, designed to improve national statistical systems; and (ii) to countries for designing, adopting and implementing their national strategies for the development of statistics. Furthermore, The African Centre for Statistics (ACS) is willing to support countries' efforts to improve their statistical operations, including conducting censuses and surveys and making data and information products available to users promptly. It is also willing to support the implementation of the African Charter on Statistics designed by the African Union Commission and the Strategy for the Harmonization of Statistics in Africa, which emphasizes the importance of comparable statistics for regional integration.
232. ECE is willing to continue working on improving poverty and vulnerability indicators under the auspices of the Conference of European Statisticians (CES). Efforts will also be centred on improving effective statistical communication and dissemination. There will be a special focus on measuring sustainable development and the post-2015 development agenda on globalization; population, poverty and inequality; promoting modernization of statistical production; and capacity-building.
233. ECLAC is willing to continue supporting the activities of the working group on MDG/SDG of the Statistical Conference of the Americas, with emphasis on the new SDG agenda. In fact, during the seventh meeting of the Statistical Conference of the Americas (Santiago, 5-7 November 2013), it was decided that the working group should continue to analyse gaps and discrepancies between national and international sources, and should coordinate activities for their reduction. The challenge for this working group is the lack of resources to pursue its agenda. ECLAC is also willing to continue supporting the RELAC SIS activities aimed at Strengthening Health Information Systems in the Latin America and Caribbean region, to increase harmonization in data collection, processing and dissemination, to promote the use of statistics by economic agents, social actors and decision-makers, and to further strengthen the user-producer dialogue by improving structures and enhancing the role played by national statistics systems in public life.
234. ESCAP is willing to promote the use of statistics for evidence-based decision-making, assisting in the development of demographic, economic, social and environmental statistics. It is willing to facilitate the implementation of existing and new international standards, including the new social classifications, and will support the development of the capacity of national statistical systems to collect, produce, disseminate and use statistics in accordance with internationally agreed standards and good practices. In particular, it is willing to focus on improving the availability and quality of data for measuring progress in areas such as social inclusion and gender equality. It is also willing to cooperate closely with other United Nations entities, development banks and funds, regional and subregional organizations and other statistics development partners and networks, in particular through the newly established Partners for Statistics Development in Asia-Pacific, so as to enhance coherence across the United Nations system and coordination among international agencies.
235. ESCWA is willing to continue building statistical capacity for using statistics in policymaking. The Statistics Division agreed to develop this following the adoption of the framework on Effective use of statistics in evidence-based policymaking at the tenth session of the ESCWA Statistical Committee. It is willing to concentrate on three main roles: the collection and dissemination of data; statistical capacity development; and the coordination of statistical activities with regional and international players in official statistics active in the region. Data collection should focus on direct data gathering from member countries and on sharing these data with other partners active in statistical work in the

region. Attention should be paid to communicating statistics to the media and the public, identifying gaps and discrepancies, and undertaking capacity-development programmes.

F. IN GENERAL, THE PROJECT MADE USE OF THE TECHNICAL, HUMAN AND OTHER RESOURCES AVAILABLE IN DEVELOPING COUNTRIES

236. In development processes, the use of the technical, human and other resources available in developing countries is usually linked to the ownership and sustainability of the intervention. According to the interviews, with the exception of some experts,⁶ the project in general utilized the human resources available in developing countries and in their own regional commissions. Language was a challenge at different levels. On some occasions international experts ran workshops in English, which meant they had to be translated into the local language.

237. For some regional commissions, such as ESCWA, the project had important technical components. For example, the support in the utilization of DevInfo presents traditional ICT challenges in relation to ICT capacity-building, ownership, continuous changes and adaptation preparedness and correct use. There was a lot of scope to improve interregional exchanges and knowledge-sharing between regional commissions and beneficiaries on these ICT issues.

4.5. CROSS-CUTTING ISSUES

238. This section describes how the project has mainstreamed the gender perspective and the monitoring, learning and knowledge management activities.

4.5.1. GENDER AND HUMAN RIGHTS

A. THERE WERE MIXED RESULTS ON GENDER

There were positive outputs in relation to gender

239. The Metadata Handbook is a tool for data producers that aims to build on synergies from ongoing work in the area of gender statistics. This has been done by forging common methodological knowledge among stakeholders in order to facilitate the production of comparable statistics for evidence-based policymaking and planning. The Arab Gender MDG framework was revised and updated in 2014 and can be accessed online and downloaded.

240. It was also interesting to note that the ECA gender database provided a user interface for disaggregated data on development indicators, including the MDGs. This is used to track progress on key development indicators for various population sub-groups, and to unpack the underlying issues with regard to equity in development. Provisions have been made to enter data by province, sex, residence (rural-urban), and household wealth quintile. There is even a provision to obtain a printout called 'equity sheets', which provides disaggregated data for various indicators in any given country and disaggregated data for one indicator comparing several countries.

There is room for improvement on gender

241. In view of the dual aspect of women's empowerment as an end in itself and as a necessary prerequisite for the fulfillment of the other goals, special emphasis should have been placed on building more national capacity to produce sex-disaggregated indicators. There should also be

⁶ In one case, an international consultant at a workshop did not know the regional language.

stronger emphasis on proposing gender complementarity or additional indicators for each region, which could better illustrate the prevailing gender inequalities and forms of discrimination present in many countries involved in the project.

242. In practice, the gender approach focused on MDGs 3 and 5, and during implementation there was no exchange on the gender perspective between the regional commissions. Some of the beneficiaries, when asked about gender, mentioned numbers, disaggregation, and the importance of balancing between women and men. In general there was no sharing between managers on gender issues and the regional commissions' project managers did not know what the others were doing with regard to gender.

B. STAFF PERCEPTIONS REGARDING GENDER ARE ALSO MIXED

243. The staff/project managers were asked two questions on gender, as set out below.

Some staff members perceived that the gender perspective could have been better integrated in the project strategy

244. Staff were asked to indicate how they would rate the level of integration of the gender perspective. There were eight responses. On a scale of 1 to 4, where 1 is very low and 4 is very high, 62.5% of the staff reported high or very high, where 50% indicated high and 12.5% indicated very high. Only 37.5% or three responses indicated low. A group of the staff indicated low. This trend is consistent with staff interviews, during which some people reported that the gender perspective could have been better integrated in the project strategy.

Half of the staff considered that integration of the human rights perspective had been low

245. Staff were asked to indicate how they would rate the level of integration of the human rights approach. There were eight responses. On a scale 1 to 4, where 1 is very low and 4 is very high, 50% of the staff reported that was high or very high, where 37.5% indicated high and 12.5% indicated very high. 50%, or four responses, indicated low. A large percentage of the staff indicated that integration of the human rights approach had been low.

4.5.2. QUALITY OF THE MONITORING, EVALUATION AND KNOWLEDGE MANAGEMENT SYSTEM

A. THE QUALITY OF THE MONITORING ACTIVITIES WAS MIXED

246. The Development Account offers its own formats for identifying, planning and monitoring projects. The regional commissions also have their own internal monitoring and evaluation systems, so in some cases the Development Account progress reports were viewed as additional bureaucracy.
247. The project managers agreed that not all information, processes, outputs and other accomplishments were captured by the progress reports. This included much of the information from the project assessments of the activities. Furthermore, the progress reports made no reference to the information obtained from the workshop assessments. Some of these reports and assessments were not even known to ECLAC as the lead agency of the project, because they were not shared for inclusion in the progress reports.
248. The formats of the workshop assessments varied widely among the regional commissions. Some were very sophisticated and based on harmonized guidelines while others were very simple or did not even contain any data analysis.

B. THE MONITORING APPROACH RESULTED IN TUNNEL VISION

249. In fact, the general perception was that each regional commission concentrated on its own activities, although each commission acknowledged that learning could have usefully been shared with the other regional commissions. As for the annual report, the challenge was the lack of continuity and staff turnover.
250. All the workshops implemented by the regional commissions included a final assessment, in the form of a self-assessment report or specific assessment report where participants were consulted. The structure of these workshop assessments differed between the regional commissions.

C. THE LOGICAL FRAMEWORK APPROACH (LFA) COULD HAVE BEEN MORE USEFUL

251. The logical framework approach was not used systematically in the progress reports. It was not adapted in the form of an implementation plan based on the initial logical framework approach in the project document. The project managers felt that the project indicators in the logical framework approach were not the best ones and that some could not be measured. Despite such concerns, they did not change the indicators.
252. The logical framework approach was approved by the United Nations General Assembly as part of the revision and approval of the Development Account budget (fascicle) for each biennium. It therefore constituted a formal agreement between the General Assembly and the project managers. It cannot simply be revised and the regional commissions are obliged to report any deviation from it. But the project managers perceived that there was no clarity regarding the possibility of adapting the logical framework approach and the indicators. In general, project managers thought that a modification of the indicators required authorization from United Nations Headquarters.

D. THERE WAS NO FLUID EXCHANGE BETWEEN DESA AND THE STATISTICAL DIVISIONS OF THE REGIONAL COMMISSIONS ON THE POSSIBILITIES OF ADAPTATION AND FLEXIBILITY

253. Based on the interviews, there was no clarity among project managers during implementation regarding what could be changed or adapted from the logical framework approach, and all regions tried to follow the original indicators. Furthermore, there were big differences between regions regarding the availability of national and regional indicators. ECLAC was the region that obtained more information according to the original indicators.
254. Another aspect that became clear after the interviews was that, during implementation or following the delivery of progress reports to DESA, there was no fluid exchange between DESA and the project managers to seek clarification, resolve doubts or reach agreement on interpretation. Although the possibilities for adapting the project were unclear during implementation, some adaptation indeed did take place, such as the introduction of SDG-related content through workshops, which was not included in the original project design.
255. Each project, seminar, workshop or advisory mission was different so it had to be adapted/customized to properly measure the effects. The first point of the implementation plan should have been to clarify expectations so as to be able to customize each activity.
256. Development Account accountability was top-down, so some of the indicators should have been adapted during implementation. One example was the indicator “The number of data points/indicators produced”, since the production of more data points did not imply better but worse data.

The top-down approach prevailed. Accountability to regional member States' statistical commissions could be improved. There was room to improve peer interaction, to tailor it and to allow more feedback on the extent to which participants benefited from the activities.

The reality was that the regional member States' statistical commissions had scarce resources and communication/information did not flow properly at any level.

E. INSUFFICIENT CAPACITY WAS DEPLOYED FOR MONITORING AND LEARNING

257. ECLAC project managers perceived that managing the five regional commissions was extremely complex and that there was a lack of resources for better monitoring during the implementation. Another challenge was that the project was designed by people who were not in charge of coordinating implementation. This contributed to the fact that there was no monitoring strategy, no baseline and no implementation plan after the project document.

258. No formal learning events were organized for the project managers during project implementation.

F. ADMINISTRATIVE MONITORING WAS MORE RELEVANT THAN TECHNICAL MONITORING AND LEARNING

259. Administrative follow-up was too time-consuming, particularly for clarifying the correct budget lines to properly charge expenditure. There was an initial work plan and the original budget was devised on an activity basis but all the budget negotiation with Headquarters was conducted not by activity but by budget line. The regional commissions were satisfied with this on the whole owing to the freedom they had to make changes if there was a budgetary need. Internally, there was a financial follow-up by activity but it was informal and heterogeneous between regional commissions, and there was no external financial accountability by activity.

260. During project design and implementation, no specific knowledge-sharing activities were included, although these should have been an important aspect of the project design. Interregional cooperation and knowledge-sharing are both mentioned in the project title, highlighting their importance. However, there were no guidelines, protocols and practices to ensure that good practices and lessons learned were recognized and incorporated into work practices. There was no formal management structure between the commissions to guarantee the implementation, follow-up and control of these kinds of guidelines, protocols and practices.

5. CONCLUSIONS

5.1. PROGRAMME DESIGN

261. The project's programme theory was appropriate and relevant in general terms, but could have been better defined, explicit, clear and linked after the design and inception phases.

5.2. RELEVANCE

Even if some areas could have been improved, in general the project was relevant and was aligned with global problems, regional and country needs, the regional commissions, the United Nations and the Development Account

262. The project **was relevant** even if it was donor-driven and was more implicitly based on general commitments made by the implementing countries to the objectives of the project or towards the MDGs than explicitly based on specific commitments to this project undertaken by the countries and beneficiaries.

263. The project, the workshops, the publications, the technical assistances and the database improvements **were perceived as relevant** by the beneficiaries and in general the beneficiaries wanted more support in time and diversity.

The project could have been more relevant, especially at the interregional level

Project design was vague and the project was mainly implemented on the basis of the ongoing subprogrammes

264. Given the ambitious but vague initial objectives, the potential relevance of the design needed to be clarified and focused during the inception phase. The project did not have an implementation plan. In practice, targeting and clarification were dealt with in an ad hoc way by each regional commission, instead of being planned jointly or interregionally, and the focus was on the ongoing subprogrammes of each one of the regional commissions. From an intraregional⁷ perspective, this approach permitted adaptation but from an interregional perspective it came with the risk of inertia and of simply continuing doing what was already being done, even if it was not directly linked to the MDGs, and of not giving enough consideration to whether innovation was needed. The intraregional approach was also correct as it took advantage of the flexibility to make regional adjustments but it also meant that each regional commission developed activities that were more directly related to its regional programmes than to a coherent interregional project.

One of the main reasons that the interregional approach was weak was that a top-down approach was used, more supported by the United Nations Headquarters than by the regional commissions, and the time frame was too short for it to be properly owned by the regional commissions

265. Project implementation was appropriate; the challenges concern the design and inception phases. Poorer interregional outcomes were thus a consequence of weak interregional motivation and weak design and inception phases.

⁷ "Intra" means within, "inter" means between.

266. Given the top-down approach, the project was not based on an ad hoc, explicit and rigorous needs assessment of each regional commission, but on existing regional commissions working processes. Despite this top-down approach, project design (Expected Accomplishments and Main Activities) **can be assessed as relevant**.

The project had complementarities and synergies with other work being undertaken

267. **There were complementarities and synergies** with other work being carried out in member States' countries and with other multilateral organizations. This complementarity was partly due to the relevance of the project with the past and future work of the commissions.

5.3. EFFICIENCY

Project management was appropriate but project governance left room for improvement, which affected knowledge-sharing

268. **The relations and management were good**. ECLAC project management contributed to **the efficient implementation** of its interregional operations and the interregional coordination of the partners. The interregional approach was more ad hoc than planned, more informal than formal. The roles and responsibilities for joint management, implementation, coordination and collaboration could have been clearer and were not fully established at the beginning of the project or during its implementation.

269. **The project had no joint formal governance structure** with clear roles and responsibilities, regular meetings, formal minutes and management/governance responses to the progress reports. There was no formal, explicit strategy for collaboration and coordination between the commissions. The collaboration and coordination mechanisms were more ad hoc than planned, which affected interregional processes/outcomes, joint decision-making, coordination, collaboration and knowledge-sharing processes and ultimately the efficiency and coherence of the response.

270. As in other Development Account projects, the lead commission (ECLAC) took on a central management role. Its **management was considered good and democratic** by the other regional commissions. It generally meant that the other commissions took on less responsibility.

Collaboration and coordination mechanisms left room for improvement

271. **Relations, trust and knowledge-sharing between the regional commissions and ECLAC as lead agency were good**. This permitted **appropriate management** aimed at finding ways to work on coordination and collaboration challenges. There were few bilateral relations between regional commissions other than the relationship with ECLAC as the lead regional commission.

272. **Considering the magnitude of the challenges, activities were implemented in a reasonably timely and reliable manner, in accordance with the priorities set out in the project document**

273. Financial management mechanisms were time-consuming, used up a lot of resources and were complex. Financial management across the regional commissions was not easy. This is a recurring theme in the evaluations of Development Account projects and could be the subject of an analysis or a meta evaluation.

274. Taking into consideration that this **complex project** covered five regional commissions with very different structures and contexts, the Development Account norms of implementation and the financial structures of the regional commissions did not permit in some cases a quick response in relation to funds allocation. So a significant proportion of ECLAC management and coordination efforts were

devoted to solving the regional commissions' administrative demands for reallocation of funds in a timely and appropriate manner rather than to more substantive technical coordination.

275. Some of the **most important challenges** reported by project managers were the turnover of management staff in the regional commissions, the lack of clarity regarding roles and responsibilities, and the complexity of the project's financial, technical and administrative management.

5.4. EFFECTIVENESS

The project in general has been effective in terms of activity completion, and in terms of its contribution to the goals and objectives outlined in the project document

276. The number of outputs and events implemented under the project was **higher than foreseen at the design stage**; the number of participants and beneficiary countries **was also higher**. There were important unexpected positive results. These have already been described in point 4.3.1.5. Four of them are: (a) inter-divisional and inter-commission work that involved closer relations between the teams of the statistical divisions of the regional commissions; (b) more fluid communication on the MDGs and the post-2015 agenda led to the creation of capacities so as to prepare for the new post-2015 agenda; (c) the identification of additional regional indicators relevant for monitoring progress; and (d) early engagement of the national statistical offices in the process of formulating the post-2015 development framework.
277. The relevance of the project was directly linked to its effectiveness. It has **helped strengthen existing processes** and in some cases it has permitted the creation of processes and spaces that would not exist with the same **degree or coverage** without the project.
278. Most of the activities would not have been implemented to the same degree or with the same coverage without the support of the project. **Although the project was necessary, given the complexity, it was not enough** to achieve the goals, but it did contribute to their attainment.
279. The interviews and self-assessments conducted at the end of the workshops delivered by the regional commissions showed a **high degree of satisfaction** with the activities **and their usefulness**.
280. There were some new partnerships and/or examples of South-South cooperation, a level of knowledge replication, some improvement of technical aspects, and some new policies/norms/regulations as a result of the project. These elements are key results to which the project has contributed.

The effectiveness contribution analysis was made more difficult by a weak baseline, limited internal linkages and the support provided to existing ongoing processes

281. Most of the supported processes were already under way prior to project implementation and will continue after the project. This is very positive and the project's value added was its capacity to provide a timely response to the need for fund mobilization. This helped ensure the continuation of such activities, which would otherwise not have been implemented and whose coverage would have been further restricted due to insufficient funding.
282. Even if the logical framework approach had been developed, the regional commissions had no baseline or the targets, making the effectiveness analysis more difficult.
283. The workshops, publications and advisory missions were successfully implemented but they could have been better linked after the design and inception phases and put into action so as to maximize their effectiveness.

5.5. SUSTAINABILITY

The project is sustainable even if the challenges remain

284. The perception of the beneficiaries was that the processes supported by the project will be sustainable. Furthermore, most of the staff of the regional commissions believed that some of the activities and processes would continue after ending the project.
285. The needs and problems that the project document detected continued to exist after the end of the project, and it is part of the mandate of the regional commissions to continue minimizing these problems in the future. Without similar support, some of the existing processes will have no continuity. Thus, the regional commissions should continue their joint work to pursue similar objectives in the future, by producing development indicators, shifting their focus from the Millennium Development Goals Indicators to the Sustainable Development Goals indicators (SDGs), and improving data dissemination at a regional level.

Some elements that could have contributed to the sustainability were missing at the design stage and other elements were designed but not implemented

286. The project was not designed to influence policymaking, which is an important factor in the sustainability of the actions taken. Furthermore, there was no specific cross-cutting orientation towards partnerships and/or South-South cooperation as explicitly expected from the results of the meetings, seminars and workshops and missions.
287. EA 3 aimed to strengthen MDG networks. It is not clear if it referred to already existing networks or to strengthening new formal or informal networks created through the project. Other than the already existing networks, there was no formal mechanism to ensure the follow-up of informal networks created under the project.
288. Given that the project was very ambitious with regard to the existing resources and the short time frame, continuing to work on the same or similar processes should be a priority.

5.6. CROSS-CUTTING APPROACHES: GENDER, MONITORING AND KNOWLEDGE MANAGEMENT

5.6.1 GENDER AND HUMAN RIGHTS

There was no common cross-cutting gender perspective

289. In relation to the gender perspective, there were specific experts, spaces and activities related to gender in some regional commissions, but no common cross-cutting perspective. The progress reports captured the data in a disaggregated way. Final workshops evaluations did not incorporate a gender and human rights approach.
290. The project document highlighted the importance of gender issues but during implementation there was no explicit gender strategy or gender implementation plan.
291. There was not enough sharing or mutual knowledge on gender issues during project implementation.

5.6.2 MONITORING AND KNOWLEDGE MANAGEMENT

292. The progress reports are good, comprehensive and informative. The project's final report is of a good quality.

The challenges facing monitoring were (i) the need to be less activity-based and to focus more on data and analysis; and (ii) the lack of capacities for monitoring and the use and sharing of the resulting knowledge

293. **Monitoring was activity-based, not process-based.** There is a need to focus more closely on the **processes of change** than on activities, to use the **monitoring information** for joint management decisions, to use inputs from existing workshop assessments, and to create better exchanges between the regional commissions and with DESA.

294. Progress reports were jointly drafted and submitted to DESA on a yearly basis. But these reports are activity- rather than process-oriented. Such reports were the result of an initial ECLAC draft/proposal that was then completed by the other regional commissions. The progress reports were mainly prepared by the Statistics Division of ECLAC, with input from the other regional commissions. As it was not a Development Account obligation, progress reports were not submitted by each regional commission as they were not requested to do so by the Development Account. This has pros and cons when it comes to taking decisions at the management level in each regional commission.

295. Progress reports could have utilized more levels of data analysis, and could have better exploited the intervention logic through more explicit visualization/definition, clarification and linkages of the theory of change of the project. In fact there was a good level of analysis and a good comprehension of the theory of change among the project coordinators, but this was not explicitly reflected in the progress reports.

296. The project document included a budget for evaluation but did not have a specific budget for monitoring.

The progress reports were good but failed to capture existing information on the quality of the events, such as workshops

297. In many cases, this information existed but was not included in progress reports. It could have been used to better inform management decisions.

298. The regional commissions had their own assessment tools, but there was **no harmonized and systematic** way of capturing the main beneficiaries' satisfaction with the quality and timeliness of the service received and the practical utility, influence and use of the project's publications and of the meetings, workshops and capacity-building activities. There was room for more harmonization of the assessment tools and formal implementation of follow-up tools.

299. There were no formal mechanisms to follow up on workshops, missions or publications.

The project did not have a formal, explicit exit strategy or knowledge-sharing strategy

300. This was important because the processes supported by the project were still necessary and relevant. More consideration could be given to the following aspects: (i) **follow-up strategies** were unplanned and follow-up was instead performed in some cases in an ad hoc and informal way through the subsequent

ongoing work of the regional commissions; (ii) there were no explicit⁸ strategies and no **knowledge management strategy** at the regional and interregional level; (iii) the reports on best practices contained valuable information and knowledge that **has still not been systematized and shared**.

301. **There were not enough opportunities for sharing achievements and experiences between the regional commissions.** This evaluation could be a good opportunity and space to launch this process. Some simple knowledge management activities could be developed to share the main implicit and explicit knowledge from the project design and implementation. The best practice reports must be shared.

⁸ Explicit means planned, written and formal.

6. LESSONS LEARNED

6.1. FOR IMPROVING THE DESIGN AND INCEPTION PHASES OF INTERREGIONAL PROJECTS

302. If a project's programme theory is not well defined, explicit, and well linked during the design or inception phase, this leads to unclear linkages between activities and results for the contribution to objectives. A stronger inception phase in complex interregional interventions produces a stronger implementation plan in which actions are clearer, more effectively prioritized and interlinked and interregional motivation is stronger.
303. There are factors that contribute to the sustainability of this kind of interregional intervention, such as interregional coordination, the prioritization of needs at the interregional and regional level, the correct selection of participating institutions and instructors, the selection of peer experiences to be shared at the interregional and regional level, and knowledge management.

6.2. FOR IMPROVING MONITORING AND REPORTING

304. It is necessary not only to implement assessment tools such as surveys at workshops or other events, but also to use them for monitoring and management purposes by drawing on the assessment results to inform decision-making and general progress reports.
305. The lack of interregional harmonization of the assessment tools and the lack of formal implementation of follow-up tools makes it more difficult to monitor and evaluate interregional projects.
306. Given that interregional projects whose activities are based on intangible processes are challenging to monitor and evaluate, interregional projects should have a good interregional design and inception phase and enough capacity to manage and monitor any challenges that may arise during implementation.

6.3. FOR BETTER CONSIDERATION OF THE IMPLICATIONS OF AN INTERREGIONAL PROJECT IN TERMS OF ORGANIZATION, GOVERNANCE, COORDINATION, COLLABORATION AND FINANCIAL MANAGEMENT

307. Interregional projects should balance donor-driven and bottom-up approaches. This would make it possible to choose the most strategic, relevant and efficient approaches.
308. If the lead commission takes on a strong central role without delegating any responsibilities, the other regional commissions tend to give all the responsibility to the lead regional commission and bilateral relations between the other regional commissions may decrease.
309. Several well-known factors influence the organization, governance, coordination, collaboration and financial management of an interregional project. In future similar projects, these should be taken into consideration from the design stage. Some of these factors are the turnover of management staff in the regional commissions, the lack of clarity regarding roles and responsibilities, the time of response to certain demands by the management of the project, the complexity of the project's financial management, the need for redeployment of funds, the administrative difficulties, long-distance communication and the language barriers.

6.4. FOR IMPROVING THE DEVELOPMENT OF EXIT STRATEGIES, KNOWLEDGE MANAGEMENT AND KNOWLEDGE-SHARING AT THE ACTIVITY AND PROJECT LEVELS TO ENSURE SUSTAINABILITY

310. Gender and human rights perspectives cannot easily be incorporated without an explicit cross-cutting strategy during the design and inception phases.
311. Interregional knowledge-sharing spaces and processes should be strategic and planned during the design and inception phases.
312. This kind of project should have explicit follow-up, exit and knowledge management strategies at the regional and interregional level so as to increase sustainability.

7. RECOMMENDATIONS

7.1. IMPROVE THE DESIGN OF INTERREGIONAL PROJECTS

Link	Findings and conclusions by criteria and number
Findings	<p>Coherence and relevance</p> <p>The project design and the implementation plan were not clear/sufficiently developed, which affected the relevance</p> <p>The project was implemented on the basis of the ongoing subprogrammes, and an interregional approach was not taken</p> <p>There was no explicit context analysis or explicit analysis of the demand side (member States)</p> <p>The top-down approach presented a challenge because it was not counterbalanced by bottom-up decisions</p> <p>Effectiveness</p> <p>The desired programme theory was appropriate but it was ambitious, lacked clarity/definition and could not be easily communicated to the beneficiaries</p> <p>The project activities did not explicitly enable capacities for influencing policymaking</p>
	<p>Design</p> <p>...the programme theory of the project could have been more clearly defined, explicit, and better interlinked following the inception phase.</p> <p>Relevance</p> <p>Given the magnitude of the needs and the scarcity of resources for this kind of project, it will always be necessary to explore the most relevant and strategic approach in relation to the contextual regional needs as well as to the common interregional goals</p> <p>The project design was vague and it was implemented on the basis of the ongoing subprogrammes</p> <p>One of the main reasons for the weak interregional approach was that the project took a top-down approach, supported more by United Nations Headquarters than by the regional commissions, and the time frame was too short for it to be properly owned by the regional commissions</p> <p>Sustainability</p> <p>Some elements that could have contributed to sustainability were missing at the design stage and other elements were designed but not implemented</p> <p>The project was not designed to influence policymaking, which is an important factor in the sustainability of the actions</p> <p>The project had no formal, explicit exit strategy or knowledge-sharing strategy</p>
Recipients: Development Account and regional commissions	Priority: high

Explanation and action plan

313. The programme theory should be defined in detail, explicitly, clearly and well-linked after the design and inception phase. It should clearly emphasize the links between the contributory activities and the expected accomplishments and between the expected accomplishments and the objectives.
314. The design should contain key interregional activities to be implemented in a timely manner to ensure an interregional approach.
315. An initial way to improve collaboration and coordination could be to list common areas of interest, and to delegate the implementation of certain activities to other regional commissions. This could promote more collaboration and efficiency by, for example, delegating follow-up of the gender perspective to a particular regional commission.
316. Existing interregional events should have adequate continuity and links to regional activities.
317. Similar projects could be more explicitly designed to influence policymaking, with a more specific cross-cutting orientation towards partnerships and/or South-South cooperation through meetings, seminars and workshops and missions.
318. Gender should be explicitly integrated at the design stage and in the implementation plan with, for example, (i) specific activities, outputs and results; and (ii) a cross-cutting consideration in indicators and sources of verification.

7.2. DEVELOPMENT OF BETTER IMPLEMENTATION PLANS

Link	Findings and conclusions by criteria and number
Findings	<p>Relevance</p> <p>The project design and the implementation plan were not clear/sufficiently developed, which affected the relevance.</p> <p>There was no explicit context analysis or explicit analysis of the demand side (member States)</p> <p>The top-down approach presented challenges because it was not counterbalanced by bottom-up decisions</p>
	<p>Effectiveness</p> <p>The desired programme theory of the project was appropriate but it was ambitious, lacked clarity/definition and could not be easily communicated to the beneficiaries</p>
	<p>Relevance</p> <p>Given the huge needs and the scarcity of resources for this kind of projects, it will always be necessary to explore the most relevant and strategic approach in relation to the contextual regional needs as well as to the common interregional targets</p>
Conclusions	<p>Efficiency-collaboration</p> <p>The financial management mechanisms absorbed a lot of time and resources and were complex. Financial management between regional commissions was not easy</p>
<p>Recipients: Development Account and regional commissions</p>	
<p>Priority: high</p>	

Explanation and action plan

319. The implementation plan should look for a well-defined design that includes clarification and prioritization of the actions and sets out the linkages between them.
320. Given the scarcity of resources, the implementation plan should explore different options involving different strategic approaches in relation to the contextual regional needs and also in relation to the common interregional interests and targets so as to increase efficiency and relevance.
321. In future Development Account projects, the lead commission could continue to take a central role in management, but should delegate certain responsibilities to the other regional commissions so as to increase regional commissions' ownership and involvement in management. The final distribution of responsibilities could be decided in the implementation plan. Some examples of these responsibilities could be monitoring, gender mainstreaming, systematization and knowledge-sharing.
322. The implementation plan should be useful for counterbalancing the top-down decisions with the bottom-up needs or priorities of the regional commissions and regions.
323. The implementation plan should consider realistic financial management mechanisms and roles and responsibilities.
324. The implementation plan should complete the integration of gender in the processes of the project.

7.3. IMPROVEMENT OF MONITORING AND REPORTING

Link	Findings and conclusions by criteria and number
Findings	Efficiency
	Executed budget by activity was not systematically used as an interregional management tool
	There was no proper mutual accountability and there was not enough mutual knowledge
	Effectiveness
	The implemented programme theory was good but presented some challenges
	Monitoring and knowledge management
	The quality of monitoring implementation was mixed
	The monitoring approach resulted in tunnel vision
	The logical framework approach (LFA) could have been more useful
	There was no fluid exchange between DESA and the statistical divisions of the regional commissions on the possibilities of adaptation and flexibility
Insufficient capacity was deployed for monitoring and learning	
Administrative monitoring was more relevant than technical monitoring and learning	

Link	Findings and conclusions by criteria and number	
Conclusions	Efficiency	
	Monitoring and knowledge management	
	Monitoring presented some challenges related to (i) the need to be less activity- and data-focused and more focused on analysis; and (ii) the lack of capacity for monitoring and the use and sharing of the resulting knowledge	
	The progress reports were appropriate but failed to capture existing information on the quality of the events, such as workshops	
Recipients: Development Account and regional commissions	Priority: very high	

Explanation and action plan

325. Progress reports for Development Account projects should capture key existing information on the quality of project activities obtained from self-assessments of these activities. For example, progress reports should capture and analyse the information from the assessments of the workshops.
326. There should be an interregional, harmonized and systematic way of following up on and capturing the following aspects: (i) the main beneficiaries' satisfaction with the quality and timeliness of the services received; and (ii) the practical utility, influence and use of the project's publications and of the project's meetings, workshops and capacity-building activities.
327. Monitoring and progress reports (i) could focus more closely on change processes than on activities; (ii) should make better use of the monitoring information for joint management decisions; (iii) should facilitate better bilateral and multilateral exchanges between the regional commissions and with DESA; (iv) should have more levels of analysis, and should take more advantage and use of the Logical Framework Approach for more explicit visualization/definition, clarification and articulation of the theory of change; (v) should be able to rely on greater harmonization of the assessment tools and more formal implementation of follow-up tools.
328. The project document should ensure sufficient capacity is available for monitoring, and could include a specific budget for monitoring.
329. Top-down and horizontal accountability could be improved: (a) accountability towards the regional member States' statistical commissions could increase; (b) there is room to improve peer interaction in the project, to tailor it and to encourage more feedback regarding participants' perceptions of the project as a whole and how they benefited from all the activities.
330. Gender could be systematically included in monitoring through a cross-cutting approach (indicators, sources of verification and stakeholders) but also by creating a specific section in the progress reports.

7.4. BETTER CONSIDERATION OF THE IMPLICATIONS OF AN INTERREGIONAL PROJECT IN TERMS OF ORGANIZATION, GOVERNANCE, COORDINATION, COLLABORATION AND FINANCIAL MANAGEMENT

Link	Findings and Conclusions by criteria and number	
Findings	Relevance 6 and 9	
	The project was implemented on the basis of the ongoing subprogrammes, and not as part of an interregional approach	
	The top-down approach presented a challenge because it was not counterbalanced by bottom-up decisions	
	Efficiency	
	Management and governance	
	Project governance was challenging	
	Weak governance affected knowledge-sharing	
	Collaboration	
	The mechanisms for collaboration and coordination between the five regional commissions that ensure efficiencies and coherence of response presented challenges	
	Ad hoc collaboration and coordination activities were carried out but there was no interregional strategy for collaboration and coordination	
Conclusions	Implementation in a timely manner	
	Coordination, collaboration and staff turnover presented challenges for timely and reliable implementation	
	Financial management was appropriate but absorbed time and resources	
	Effectiveness	
	The main recommendations for future similar projects from the beneficiaries relate to partnerships and networking	
	Efficiency	
	Project management was appropriate but project governance left room for improvement and affected knowledge-sharing	
	Collaboration and coordination mechanisms left room for improvement	
Recipients: Development Account and regional commissions		Priority: very high

Explanation and action plan

331. There is scope for better interregional implementation. The project's interregional approach should be made clear in the design and implementation plan in a very strategic way. It should be formal and planned, and the roles and responsibilities for joint management, implementation, coordination and

collaboration should be fully established at the outset even if they may be adapted during the inception or implementation phases.

332. There should be a joint formal governance and management structure for the project, with clear roles and responsibilities, regular meetings, formal minutes and management/governance responses to the progress reports. There should be a formal and explicit strategy of collaboration and coordination between the commissions.
333. The Development Account norms of implementation and the financial structures of the regional commissions should permit in some cases a mechanism for a quicker response to requests regarding funds allocation to improve the efficiency of management and coordination efforts in order to (a) address the regional commissions' administrative requests for reallocation of funds; and (b) devote more time to substantive technical coordination.
334. The regional commissions should be aware and appreciative of the difficulties encountered in this project with regard to the interregional approach. The challenge for the regional commissions is to decide their common interests, the interregional common processes and how best to implement them.
335. There is a need to continue with the regional commissions' joint work in similar projects in terms of (a) knowledge-sharing; and (b) common approaches among the regional commissions. Thus, the regional commissions should continue their joint work to pursue similar objectives in the future, by producing development indicators, shifting their focus from the MDGs to the SDGs, and improving data dissemination at a regional level.
336. Some aspects of the regional commissions' joint work in the future relate to (i) how to implement interregional workshops with very specific themes and levels of specialization for similar levels of knowledge of the attendees in the different regions; (ii) what models for linking activities –workshops, publications, missions – would be better for certain contexts, capacities or situations; and (iii) how to improve the use of statistics for evidence-based decision-making.
337. The challenge of financial management across the regional commissions seems to be a recurring theme in this and other evaluations of Development Account projects and could be the subject of an analysis or a meta evaluation for the Development Account.

7.5. IMPROVEMENT OF EXIT STRATEGIES, KNOWLEDGE MANAGEMENT AND KNOWLEDGE-SHARING AT THE ACTIVITY AND PROJECT LEVELS TO ENSURE SUSTAINABILITY

Link	Findings and conclusions by criteria and number
Findings	Efficiency A. Management and governance 3
	Weak governance affected knowledge-sharing
	Monitoring and knowledge-sharing 5, 6
	Insufficient capacities were deployed for monitoring and learning
	Administrative monitoring was more relevant than technical monitoring and learning

Link	Findings and conclusions by criteria and number	
Conclusions	Sustainability	
	The project did not have a formal and explicit exit strategy or knowledge-sharing strategy	
	Monitoring and knowledge management 2,3,5	
	Monitoring presented some challenges related to the need to be less activity- and data-focused and more focused on analysis and the lack of capacity for monitoring and the use and sharing of the resulting knowledge	
	The progress reports were good but failed to capture existing information on the quality of the events, such as workshops	
	The achievements and experiences of the project still need to be shared.	
Recipients: Development Account and regional commissions		Priority: very high

Explanation and action plan

338. Given that the project did not generate enough spaces for sharing achievements and experiences among the regional commissions, this evaluation could be a good opportunity and space to start this process.
339. The reports on best practices, discrepancies and methodology contain valuable information and knowledge and should be systematized and shared.
340. There should be a greater emphasis on follow-up activities, the exit strategy and the knowledge management strategy at the regional and interregional level. The following processes should be developed in an explicit⁹ way: (i) exit strategies and knowledge management strategies at the regional and interregional level; (ii) planned follow-up strategies.
341. The regional commission project managers must be able to share their experiences of the project and the intervention models ultimately chosen for this project.
342. Some simple knowledge management activities could be used to internalize and share the regional commissions' main implicit and explicit knowledge from the project design and implementation. This sharing process could take the form of a period of reflection or a specific meeting in the short term.
343. There should be exchanges on specific methodological approaches. For example, ESCWA had interesting experiences to share regarding the selection of beneficiaries.
344. Development Account interregional interventions have many opportunities and challenges to learn from. Lessons learned and meta evaluations from several Development Account projects could improve this kind of mechanism.

⁹ Explicit means planned, written and formal.

- 345. There should be an explicit and formal communication strategy regarding all the activities of Development Account projects, especially in relation to publications.
- 346. There should be formal strategies for the integration of the project’s main results and recommendations into the work and practices of beneficiary institutions following completion of the project’s activities.
- 347. Development Account Project ROA 146 should be a learning opportunity for (i) future similar Development Account projects and for (ii) the future Sustainable Development Goals, providing input regarding data/information/knowledge collection, analysis, sharing and use.

7.6. BETTER INTEGRATION OF GENDER THROUGHOUT THE PROJECT CYCLE

Link	Findings and conclusions by criteria and number	
Findings	Gender and human rights	
	Results regarding gender were mixed Staff perceptions regarding gender were also mixed	
Conclusions	Gender and human rights	
	There was no common, cross-cutting gender perspective	
Recipients: Development Account and regional commissions		Priority- high

Explanation and action plan

- 348. Cross-cutting approaches should be more explicit and strategic so as to integrate gender perspectives in a clearer way at the design stage, in the implementation plan and during monitoring, as described in the recommendations presented above.
- 349. During project implementation, there should be more interregional knowledge-sharing spaces and processes regarding gender.

ANNEXES

ANNEX 1	Terms of reference of the evaluation
ANNEX 2	List of workshops, publications, events, TAMs and participants
ANNEX 3	List of persons interviewed
ANNEX 4	Survey questionnaire online
ANNEX 5	Bibliography
ANNEX 6	Background of the methodology and findings of the evaluation
ANNEX 7	Evaluator's revision matrix

ANNEX 1

Terms of reference of the evaluation

TERMS OF REFERENCE

**Evaluation of the Development Account Project ROA 146
Strengthening statistical and inter-institutional capacities
for monitoring the Millennium Development Goals
through interregional cooperation and knowledge-sharing**

I. Introduction.

Frame of reference:

1. This evaluation is in accordance with the General Assembly resolutions 54/236 of December 1999 and 54/474 of April 2000 which endorsed the Regulations and Rules Governing Programme Planning, Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (PPBME).¹ In this context, the General Assembly requested that programmes be evaluated on a regular, periodic basis covering all areas of work under their purview. As part of the general strengthening of the evaluation function to support and inform the decision-making cycle in the United Nations Secretariat in general, and ECLAC in particular, and within the normative recommendations made by different oversight bodies² endorsed by the General Assembly³, ECLAC's Executive Secretary is implementing an evaluation strategy that includes periodic evaluations of different areas of ECLAC's work. This is therefore a discretionary internal evaluation managed by the Programme Planning and Evaluation Unit (PPEU) of the Programme Planning and Operations division (PPOD).

II. Evaluation Topic

2. This evaluation is an end-of-cycle evaluation of an interregional project focusing on increasing the availability of up-to-date and comparable MDG data at the national, regional and global level.

III. Objective of the Evaluation:

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

4. The project objective was to increase the availability of up-to-date and comparable MDG data at the national, regional and global level.

5. The lessons learned and good practices in actual project implementation will in turn be used as tools for the future planning and implementation of ECLAC projects.

¹ ST/SGB/2000/8 Articles II, IV and VII.

² OIOS report entitled "Assessment of Evaluation Capacities and Needs in the United Nations Secretariat" (IED-2006-006, 24 August 2007); The Joint Inspection Unit report entitled "Oversight Lacunae in the United Nations System" (JIU/REP/2006/2).

³ Including GA resolutions 54/236 and 54/474 endorsing the PPBME rules and regulations (ST/SGB/2000/8).

IV. Background

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

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

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

9. DA projects are being implemented by global and regional entities, cover all regions of the globe and focus on five thematic clusters⁴. Projects are programmed in tranches, which represent the Account's programming cycle. The DA is funded from the Secretariat's regular budget and the Economic Commission for Latin America and the Caribbean (ECLAC) is one of its 10 implementing entities. The UN Department of Economic and Social Affairs (DESA) provides overall management of the DA portfolio.

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

The project

11. The project under evaluation is part of the projects approved under this account for the 2010-2011 tranche, under the coordination of the Economic Commission for Latin America and The Caribbean (ECLAC). The original duration of this project was of 2 years (2010-2011), having started activities in October 2010 and has been extended until December 2014 to ensure the implementation of all planned activities.

⁴ Development Account projects are implemented in the following thematic areas: advancement of women; population/ countries in special needs; drug and crime prevention; environment and natural resources; governance and institution building; macroeconomic analysis, finance and external debt; science and technology for development; social development and social integration; statistics; sustainable development and human settlement; and trade. See also UN Development Account website: <http://www.un.org/esa/devaccount/projects/active/theme.html>.

12. The overall logic of the project against which results and impact will be assessed contains an overall objective and a set of expected accomplishments and indicators of achievement that will be used as signposts to assess its effectiveness and relevance.

13. The project's objective as stated above is "increase the availability of up-to-date and comparable MDG data at the national, regional and global level".⁵

14. The expected accomplishments were defined as follows:

- (a) Improved and increased national and regional Millennium Development Goals statistical production and use, according to both international standards and regional benchmarks, through regional collaborative practices.
- (b) Decreased statistical discrepancies in Millennium Development Goals indicators among national, regional and international sources, improving Millennium Development Goals monitoring capacities and strengthening inter-institutional coordination, within the countries, and between countries and international agencies, both facilitated by the regional statistical bodies.
- (c) Strengthened network of Millennium Development Goals statistical and reporting experts and practitioners at the national and regional levels, through increased interchange of experiences, best practices and methodologies.

15. To achieve the expected accomplishments above, the following activities were originally planned:

Main Inter-Regional Activities

(A.1) Organizing an interregional Millennium Development Goal indicators meeting to share and discuss best practices, instruments, benchmarks and other national and regional advancements and shortcomings. The meeting can be held in ECLAC or in Geneva consecutively with the Millennium Development Goal Inter-Agency Expert Group Meeting taking advantage of the attendance of International Agencies in charge of the global MDG monitoring and of DESA, who coordinates the Group. Regional Commissions who work directly with the countries should identify key national representatives from each region and stimulate the exchange of experiences and good practices;

(A.2) Developing an interregional web-based discussion and holding video conferencing and teleconferencing among the regional commissions and selected regional partners, to ensure substantive follow-up and project effectiveness, and to coordinate interaction with the global Inter-Agency and Expert Group and the Department of Economic and Social Affairs;

(A.3) Constructing interregional Millennium Development Goals data reports, assessing Millennium Development Goal strengthening of statistical inter-institutional capacities and assessing data gaps and discrepancies in each of the five regions with a view to developing interregional conclusions and recommendations;

Main Regional Activities

(A.4) In each of the five regional commissions (except for ESCAP) producing and updating comparative data (national, regional — United Nations millennium database) for selected countries of each region and identifying the causes of discrepancies in the five regional commissions;

⁵ See annex 1: Simplified logical framework.

(A.5) Providing technical assistance missions to selected national statistical offices, agencies and sectoral Ministries in order to assist them in achieving statistical conciliation at the national, regional and global levels: provide 15 technical assistance missions to selected countries (NSOs, MDG National Report's responsible agency and sectoral Ministries) to build and strengthen statistical and institutional capacities, in order to assist them in achieving statistical conciliation at the national, regional and global level (three in each region); Incorporate one horizontal cooperation technical assistance mission in each of the five regions among member countries. The criteria for country selection will be determined by each regional commission according to national statistical capacities and countries challenges and demands;

(A.6) Conducting one regional Millennium Development Goal capacity-building workshop per region, for national statistical offices and other key partners as well as for regional or international agencies, with a view to improving the inter-institutional coordination procedures for the production, description and adjustment of data. The workshops will thereby strengthen countries capacities in:

- i. producing statistics and indicators of relevance to MDGs;
- ii. understanding the adjustment and calculation methods used by international agencies;
- iii. improving the MDG data exchange between national and international agencies.

(A.7) Producing and disseminating documents and publications on a regional basis in support of training workshops and technical assistance, including methodologies, best practices and regional benchmarks;

(A.8) Producing and disseminating best practices regional reports related to statistical production and the use of information. In each of the 5 regions, produce and disseminate best practices reports related to statistical production and use of information, to highlight good examples of inter-institutional arrangements for national MDG reports elaboration;

(A.9) Organizing two regional Millennium Development Goal expert meetings in the ECLAC region in order to extend and strengthen the regional Latin American and Caribbean Millennium Development Goal network, including national networks and international agencies operating in the region; These events will give continuity to the annual MDG meetings held by ECLAC in the region over the past years, gathering not only technical personnel but also relevant national statistical authorities. These meetings serve as relevant advocacy activities;

(A.10) Implementing and regularly updating Millennium Development Goal indicators regional databases along with the corresponding metadata, with a view to making data comparability transparent and encouraging its use at the national, regional and international levels.

16. The budget for the project totalled US\$ 1,192,000. Progress reports were prepared on a yearly basis. The project was implemented in the five regions (i.e. ECE, ECA, ESCAP, ESCWA and ECLAC) to improve capacity of countries to produce harmonized high quality data for monitoring and reporting on MDGs: 1) high involvement of National Statistical Offices in the monitoring and reporting of MDGs; 2) better inter-institutional co-ordination among national, regional and international organizations; 3) international and regional agreed definitions and concepts in emerging fields; 4) harmonized indicators definitions and benchmarks on more adequate information sources to calculate MDG indicator.

V. Guiding Principles

17. The evaluator will apply ECLAC's guiding principles to the evaluation process.⁶ In particular, special consideration will be taken to assess the extent to which ECLAC's activities and outputs respected and promoted human rights. This includes a consideration of whether ECLAC interventions treated beneficiaries as equals, safeguarded and promoted the rights of minorities, and helped to empower civil society.

⁶ See ECLAC, "Preparing and Conducting Evaluations: ECLAC Guidelines" (2009) for a full description of its guiding principles.

Moreover, the evaluation process itself, including the design, data collection, and dissemination of the evaluation report, will be carried out in alignment with these principles.

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

VI. Scope of the evaluation

19. In line with the evaluation objective, the scope of the evaluation will more specifically cover all the activities implemented by the project. The evaluation will review the benefits that the various stakeholders in the five regions obtained from the implementation of the project, as well as the multiplier effects and sustainability of the project interventions. The evaluation will also assess and review the interaction and coordination modalities used in its implementation within ECLAC and other implementing partners, especially with the other four Regional Commissions participating in the implementation of the project.

20. In summary, the elements to be covered in the evaluation include:

- Actual progress made towards project objectives
- The degree to which the desired and unanticipated outcomes have been achieved
- The extent to which the project has contributed to outcomes in the identified countries whether intended or unintended.
- The efficiency with which outputs were delivered.
- The strengths and weaknesses of project implementation on the basis of the available elements of the logical framework (objectives, results, etc) contained in the project document
- The validity of the strategy and partnership arrangements. Coordination among the different Regional Commissions.
- The extent to which the project was designed and implemented to facilitate the attainment of the goals.
- Relevance of the project's activities and outputs towards the needs of Member States.

VII. Development Account criteria

21. The evaluation will place particular emphasis on measuring the project's adherence to the following key *Development Account criteria*:⁷

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

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

VIII. Evaluation Ethics

22. The evaluation will be conducted in line with the norms and standards laid out by the United Nations Evaluation Group (UNEG) in its “Norms for Evaluation in the UN System” and “Standards for Evaluation in the UN System”.⁸

23. Evaluators are also expected to respect UNEG’s ethical principles as per its “Ethical Guidelines for Evaluation”:⁹

- **Independence:** Evaluators shall ensure that independence of judgment is maintained and that evaluation findings and recommendations are independently presented.
- **Impartiality:** Evaluators shall operate in an impartial and unbiased manner and give a balanced presentation of strengths and weaknesses of the policy, program, project or organizational unit being evaluated.
- **Conflict of Interest:** Evaluators are required to disclose in writing any past experience, which may give rise to a potential conflict of interest, and to deal honestly in resolving any conflict of interest which may arise.
- **Honesty and Integrity:** Evaluators shall show honesty and integrity in their own behavior, negotiating honestly the evaluation costs, tasks, limitations, scope of results likely to be obtained, while accurately presenting their procedures, data and findings and highlighting any limitations or uncertainties of interpretation within the evaluation.
- **Competence:** Evaluators shall accurately represent their level of skills and knowledge and work only within the limits of their professional training and abilities in evaluation, declining assignments for which they do not have the skills and experience to complete successfully.
- **Accountability:** Evaluators are accountable for the completion of the agreed evaluation deliverables within the timeframe and budget agreed, while operating in a cost effective manner.
- **Obligations to Participants:** Evaluators shall respect and protect the rights and welfare of human subjects and communities, in accordance with the UN Universal Declaration of Human Rights and other human rights conventions. Evaluators shall respect differences in culture, local customs, religious beliefs and practices, personal interaction, gender roles, disability, age and ethnicity, while using evaluation instruments appropriate to the cultural setting. Evaluators shall ensure prospective participants are treated as autonomous agents, free to choose whether to participate in the evaluation, while ensuring that the relatively powerless are represented.
- **Confidentiality:** Evaluators shall respect people’s right to provide information in confidence and make participants aware of the scope and limits of confidentiality, while ensuring that sensitive information cannot be traced to its source.
- **Avoidance of Harm:** Evaluators shall act to minimize risks and harms to, and burdens on, those participating in the evaluation, without compromising the integrity of the evaluation findings.

⁸ *Standards for Evaluation in the UN System*, UNEG, April 2005. (http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=22). *Norms for Evaluation in the UN System*, UNEG, April 2005. (http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=21).

⁹ *UNEG Ethical Guidelines for Evaluation*, UNEG, March 2008 (<http://www.unevaluation.org/ethicalguidelines>).

- Accuracy, Completeness and Reliability: Evaluators have an obligation to ensure that evaluation reports and presentations are accurate, complete and reliable. Evaluators shall explicitly justify judgments, findings and conclusions and show their underlying rationale, so that stakeholders are in a position to assess them.
- Transparency: Evaluators shall clearly communicate to stakeholders the purpose of the evaluation, the criteria applied and the intended use of findings. Evaluators shall ensure that stakeholders have a say in shaping the evaluation and shall ensure that all documentation is readily available to and understood by stakeholders.
- Omissions and wrongdoing: Where evaluators find evidence of wrong-doing or unethical conduct, they are obliged to report it to the proper oversight authority.

IX. Evaluation Criteria and Questions

24. This evaluation encompasses the different stages of the given project, including its design, process, results, and impact, and is structured around four *main criteria*: relevance, efficiency, effectiveness, and sustainability. Within each of these criteria, a set of *evaluation questions* will be applied to guide the analysis.¹⁰ The responses to these questions are intended to explain “the extent to which,” “why,” and “how” specific outcomes were attained.

25. Relevance:

- (a) Were the programme’s objectives relevant to the implementing countries’ development needs and priorities?
- (b) Were the project’s objectives aligned with the mandate of the five implementing Regional Commissions and that of the specific subprogrammes in charge of the implementation of the project?
- (c) Did the design of the project effectively establish governance and management structures of the project?
- (d) Were there any complementarities and synergies with the other work being developed?

26. Efficiency

- (a) Collaboration and coordination mechanisms between and within the five Regional Commissions that ensure efficiencies and coherence of response;
- (b) Provision of services and support in a timely and reliable manner, according to the priorities established by the project document;
- (c) Presence of protocols and practices to ascertain that good practices and lessons learned are recognized and integrated into work practices;
- (d) Did the governance and management structures of the project contribute to effective implementation of its operations and coordination of partners?

27. Effectiveness

- (a) To what extent did the project achieve the goals and objectives outlined in the project document?
- (b) How satisfied were the project’s main beneficiaries with the quality and timeliness of the services they received (to the extent measurable)?
- (c) Has the project made any difference in the behavior/attitude/skills/ performance of the clients?
- (d) How effective were the project activities in enabling capacities and influencing policy making?

¹⁰ The questions included here will serve as a basis for the final set of evaluation questions, to be adapted by the evaluator and presented in the inception report.

- (e) Are there any tangible policies that have considered the contributions provided by the Regional Commissions in relation to the project under evaluation?
- (f) How much more knowledgeable are the participants in workshops and seminars?

28. Sustainability

With beneficiaries:

- (a) How did the project utilize the technical, human and other resources available in developing countries?
- (b) How have the programme's main results and recommendations been used or incorporated in the work and practices of beneficiary institutions after completion of the project's activities? What were the multiplier effects generated by the programme?
- (c) What mechanisms were set up to ensure the follow-up of networks created under the project?

Within the Regional Commissions:

- (a) How has the programme contributed to shaping / enhancing the implementing RCs programmes of work / priorities and activities? The work modalities and the type of activities carried out? How has RCs built on the findings of the project?

X. Roles and responsibilities in the evaluation process

29. Commissioner of the evaluation

- (ECLAC Executive Secretary and PPOD Director)
 - Mandates the evaluation
 - Provides the funds to undertake the evaluation
 - Safeguards the independence of the evaluation process

30. Task manager

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

31. Evaluator/Evaluation team

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

32. Evaluation Reference Group (ERG)

→ (Composed of representatives of each of the implementing partners)

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

XI. Methodology

33. This section suggests an overall approach and methods for conducting the evaluation, including data sources and collection tools that will likely yield the most reliable and valid answers to the evaluation questions. The final methodology should be proposed by the evaluator during the inception phase. The following data collection and analysis methods are envisaged:

- a) **Desk review and secondary data collection analysis**, of DA project criteria, the project document, annual reports of advance, workshops and meetings reports and evaluation surveys, other project documentation such as project methodology, country reports, consolidated report, webpage, etc.
- b) **Self-administered surveys**: At least three types of surveys will be used: a) Surveys to beneficiaries and Member States in the five regions; b) Surveys to Regional Commission's staff involved in the project, and c) Survey to partners and stakeholders within the United Nations and the countries from the five regions participating in the project.
- c) **Semi-structured interviews and focus groups** to validate and triangulate information and findings from the surveys and the document reviews, semi-structured interviews and focus groups will be organized.
- d) **Field visits**: In addition to undertaking data collection efforts in Santiago at ECLAC's headquarters, the evaluators will visit at least one other regional Commission, and will visit and meet key stakeholders in some of the countries which have been involved in piloting the methodology proposed by the project with a view to gauge the opinion of High level officials and authorities with regards to the impact, relevance and efficiency of the project.

34. Methodological triangulation is an underlying principle of the approach chosen. Suitable frameworks for analysis and evaluation are to be elaborated – based on the questions to be answered. The experts will identify and set out the methods and frameworks as part of the *inception report*.

XII. Deliverables

35. The evaluation will include the following outputs:

Work Plan. No later than five days after the signature of the contract, the consultant must deliver to PPOD a detailed Work Plan of all the activities to be carried out related to the evaluation of project ROA/146, schedule of activities and outputs detailing the methodology to be used, etc.

Inception Report. No later than 3 weeks after the signature of the contract, the consultant should deliver the inception report, which should include the background of the project, an analysis of the Project profile and implementation and a full review of all related documentation as well as project implementation reports. Additionally, the inception report should include a detailed evaluation methodology including the description of the types of data collection instruments that will be used and a full analysis of the stakeholders and partners that will be contacted to obtain the evaluation information. First drafts of the instruments to be used for the survey, focus groups and interviews should also be included in this first report.

Field Visit Report and preliminary findings. No later than 10 weeks after the signature of the contract, the consultant should deliver the field visit report which should include the main results of the field visits and the preliminary findings based on data analysis of surveys, interviews and focus groups.

Draft final evaluation Report. No later than 14 weeks after the signature of the contract, the consultant should deliver the preliminary report for revision and comments by PPOD which should include the main draft results and findings of the evaluation, lessons learned and recommendations derived from it, including its sustainability, and potential improvements in project management and coordination of similar DA projects.

Final Evaluation Report. No later than 16 weeks after the signature of the contract, the consultant should deliver the final evaluation report which should include the revised version of the preliminary version after making sure all the comments and observations from PPOD and the implementing substantive Divisions of each Regional Commission have been included. Before submitting the final report, the consultant must have received the clearance on this final version from PPOD, assuring the satisfaction of ECLAC with the final evaluation report.

Presentation of the results of the evaluation. A final presentation of the main results of the evaluation to ECLAC and other Regional Commissions staff involved in the project will be delivered at the same time of the delivery of the final evaluation report.

All documents related to the present evaluation should be delivered by the consultant in its original version, two copies and an electronic copy.

XIII. Terms of the Consultancy

36. Implementation arrangements. While ECLAC-PPOD is responsible for the overall organization, coordination, and review of the evaluation, the consultant (also referred to as “evaluator”) agrees to adhere to the terms of the consultancy agreement and carries the responsibility of undertaking evaluation activities and submitting key deliverables the evaluation outlined in this document.

37. Language. The knowledge products developed within the framework of the project may be in Spanish or English. The evaluator should therefore have an advanced understanding of written Spanish and English.

XIV. Payment schedule and conditions

38. The duration of the consultancy will be initially for 16 weeks during the months of **February-June 2015**. The consultant will be reporting to and be managed by the Programme Planning and Evaluation Unit (PPEU) of the Programme Planning and Operations Division (PPOD) of ECLAC. Coordination and support to the evaluation activities will be provided by the Statistics’ Division in Santiago.

39. The contract will include the payment for the services of the consultant as well as all the related expenses of the evaluation. Payments will be done according to the following schedule and conditions:

- (a) 20% of the total value of the contract will be paid against the satisfactory delivery of the inception report which should be delivered as per the above deadlines.
- (b) 25% of the total value of the contract will be paid against the satisfactory delivery of the field visit report and preliminary findings which should be delivered as per the above deadlines.
- (c) 25% of the total value of the contract will be paid against the satisfactory delivery of the draft final evaluation report which should be delivered as per the above deadlines.
- (d) 30% of the total value of the contract will be paid against the satisfactory delivery and presentation of the Final Evaluation Report which should be delivered as per the above deadlines.

40. All payments will be done only after the approval of each progress report and the final report from the Programme Planning and Evaluation Unit (PPEU) of the Programme Planning and Operations Division (PPOD) of ECLAC.

XV. Profile of the Evaluator

41. The evaluator will have the following characteristics:

- At least 7 years of experience in project evaluation.
- University degree in economics, statistics or related fields with at least two years of experience in areas related to statistics, development and/ or the monitoring of Millennium Development Goals.
- Experience of at least three evaluations in international (development) organizations required. Experience in Regional Commissions and United Nations projects, especially Development Account projects is highly desirable.
- Proven competency in quantitative and qualitative research methods, particularly self-administered surveys, document analysis, and informal and semi-structured interviews.
- Written and oral fluency in English and Spanish.
- Excellent writing and communication skills.

XVI. Other Issues

42. Intellectual property rights. The consultant is obliged to cede to ECLAC all authors rights, patents and any other intellectual property rights for all the work, reports, final products and materials resulting from the design and implementation of this consultancy, in the cases where these rights are applicable. The consultant will not be allowed to use, nor provide or disseminate part of these products and reports or its total to third parties without previously obtaining a written permission from ECLAC.

43. Coordination arrangements. The evaluation team comprised of the consultant and the staff of the Programme Planning and Evaluation Unit of ECLAC will confer and coordinate activities on an on-going basis, ensuring a bi-monthly coordination meeting/teleconference to ensure the project is on track and that immediate urgencies and problems are dealt with in a timely manner. If any difficulty or problem develops in the interim the evaluation team member will raise it immediately with the rest of the team so that immediate solutions can be explored and decisions taken.

Annex 1. Simplified Logical Framework

Intervention logic	Indicators	Source of verification	Risks/Assumptions
Objective: To increase the availability of up-to-date and comparable MDG data at the national, regional and global level.			
EA1 Improved and increased national and regional Millennium Development Goals statistical production and use, according with both international standards and regional benchmarks, through regional collaborative practices.	(a) Increased number of countries and national agencies producing Millennium Development Goals indicators in a regionally coordinated manner, using common statistical definitions, methodologies and metadata format.	<ul style="list-style-type: none"> ▪ Number of countries producing MDG indicators which data series are conciliated between the official MDG indicators database and the national MDG reports. ▪ Sources of information: At the country level: National MDG reports and databases, National Statistical Offices and national organism in charge of producing national progress reports. At the regional level: regional MDG reports and databases. At the international level: international MDG reports and databases. 	<ul style="list-style-type: none"> ▪ Low commitment in the countries with the Millennium Development Goals can entail low production of reliable and relevant MDG information. ▪ Lack of political support to statistical activities at the country level can lead to poor data recording, storage and dissemination, making it difficult to produce harmonized statistics.

1.1 . (A.1) 1 Inter-Regional MDG Indicators Meeting.

Organizing an interregional Millennium Development Goal indicators meeting to share and discuss best practices, instruments, benchmarks and other national and regional advancements and shortcomings. The meeting can be held in ECLAC or in Geneva consecutively with the Millennium Development Goal Inter-Agency Expert Group Meeting taking advantage of the attendance of International Agencies in charge of the global MDG monitoring and of DESA, who coordinates the Group.

1.2. (A.6) 1 regional MDG capacity building workshop in each of the 5 regions.

Conducting one regional Millennium Development Goal capacity-building workshop per region, for national statistical offices and other key partners as well as for regional or international agencies, with a view to improving the inter-institutional coordination procedures for the production, description and adjustment of data. The workshops will thereby strengthen countries capacities in:

- i. producing statistics and indicators of relevance to MDGs;
- ii. understanding the adjustment and calculation methods used by international agencies;
- iii. improving the MDG data exchange between national and international agencies.

1.3 (A.10) MDG indicators regional databases

Implementing and regularly updating Millennium Development Goal indicators regional databases along with the corresponding metadata, with a view to making data comparability transparent and encouraging its use at the national, regional and international levels.

Annex 1. Simplified Logical Framework

Intervention logic	Indicators	Source of verification	Risks/Assumptions
<p>EA2 Decreased statistical discrepancies in Millennium Development Goals indicators among national, regional and international sources, improving Millennium Development Goals monitoring capacities and strengthening inter-institutional coordination, within the countries, and between countries and international agencies, both facilitated by the regional statistical bodies.</p>	<p>(b) Increased and harmonized Millennium Development Goals data and metadata availability in national, regional and international databases through development of regional benchmarks according to international best practices and recommendations.</p>	<ul style="list-style-type: none"> ▪ Number of national, regional and international MDG reports and databases which incorporate methodological appendixes, were indicators are defined and described in accordance to international best practices and recommendations. ▪ The sources of information are the national MDG reports, NSO publications and websites, National producer of the MDG report website and International Agencies' publications and websites, expert meeting, seminars and workshops reports and participants lists. 	<ul style="list-style-type: none"> ▪ Low commitment in the countries with the Millennium Development Goals can entail low production of reliable and relevant MDG information. ▪ Lack of political support to statistical activities at the country level can lead to poor data recording, storage and dissemination, making it difficult to produce harmonized statistics.

2.1. (A.3) Inter-regional MDG's reports

Constructing interregional Millennium Development Goals data reports, assessing Millennium Development Goal strengthening of statistical inter-institutional capacities and assessing data gaps and discrepancies in each of the five regions with a view to developing interregional conclusions and recommendations.

2.2. (A.4) Comparison of data series to identify causes of discrepancies

In each of the five regional commissions (except for ESCAP), producing and **updating comparative data (national, regional — United Nations millennium database) for selected countries** and identifying the causes of discrepancies in the five regional commissions;

2.3. (A.5) Technical assistance for statistical conciliation

Providing technical assistance missions to selected national statistical offices, agencies and sectoral Ministries in order to assist them in achieving statistical conciliation at the national, regional and global levels: Provide **15 technical assistance missions** to selected countries (NSOs, MDG National Report's responsible agency and sectoral Ministries) to build and strengthen statistical and institutional capacities, in order to assist them in achieving statistical conciliation at the national, regional and global level (three in each region). Incorporate one horizontal cooperation technical assistance mission in each of the five regions among member countries.

2.4. (A.8) Best practices reports

Producing and disseminating best practices regional reports related to statistical production and the use of information; In each of the 5 regions, produce and disseminate best practices reports related to statistical production and use of information, to highlight good examples of inter-institutional arrangement for national MDG reports elaboration.

Annex 1. Simplified Logical Framework

Intervention logic	Indicators	Source of verification	Risks/Assumptions
<p>EA3 Strengthened network of Millennium Development Goals statistical and reporting experts and practitioners at the national and regional levels, through increased interchange of experiences, best practices and methodologies.</p>	<p>(c) Increased number of Millennium Development Goals indicators users; increased number of institutions participating in the national and regional Millennium Development Goals networks and activities. (d) For Latin America and the Caribbean, increased number of national agencies participating in and collaborating with the Millennium Development Goal network and with the Regional Conciliation Strategy.</p>	<ul style="list-style-type: none"> ▪ Number of users of MDG networks, sites and resources; Number of local experts trained in workshops and participating in MDG meetings. ▪ The sources of information are the national MDG reports, NSO websites, Regional Commissions MDG websites and databases, and International Agencies MDG websites. Administrative information of the project will also be used for keeping record of the institutions participating and staff trained. ▪ For Latin America and the Caribbean: Number of national agencies participating in the regional expert group meetings and capacity building workshops. ▪ The source of information is the administrative information of the project, which will keep record of the institutions participating and staff trained. 	<ul style="list-style-type: none"> ▪ Low commitment in the countries with the Millennium Development Goals can entail low production of reliable and relevant MDG information. ▪ Lack of political support to statistical activities at the country level can lead to poor data recording, storage and dissemination, making it difficult to produce harmonized statistics.

3.1. (A.2) Interregional web-based discussion

Developing an interregional web-based discussion and holding video conferencing and teleconferencing among the regional commissions and selected regional partners, to ensure substantive follow-up and project effectiveness, and to coordinate interaction with the global Inter-Agency and Expert Group and the Department of Economic and Social Affairs.

3.2. (A.7) Methodological documents and regional benchmarks

Producing and disseminating documents and publications on a regional basis in support of training workshops and technical assistance, including methodologies, best practices and regional benchmarks.

3.3. (A.9) 2 Regional MDG expert meetings

Organizing two regional Millennium Development Goal expert meetings in the ECLAC region in order to extend and strengthen the regional Latin American and Caribbean Millennium Development Goal network, including national networks and international agencies operating in the region.

ANNEX 2

List of workshops, publications, events, TAMs and participants¹¹

1 Number of workshops, meetings and seminars (participants, gender)

Implem. Partner	N	Place/date	Date	Workshop	N of countries	N of participants	Women participating
INTER-REGIONAL	1	Santiago, Chile	May, 2013	Inter-regional MDG indicators Meeting: Sharing knowledge to improve MDG monitoring and reporting	14	30	12 40%
UNECA	2	Lusaka, Zambia	July, 2012	Regional capacity building workshop on writing metadata for development indicators	46	69	21 30%
UNECE	3	Almaty, Kazakhstan	September, 2011	Regional workshop on poverty and employment indicators of the Millennium Development Goal 1	9	20	12 60%
	4	Tirana, Albania	November, 2012	Workshop on Education Indicators for Millennium Development Goals	7	29	24 83%
	5	Geneva, Switzerland	December, 2013	Seminar 'The way forward in poverty measurement'	29	63	31 49%
ECLAC	6	San José, Costa Rica	January, 2011	Taller sobre el monitoreo de los ODM en América Latina (In collaboration with UNSD)	8	27	15 56%
	7	México City, México	December, 2011	Sixth Regional Seminar on the Millennium Development Goals in Latin America and the Caribbean	17	63	27 43%
	8	Santiago, Chile	November, 2013	Seventh Regional Seminar on the Millennium Development Goals in Latin America and the Caribbean	37	173	59 34%
	9	Montevideo, Uruguay	November, 2014	Eighth Regional Seminar on the Millennium Development Goals in Latin America and the Caribbean	16	52	15 29%
ESCAP	10	Bangkok, Thailand	October, 2011	Workshop "Effective use of statistical data for policy analysis and advocacy in Asia and the Pacific: Building on success"	9	22	11 50%
	11	Thimphu, Bhutan	June, 2012	Training Workshop on Producing disaggregated MDG-related statistics using Bhutan Multiple Indicator Survey (BMIS) micro-data	1	10	1 10%
	12	Thimphu, Bhutan	April, 2013	Consultative workshop on Producing disaggregated MDG-related statistics using BMIS micro-data	1	19	5 26%

¹¹ The sources for these data and informations are mainly the Progress reports of the project but also the interviews.

Implem. Partner	N	Place/date	Date	Workshop	N of countries	N of participants	Women participating	
ESCWA	13	Amman, Jordan	July, 2011	Workshop: Use of SDMX in DevInfo for MDG Data Reporting	12	19	3	16%
	14	Amman, Jordan	July, 2011	Expert Group Meeting on Data and Metadata Reporting	12	19	7	37%
	15	Beirut, Lebanon	July, 2012	Workshop: MDG Data Reconciliation: Employment Indicators	8	9	4	44%
	16	Amman, Jordan	September, 2012	Workshop: Effective Use of Statistics for Policy	7	15	4	27%
	17	New Delhi, India	July, 2013	Expert Level: Advanced Lab Training and Web/CD Data Presentation Package, DevInfo Training lab	4	8	1	13%
	18	Casablanca, Morocco	December, 2013	Training Workshop on SDMX tools for MDG Data Reporting	6	12	4	33%
	19	Cairo, Egypt	December, 2014	Training Workshop on demographic methods for assessing the completeness of death registration	10	13	4	31%

2 List of Technical and advisory assistance missions

Implem. Partner	N°	Country/Date	Type of mission	Benefited Institution	Objectives
UNECA	1	Tunisia, June 2012	Technical mission on gender statistics and civil registration	National Institute of Statistics and the Direction of women Ministry of Tunisia.	Address of data discrepancy, data gaps, and causes preventing the development of gender statistics and civil registration.
	2	Zambia, August 2012	Advisory mission on census and on the Millennium Development Goals indicators	Central Statistical office (CSO) of Zambia.	Improvement of the production of gender statistics.
	3	Senegal, November 2012	Advisory mission on the Millennium Development Goals indicators	Direction of population and National Agency of Statistics and Demography (ANSD) of Senegal	Improvement of data on MDG indicators.
UNECE	4	Tirana, November 2012	Technical mission on education indicators (In cooperation with the UNESCO Institute of Statistics)	Institute of Statistics of Albania (INSTAT) and the Albanian Ministry of Education	In-depth review of education and population indicators used to monitor MDGs related to education and discrepancies between international estimates.
	5	Armenia, November, 2012	Technical mission on the use of SDMX	National Statistical Service of the Republic of Armenia. .	Training of staff members in SDMX and DevInfo
	6	Armenia, May, 2013	Technical mission on education indicators (In cooperation with the UNESCO Institute of Statistics)	National Statistical Service and the Ministry of Education of the Republic of Armenia.	Strengthen the national statistical capacities for monitoring the Millennium Development Goals and indicators related to education.

Implem. Partner	N°	Country/Date	Type of mission	Benefited Institution	Objectives
	7	Tajikistan, June 2013	Technical mission on the use of PC-Axis	Agency on Statistics under the President of the Republic of Tajikistan	Training of Staff in Tajikistan in using PC-Axis to disseminate national MDG data.
	8	Azerbaijan, June 2013; Georgia, June 2013	National capacity building workshops	National Statistical Offices	Strengthen statistical capacities for providing metadata.
	9	Republic of Azerbaijan, 2014	Technical assistance mission on education indicators in cooperation with the UNESCO Institute of Statistics.	State Statistical Committee of the Republic of Azerbaijan	In-depth review of education and population indicators used to monitor MDG related to education.
ECLAC	10	Mexico, August 2013	Advisory mission on education indicators	INEE México (Instituto Nacional para la Evaluación de la Educación).	Improvement of the production of education indicators and statistics through micro-data analysis and consistency in the collection and reporting of internationally comparable education statistics.
	11	Costa Rica, May 2013	Horizontal assistance mission on mortality statistics (In cooperation with PAHO/RELACIS and INEGI)	National Statistical Offices (NSOs) of: Costa Rica, Argentina, Ecuador, Guatemala, Paraguay and Uruguay. Benefactor country: Mexico	Improvement of mortality statistics. Train of specialists in the use of an electronic death registration system.
	12	Paraguay, September, 2014	Advisory mission on poverty indicators	Dirección General de Estadísticas, Encuestas y Censos (DGEEC, Paraguay).	Support in the process of building the new country poverty line, and improvement of poverty indicators.
	13	México, September, 2014	Advisory mission on education indicators	INEE México (Instituto Nacional para la Evaluación de la Educación)	Address the implications of the Post 2015 Development Agenda in the production of education statistics, and assist in prioritizing actions in various projects that are being implemented by the institution.
	14	Argentina, December, 2014	Advisory mission on the Millennium Development Goals indicators	Instituto Nacional de Estadística y Censos (INDEC, Argentina).	Review and adjust the work plan of the MDG Working Group for the 2014-2015 biennium of the SCA/ ECLAC and inform of the ongoing process regarding the definition of the Post 2015 Agenda.
ESCAP	15	Bangladesh, 2011	Technical advisory mission on data collection and dissemination	Bangladesh Bureau of Statistics.	Advice on the main issues related to the collection, processing, dissemination and use of MDG-related data.
	16	Nepal, April 2013	Advisory mission on Civil Registration and Vital Statistics	Central Bureau of Statistics, Ministry of Health and Population, National Planning Commission	Act as resource person & facilitator at the launch meeting of the comprehensive assessment of the civil registration & vital statistics system (CRVS) of Nepal and meet with the CRVS team in Nepal to provide technical assistance.
	17	Thimphu, Bhutan, April, 2013	Technical advisory mission on data disaggregation.	National Statistical Offices (NSOs)	Improvement of the production of disaggregated data.
	18	Vientiane, Laos, August, 2013	Technical advisory mission on Civil Registration and Vital Statistics	Lao Statistics Bureau, Ministry of Home Affairs, Ministry of Health	Improvement of Civil Registration and Vital Statistics systems.

Implem. Partner	N°	Country/Date	Type of mission	Benefited Institution	Objectives
	19	Bhurban, Pakistan, March, 2014	Technical advisory mission on Civil Registration and Vital Statistics	Central Bureau of Statistics, Ministry of Health and Population, National Planning Commission	Improvement of Civil Registration and Vital Statistics system of Pakistan.
	20	New Delhi, India, June, 2014	Technical advisory mission on Civil Registration and Vital Statistics	Central Statistical Organization, Ministry of Home Affairs, Ministry of Health and Family Welfare, The Planning Commission	Support integration of WHO's strategy to strengthen CRVS in South East Asia and technical discussion on the improvement of CRVS in South East Asia.
	21	Pattaya, Thailand, July 2014	Technical advisory mission on Civil Registration and Vital Statistics	Development Partners: UNICEF, UNHCR, UNESCAP, Plan International, and WHO	Agree on the formulation of the proposed Asia-Pacific Civil Registrars' Network, present good practices, pilots and promising innovations at national level, and provide guidance on how to most effectively manage and scale up innovations to strengthen CRVS systems.
ESCWA	22	Saudi Arabia, 2012	Advisory mission on the Millennium Development Goals indicators	Central Department Of Statistics & Information of Saudi Arabia.	Discuss methodology and discrepancies of national data and international estimates.
	23	Egypt, 2013	Advisory mission on the Millennium Development Goals indicators	Central Agency for Public Mobilization and Statistics (CAPMAS).	Discuss methodology and discrepancies of national data and international estimates.
	24	Yemen, 2014	Technical consultation on Millennium Development Goals indicators (via teleconference)	Central Statistical Organization of Yemen	Check data quality and analyze statistical discrepancies.

3. List of publications and links

3.1 Best Practices Reports

N°	Publication	Language	Download publication
ECA	United Nations Economic Commission for Africa. African Centre for Statistics (2011). Best Practices Report on Millennium Development Goals Monitoring and Reporting at National and Sub-National Levels in African Countries. December, 2011.	English	http://ecastats.uneca.org/acsweb/Portals/0/Reports/Final%20Best%20Practices-MDG-%20Report.13.06.2012.doc
		French	http://ecastats.uneca.org/acsweb/Portals/0/Publications/DSS/ACS%20Best%20Practices-MDG-%20Report_FRE.pdf
ECE	United Nations Economic Commission for Europe (2013). Getting the Facts Right. A guide to presenting metadata with examples on Millennium Development Indicators. Geneva, ECE/CES/29.	English	http://www.unece.org/fileadmin/DAM/stats/publications/2013/GettingFactsRightEnglish.pdf
		Russian	http://www.unece.org/fileadmin/DAM/stats/publications/2013/GettingFactsRightRussian.pdf
ECLAC	United Nations Economic Commission for Latin America and the Caribbean. Statistics Division (2013). Good practices in monitoring and reporting on the Millennium Development Goals: national lessons from Latin America. Series Statistics LC/L.3564, August 2013.	English	http://repositorio.cepal.org/bitstream/handle/11362/4787/LCL3564_en.pdf?sequence=1
		Spanish	http://repositorio.cepal.org/bitstream/handle/11362/4785/LCL3564_es.pdf?sequence=1

N°	Publication	Language	Download publication
ESCWA	Economic and Social Commission for Western Asia (2013). <i>Effective use of statistics in evidence-based policymaking. Conceptual Framework</i> . E/ESCWA/SD/2013/Technical Paper.1. 17 June, 2013. New York.	English	http://www.escwa.un.org/information/publications/edit/upload/E_ESCWA_SD_13_TP-1_E.pdf
		Arabic	http://www.escwa.un.org/information/publications/edit/upload/E_ESCWA_SD_13_TP-1_A.pdf
ESCWA	Using Devinfo. UNESCWA Edition. A collection on data making a difference (online publication)	English	http://174.122.242.131/diBook/dia_arab/Default.html

3.2. Methodological Publications and statistical discrepancies studies

N°	Publication	Language	Link
ECA	United Nations Economic Commission for Africa. African Center for Statistics. Regional guidelines on civil registration. Addis Ababa	English	http://www.uneca.org/sites/default/files/uploaded-documents/CRVS/2014/improving_national_civil_registration_systems__operational_guidelines_en.pdf
ECA	United Nations Economic Commission for Africa. Regional guidelines on preparing vital statistics from civil registration system. Addis Ababa.	English	http://www.uneca.org/sites/default/files/uploaded-documents/CRVS/2014/improving_national_vital_statistics_systems_en.pdf
ECA	ECA and AfDB (2013). United Nations Economic Commission for Africa. Registering Death, Assigning and Certifying Cause of Death and Compiling Death Statistics under APAI-CRVS1. PART 1 - Concepts, Approaches and Work Processes on Death Registration. Inception Paper".	English	http://www.uneca.org/sites/default/files/uploaded-documents/CRVS/2014/inception-paper_on_death_registration_en.pdf
ECA	United Nations Economic Commission for Africa (2013). African Guide to writing metadata for development indicators Improving the quality of reported statistics".	English	http://ecastats.uneca.org/acsweb/Portals/0/Publications/DSS/African%20guide%20to%20writing%20metadata_Eng.pdf
ECA	United Nations Economic Commission for Africa. Handbook on collection, compilation, analysis and use of disaggregated data including those from administrative sources (especially in health and education) in support of advocacy for inclusive policies and programmes and decentralized policy formulation, programme implementation and monitoring.	English	-
ECAA	United Nations Economic Commission for Africa. Strategies for reducing statistical discrepancies in MDG indicators between national and international sources and between national sources and sub national sources	English	-
ECE	UNECE, Statistical Division. Indicators for Monitoring the Millennium Development Goal 1. Definitions and use in official MDG reports in the UNECE region	English	http://www1.unece.org/stat/platform/download/attachments/97358127/Report%20on%20Data%20Discrepancies%20MDG%201.pdf?version=1&modificationDate=1394103317889&api=v2

N°	Publication	Language	Link
ECE	UNECE, Statistical Division. Report on the differences between national and international reporting about MDG 1	English	http://www1.unece.org/stat/platform/download/attachments/97358127/Report%20on%20Definitions%20MDG%201.pdf?version=1&modificationDate=1394103335420&api=v2
ECE	UNECE, Statistical Division. Report on Definitions and Methodology for MDGs 4 and 5	English	http://www1.unece.org/stat/platform/download/attachments/97358127/Report%20on%20Definitions%20and%20Methodology%20MDGs%204%20and%205.pdf?version=1&modificationDate=1394103350753&api=v2
ECE	UNECE, Statistical Division. Report on the differences between national and international data for MDG 7	English	http://www1.unece.org/stat/platform/download/attachments/97358127/Report%20on%20Data%20Discrepancies%20MDG%207.pdf?version=1&modificationDate=1394103362268&api=v2
ECE	UNECE, Statistical Division. Report on definitions adopted by countries for MDG 7	English	http://www1.unece.org/stat/platform/download/attachments/97358127/Report%20on%20Definitions%20MDG%207.pdf?version=1&modificationDate=1394103376438&api=v2
ECE	UNSD English MDG e-handbook translated into Russian	Russian	http://www1.unece.org/stat/platform/download/attachments/97358018/MDG%20Handbook%202012-2014%20-%20All_RU.pdf?version=1&modificationDate=1429013534955&api=v2
ECLAC	Naciones Unidas, Comisión Económica para América Latina y el Caribe (2011). Propuesta de indicadores complementarios para el monitoreo de los ODM: indicadores de acceso a las tecnologías de la información y las comunicaciones. LC/L.3386. CEPAL, Santiago.	Spanish	http://www.cepal.org/es/publicaciones/4778-propuesta-de-indicadores-complementarios-para-el-monitoreo-de-los-odm-indicadores
ECLAC	United Nations, Economic Commission for Latin America and the Caribbean, Statistics Division (2013). Types of discrepancy in Millennium Development Goal indicator values and measures for statistical reconciliation: Overall framework and implementation in selected thematic areas and indicators. LC/L.3686. ECLAC. Santiago.	English Spanish	http://www.cepal.org/es/node/21212 http://repositorio.cepal.org/bitstream/11362/4786/1/LCL3686_es.pdf
ECLAC	Naciones Unidas, Comisión Económica para América Latina y el Caribe (2013). Indicadores de desigualdad de mediano plazo en América Latina. LC/W.550 CEPAL, Santiago.	Spanish	http://www.cepal.org/es/publicaciones/4095-indicadores-de-desigualdad-de-mediano-plazo-en-america-latina
ECLAC	Definición de la Agenda de Desarrollo después de 2015: material de referencia a escala mundial y regional	Spanish	http://www.cepal.org/MDG/noticias/seminarios/9/53699/REF_SeminarioODM_Montevideo_2014_CEPAL.pdf
ESCAP	United Nations, Economic Commission for Asia and the Pacific. Promoting the Use of Statistical Data for Policy and Advocacy: Building on Success.	English	
18	Improving the quality and use of birth, death and cause-of-death information: guidance for a standards-based review of country practices.	English	http://www.who.int/healthinfo/tool_cod_2010.pdf

N°	Publication	Language	Link
ESCAP	United Nations, Economic Commission for Asia and the Pacific. Stats Brief, October 2014 (Issue no. 01): Post-2015 sustainable development agenda: Challenges and Opportunities for Statistical Development	English	http://www.unescap.org/sites/default/files/Stats_Brief_1st_issue_Oct.2014_0.pdf
ESCWA	United Nations, Economic and Social Commission for Western Asia (2013). "e-Metadata Handbook for engendered MDG Arab customized framework "Gisln" (online publication)	English	http://www.escwa.un.org/divisions/projects/GISIN_HANDBOOK/index.asp?goal=0 .
ESCWA	United Nations, Economic and Social Commission for Western Asia (2013). "Handbook on Statistical Metadata for the ESCWA region".		http://css.escwa.org.lb/sd/documents/HandbookMetadata.pdf
ESCWA	United Nations, Economic and Social Commission for Western Asia (2013). Millennium Development Goals: Data quality and quantity. Presented at the Tenth session of the Statistical Committee, Cairo, 30-31 January 2013.	English	http://css.escwa.org.lb/sd/1986/11e.pdf
ESCWA	* United Nations, Economic and Social Commission for Western Asia (2010) Report on Millennium Development Goal and Gender Indicators. E/ESCWA/SD/2010/IG.1/9 -	English	http://css.escwa.org.lb/sd/1324/9E.pdf
ESCWA	UNSD English MDG e-handbook translated into Arabic: "Handbook on Metadata for the ESCWA Region".	Arabic	http://www.escwa.un.org/divisions/scu/mdgindicators/index.asp?goal=4

* This publication was produced before the beginning of the project, but it was very relevant for some of the project activities in the ESCWA region.

4. List workshops and seminar websites

Implem. Partner	N°	Place/date	Date	Workshop	Website
INTER-REGIONAL	1	Santiago, Chile	May, 2013	<i>Inter-regional MDG indicators Meeting: Sharing knowledge to improve MDG monitoring and reporting</i>	http://www.eclac.cl/cgi-bin/getProd.asp?xml=/MDG/noticias/seminarios/5/46655/P46655.xml&xsl=/MDG/tpl-i/p36f.xsl&base=/MDG/tpl-i/top-bottom.xsl
UNECA	2	Lusaka, Zambia	July, 2012	<i>Regional capacity building workshop on writing metadata for development indicators</i>	http://ecastats.uneca.org .
	3	Almaty, Kazakhstan	September, 2011	<i>Regional workshop on poverty and employment indicators of the Millennium Development Goal 1</i>	http://www.unece.org/stats/documents/2011.09.mdg.html
UNECE	4	Tirana, Albania	November, 2012	<i>Workshop on Education Indicators for Millennium Development Goals</i>	http://www.unece.org/stats/documents/2012.11.mdg.html
	5	Geneva, Switzerland	December, 2013	<i>Seminar 'The way forward in poverty measurement'</i>	http://www.unece.org/stats/documents/2013.12.poverty.html .

Implem. Partner	N°	Place/date	Date	Workshop	Website
ECLAC	6	San José, Costa Rica (In collaboration with UNSD)	January, 2011	Taller sobre el monitoreo de los ODM en América Latina	
	7	México City	December, 2011	“Sexto Seminario regional: Indicadores de los Objetivos de Desarrollo del Milenio en América Latina”	http://www.eclac.cl/cgi-bin/getProd.asp?xml=/MDG/noticias/noticias/3/45183/P45183.xml&xsl=/MDG/tpl/plf.xsl&base=/MDG/tpl/top-bottom.xsl
	8	Santiago, Chile	November, 2013	Seventh Regional Seminar on the Millennium Development Goals “The Post-2015 development agenda and challenges for national statistical systems in Latin America and the Caribbean”	http://www.eclac.cl/cgi-bin/getProd.asp?xml=/MDG/noticias/seminarios/1/50861/P50861.xml&xsl=/MDG/tpl-i/p36f.xsl&base=/MDG/tpl-i/top-bottom.xsl
	9	Montevideo, Uruguay	November, 2014	“Octavo Seminario regional: Indicadores de los Objetivos de Desarrollo del Milenio: Más allá de los ODM: Retos estadísticos para el monitoreo de la agenda de desarrollo después de 2015”	http://www.cepal.org/cgi-bin/getProd.asp?xml=/MDG/noticias/seminarios/9/53699/P53699.xml&xsl=/MDG/tpl/p36f.xsl&base=/MDG/tpl/top-bottom.xsl
ESCAP	10	Bangkok, Thailand	October, 2011	Workshop “Effective use of statistical data for policy analysis and advocacy in Asia and the Pacific: Building on success”	
	11	Thimphu, Bhutan	June, 2012	Training Workshop on Producing disaggregated MDG-related statistics using Bhutan Multiple Indicator Survey (BMIS) micro-data	
	12	Thimphu, Bhutan	April, 2013	Consultative workshop on Producing disaggregated MDG-related statistics using BMIS micro-data	http://www.unescap.org/events/consultative-workshop-producing-disaggregated-mdg-related-statistics-using-bmis-micro-data
ESCWA	13	Amman, Jordan	July, 2011	Workshop “Use of SDMX in DevInfo for MDG Data Reporting”	http://www.escwa.un.org/information/meetingdetails.asp?referenceNum=1554E
	14	Amman, Jordan	July, 2011	Use of SDMX in DevInfo for MDG Data Reporting	
	15	Beirut, Lebanon	July, 2012	MDG Data Reconciliation: Employment Indicators	http://www.escwa.un.org/information/meetingdetails.asp?referenceNum=1885E
	16	Amman, Jordan	September, 2012	Effective Use of Statistics for Policy	http://www.escwa.un.org/information/meetingdetails.asp?referenceNum=1889E
	17	New Delhi, India	July, 2013	Expert Level: Advanced Lab Training and Web/CD Data Presentation Package, DevInfo Training lab	
	18	Casablanca, Morocco	December, 2013	“Training Workshop on SDMX tools for MDG Data Reporting “	http://www.escwa.un.org/information/meetingdetails.asp?referenceNum=3246E
	19	Cairo, Egypt	December, 2014	WHO and UNFPA, Training workshop in methods of assessing the completeness of death registration in some Arab countries	http://www.escwa.un.org/information/meetingdetails.asp?referenceNum=3549E

5. List of portals and databases

N°	Imple. Partner	Site	Link
1	UNECE	Website: MDGs in the UNECE region	http://www1.unece.org/stat/platform/display/MDG/MDGs+in+the+UNECE+region
2	ECLAC	ECLAC MDG Website	www.eclac.cl/mdg
3	ECLAC	ECLAC MDG Country Profiles	http://estadisticas.cepal.org/cepalstat/WEB_CEPALSTAT/perfilesNacionales.asp?idioma=i
4	ECLAC	ECLAC MDG database	http://estadisticas.cepal.org/sisgen/ConsultaIntegrada.asp?idAplicacion=23&idioma=i
5	ESCWA	MDG Labs/CountryData Portals through SDMX	http://data.un.org/countryData and/or http://unstats.un.org/unsd/mdglabs
6	ESCWA	Dashboard for Arab MDG Monitor for Societal Progress	http://devinfo.escwa.org/dashboard/escwa/index.php
7	ESCWA	Statistics 4 Policy Portal of Good Practices	http://www.escwa.un.org/sites/stat4policy/
8	ESCWA	MDG Virtual Library	MDG Virtual Library (http://www.escwa.un.org/divisions/scu/themes/main.asp?ID=3&Theme=MDG&section=Introduccion%20and%20Background)
9	ESCWA	National MDG reports	National MDG reports : http://www.escwa.un.org/divisions/scu/coun_report.html
10	ESCWA	E-book: “Using Devinfo. UNESCWA Edition. A collection on data making a difference	E-book: “Using Devinfo. UNESCWA Edition. A collection on data making a difference.” http://174.122.242.131/diBook/dia_arab/Default.html
11	ESCWA	DevInfo “ How-to Videos” – E-learning	http://www.devinfo.org/articles/HowToVideo

6. Lists of participants in the project

6.1. List of beneficiary countries and institutions

Direct Beneficiaries: Disbursement of project funds (Workshop participation or other) and/or direct beneficiary of TAM.

Indirect Beneficiaries: Benefited from regional activities (more data availability, better data access, methodological publication, and more).

Africa – UNECA

(a) Direct Beneficiaries

N°	Country	Sub region	Institutions
1	Algeria	NA	
2	Angola	MA	INE
3	Benin	WA	INSAE
4	Botswana	SA	Statistics Botswana
5	Burkina Faso	WA	National Institute for Demographic Statistics (INSD)
6	Burundi	EA	ISTEEBU
7	Cape Verde	WA	NSO
8	Cameroon	MA	National Institute for Statistics
9	Central African Republic	MA	Institut Centrafricain de Statistiques et des Etudes Economiques et Sociales
10	Chad	MA	INSEED
11	Comoros	EA	Direction of statistics
12	Congo	MA	NSO
13	Côte d'Ivoire	WA	National Institute for Statistics
14	Djibouti	EA	National Direction of Statistics (INSD)
15	Egypt	NA	CAPMAS
16	Eritrea	EA	NSO
17	Ethiopia	EA	Central Statistics Authority
18	Equatorial Guinea	MA	Ministry of Plan
19	Gabon	MA	Ministère de l'Economie, de l'Emploi et du Développement Durable
20	Gambia	WA	Gambia bureau of Statistics
21	Ghana	WA	GHANA STATISTICAL SERVICE
22	Guinea	WA	INSTITUT NATIONAL DE LA STATISTIQUE
23	Guinea-Bissau	WA	INSTITUT NATIONAL DE LA STATISTIQUE
24	Kenya	EA	Kenya National Bureau of Statistics
25	Lesotho	SA	Bureau of Statistics
26	Liberia	WA	Liberia Institute of Statistics and Geo-information Services
27	Libya	NA	Institut National de la Statistique – INSTAT
28	Madagascar	EA	NSO
	Malawi	EA	National Statistical Office,
29	Mali	WA	INSTAT
30	Mauritania	NA	NSO
31	Mauritius	EA	Statistics Mauritius
32	Mozambique	EA	National Statistics Office

N°	Country	Sub region	Institutions
33	Morocco	NA	Haut commissariat au plan
34	Namibia	SA	NAMIBIA STATISTICS AGENCY
35	Niger	WA	National institute of statistics
36	Nigeria	WA	NATIONAL BUREAU OF STATISTICS
37	Rwanda	EA	NSO
38	Sao Tome & Principe	EA	NSO
39	Senegal	WA	Agence Nationale de la Statistique et de la Démographie (ANSD)
40	Seychelles	EA	National Bureau of Statistics,
41	Sierra Leone	WA	Statistics Seirraleone
42	Somalia	EA	Min. of Planning and Intl. Cooperation, Central Statistics Dept.
43	South Africa	SA	NSO
44	South Sudan	EA	National Bureau of Statistics
45	Sudan	EA	Central Bureau of statistics
46	Swaziland	SA	Central Statistics Office
47	Tanzania	EA	National Bureau of Statistics
48	The D.R Congo	MA	INSTITUT NATIONAL DE LA STATISTIQUE
49	Togo	WA	Directeur Général de la Statistique et de la Comptabilité Nationale,
50	Tunisia	NA	Institut National de la Statistique
51	Uganda	EA	UGANDA BUREAU OF STATISTICS
52	Zambia	EA	CENTRAL STATISTICAL OFFICE
53	Zimbabwe	EA	ZIMSTAT

Europe – UNECE
(a) Direct beneficiaries

N°	Country	Sub region	Institutions
1	Albania	-	INSTAT, Ministry of Labour, Social Affairs and Equal Opportunities, Ministry of Education
2	Armenia	-	National Statistical Service of the Republic of Armenia, Ministry of Social Affairs
3	Azerbaijan	-	State Statistical Committee, Ministry of Economica Development
4	Belarus	-	National Statistical Committee of the Republic of Belarus
5	Bosnia and Herzegovina	-	Agency for statistics of Bosnia and Herzegovina
6	The former Yugoslav Republic of Macedonia	-	State Statistical Office of the Republic of Macedonia
7	Georgia	-	National Statistics Office of Georgia
8	Kazakhstan	-	The Agency of Statistics of the Republic of Kazakhstan
9	Kyrgyzstan	-	National Statistical Committee of the Kyrgyz Republic
10	Republic of Moldova	-	National Bureau of Statistics of Moldova
11	Tajikistan	-	Agency on Statistics under the President of the Republic of Tajikistan
12	Ukraine	-	State Statistics Committee of Ukraine
13	Uzbekistan	-	State Committee of the Republic of Uzbekistan on Statistics (Goskomstat), Ministry of Economy

(b) Indirect beneficiaries

N	Country	Sub region	Institutions
1	Bulgaria	-	
2	Croatia	-	
3	Czech Republic	-	
4	Estonia	-	
5	Hungary	-	Hungarian Central Statistical Office
6	Latvia	-	Central Statistical Bureau of Latvia
7	Lithuania	-	
8	Montenegro	-	
9	Poland	-	Central Statistical Office of Poland
10	Romania	-	
11	Russian Federation	-	Federal State Statistics Service
12	Serbia	-	
13	Slovakia	-	Statistical Office of the Slovak Republic
14	Slovenia	-	Statistical Office of the Republic of Slovenia
15	Turkey	-	Turkish Statistical Institute
16	Turkmenistan	-	State Committee of Turkmenistan
17	Chile	-	National Institute of Statistics
18	Colombia	-	National Statistics Agency
19	United Arab Emirates	-	Statistics Center Abu Dhabi
20	Germany/Italy/Sweden/ Switzerland/United Kingdom	-	NSOs

Latin America and the Caribbean – ECLAC**(a) Direct beneficiaries**

N	Country	Sub region	Institutions
1	Argentina	LA	Instituto Nacional de Estadística y Censos (INDEC), Consejo Nacional de Coordinación de Políticas Sociales (CNCPS)
2	Bolivia (Plurinational State of)	LA	Instituto Nacional de Estadística (INE), Unidad de Análisis de Políticas Sociales y Económicas (UDAPE)
3	Brazil	LA	Instituto Brasileiro de Geografia e Estatística (IBGE), Instituto de Pesquisa Econômica Aplicada (IPEA)
4	Chile	LA	Instituto Nacional de Estadísticas (INE)
5	Colombia	LA	Departamento Administrativo Nacional de Estadística (DANE), Departamento Nacional de Planeación (DNP)
6	Costa Rica	LA	Instituto Nacional de Estadísticas y Censos (INEC), Ministerio de Planificación Nacional y Política Económica
7	Cuba	LA	Oficina Nacional de Estadísticas (ONE)
8	Ecuador	LA	Instituto Nacional de Estadísticas y Censos (INEC), Secretaría Nacional de Planificación y Desarrollo (SENPLADES)
9	El Salvador	LA	Dirección General de Estadística y Censos (DIGESTYC)
10	Honduras	LA	Instituto Nacional de Estadística (INE), Secretaría del Despacho Presidencial

N	Country	Sub region	Institutions
11	Mexico	LA	Instituto Nacional de Estadística y Geografía (INEGI), Oficina de la Presidencia de la República, Instituto Nacional para la Evaluación de la Educación de México
12	Panama	LA	Instituto Nacional de Estadística y Censo (INEC), Gabinete Social de la República de Panamá - Secretaría Técnica
13	Paraguay	LA	Dirección General de Estadística , Encuestas y Censos (DGEEC), Gabinete Social - Unidad Técnica
14	Peru	LA	Instituto Nacional de Estadística e Informática (INEI)
15	Dominican Republic	LA	Oficina Nacional de Estadística (ONE)
16	Uruguay	LA	Instituto Nacional de Estadísticas (INE), Ministerio de Desarrollo Social (MIDES)
17	Venezuela (Bolivarian Republic of)	LA	Instituto Nacional de Estadística (INE)
18	Antigua and Barbuda	C	Ministry of Finance. Statistics Division
19	Bahamas	C	Department of Statistics of the Bahamas
20	Belize	C	Statistical Institute of Belize
21	Grenada	C	Ministry of Finance, Planning, Economy, Energy & Cooperatives. Statistics Department
22	Guyana	C	Bureau of Statistics
23	Jamaica	C	Statistical Institute of Jamaica
24	Saint Kitts and Nevis	C	Government of St. Kitts and Nevis. Department of Statistics
25	Saint Lucia	C	Saint Lucia Government Statistics Department
26	Saint Vincent and the Grenadines	C	Ministry of Finance and Economic Planning. Statistical Office
27	Trinidad and Tobago	C	Central Statistical Office

(b) Indirect beneficiaries

N	Country	Sub region	Institutions
1	Guatemala	LA	Instituto Nacional de Estadística (INE), Secretaría de Planificación y Programación de la Presidencia (SEGEPLAN)
2	Haiti	LA	Institut Haitien de Statistique et d'Informatique
3	Nicaragua	LA	Instituto Nacional de Información de Desarrollo (INIDE)
4	Anguilla	C	Ministry of Finance. Statistics Department
5	Aruba	C	Central Bureau of Statistics
6	Barbados	C	Barbados Statistical Service
7	British Virgin Islands	C	Development Planning Unit
8	Caribbean Netherlands	C	Central Bureau of Statistics
9	Cayman Islands	C	Economics and Statistical Office
10	Curaçao	C	Central Bureau of Statistics
11	Dominica	C	Central Statistical Office
12	Montserrat	C	Statistics Department, Ministry of Finance and Economic Development

N	Country	Sub region	Institutions
13	Puerto Rico	C	Instituto de Estadísticas de Puerto Rico
14	Sint Maarten (Dutch part)	C	Ministry of Tourism, Economic Affairs, Transport & Telecommunication. Department of Statistics
15	Suriname	C	Algemeen Bureau voor de Statistiek
16	Turks and Caicos Islands	C	Department of Economic Planning and Statistics

Asia and the Pacific – ESCAP

(a) Direct beneficiaries

N	Country	Sub region	Institution
1	Afghanistan	SSWA	Central Statistics Organization
2	Armenia	NCA	National Statistical Service
3	Bangladesh	SSWA	Bangladesh Bureau of Statistics
4	Bhutan	SSWA	National Statistics Bureau
5	India	SSWA	Office of the Registrar General & Census Commissioner, Central Statistical Organization
6	Iran (Islamic Republic of)	SSWA	Statistical Centre of Iran
7	Lao People's Democratic Republic(the)	SEA	Lao Statistics Bureau
8	Mongolia	ENE	ECONOMIC POLICY AND COMPETITIVENESS RESEARCH CENTER, National Statistical Office of Mongolia
9	Nepal	SEA	Central Bureau of Statistics
10	Pakistan	SSWA	Population Census Organization, Pakistan Bureau of Statistics
11	Philippines (the)	SEA	Philippine Statistics Authority (PSA)
12	Thailand	SEA	National Statistical Office, Office of the National Economic and Social Development Board (NESDB), International Health Policy Programme (IHPP), Ministry of Health
13	Timor-Leste	SEA	General Directorate Statistics
14	Viet Nam	SEA	General Statistical Office

(b) Indirect beneficiaries

N°	Country	Sub region	Institutions
1	Australia	Pacific	Australian Bureau of Statistics
2	Azerbaijan	NCA	State Statistical Committee
3	Brunei Darussalam	SEA	Department of Economic Planning and Development
4	Cambodia	SEA	National Institute of Statistics
5	China	ENE	National Bureau of Statistics
6	Fiji	Pacific	Fiji Bureau of Statistics (FBOS)
7	France	EU	National Institute of Statistics and Economic Studies (INSEE)
8	Georgia	NCA	National Statistics Office of Georgia (Geostat)

N°	Country	Sub region	Institutions
9	Indonesia	SEA	BPS-Statistics Indonesia
10	Japan	ENE	Ministry of Internal Affairs and Communications, Statistics Bureau
11	Kazakhstan	NCA	Committee on Statistics, Ministry of National Economy of the Republic of Kazakhstan
12	Kiribati	Pacific	National Statistics Office
13	Korea (Democratic People's Republic of)	ENE	Central Bureau of Statistics
14	Korea (the Republic of)	ENE	Statistics Korea
15	Kyrgyzstan	NCA	National Statistical Committee of the Kyrgyz Republic
16	Malaysia	SEA	Department of Statistics Malaysia
17	Maldives	SSWA	Department of National Planning Maldives
18	Marshall Islands (the)	Pacific	Economic Policy, Planning and Statistics Office
19	Micronesia	Pacific	Office of Statistics, Budget and Economic Management, Overseas Development Assistance and Compact Management (SBOC)
20	Myanmar	SEA	Central Statistical Organization (CSO), Ministry of Immigration and Population
21	Nauru	SSWA	Bureau of Statistics
22	Netherlands	EU	Statistics Netherlands
23	New Zealand	Pacific	Statistics New Zealand
24	Palau	Pacific	Bureau of Budget and Planning
25	Papua New Guinea	Pacific	National Statistical Office
26	Russian Federation (the)	NCA	Federal State Statistics Service (ROSSTAT)
27	Samoa	Pacific	Samoa Bureau of Statistics
28	Singapore	SEA	Department of Statistics (DOS)
29	Solomon Islands	Pacific	National Statistics Office
30	Sri Lanka	SSWA	Department of Census and Statistics
31	Tajikistan	NCA	Agency on Statistics under the President of the Republic of Tajikistan
32	Tonga	Pacific	Statistics Department
33	Turkey	SSWA	Turkish Statistical Institute
34	Turkmenistan	NCA	State Statistical Committee of Turkmenistan
35	Tuvalu	Pacific	Central Statistics Division
36	UK		
37	USA		
38	Uzbekistan	NCA	State Committee of the Republic of Uzbekistan on Statistics
39	Vanuatu	Pacific	Vanuatu National Statistics Office
40	American Samoa (Associate Member)	Pacific	Department of Commerce
41	Cook Islands (Associate Member)	Pacific	Statistics Office
42	French Polynesia (Associate Member)	Pacific	Institut de la Statistique de la Polynésie française
43	Guam (Associate Member)	Pacific	Bureau of Statistics and Plans
44	Hong Kong, China (Associate Member)	ENE	Census and Statistics Department

N°	Country	Sub region	Institutions
45	New Caledonia (Associate Member)	Pacific	Institut de la statistique et des études économiques (ISEE)
46	Macao, China (Associate Member)	ENE	Statistics and Census Service
47	Niue (Associate Member)	Pacific	Statistics Niue
48	Northern Mariana Islands (Associate Member)	Pacific	Central Statistics Division

Middle East – ESCWA

(a) Direct beneficiaries

N°	Country	Sub region	Institution
1	Bahrain	-	Central Informatics Organization
2	Egypt	-	Central Agency for Public Mobilization and Statistics (CAPMAS)
3	Iraq	-	Central Organization for Statistics and Information Technology
4	Jordan	-	Department of Statistics
5	Lebanon	-	Aministration Central de la Statistique
6	Oman	-	Ministry of National Economy
7	Morocco	-	Cabinet du Haut-Commissariat au Plan Direction de la Statistique
8	Palestine	-	Palestinian Central Bureau of Statistics
9	Qatar	-	Ministry of Development Planning and Statistics
10	Saudi Arabia	-	Ministry of Planning - Central Department of Statistics
11	The Sudan	-	Central Bureau of Statistics -Council of Ministers
12	Syria	-	Central Bureau of Statistics
13	Tunisia	-	National Institute of Statistics
14	UAE	-	National Bureau of Statistics
15	Yemen	-	Central Statistical Organization- Ministry of Planning & International Cooperation

(b) Indirect beneficiaries

N°	Country	Sub region	Institution
1	Kuwait	-	Central Statistical Bureau
2	Libya	-	Bureau of Statistics and Census

6.2. List of main partners in project implementation

The Project was implemented by the five regional commissions, in close collaboration with the United Nations Statistics Division (UNSD). Several International agencies were involved in the activities, assisting in the organization of workshops or meetings, providing financial support and/or participating as trainers. National Statistical Offices were also relevant partners in the conduction of seminars and workshops.

	Partner	Workshop/ meetings/ seminars conduction	
		Operating/financial support	Speaker or lecturer
UNECA	African Development Bank (AfDB)	x	
	African Union Commission (AUC)	x	
UNECE	International Labour Organization (ILO)		x
	The World Bank (WB)	x	x
	United Nations Development Programme (UNDP)	x	x
	United Nations Organization for Education, Science and Culture (UNESCO)	x	
ECLAC	ECLAC Sub regional Headquarters	x	x
	Food and Agriculture Organization of the United Nations (FAO)		x
	International Labour Organization (ILO)		x
	Pan American Health Organization (PAHO)/ Health Metrics Network (HMN)	x	x
	Spanish Agency for International Development Cooperation (AECID)	x	
	The World Bank (WB)		x
	United Nations Organization for Education, Science and Culture (UNESCO)	x	
	United Nations Population Fund (UNFPA)		x
	United Nations Children's Fund (UNICEF)		x
	United Nations Statistics Division (UNSD)	x	x
World Health Organization (WHO)		x	
ESCWA	African Development Bank (AfDB)	x	
	DEVINFO Team - UNICEF	x	x
	International Labour Organization (ILO)		x
	Metadata Technology Group		x
	United Nations Population Fund (UNFPA)	x	x
	United Nations Children's Fund (UNICEF)		x
United Nations Statistics Division (UNSD)		x	
ESCAP	Asian Development Bank (ADB)		x
	Health Metric Network (HMN)	x	
	Plan International	x	x
	United Nations Development Programme (UNDP)		x
	United Nations Population Fund (UNFPA)	x	x
	UQ HIS Knowledge Hub		x
World Health Organization (WHO)	x		

6.3. List of countries of Latin America which have implemented MDG online information systems or databases

These countries have either implemented national MDG information systems, have developed national MDG statistical databases or have included modules of MDG indicators in existing indicators databases.

N	Country	MDG DB Status 2012 Implementing Institution	MDG DB Status 2013 Implementing Institution	MDG DB Status 2014 Implementing Institution	Address
1	Argentina	Consejo Nacional de Coordinación de Políticas Sociales (CNCPS)	Consejo Nacional de Coordinación de Políticas Sociales (CNCPS) Improved	Consejo Nacional de Coordinación de Políticas Sociales (CNCPS)	http://www.politicassociales.gov.ar/odm/provinciasymunicipios/buscadorodm.php
2	Bolivia	UDAPE	UDAPE	UDAPE	http://www.udape.gob.bo/index.php?option=com_wrapper&view=wrapper&Itemid=104 http://udapesig/odmsigudape/
3	Brazil	Red ODM Brazil	Red ODM Brazil	Red ODM Brazil	http://www.portalodm.com.br
4	Colombia	OCARIBE	OCARIBE	OCARIBE	http://www.ocaribe.org/sid/index.php
5	Costa Rica	INEC	INEC	INEC New dedicated MDG database	http://www.inec.go.cr/odm/home.aspx
6	Cuba	No MDG DB Online	No MDG DB Online	No MDG DB Online	
7	Chile	No MDG DB Online	No MDG DB Online	No MDG DB Online	
8	Ecuador	No MDG DB Online	No MDG DB Online	No MDG DB Online	
9	El Salvador	No MDG DB Online	No MDG DB Online	No MDG DB Online	
10	Guatemala	No MDG DB Online	No MDG DB Online	No MDG DB Online	
11	Honduras	INE	INE	INE	www.ine.gob.hn/sisnam/
12	Mexico	INEGI	INEGI	INEGI	http://www.objetivosdesdesarrollodelmilenio.org.mx/
13	Nicaragua	No MDG DB Online	No MDG DB Online	No MDG DB Online	
14	Panama	INEC	INEC	INEC	http://www.contraloria.gob.pa/inec/sid/
15	Paraguay	DGGEC	DGGEC	DGGEC	http://www.dgeec.gov.py/parinfo/
16	Peru	INEI	INEI	INEI Discontinued	http://www.inei.gob.pe/Sisd/index.asp
17	Dominican Republic	ONE	ONE	ONE, New database following Mexico model	http://sinid.one.gob.do/index.php http://odm.gob.do/
18	Uruguay	No MDG DB Online	No MDG DB Online	No MDG DB Online	-
19	Venezuela	INE Ministerio del Poder Popular para la Planificación y Desarrollo	INE Ministerio del Poder Popular para la Planificación y Desarrollo	INE Ministerio del Poder Popular para la Planificación y Desarrollo	http://www.ineinfo.ine.gob.ve/# http://www.sisov.mpd.gob.ve/home/index.php
	Countries which have implemented MDG DB	12	12	13	
	Countries which have improved MDG DB		1	1	

6.4. Number of countries in Latin America and the Caribbean (out of a total of 38) for which three or more data points are available in the official MDG database

Indicators	Dataset								Differences		
	2010		2012		2013		2014		10-13	12-13	13-14
	N°	%	N°	%	N°	%	N°	%	%	%	%
1.1 Proportion of population below \$1 per day (1a)	19	50%	20	53%	20	53%	20	53%	3%	0%	0%
1.2 Poverty gap ratio	19	50%	20	53%	20	53%	20	53%	3%	0%	0%
1.3 Share of poorest quintile in national consumption	19	50%	20	53%	20	53%	20	53%	3%	0%	0%
1.4 Growth rate of GDP per person employed	14	37%	23	61%	20	53%	26	68%	16%	-8%	30%
1.5 Employment-to-population ratio	29	76%	26	68%	27	71%	29	76%	-5%	3%	7%
1.6 Proportion of employed people living below \$1 (PPP) per day	18	47%	18	47%	18	47%	20	53%	0%	0%	11%
1.7 Proportion of own-account and contributing family workers in total employment	25	66%	24	63%	23	61%	25	66%	-5%	-2%	9%
1.8 Prevalence of underweight children under-five years of age	19	50%	17	45%	18	47%	21	55%	-3%	2%	17%
1.9 Proportion of population below minimum level of dietary energy consumption	34	89%	34	89%	34	89%	29	76%	0%	0%	-15%
2.1 Net enrolment ratio in primary education	30	79%	34	89%	35	92%	34	89%	13%	3%	-3%
2.2 Proportion of pupils starting grade 1 who reach last grade of primary (2a)	24	63%	24	63%	28	74%	29	76%	11%	11%	4%
2.3 Literacy rate of 15-24 year-olds, women and men	8	21%	14	37%	19	50%	19	50%	29%	13%	0%
3.1 Ratios of girls to boys in primary a	34	89%	36	95%	38	100%	36	95%	11%	5%	-5%
3.1 Ratios of girls to boys in secondary b	33	87%	36	95%	37	97%	35	92%	10%	2%	-5%
3.1c Ratios of girls to boys in tertiary education	24	63%	25	66%	29	76%	28	74%	13%	10%	-3%
3.2 Share of women in wage employment in the non-agricultural sector	33	87%	33	87%	33	87%	33	87%	0%	0%	0%
3.3 Proportion of seats held by women in national parliament	33	87%	33	87%	33	87%	33	87%	0%	0%	0%
4.1 Under-five mortality rate	33	87%	33	87%	33	87%	33	87%	0%	0%	0%
4.2 Infant mortality rate	33	87%	33	87%	33	87%	33	87%	0%	0%	0%
4.3 Proportion of 1 year-old children immunized against measles	34	89%	33	87%	33	87%	33	87%	-2%	0%	0%
5.1 Maternal mortality ratio	0	0%	31	82%	31	82%	30	79%	82%	0%	-3%
5.2 Proportion of births attended by skilled health personnel	32	84%	33	87%	32	84%	33	87%	0%	-3%	3%
5.3 Contraceptive prevalence rate	16	42%	17	45%	18	47%	18	47%	5%	2%	0%
5.4 Adolescent birth rate	38	100%	38	100%	38	100%	38	100%	0%	0%	0%

5.5 Antenatal care coverage at least one visit	27	71%	29	76%	29	76%	28	74%	5%	0%	-3%
5.5 Antenatal care coverage at least four visits)	7	18%	8	21%	9	24%	10	26%	6%	3%	11%
5.6 Unmet need for family planning	13	34%	13	34%	14	37%	14	37%	3%	3%	0%
6.1 HIV prevalence among population aged 15-24 years (6a)	0	0%	25	66%	26	68%	26	68%	68%	2%	0%
6.2 Condom use at last high-risk sex. Women	2	5%	3	8%	3	8%	4	11%	3%	0%	33%
6.2 Condom use at last high-risk sex. Men	1	3%	1	3%	1	3%	2	5%	0%	0%	100%
6.3 Proportion of population aged 15-24 years with comprehensive correct knowledge of HIV/AIDS. Men	0	0%	0	0%	0	0%	1	3%	0%	0%	100%
6.3 Proportion of population aged 15-24 years with comprehensive correct knowledge of HIV/AIDS. Women	3	8%	3	8%	4	11%	5	13%	3%	3%	25%
6.4 Ratio of school attendance of orphans to school attendance of non-orphans aged 10-14 years	1	3%	1	3%	2	5%	2	5%	2%	2%	0%
6.5 Proportion of population with advanced HIV infection with access to antiretroviral drugs	0	0%	0	0%	0	0%	22	58%	0%	0%	0%
6.6 Notified cases of malaria per 100,000 population	0	0%	0	0%	0	0%	0	0%	0%	0%	0%
6.6 Malaria death rate per 100, 000 population, all ages	0	0%	0	0%	0	0%	0	0%	0%	0%	0%
6.7 Proportion of children under 5 sleeping under insecticide-treated bednets (6c)	0	0%	0	0%	0	0%	0	0%	0%	0%	0%
6.8 Proportion of children under 5 with fever who are treated with appropriate anti-malarial drugs (6d)	0	0%	0	0%	0	0%	1	3%	0%	0%	100%
6.9 Incidence rate associated with tuberculosis	38	100%	38	100%	38	100%	38	100%	0%	0%	0%
6.9 Prevalence rate associated with tuberculosis	38	100%	38	100%	38	100%	38	100%	0%	0%	0%
6.9c Death rate associated with tuberculosis	38	100%	38	100%	38	100%	38	100%	0%	0%	0%
6.1 Proportion of tuberculosis cases detected under DOTS	37	97%	37	97%	38	100%	37	97%	3%	3%	-3%
6.1 Proportion of tuberculosis cases cured under DOTS	34	89%	34	89%	34	89%	34	89%	0%	0%	0%
7.1 Proportion of land area covered by forest	38	100%	38	100%	38	100%	38	100%	0%	0%	0%
7.2 CO2 emissions, total	37	97%	37	97%	37	97%	37	97%	0%	0%	0%
7.2 CO2 emissions per capita	37	97%	37	97%	37	97%	37	97%	0%	0%	0%
7.3 Consumption of ozone-depleting substances	33	87%	33	87%	33	87%	33	87%	0%	0%	0%
7.5 Proportion of total water resources used	0	0%	3	8%	9	24%	9	24%	24%	16%	0%
7.6 Proportion of terrestrial and marine areas protected (7b)	38	100%	38	100%	38	100%	38	100%	0%	0%	0%
7.8 Proportion of population using an improved drinking water source (7c)	29	76%	35	92%	37	97%	37	97%	21%	5%	0%
7.9 Proportion of population using an improved sanitation facility	32	84%	35	92%	37	97%	37	97%	13%	5%	0%

7.1 Proportion of urban population living in slums (7d)	10	26%	11	29%	11	29%	11	29%	3%	0%	0%
8.1 Telephone lines per 100 population 4	38	100%	38	100%	38	100%	38	100%	0%	0%	0%
8.1 Cellular subscribers per 100 population 5	38	100%	38	100%	38	100%	38	100%	0%	0%	0%
8.1 Internet users per 100 population 6	35	92%	38	100%	38	100%	38	100%	8%	0%	0%

Source: Staff calculations based on data from the global MDG dataset, <http://mdgs.un.org/unsd/mdg/Default.aspx>; 2010 Dataset: Downloaded on 20 December; 2012 Dataset: Downloaded on 7 January 2013. 2014 Dataset: Downloaded on 18 December 2014.

6.5. National Statistical Offices of Latin America involved in MDG monitoring process

The following tables shows the number of NSOs from Latin American countries with active participation in the production of the latest MDG country report and countries where the production of the report has been a participatory process, including stakeholders from different lines ministries, academy, civil society and others.

N	Country (Dic. 2011)	Participation of NSO	Participatory Process	Country (Dic. 2014)	Participation of NSO	Participatory Process
1	Argentina (2010)	H	x	Argentina (2014)	H	x
2	Bolivia (2010)	L	x	Bolivia (2013)	H	x
3	Brazil (2010)	L	x	Brazil (2014)	H	x
4	Chile (2010)	L	x	Chile (2010)	L	x
5	Colombia (2008)	H	x	Colombia (2014)	H	x
6	Costa Rica (2010)	H	x	Costa Rica (2010)	H	x
7	Cuba (2010)	H		Cuba (2010)	H	
8	Ecuador (2007)	L	x	Ecuador (2007)	L	x
9	El Salvador (2009)	L		El Salvador (2013)	H	x
10	Guatemala (2010)	H	x	Guatemala (2010)	H	x
11	Honduras (2010)	H	x	Honduras (2010)	H	x
12	Mexico (2011)	H	x	Mexico(2013)	H	x
13	Nicaragua (2004)	L		Nicaragua (2004)	L	
14	Panama (2010)	H	x	Panama (2014)	H	x
15	Paraguay (2011)	H	x	Paraguay (2011)	H	x
16	Peru (2010)	H		Peru (2013)	H	
17	Dominican Republic(2010)	H	x	Dominican Republic (2013)	H	x
18	Uruguay(2010)	H	x	Uruguay (2013)	H	x
19	Venezuela (2010)	H	x	Venezuela (2013)	H	x

L: low participation
H: high participation

ANNEX 3

List of persons interviewed

1. Agenda of the missions

Agenda misión en región CEPAL -Santiago y Buenos Aires

Evaluación proyecto de Cuentas para el Desarrollo 10/11 H

Carlos Rodríguez, Evaluador externo

Santiago, Chile 13 – 15 de abril 2015 y Argentina 16 y 17 de abril

Lunes 13 de abril 2015	
Hora	Actividad
09.30 – 11.00	<p><i>División de Planificación de Programas y Operaciones (DPPO), Unidad de Planificación y Evaluación de Programas (UPEP) - Realizado</i> Reunión introductoria Participantes:</p> <ul style="list-style-type: none"> Sandra Manuelito, Oficial a Cargo Irene Barquero, Oficial de programas Carlos Rodríguez, Evaluador externo <p>Office: T-329</p>
11.15 – 13.00	<p><i>División de Estadísticas - Realizado</i> Reunión con coordinadores del proyecto Participantes:</p> <ul style="list-style-type: none"> Daniel Taccari, Estadístico Pauline Stockins, Consultora Carlos Rodríguez, Evaluador externo <p>Office: CL-4</p>
13.00 – 14.30	Almuerzo
15.00 – 16.00	<p><i>División de Planificación de Programas y Operaciones (DPPO), Unidad de Planificación y Evaluación de Programas (UPEP) - Realizado</i> Participantes:</p> <ul style="list-style-type: none"> Alejandra Reyes, Asistente de programas Carlos Rodríguez, Evaluador externo <p>Office: T-326</p>
16.15 – 18.30	<p><i>División de Planificación de Programas y Operaciones (DPPO), Unidad de Planificación y Evaluación de Programas (UPEP) – Realizado</i> Reunión para ver cuestionarios y clarificaciones Participantes:</p> <ul style="list-style-type: none"> Irene Barquero, Oficial de programas María Victoria Labra, Asistente de evaluación Carolina Tranjan, Profesional en práctica Carlos Rodríguez, Evaluador externo <p>Office: T-329</p>
Martes 14 de abril de 2015	
Hora	Actividad
11.00 – 12.00	<p><i>División de Estadísticas – NO Realizado</i> Participantes:</p> <ul style="list-style-type: none"> Xavier Mancero, Jefe de Unidad de estadísticas sociales Carlos Rodríguez, Evaluador externo <p><i>División de Estadísticas - Sustitución</i> Reunión con coordinadores del proyecto Participantes:</p> <ul style="list-style-type: none"> Daniel Taccari, Estadístico Pauline Stockins, Consultora Carlos Rodríguez, Evaluador externo

Lunes 13 de abril 2015	
13.00 – 14.30	Almuerzo
15.00 – 16.00	<p><i>Instituto Nacional de Estadísticas de Chile (INE) - Realizado</i> Reunión con beneficiario Participantes:</p> <ul style="list-style-type: none"> Jaime Espina, <i>Jefe de relaciones internacionales</i> Carlos Rodríguez, <i>Evaluador externo</i> <p>Office: T-332</p>
17.00 – 18.00	<p><i>División de Asuntos de Género - Realizado</i> Participantes:</p> <ul style="list-style-type: none"> María Lucia Scuro, <i>Oficial de asuntos sociales</i> Carlos Rodríguez, <i>Evaluador externo</i> <p>Office: CL-34</p>
Miércoles 15 de abril de 2015	
Hora	Actividad
09.30 – 10.45	<p><i>CELADE-División de Población de la CEPAL - Realizado</i> Participantes:</p> <ul style="list-style-type: none"> Magda Ruiz, <i>Asesora regional en demografía e información sobre población</i> Carlos Rodríguez, <i>Evaluador externo</i> <p>Office: N-3</p>
11.00 – 12.15	<p><i>Oficina del Secretario Adjunto - CEPAL- NO Realizado</i> Participantes:</p> <ul style="list-style-type: none"> Romain Zivy, <i>Jefe adjunto de la oficina – Oficial de programas</i> Carlos Rodríguez, <i>Evaluador externo</i> <p>Office: T-307 Sustituida por la entrevista al departamento financiero</p>
13.00 – 14.30	Almuerzo
14.00 – 15.00	<p><i>División de Planificación de Programas y Operaciones (DPPO), Unidad de Planificación y Evaluación de Programas (UPEP) - Realizado</i> Reunión de cierre Participantes:</p> <ul style="list-style-type: none"> Sandra Manuelito, <i>Oficial a Cargo</i> Irene Barquero, <i>Oficial de programas</i> Olivier Dubois, <i>Oficial de programas</i> Janna Sofroni, <i>Oficial de programas</i> María Victoria Labra, <i>Asistente de evaluación</i> Carolina Tranjan, <i>Profesional en práctica</i> Carlos Rodríguez, <i>Evaluador externo</i> <p>Office: Z-411</p>
15.00 – 16.00	<p><i>División de Estadísticas</i> Reunión con Director de la División - Realizado Participantes:</p> <ul style="list-style-type: none"> Pascual Gerstenfeld, <i>Director</i> Daniel Taccari, <i>Estadístico</i> Carlos Rodríguez, <i>Evaluador externo</i> <p>Office: CL-8</p>

Estancia en Argentina

Jueves 16 de abril 2015

Hora	Actividad												
10.00 – 13.30	INDEC Argentina - Realizado Grupo focal Participantes:												
	<table border="1"> <tr> <td>Sr. Alejandro Moyano</td> <td>Director de Estudios de Ingresos y Gastos de los Hogares. Instituto Nacional de Estadística y Censos de Argentina (INDEC).</td> </tr> <tr> <td>Sr. Daniel Petteta</td> <td>Director de Estadísticas Sectoriales Instituto Nacional de Estadística y Censos de Argentina (INDEC).</td> </tr> <tr> <td>Sr. Diego Ventrichi en representación de Sra. Laura Rodríguez</td> <td>Dirección de Estadísticas Sectoriales Instituto Nacional de Estadística y Censos de Argentina (INDEC).</td> </tr> <tr> <td>Sr. Ruben NIGITA</td> <td>DTOR NACIONAL de estadísticas sociales y de población (INDEC).</td> </tr> <tr> <td>Dolores Ondarsuhu</td> <td>COORDINADORA DE ENCUESTAS ESPECIALES - SALUD, TABACO (INDEC).</td> </tr> <tr> <td>Juan Miguel Ainora</td> <td>CO Coordinación del equipo de seguimeinto de odm. (INDEC).</td> </tr> </table>	Sr. Alejandro Moyano	Director de Estudios de Ingresos y Gastos de los Hogares. Instituto Nacional de Estadística y Censos de Argentina (INDEC).	Sr. Daniel Petteta	Director de Estadísticas Sectoriales Instituto Nacional de Estadística y Censos de Argentina (INDEC).	Sr. Diego Ventrichi en representación de Sra. Laura Rodríguez	Dirección de Estadísticas Sectoriales Instituto Nacional de Estadística y Censos de Argentina (INDEC).	Sr. Ruben NIGITA	DTOR NACIONAL de estadísticas sociales y de población (INDEC).	Dolores Ondarsuhu	COORDINADORA DE ENCUESTAS ESPECIALES - SALUD, TABACO (INDEC).	Juan Miguel Ainora	CO Coordinación del equipo de seguimeinto de odm. (INDEC).
	Sr. Alejandro Moyano	Director de Estudios de Ingresos y Gastos de los Hogares. Instituto Nacional de Estadística y Censos de Argentina (INDEC).											
	Sr. Daniel Petteta	Director de Estadísticas Sectoriales Instituto Nacional de Estadística y Censos de Argentina (INDEC).											
	Sr. Diego Ventrichi en representación de Sra. Laura Rodríguez	Dirección de Estadísticas Sectoriales Instituto Nacional de Estadística y Censos de Argentina (INDEC).											
	Sr. Ruben NIGITA	DTOR NACIONAL de estadísticas sociales y de población (INDEC).											
	Dolores Ondarsuhu	COORDINADORA DE ENCUESTAS ESPECIALES - SALUD, TABACO (INDEC).											
Juan Miguel Ainora	CO Coordinación del equipo de seguimeinto de odm. (INDEC).												
Office: INDEC BBAA													
Viernes 17 de abril 2015													
11.00 – 13.00	CNCPS Argentina - Realizado Entrevista Participantes:												
	<table border="1"> <tr> <td>Sr. Luis Di Pietro Paolo</td> <td>Coordinador del Proyecto Objetivos de Desarrollo del Milenio. Consejo Nacional de Coordinación de Políticas Sociales (CNCPS).</td> </tr> </table>	Sr. Luis Di Pietro Paolo	Coordinador del Proyecto Objetivos de Desarrollo del Milenio. Consejo Nacional de Coordinación de Políticas Sociales (CNCPS).										
Sr. Luis Di Pietro Paolo	Coordinador del Proyecto Objetivos de Desarrollo del Milenio. Consejo Nacional de Coordinación de Políticas Sociales (CNCPS).												
Office: CNCPS BBAA													

Agenda of the mission in the ESCWA region-Beirut and Amman**Evaluation of the DA 10/11 H project**Carlos Rodríguez, *External evaluator*Beirut, Liban 4 – 6th May 2015 and Amman, Jordan 7th May**Libanon visit**

Beirut Monday 4th May 2015	
Hour	Activity
10.00 – 13.00	<p><i>ESCWA Statistics division</i> Briefing and in depth interview Participants:</p> <ul style="list-style-type: none"> Neda Jafar, <i>ESCWA project coordinator</i> Carlos Rodríguez, <i>External evaluator</i>
13.00 – 14.00	Almuerzo
14.00 – 16.30	<p><i>ESCWA Statistics division</i> in depth interview Participants:</p> <ul style="list-style-type: none"> Neda Jafar, <i>ESCWA project coordinator</i> Carlos Rodríguez, <i>External evaluator</i>
Beirut Tuesday 5th May 2015	
Hour	Activity
10.00 – 12.00	<p><i>Statistics division</i> Meeting with beneficiaries Participants:</p> <ul style="list-style-type: none"> Ibtissam El Jouni, <i>Social scientist . Presidency of the Council of Ministers. Central administration of statistics.</i> Carlos Rodríguez, <i>Evaluador externo</i>
12.00 – 13.00	Lunch
13.30 – 15.30	<p><i>Statistics division</i> Meeting with ESCWA staff Participants:</p> <ul style="list-style-type: none"> Marwan Khawaja <i>Chief Social Statistics Section</i> Carlos Rodríguez, <i>Evaluador externo</i> <p>Office: ESCWA</p>
15.30 – 16.30	<p><i>ESCWA Statistics division</i> interview Participants:</p> <ul style="list-style-type: none"> Neda Jafar, <i>ESCWA project coordinator</i> Carlos Rodríguez, <i>External evaluator</i> <p>Office: ESCWA</p>
Beirut Wednesday 6th May 2015	
Hour	Activity
10.00 – 12.00	<p><i>ESCWA Statistics division</i> Interview Participants:</p> <ul style="list-style-type: none"> Roy Doumit, <i>ESCWA project assistant</i> Carlos Rodríguez, <i>External evaluator</i> <p>Office: ESCWA</p>
13.00 – 14.00	Lunch
14.00 – 16.30	<p><i>ESCWA Statistics division</i> Debriefing and Closing meeting Participants:</p> <ul style="list-style-type: none"> Neda Jafar, <i>ESCWA project coordinator</i> Roy Doumit, <i>ESCWA project assistant</i> Carlos Rodríguez, <i>External evaluator</i> <p>Office: Neda Jafar</p>

Jordan Visit

Jordan Thursday 7th May 2015	
Hour	Activity
9.00 – 11.00	<p><i>Ministry of Planning and International Cooperation MOPIC</i></p> <p>Interview</p> <p>Participants:</p> <p>Eng. Ziad A. Obeidat Director Planning, monitoring and evaluation MOPIC</p> <p>Office: MOPIC</p>

Jordan Thursday 7th May 2015													
Hour	Activity												
1300 – 15.30	<p><i>Department of statistics -DOJ</i></p> <p>Focus group</p> <p>Participants:</p> <table border="0"> <tr> <td>Manar Hassan Al-Jokh</td> <td>Statistician at population division</td> </tr> <tr> <td>Abeer Al Rahiel</td> <td>Statistician / Director manager office</td> </tr> <tr> <td>Abdullah Omar Al -Sous</td> <td>Programmer in dissemination division</td> </tr> <tr> <td>Ahlam Ahmad Al Rousan</td> <td>Head of analyst and programming division</td> </tr> <tr> <td>Amer Al Jammal</td> <td>Head of labor force division</td> </tr> <tr> <td>Hussam Abn Shokor</td> <td>Head of dissemination division</td> </tr> </table> <p>Office:</p>	Manar Hassan Al-Jokh	Statistician at population division	Abeer Al Rahiel	Statistician / Director manager office	Abdullah Omar Al -Sous	Programmer in dissemination division	Ahlam Ahmad Al Rousan	Head of analyst and programming division	Amer Al Jammal	Head of labor force division	Hussam Abn Shokor	Head of dissemination division
Manar Hassan Al-Jokh	Statistician at population division												
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Ahlam Ahmad Al Rousan	Head of analyst and programming division												
Amer Al Jammal	Head of labor force division												
Hussam Abn Shokor	Head of dissemination division												

2. Remote phone or skype interviews

	Region	Name	Deptment/Institution	Kind S,P, B	Date/s
1	ECLAC, Statistics Division	Mr. Daniel Taccari	Proyect Coordinantor	S	150316 150317
2	ECLAC, Statistics Division	Ms. Pauline Stockins	Proyect Manager	S	150316 150318
3	ECLAC	Ms. Irene Barquero	DPPO	S	150316
4	ECLAC, Statistics Division	Mr. Xavier Mancero	Chief, Social Statistics Unit	S	150520
5	ECLAC region	Ms. María Elena González	Costa Rica/ Instituto Nacional de Estadísticas y Censos de Costa Rica (INEC)	B	150515
6	ECLAC region	Ms. Elizabeth Barrios	Directora General, Dirección General de Estadística , Encuestas y Censos de Paraguay (DGEEC)	B	150625
7	ECA/African Centre for Statistics	Mr. Raj Mitra	Chief Demographic and Social Statistics Section, manager of the project	S	150514
8	ECA/African Centre for Statistics	Ms. Fatouma Sissoko	Gender statistics specialist, coordinator of the project	S	150421 150514
9	ECA region	Ms. Duarte, Laura Gomes	Head of Department of Vital and Social Statistic of the National Institute of Statistics of Mozambique, Laura Duarte	B	150705
10	ECA region	Mr. Daniel Daka.	Mozambique/National Statistics Office Deputy director of agriculture statistics Zambia/The central Statistical Office	B	150716
11	ECA region	Ms. Alica Nabalamba	African Development Bank Statistician	B	150624
12	ECA region	Mr. Yeo Dossina	Senior Statistician and Researcher Coordinating sta mdg African Union Commission/Economic Affairs Department	B	150625
13	UNECE Statistical Division	Mr. Taeke Gjaltema	coordinator	S	150421 150513
14	ECE region	Ms. Anahit Safyan	Armenian Statistical office (National Statistical Service of Republic of Armenia).	B	150708
15	ECE region	Ms. Diana MARTIROSOVA	Armenian Statistical office (National Statistical Service of Republic of Armenia).	B	150701
16	ESCAP	Mr. Yanhong Zhang	Chief, Population and Social Statistics Section	S	150421 150528
17	ESCAP region	Mr. Simil Johnson laus	Vanuatu National Statistics Office	B	150522
18	ESCAP region	Ms. Khonesavanh Voralath	Ministry of Home Affairs, Lao PDR	B	150708
19	UNESCWA	Ms.Neda Jafar	Coordinator	S	150420
20	UNESCWA region	Mostafa Younes	CAMPSA,Egypt	B	150518
21	UNESCWA region	Ayman Hathot	CAMPSA,Egypt	B	150518
22	UNESCWA region	Mohamed abdelkader	CAMPSA,Egypt	B	150518
23	UNESCWA region	Mr. Maher Sbieh	Director Education and Culture Statistics Department/ DevInfo Focal Point/ MDGs Team Coordinator PCBS- Palestine	B	150624
24	ILO Geneva ESCWA partner	Ms. Valentina Stoevska	Senior Statistician	P	150515

ANNEX 4

Survey questionnaire online

1. Survey to beneficiaries

Confidential

Independent Final Evaluation of the Development Account Project ROA 146

Survey Protocol- BENEFICIARIES directly related to the project

Introduction

As part of the continuous improvement strategy of the UN Economic Commission for Africa -UNECA, and with the intention of providing a better service to the beneficiaries of its activities, ECE periodically evaluates its projects and programmes.

On this occasion, UNECA is evaluating the project financed by the Development Account “Strengthening statistical and inter-institutional capacities for monitoring the Millennium Development Goals through interregional cooperation and knowledge-sharing”, which was implemented between 2011-2014 through the five regional economic and social commissions of the United Nations: the Economic Commission for Latin America and the Caribbean (ECLAC) as lead agency, the Economic and Social Commission for Asia and the Pacific (ESCAP), the Economic and Social Commission for Western Asia (ESCWA), the Economic Commission for Europe (ECE), and the Economic Commission for Africa (ECA).

The evaluation is focused on the relevance, efficiency, effectiveness and sustainability of the activities funded by the project, namely: regional and interregional publications and studies, databases, workshops and seminars on international MDG statistics and indicators.

Our records show that you participated and/or organised in some of the activities undertaken within the framework of this project, and probably know or have used some of its products (publications and studies and/or databases). We therefore ask for your cooperation in answering the attached survey, in order to gauge your perceptions on the quality and usefulness of the above-mentioned activities and products.

The survey will be confidential, will take about 10-15 minutes of your time and we would greatly appreciate your collaboration in responding and submitting it as soon as possible, no later than May, 2015. Your opinions will be handled with strict confidentiality and will be very useful to improve the services provided by the five regional commissions in the future.

To respond to the survey, please xxxxxxxxxxxx

Strengthening statistical and inter-institutional capacities for monitoring the Millennium Development Goals through interregional cooperation and knowledge-sharing.

Objective of the project and of the evaluation:

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

The project objective was to increase the availability of up-to-date and comparable MDG data at the national, regional and global level.

The lessons learned and good practices in actual project implementation will in turn be used as tools for the future planning and implementation of the project.

SECTION I. Background

1/Where do you currently work?

- Ministry of Social Development or equivalent
- Institute for Economic and Social Development
- National Statistics Office/Institute
- University or academia
- Consulting
- Parliament or Congress
- Other (please specify)

2/What is your position?

- Director/Head/Chief of Service/Directorate/Division
- Deputy Director/Head/Chief of Service/Directorate/Division
- Officer
- Researcher
- Other (please specify)

3/Please specify your gender:

- Female
- Male

4/Are you familiarized with the ECA MDG database –Statbase- that can be found in this link <http://ecastats.uneca.org/statbase/>?

- Yes
- No

If NO pass to section II

If YES, pass to question 5

5/How useful is this database for having a comparative picture of MDG data from national and international data sources and for disaggregated data on development indicators including MDGS comparing several countries?

- 1.Not useful at all
- 2. Not useful
- 3.Useful
- 4.Very useful
- 5.N/A

SECTION II. Seminars and workshops

The following events and workshops were organized within the framework of this project:

1. *Inter-regional MDG indicators Meeting: Sharing knowledge to improve MDG monitoring and reporting. Santiago, Chile. May, 2013*
2. *Regional capacity building workshop on writing metadata for development indicators, Lusaka, Zambia, July, 2012*

Did you participate in any of the events/workshops/meetings/seminars that fall within the framework of this project?

- Yes
- No

Yes –GO TO SECTION II

NO-GO TO SECTION III

1. Which of the following seminars or workshops did you participate in?

1. *Inter-regional MDG indicators Meeting: Sharing knowledge to improve MDG monitoring and reporting. Santiago, Chile. May, 2013*
2. *Regional capacity building workshop on writing metadata for development indicators, Lusaka, Zambia, July, 2012*

1. Relevance

2/1.1.4 How relevant were the contents of the seminars and workshops in which you participated to the needs and priorities of your country in relation to international MDG statistics/indicators/measures?

RELEVANCE	1 VERY LOW	2LOW	3HIGH	4 VERY HIGH	5 N/A
1. <i>Inter-regional MDG indicators Meeting: Sharing knowledge to improve MDG monitoring and reporting. Santiago, Chile. May, 2013.</i>					
2. <i>Regional capacity building workshop on writing metadata for development indicators, Lusaka, Zambia, July, 2012.</i>					

2/1.4) How would you assess the complementarities and / or synergies between the seminars/workshops you attended and other ongoing governmental initiatives on MDG statistics/indicators within your country?

RELEVANCE	1 VERY LOW	2LOW	3HIGH	4 VERY HIGH	5 N/A
1. <i>Inter-regional MDG indicators Meeting: Sharing knowledge to improve MDG monitoring and reporting. Santiago, Chile. May, 2013.</i>					
2. <i>Regional capacity building workshop on writing metadata for development indicators, Lusaka, Zambia, July, 2012.</i>					

3. Effectiveness

3/1.1.4 To what degree did the seminars or workshops in which you participated satisfy/live up to your initial expectations in terms of quality of the substantive content/ topics presented and discussed, as well as, the materials used during the seminars and workshops?

	1 VERY LOW	2LOW	3HIGH	4 VERY HIGH	5 N/A
1. Inter-regional MDG indicators Meeting: Sharing knowledge to improve MDG monitoring and reporting. Santiago, Chile. May, 2013.					
2.Regional capacity building workshop on writing metadata for development indicators, Lusaka, Zambia, July, 2012.					

4/3.2.6.1. How useful were the substantive content/topics presented and discussed, as well as, the materials used during the seminars and workshops for the work of your institution?

	1.Not at all useful,	2.Not very useful	3.Somewhat useful	4. Very useful.	5 N/A
1. Inter-regional MDG indicators Meeting: Sharing knowledge to improve MDG monitoring and reporting. Santiago, Chile. May, 2013.					
2.Regional capacity building workshop on writing metadata for development indicators, Lusaka, Zambia, July, 2012.					

5/3.3.10 In relation to the seminars or workshops in which you participated within the framework of this project, please indicate below your level of agreement or disagreement with the following statements:

	1.Strongly disagree	2. Disagree	3.Neither agree nor disagree	4.Agree	5.Strongly agree	6.N/A
1. Your participation in the workshops and seminars organized within the framework of this project, has contributed to increasing your knowledge and understanding of issues related to the measurement of the Millennium Development Goals.						
2. The analyses and recommendations provided in the workshops/seminars have been useful for your work in relation to the production of Millennium Development Goals indicators.						
3. The workshop/seminar has been useful for engaging in conversations and exchanging experiences with representatives of other countries and institutions to improve the availability and comparability of MDGs indicators.						
4. You use (or have used) some of the knowledge acquired through the participation in the workshops/seminars in your daily work to improve the availability and comparability of MDG indicators.						

	1.Strongly disagree	2. Disagree	3.Neither agree nor disagree	4.Agree	5.Strongly agree	6.N/A
5. The workshops and seminars have helped you identify best practices to address challenges related to the measurement of MDG statistics/indicators and increasing their availability and comparability at the national, regional and global levels.						
6. As a result of the seminars/workshops you have taken, new measures have been implemented in your country to increase the availability and comparability of MDG statistics/indicators/measures.						
7. Based on your participation in the workshops and seminars, you have applied the information regarding best practices on policy response to address certain challenges related to the measurement and reporting of the MDGs.						

6/3.5.12 Were there specific new partnerships and/or examples of South-South cooperation developed as a result of the seminars and workshops in which you participated?

- Yes
- No

7/3.5.12.1 If your answer was “yes”, could you please provide specific examples of partnerships and/or South-South cooperation?

8/3.5.13 Can you identify any technical aspect, policies/norms/regulations that have benefited from the outcomes of the seminars or workshops in which you participated?

- Yes
- No

9/3.5.13.1 If your answer was “yes”, could you please specify which policies/norms/regulations?

10/. Have any activities (workshops, seminars) you attended been in some way replicated in your country?

- Yes
- No

5. Gender and Humans Right approach

11/How would you assess the level of integration of the gender perspective in the workshops and seminars in which you participated in terms of including gender challenges related to the measurement of MDGs, taking in consideration the following examples:

-MDG data collection disaggregation, making it possible to judge MDG by gender.

-How MDG indicators capture and promote principles of gender, equity and non discrimination and participation.

-Track whether MDGs are being achieved gender equitably.

-How MDGs are closing the gap between men and women in terms of capacities, access to resources and opportunities, and vulnerability to violence and conflict.

-The visualization of MDG evidences of the fact that women´s rights and gender equity are fundamental to the achievement of development priorities.

	1 VERY LOW	2LOW	3HIGH	4 VERY HIGH	5 N/A
1. Inter-regional MDG indicators Meeting: Sharing knowledge to improve MDG monitoring and reporting. Santiago, Chile. May, 2013.					
2.Regional capacity building workshop on writing metadata for development indicators, Lusaka, Zambia, July, 2012.					

12/ How would you assess the level of integration of the human rights approach in the contents/topics workshops and seminars in which you participated , taking into consideration the following examples:

-MDG data collection disaggregation, making it possible to judge MDGs by regions/zones/areas of a country, by gender or among groups, including minorities.

-Track whether MDGs are being achieved equitably by gender, by regions of a country or among groups, including minorities.

-How MDG indicators capture HR principles, such as the principles of equity and non discrimination, participation, accountability, the rule of law and the indivisibility of rights.

	1 VERY LOW	2LOW	3HIGH	4 VERY HIGH	5 N/A
1. Inter-regional MDG indicators Meeting: Sharing knowledge to improve MDG monitoring and reporting. Santiago, Chile. May, 2013.					
2.Regional capacity building workshop on writing metadata for development indicators, Lusaka, Zambia, July, 2012.					

7.Future

13/7.2 Do you have any recommendations for potential future seminars and workshops?

Section III Publications and studies

The following publications were produced and disseminated within the framework of this project:

1. *Regional guidelines on civil registration. UNECA. African Center for Statistics. Addis Ababa.*
2. *Regional guidelines on preparing vital statistics from civil registration system. UNECA. Addis Ababa.*
3. *Registering Death, Assigning and Certifying Cause of Death and Compiling Death Statistics under APAI-CRVS1. PART 1 - Concepts, Approaches and Work Processes on Death Registration. Inception Paper". ECA and AfDB (2013). UNECA.*
4. *African Guide to writing metadata for development indicators Improving the quality of reported statistics". UNECA (2013).*
5. *Handbook on collection, compilation, analysis and use of disaggregated data including those from administrative sources (especially in health and education) in support of advocacy for inclusive policies and programmes and decentralized policy formulation, programme implementation and monitoring. UNECA.*
6. *Strategies for reducing statistical discrepancies in MDG indicators between national and international sources and between national sources and sub national sources. UNECA.*
7. *Best Practices Report on Millennium Development Goals Monitoring and Reporting at National and Sub-National Levels in African Countries. ECA. December, 2011.*

Are you familiar or have you contributed to any of these publications or studies?

- YES
- NO

IF YES PASS TO SECTION III

IF NO PASS TO SECTION IV

1/.Please identify which publications and studies you are familiar with:

(You may select more than one option)

1. *Regional guidelines on civil registration. UNECA. African Center for Statistics. Addis Ababa.*
2. *Regional guidelines on preparing vital statistics from civil registration system. UNECA. Addis Ababa.*
3. *Registering Death, Assigning and Certifying Cause of Death and Compiling Death Statistics under APAI-CRVS1. PART 1 - Concepts, Approaches and Work Processes on Death Registration. Inception Paper". ECA and AfDB (2013). UNECA.*
4. *African Guide to writing metadata for development indicators Improving the quality of reported statistics". UNECA (2013).*
5. *Handbook on collection, compilation, analysis and use of disaggregated data including those from administrative sources (especially in health and education) in support of advocacy for inclusive policies and programmes and decentralized policy formulation, programme implementation and monitoring. UNECA.*
6. *Strategies for reducing statistical discrepancies in MDG indicators between national and international sources and between national sources and sub national sources. UNECA.*
7. *Best Practices Report on Millennium Development Goals Monitoring and Reporting at National and Sub-National Levels in African Countries. ECA. December, 2011.*

2/2. How relevant/useful were the publications and studies you are acquainted with relation to the needs and priorities of your country?

	1. Not relevant	2. A little relevant	3. Somewhat Relevant	4. Very Relevant	5 N/A
1. <i>Regional guidelines on civil registration. UNECA. African Center for Statistics. Addis Ababa.</i>					
2. <i>Regional guidelines on preparing vital statistics from civil registration system. UNECA. Addis Ababa.</i>					

	1. Not relevant	2. A little relevant	3. Somewhat Relevant	4. Very Relevant	5 N/A
3. Registering Death, Assigning and Certifying Cause of Death and Compiling Death Statistics under APAI-CRVS1. PART 1 - Concepts, Approaches and Work Processes on Death Registration. Inception Paper". ECA and AfDB (2013). UNECA.					
4. African Guide to writing metadata for development indicators Improving the quality of reported statistics". UNECA (2013).					
5. Handbook on collection, compilation, analysis and use of disaggregated data including those from administrative sources (especially in health and education) in support of advocacy for inclusive policies and programmes and decentralized policy formulation, programme implementation and monitoring. UNECA.					
6. Strategies for reducing statistical discrepancies in MDG indicators between national and international sources and between national sources and sub national sources. UNECA.					
7. Best Practices Report on Millennium Development Goals Monitoring and Reporting at National and Sub-National Levels in African Countries. ECA. December, 2011.					

3/7. How would you assess the quality and analytical rigor of the publications and studies you are acquainted with?

	1. Not relevant	2. A little relevant	3. Somewhat Relevant	4. Very Relevant	5 N/A
1. Regional guidelines on civil registration. UNECA. African Center for Statistics. Addis Ababa.					
2. Regional guidelines on preparing vital statistics from civil registration system. UNECA. Addis Ababa.					
3. Registering Death, Assigning and Certifying Cause of Death and Compiling Death Statistics under APAI-CRVS1. PART 1 - Concepts, Approaches and Work Processes on Death Registration. Inception Paper". ECA and AfDB (2013). UNECA.					
4. African Guide to writing metadata for development indicators Improving the quality of reported statistics". UNECA (2013).					

	1. Not relevant	2. A little relevant	3. Somewhat Relevant	4. Very Relevant	5 N/A
5. Handbook on collection, compilation, analysis and use of disaggregated data including those from administrative sources (especially in health and education) in support of advocacy for inclusive policies and programmes and decentralized policy formulation, programme implementation and monitoring. UNECA.					
6. Strategies for reducing statistical discrepancies in MDG indicators between national and international sources and between national sources and sub national sources. UNECA.					
7. Best Practices Report on Millennium Development Goals Monitoring and Reporting at National and Sub-National Levels in African Countries. ECA. December, 2011.					

4/21. In relation to the quality and content of the publications and studies that you are acquainted with, please indicate below your level of agreement or disagreement with the following statements:

	1. Strongly disagree	2. Disagree	3. Agree	4. Strongly agree	5. Not sure/No response
1. The publications capture the main trends in the region regarding MDG statistics/indicators.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
2. The publications are useful for understanding the region's problems and challenges related to the monitoring and measurement of the MDGs.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
3. The publications serve as a methodological or statistical reference for measuring MDGs.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
4. The publications serve as a basis for comparing the indicators and methodologies used to measure the MDGs in different countries.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

5/20. In relation to the use and application of the above-mentioned publications and studies, please indicate below your level of agreement or disagreement with the following statements:

	1. Strongly disagree	2. Disagree	3. Agree	4. Strongly agree	5. Not sure/No response
1. The publications and studies produced within the framework of this project, have contributed to increasing your knowledge and understanding of issues related to the measurement of the MDGs.					
2. The analyses and recommendations provided in the publications have been useful for your work in relation to the production of Millennium Development Goals/MDG indicators.					

	1. Strongly disagree	2. Disagree	3. Agree	4. Strongly agree	5. Not sure/No response
3. You use (or have used) knowledge provided by the publications and studies within the framework of this project in your daily work to improve the availability and comparability of MDG indicators.					
4. The publication (s) has (have) helped you identify best practices to address challenges related to the measurement of MDG statistics/indicators and increasing their availability and comparability at the national, regional and global levels.					
5. The information, recommendations, or guidelines provided in these publications have contributed to the debate on the MDGs in my country/region.					
6. The information, recommendations, or guidelines provided in these publications have been used as a frame of reference for policy analysis in relation to the MDGs.					
7. As a result of the publications, you have taken new measures to increase the availability and comparability of MDG statistics/indicators/measures in your country.					
8. You have been able to apply best practices identified in these publications/studies to design or implement policy responses to address challenges related to the measurement and reporting of the MDGs.					

6/22. If you have selected “strongly agree” or “agree” in any of the categories above, please provide specific examples of the use or contribution of the publications in your country or organization.

Section IV Technical Assistance

The following Technical Assistance Missions (TAM) were implemented within the framework of this project:

1. *Technical mission on gender statistics and civil registration. National Institute of Statistics and the Direction of women Ministry of Tunisia. Tunisia, June 2012.*
2. *Advisory mission on census and on the Millennium Development Goals indicators. Central Statistical office (CSO) of Zambia. Zambia, August 2012.*
3. *Advisory mission on the Millennium Development Goals indicators. Direction of population and National Agency of Statistics and Demography (ANSD) of Senegal. Senegal, November 2012.*

Did you participate in some of the previous Technical Assistance Missions (TAM)?

- YES
- NO

IF YES PASS TO SECTION IV

IF NO PASS TO THE END

1/ Which of the following Technical Assistance Missions (TAM) did you participate in?

1. *Technical mission on gender statistics and civil registration. National Institute of Statistics and the Direction of women Ministry of Tunisia. Tunisia, June 2012.*
2. *Advisory mission on census and on the Millennium Development Goals indicators. Central Statistical office (CSO) of Zambia. Zambia, August 2012.*
3. *Advisory mission on the Millennium Development Goals indicators. Direction of population and National Agency of Statistics and Demography (ANSD) of Senegal. Senegal, November 2012.*

2/2. How relevant was the technical assistance received to the needs and priorities of your country?

	1 VERY LOW	2 LOW	3 HIGH	4 VERY HIGH	5 N/A
<i>1. Technical mission on gender statistics and civil registration. National Institute of Statistics and the Direction of women Ministry of Tunisia. Tunisia, June 2012.</i>					
<i>2. Advisory mission on census and on the Millennium Development Goals indicators. Central Statistical office (CSO) of Zambia. Zambia, August 2012.</i>					
<i>3. Advisory mission on the Millennium Development Goals indicators. Direction of population and National Agency of Statistics and Demography (ANSD) of Senegal. Senegal, November 2012.</i>					

3/6. How would you assess the quality of the technical assistance provided by ECE in terms of the substantive contributions received and their usefulness for your area of work?

	1 VERY LOW	2 LOW	3 HIGH	4 VERY HIGH	5 N/A
1. Technical mission on gender statistics and civil registration. National Institute of Statistics and the Direction of women Ministry of Tunisia. Tunisia, June 2012.					
2. Advisory mission on census and on the Millennium Development Goals indicators. Central Statistical office (CSO) of Zambia. Zambia, August 2012.					
3. Advisory mission on the Millennium Development Goals indicators. Direction of population and National Agency of Statistics and Demography (ANSD) of Senegal. Senegal, November 2012.					

4/18. Were there any complementarities or synergies between the technical assistance received, and other ongoing governmental initiatives of your country related to the measurement and reporting of MDG statistics/indicators?

- Yes
- No

5/In case your answer was “yes”, please provide specific examples

6. How would you assess the usefulness of the technical assistance provided by ECE in terms of the substantive contributions to increase the availability of up-to-date and comparable MDG data for your country?

	1 VERY LOW	2 LOW	3 HIGH	4 VERY HIGH	5 N/A
1. Technical mission on gender statistics and civil registration. National Institute of Statistics and the Direction of women Ministry of Tunisia. Tunisia, June 2012.					
2. Advisory mission on census and on the Millennium Development Goals indicators. Central Statistical office (CSO) of Zambia. Zambia, August 2012.					
3. Advisory mission on the Millennium Development Goals indicators. Direction of population and National Agency of Statistics and Demography (ANSD) of Senegal. Senegal, November 2012.					

7. Please provide any specific examples of how the knowledge acquired from the technical assistance received from ECE within the framework of this project has been applied to increase the availability of up-to-date and comparable MDG data in your country.

2. Survey to staff of the RCs

Confidential

Independent Final Evaluation of the Development Account Project ROA 146

Survey Protocol- Commission staff directly related to the project

Introduction

As part of the continuous improvement strategy of the Economic Commission for Latin America and the Caribbean (ECLAC), and with the intention of providing a better service to the beneficiaries of its activities, ECLAC periodically evaluates its projects and programmes.

On this occasion, ECLAC is evaluating the project financed by the Development Account “Strengthening statistical and inter-institutional capacities for monitoring the Millennium Development Goals through interregional cooperation and knowledge-sharing”, which was implemented between 2011-2014 through the five regional economic and social commissions of the United Nations: the Economic Commission for Latin America and the Caribbean (ECLAC) as lead agency, the Economic and Social Commission for Asia and the Pacific (ESCAP), the Economic and Social Commission for Western Asia (ESCWA), the Economic Commission for Europe (ECE), and the Economic Commission for Africa (ECA). The evaluation is focused on the relevance, efficiency, effectiveness and sustainability of the activities funded by the project, namely: regional and interregional publications and studies, databases, workshops and seminars on international MDG statistics and indicators.

Our records show that you participated and/or organised in some of the activities undertaken within the framework of this project, and probably know or have used some of its products (publications and studies and/or databases). We therefore ask for your cooperation in answering the attached survey, in order to gauge your perceptions on the quality and usefulness of the above-mentioned activities and products.

The survey will be confidential, will take about 10-15 minutes of your time and we would greatly appreciate your collaboration in responding and submitting it as soon as possible, no later than May, 2015. Your opinions will be handled with strict confidentiality and will be very useful to improve the services provided by the five regional commissions in the future.

To respond to the survey, please xxxxxxxxxxxx

Strengthening statistical and inter-institutional capacities for monitoring the Millennium Development Goals through interregional cooperation and knowledge-sharing.

Objective of the project and of the evaluation:

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

The project objective was to increase the availability of up-to-date and comparable MDG data at the national, regional and global level.

The lessons learned and good practices in actual project implementation will in turn be used as tools for the future planning and implementation of the project.

SECTION I. Background

1/Where do you currently work?

- Statistic division
- Gender division
- Planning and monitoring division
- Other substantive division_____ Please specify:

2/What was your involvement with project being evaluated?

- Project coordinator/manager
- Provided programmatic or administrative support
- Advisor
- Participated in project activities
- Other_____ Please specify:

3/Please specify your gender:

- Female
- Male

SECTION II General relevance and efficiency

1. Relevance

1/ In general, how would you assess the level of effort made to undertake consultations with partners and beneficiaries during the design and implementation process of the project?

1. Very low
2. Low
3. High
4. Very high
5. N/A

2/If your previous response is high or very high, please indicate what measures or mechanisms were utilized to consult with the partners and beneficiaries during the design and implementation process of the project?

3/5. In your opinion, to what extent were gender analysis tools or gender diagnostic studies used during the design and implementation of the project?

1. Not used
2. Used to a small extent
3. Used to a moderate extent
4. Used extensively
5. N/A

4/ 2.2.1. Overall, how would you evaluate the coordination between the regional commissions during the project's design and implementation?

1. Very Poor
2. Poor
3. Good
4. Very good
5. I do not have sufficient information to answer this question

5/2.2.2 Overall, how would you evaluate the collaboration between the regional commissions during the project's design and implementation?

1. Very Poor
2. Poor
3. Good
4. Very good
5. I do not have sufficient information to answer this question

6/. How would you evaluate the coordination and collaboration during the design and implementation of the project in relation to the following aspects:

	1.Very challenging	2. Challenging	3.Easy	4.Very easy	5.N/A
1 Communication and response in time and form					
2. Reporting relationships					
3.Decision making at strategic level					
4. Decision making at operational level					
5. Issues related to the context of each Regional Commission					
6. Use of Quickr					
7.Dealing with different in organisational cultures or work practices					
8. Differences in language					

2.Efficiency

7/In your opinion, to what extent did the procedures and processes established for the project contribute to the effective and efficient implementation of the project?

1. To a very small extent
2. To a small extent
3. To a large extent
4. To a very large extent
5. I do not have sufficient information to answer this question

8) To what extent were roles and responsibilities for joint management, implementation, coordination and collaboration clearly established at the beginning of the project?

1. To a very small extent
2. To a small extent
3. To a large extent
4. To a very large extent
5. I do not have sufficient information to answer this question

9) To what extent do you feel that results based management (RBM) was utilized during project implementation?

1. To a very small extent
2. To a small extent
3. To a large extent
4. To a very large extent
5. I do not have sufficient information to answer this question I do not have sufficient information to answer this question

10) In your opinion, were the invested resources used in an efficient manner to produce the planned results?

Yes _____ NO _____ I do not have sufficient information to respond to this question

1 If your answer was "yes" or "no", please specify

11/ In your opinion, what factors contributed or impeded to the implementation of project activities as well as to the attainment of expected results?

SECTION III. Seminars and workshops

3. Effectiveness

The following events and workshops were organized within the framework of this project:

Inter-regional MDG indicators Meeting: Sharing knowledge to improve MDG monitoring and reporting. Santiago, Chile. May, 2013

Regional capacity building workshop on writing metadata for development indicators, Lusaka, Zambia, July, 2012

12/Did you organise or participate in any of the events/workshops/meetings/seminars that fall within the framework of this project?

- Yes
- No

Yes –continue to question III.

NO-GO TO SECTION IV

12.1/Which of the following seminars or workshops did you participate in?

(You may select more than one)

1. *Inter-regional MDG indicators Meeting: Sharing knowledge to improve MDG monitoring and reporting. Santiago, Chile. May, 2013*

2. *Regional capacity building workshop on writing metadata for development indicators, Lusaka, Zambia, July, 2012*

13/ 3.2.6.1. How useful were the substantive content/topics presented and discussed, as well as, the materials used during the seminars and workshops?

	1.Not at all useful	2.Not useful	3.Somewhat useful	4.Very useful.	5 N/A
<i>1.Inter-regional MDG indicators Meeting: Sharing knowledge to improve MDG monitoring and reporting. Santiago, Chile. May, 2013.</i>					
<i>2.Regional capacity building workshop on writing metadata for development indicators, Lusaka, Zambia, July, 2012.</i>					

14/If your previous answer was “somewhat useful” or “very useful”, please provide any specific examples?

15/ How effective was the project in creating synergies and/or south-south cooperation among the partners, collaborators or beneficiaries of the project?

1. Not effective
2. A little effective
3. Sufficiently effective
4. Very effective
5. I do not have sufficient information to respond to this question

16/3.5.12.1 If your answer was “sufficiently or very effective”, please provide specific examples of synergies, partnerships and/or South-South cooperation?

4.Sustainability

17/ To what extent do you feel that the activities and results will be or have been sustained by the project beneficiaries after the finalization of the project?

1. A lot
2. A good deal
3. A little
4. Not at all
5. I do not have sufficient information to respond to this question

17.1/ Comments, details and explanations: _____

18/3.5.13 Can you identify any policies/norms/regulations that have benefited from the outcomes of these seminars or workshops?

- Yes
- No

19/3.5.13.1 If your answer was “yes”, please specify which policies/norms/regulations?

20/Have there been any positive unexpected results of the project in your region?

- Yes
- No

21/If yes, please provide specific examples?

5. Gender and Humans Right approach

22/ How would you assess the level of integration of the gender perspective in the workshops and seminars in which you participated in terms of including gender challenges related to the measurement of MDGs, taking in consideration the following examples:

- MDG data collection disaggregation, making it possible to judge MDG by gender.
- How MDG indicators capture and promote principles of gender, equity and non discrimination and participation.
- Track whether MDGs are being achieved gender equitably.
- How MDGs are closing the gap between men and women in terms of capacities, access to resources and opportunities, and vulnerability to violence and conflict.
- The visualization of MDG evidences of the fact that women’s rights and gender equity are fundamental to the achievement of development priorities.

1. Very low
2. Low
3. High
4. Very high
5. N/A

23/ How would you assess the level of integration of the human rights approach in the contents/topics workshops and seminars in which you participated , taking into consideration the following examples:

- MDG data collection disaggregation, making it possible to judge MDGs by regions/zones/areas of a country, by gender or among groups, including minorities.
- Track whether MDGs are being achieved equitably by gender, by regions of a country or among groups, including minorities.

-How MDG indicators capture HR principles, such as the principles of equity and non discrimination, participation, accountability, the rule of law and the indivisibility of rights.

- 1 Very low
- 2 Low
- 3 High
- 4 Very high
- 5 N/A

7.Future

24/7.2 Do you have any recommendations for potential future seminars and workshops?

Section III Publications and studies

The following publications were produced and disseminated within the framework of this project:

1. *Regional guidelines on civil registration. UNECA. African Center for Statistics. Addis Ababa*
2. *Regional guidelines on preparing vital statistics from civil registration system. UNECA. Addis Ababa.*
3. *Registering Death, Assigning and Certifying Cause of Death and Compiling Death Statistics under APAI-CRVS1. PART 1 - Concepts, Approaches and Work Processes on Death Registration. Inception Paper". ECA and AfDB (2013). UNECA.*
4. *African Guide to writing metadata for development indicators Improving the quality of reported statistics". UNECA (2013).*
5. *Handbook on collection, compilation, analysis and use of disaggregated data including those from administrative sources (especially in health and education) in support of advocacy for inclusive policies and programmes and decentralized policy formulation, programme implementation and monitoring. UNECA.*
6. *Strategies for reducing statistical discrepancies in MDG indicators between national and international sources and between national sources and sub national sources. UNECA.*
7. *Best Practices Report on Millennium Development Goals. Monitoring and Reporting at National and Sub-National Levels in African Countries. ECA. December, 2011.*

Are you familiar or have you contributed to any of these publications or studies?

- YES
- NO

IF YES PASS TO SECTION IV

IF NO PASS TO SECTION V

1/.Please identify which publications and studies your are familiar with:

(You may select more than one option)

1. *Regional guidelines on civil registration. UNECA. African Center for Statistics. Addis Ababa*
2. *Regional guidelines on preparing vital statistics from civil registration system. UNECA. Addis Ababa.*
3. *Registering Death, Assigning and Certifying Cause of Death and Compiling Death Statistics under APAI-CRVS1. PART 1 - Concepts, Approaches and Work Processes on Death Registration. Inception Paper". ECA and AfDB (2013). UNECA.*
4. *African Guide to writing metadata for development indicators Improving the quality of reported statistics". UNECA (2013).*
5. *Handbook on collection, compilation, analysis and use of disaggregated data including those from administrative sources (especially in health and education) in support of advocacy for inclusive policies and programmes and decentralized policy formulation, programme implementation and monitoring. UNECA.*
6. *Strategies for reducing statistical discrepancies in MDG indicators between national and international sources and between national sources and sub national sources. UNECA.*
7. *Best Practices Report on Millennium Development Goals. Monitoring and Reporting at National and Sub-National Levels in African Countries. ECA. December, 2011*

2/7.How would you assess the use/applicability of the publications and studies you are acquainted with?

	1 VERY LOW	2 LOW	3 HIGH	4 VERY HIGH	5 N/A
1.Regional guidelines on civil registration. UNECA. African Center for Statistics. Addis Ababa.					
2.Regional guidelines on preparing vital statistics from civil registration system. UNECA. Addis Ababa.					

	1 VERY LOW	2 LOW	3 HIGH	4 VERY HIGH	5 N/A
3. Registering Death, Assigning and Certifying Cause of Death and Compiling Death Statistics under APAI-CRVS1. PART 1 - Concepts, Approaches and Work Processes on Death Registration. Inception Paper". ECA and AfDB (2013). UNECA.					
4. African Guide to writing metadata for development indicators Improving the quality of reported statistics". UNECA (2013).					
5. Handbook on collection, compilation, analysis and use of disaggregated data including those from administrative sources (especially in health and education) in support of advocacy for inclusive policies and programmes and decentralized policy formulation, programme implementation and monitoring. UNECA.					
6. Strategies for reducing statistical discrepancies in MDG indicators between national and international sources and between national sources and sub national sources. UNECA.					
7. Best Practices Report on Millennium Development Goals. Monitoring and Reporting at National and Sub-National Levels in African Countries. ECA. December, 2011.					

3/20. In relation to the use and application of the above-mentioned publications and studies, please indicate below your level of agreement or disagreement with the following statements:

	1. Strongly disagree	2. Disagree	3. Agree	4. Strongly agree	5. Not sure/No response
1. The publications and studies produced within the framework of this project, have contributed to increasing the knowledge and understanding of issues related to the measurement of the MDGs in the region.					
2. The analyses and recommendations provided in the publications have been useful for the production of Millennium Development Goals/MDG indicators in the region.					

	1. Strongly disagree	2. Disagree	3. Agree	4. Strongly agree	5. Not sure/No response
3. You use (or have used) knowledge provided by the publications and studies within the framework of this project in your daily work to improve the availability and comparability of MDG indicators.					
4. The publication (s) has (have) helped identify best practices to address challenges related to the measurement of MDG statistics/indicators and increasing their availability and comparability at the national, regional and global levels.					
5. The information, recommendations, or guidelines provided in these publications have contributed to the debate on the MDGs in my institution/country/region.					
6. The information, recommendations, or guidelines provided in these publications have been used as a frame of reference for policy analysis in relation to the MDGs.					
7. As a result of the publications, new measures have been taken to increase the availability and comparability of MDG statistics/indicators/measures in your region.					
8. Best practices identified in these publications/studies have been applied to design or implement policy responses to address challenges related to the measurement and reporting of the MDGs.					

4/ Do you have any recommendations on how to increase the effectiveness of future publications?

Section IV Technical Assistance

The following Technical Assistance Missions (TAM) were implemented within the framework of this project:

1. *Technical mission on gender statistics and civil registration. National Institute of Statistics and the Direction of women Ministry of Tunisia. Tunisia, June 2012.*
2. *Advisory mission on census and on the Millennium Development Goals indicators. Central Statistical office (CSO) of Zambia. Zambia, August 2012.*
3. *Advisory mission on the Millennium Development Goals indicators. Direction of population and National Agency of Statistics and Demography (ANSD) of Senegal. Senegal, November 2012.*

Are you familiar or have you contributed to any of these Technical Assistance Missions (TAM)?

- YES
- NO

IF YES PASS TO SECTION IV

IF NO PASS TO THE END

1/.Please identify which publications and studies your are familiar with:

(You may select more than one option)

1. *Technical mission on gender statistics and civil registration. National Institute of Statistics and the Direction of women Ministry of Tunisia. Tunisia, June 2012.*
2. *Advisory mission on census and on the Millennium Development Goals indicators. Central Statistical office (CSO) of Zambia. Zambia, August 2012.*
3. *Advisory mission on the Millennium Development Goals indicators. Direction of population and National Agency of Statistics and Demography (ANSD) of Senegal. Senegal, November 2012.*

1.*Technical mission on gender statistics and civil registration. National Institute of Statistics and the Direction of women Ministry of Tunisia. Tunisia, June 2012.*

2.*Advisory mission on census and on the Millennium Development Goals indicators. Central Statistical office (CSO) of Zambia. Zambia, August 2012.*

3.*Advisory mission on the Millennium Development Goals indicators. Direction of population and National Agency of Statistics and Demography (ANSD) of Senegal. Senegal, November 2012.*

2/6. 6. How would you assess the technical assistance provided by ECE in terms of its use and applicability?

	1 VERY LOW	2 LOW	3 HIGH	4 VERY HIGH	5 N/A
1. <i>Technical mission on gender statistics and civil registration. National Institute of Statistics and the Direction of women Ministry of Tunisia. Tunisia, June 2012.</i>					
2. <i>Advisory mission on census and on the Millennium Development Goals indicators. Central Statistical office (CSO) of Zambia. Zambia, August 2012.</i>					
3. <i>Advisory mission on the Millennium Development Goals indicators. Direction of population and National Agency of Statistics and Demography (ANSD) of Senegal. Senegal, November 2012.</i>					

3/were there any specific outcomes or results in beneficiary countries as consequence of these technical assistance missions?

Yes _____

No _____-

1 If your answer was "yes", please specify: _____

4/ Do you have any recommendations to increase the effectiveness of future technical assistance?

3. Survey to implementing partners

Confidential

Independent Final Evaluation of the Development Account Project ROA 146

Survey Protocol- PARTNERS directly related to the project

Introduction

As part of the continuous improvement strategy of the Economic Commission for Europe -ECE, and with the intention of providing a better service to the beneficiaries of its activities, ECE periodically evaluates its projects and programmes.

On this occasion, ECE is evaluating the project financed by the Development Account “Strengthening statistical and inter-institutional capacities for monitoring the Millennium Development Goals through interregional cooperation and knowledge-sharing”, which was implemented between 2011-2014 through the five regional economic and social commissions of the United Nations: the Economic Commission for Latin America and the Caribbean (ECLAC) as lead agency, the Economic and Social Commission for Asia and the Pacific (ESCAP), the Economic and Social Commission for Western Asia (ESCWA), the Economic Commission for Europe (ECE), and the Economic Commission for Africa (ECA). The evaluation is focused on the relevance, efficiency, effectiveness and sustainability of the activities funded by the project, namely: regional and interregional publications and studies, databases, workshops and seminars on international MDG statistics and indicators.

Our records show that you participated and/or organised in some of the activities undertaken within the framework of this project, and probably know or have used some of its products (publications and studies and/or databases). We therefore ask for your cooperation in answering the attached survey, in order to gauge your perceptions on the quality and usefulness of the above-mentioned activities and products.

The survey will be confidential, will take about 10-15 minutes of your time and we would greatly appreciate your collaboration in responding and submitting it as soon as possible, no later than May, 2015. Your opinions will be handled with strict confidentiality and will be very useful to improve the services provided by the five regional commissions in the future.

To respond to the survey, please xxxxxxxxxxxx.

Strengthening statistical and inter-institutional capacities for monitoring the Millennium Development Goals through interregional cooperation and knowledge-sharing.

Objective of the project and of the evaluation:

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

The project objective was to increase the availability of up-to-date and comparable MDG data at the national, regional and global level.

The lessons learned and good practices in actual project implementation will in turn be used as tools for the future planning and implementation of the project.

SECTION I. Background

2/Where do you currently work?

- UN
- Academia
- NGO
- WB or Regional Development Bank
- Other please specify

3/What is your position?

- Director/Head/Chief of Service/Directorate/Division
- Deputy Director/Head/Chief of Service/Directorate/Division
- Coordination Officer
- Manager
- Researcher
- Other (please specify)

3/Please specify your gender:

- Female
- Male

1. Relevance

1/ In general, how would you assess the efforts made to undertake consultations with partners and beneficiaries during the design and implementation process of the project?

- 1 Very low
- 2 Low
- 3 High
- 4 Very high
- 5 N/A

2/5. How would you assess the use of gender analysis tools or gender diagnostic studies during the design and implementation of the project?

- 1 Very low
- 2 Low
- 3 High
- 4 Very high
- 5 N/A

SECTION II. Seminars and workshops

The following events and workshops were organized within the framework of this project:

1. *Inter-regional MDG indicators Meeting: Sharing knowledge to improve MDG monitoring and reporting. Santiago, Chile. May, 2013.*
2. *Regional capacity building workshop on writing metadata for development indicators, Lusaka, Zambia, July, 2012.*

Did you participate in any of the events/workshops/meetings/seminars that fall within the framework of this project?

- Yes
- No

Yes –GO TO SECTION II

NO-GO TO SECTION III

3/. Which of the following seminars or workshops did you participate in?

(You may select more than one)

1. *Inter-regional MDG indicators Meeting: Sharing knowledge to improve MDG monitoring and reporting. Santiago, Chile. May, 2013*
2. *Regional capacity building workshop on writing metadata for development indicators, Lusaka, Zambia, July, 2012*

4/1.4) How would you assess the complementarities and / or synergies between the seminars/workshops you attended and other ongoing governmental initiatives on MDG statistics/indicators within your region?

	1 VERY LOW	2 LOW	3 HIGH	4 VERY HIGH	5 N/A
<i>1. Inter-regional MDG indicators Meeting: Sharing knowledge to improve MDG monitoring and reporting. Santiago, Chile. May, 2013.</i>					
<i>2. Regional capacity building workshop on writing metadata for development indicators, Lusaka, Zambia, July, 2012.</i>					

2. Efficiency

5/ 2.2.1. How would you evaluate the coordination and collaboration during the seminar's design and implementation?

1. Poor
2. Not so good
3. Good
4. Excellent
5. I do not have sufficient information to answer this question

6/In your opinion, to what extent did the established procedures and processes contributed to the effective and efficient implementation of the seminars?

1. To a very small extent
2. To a small extent
3. To a large extent
4. To a very large extent
5. I do not have sufficient information to answer this question

7.) In your opinion, were the invested resources in the seminars used in an efficient manner to produce the planned results?

1. Not efficient
2. A little efficient
3. Sufficiently efficient
4. Very efficient
5. I do not have sufficient information to respond to this question

3. Effectiveness

8/3.2.6.1. How useful were the substantive content/topics presented and discussed, as well as, the materials used during the seminars and workshops?

	1. Not at all useful	2. Not very useful	3. Somewhat useful	4. Very useful.	5 N/A
1. Inter-regional MDG indicators Meeting: Sharing knowledge to improve MDG monitoring and reporting. Santiago, Chile. May, 2013.					
2. Regional capacity building workshop on writing metadata for development indicators, Lusaka, Zambia, July, 2012.					

9/3.3.10 In relation to the seminars or workshops in which you participated or contributed to, and based on your knowledge in terms of the use or applicability of the knowledge and tools acquired by participants in such seminars/workshops, please indicate below your level of agreement or disagreement with the following statements:

	1. Strongly disagree	2. Disagree	3. Agree	4. Strongly agree	5. N/A
1. The workshops and seminars organized within the framework of this project, have contributed to increasing the knowledge and understanding of issues related to the measurement of the Millennium Development Goals in the region.					
2. The analyses and recommendations provided in the workshops/seminars have been useful for the production of Millennium Development Goals indicators in the region.					
3. The workshops/seminars have been useful for engaging in conversations and exchanging experiences with representatives of other countries and institutions to improve the availability and comparability of MDGs indicators.					
4. Participants use (or have used) some of the knowledge acquired through the participation in the workshops/seminars in work to improve the availability and comparability of MDG indicators.					
5. The workshops and seminars have helped participants identify best practices to address challenges related to the measurement of MDG statistics/indicators and increasing their availability and comparability at the national, regional and global levels.					
6. As a result of the seminars/workshops new measures have been implemented in the region or participating countries to increase the availability and comparability of MDG statistics/indicators/measures.					
7. Participants to the workshops and seminars have applied the information regarding best practices on policy response to address certain challenges related to the measurement and reporting of the MDGs.					

10/ How effective was the project in creating synergies and/or south south cooperation among the partners, collaborators or beneficiaries of the seminars?

1. Not effective
2. A little effective
3. Sufficiently effective
4. Very effective
5. I do not have sufficient information to respond to this question

11/3.5.12.1 If your answer was “sufficiently or very effective”, please provide specific examples of synergies, partnerships and/or South-South cooperation?

4.Sustainability

12/ To what extent do you feel that the activities and results will be or have been sustained by the beneficiaries of the seminars after their finalization?

- To a very small extent
- To a small extent
- To a large extent
- To a very large extent
- I do not have sufficient information to answer this question

13/3.5.13 Can you identify any policies/norms/regulations that have benefited from the outcomes of these seminars or workshops?

- Yes
- No

14/3.5.13.1 If your answer was “yes”, please specify which policies/norms/regulations?

5. Gender and Humans Right approach

15/How would you assess the level of integration of the gender perspective in the workshops and seminars in which you participated in terms of including gender challenges related to the measurement of MDGs, taking in consideration the following examples:

-MDG data collection disaggregation, making it possible to judge MDG by gender.

-How MDG indicators capture and promote principles of gender, equity and non discrimination and participation.

-Track whether MDGs are being achieved gender equitably.

-How MDGs are closing the gap between men and women in terms of capacities, access to resources and opportunities, and vulnerability to violence and conflict.

-The visualization of MDG evidences of the fact that women´s rights and gender equity are fundamental to the achievement of development priorities.

	1 VERY LOW	2 LOW	3 HIGH	4 VERY HIGH	5 N/A
1. Inter-regional MDG indicators Meeting: Sharing knowledge to improve MDG monitoring and reporting. Santiago, Chile. May, 2013.					
2.Regional capacity building workshop on writing metadata for development indicators, Lusaka, Zambia, July, 2012.					

16/ How would you assess the level of integration of the human rights approach in the contents/topics workshops and seminars in which you participated , taking into consideration the following examples:

-MDG data collection disaggregation, making it possible to judge MDGs by regions/zones/areas of a country, by gender or among groups, including minorities.

-Track whether MDGs are being achieved equitably by gender, by regions of a country or among groups, including minorities.

-How MDG indicators capture HR principles, such as the principles of equity and non discrimination, participation, accountability, the rule of law and the indivisibility of rights.

	1 VERY LOW	2 LOW	3 HIGH	4 VERY HIGH	5 N/A
1. Inter-regional MDG indicators Meeting: Sharing knowledge to improve MDG monitoring and reporting. Santiago, Chile. May, 2013					
2.Regional capacity building workshop on writing metadata for development indicators, Lusaka, Zambia, July, 2012					

6.Future

17/7.2 Do you have any recommendations to increase the efficiency or effectiveness of future seminars and workshops?

Section III Publications and studies

The following publications were produced and disseminated within the framework of this project:

Regional guidelines on civil registration. UNECA. African Center for Statistics. Addis Ababa.

Regional guidelines on preparing vital statistics from civil registration system. UNECA. Addis Ababa.

Registering Death, Assigning and Certifying Cause of Death and Compiling Death Statistics under APAI-CRVS1. PART 1 - Concepts, Approaches and Work Processes on Death Registration. Inception Paper". ECA and AfDB (2013). UNECA.

African Guide to writing metadata for development indicators Improving the quality of reported statistics". UNECA (2013).

Handbook on collection, compilation, analysis and use of disaggregated data including those from administrative sources (especially in health and education) in support of advocacy for inclusive policies and programmes and decentralized policy formulation, programme implementation and monitoring. UNECA.

Strategies for reducing statistical discrepancies in MDG indicators between national and international sources and between national sources and sub national sources. UNECA.

Best Practices Report on Millennium Development Goals Monitoring and Reporting at National and Sub-National Levels in African Countries. ECA. December, 2011.

Are you familiar or have you contributed to any of these publications or studies?

- YES
- NO

IF YES PASS TO SECTION III

IF NO PASS TO SECTION IV

1/.Please, identify which publications and studies you are familiar with:
(You may select more than one option)

1. *Regional guidelines on civil registration. UNECA. African Center for Statistics. Addis Ababa.*
2. *Regional guidelines on preparing vital statistics from civil registration system. UNECA. Addis Ababa.*
3. *Registering Death, Assigning and Certifying Cause of Death and Compiling Death Statistics under APAI-CRVS1. PART 1 - Concepts, Approaches and Work Processes on Death Registration. Inception Paper". ECA and AfDB (2013). UNECA.*
4. *African Guide to writing metadata for development indicators Improving the quality of reported statistics". UNECA (2013).*
5. *Handbook on collection, compilation, analysis and use of disaggregated data including those from administrative sources (especially in health and education) in support of advocacy for inclusive policies and programmes and decentralized policy formulation, programme implementation and monitoring. UNECA.*
6. *Strategies for reducing statistical discrepancies in MDG indicators between national and international sources and between national sources and sub national sources. UNECA.*
7. *Best Practices Report on Millennium Development Goals Monitoring and Reporting at National and Sub-National Levels in African Countries. ECA. December, 2011.*

2/2. How relevant/useful were the publications and studies you are acquainted with relation to the needs and priorities of the region?

	1.Not relevant	2.A little relevant	3.Somewhat Relevant	4.Very Relevant	5 N/A
1.Regional guidelines on civil registration. UNECA. African Center for Statistics. Addis Ababa.					
2.Regional guidelines on preparing vital statistics from civil registration system. UNECA. Addis Ababa.					
3.Registering Death, Assigning and Certifying Cause of Death and Compiling Death Statistics under APAI-CRVS1. PART 1 - Concepts, Approaches and Work Processes on Death Registration. Inception Paper". ECA and AfDB (2013). UNECA.					
4.African Guide to writing metadata for development indicators Improving the quality of reported statistics". UNECA (2013).					
5.Handbook on collection, compilation, analysis and use of disaggregated data including those from administrative sources (especially in health and education) in support of advocacy for inclusive policies and programmes and decentralized policy formulation, programme implementation and monitoring. UNECA.					
6.Strategies for reducing statistical discrepancies in MDG indicators between national and international sources and between national sources and sub national sources. UNECA.					
7. Best Practices Report on Millennium Development Goals Monitoring and Reporting at National and Sub-National Levels in African Countries. ECA. December, 2011.					

3/20. In relation to the use and applicability of the above-mentioned publications and studies, please indicate below your level of agreement or disagreement with the following statements:

	1. Strongly disagree	2. Disagree	3. Agree	4. Strongly agree	5. Not sure/No response
1. The publications and studies produced within the framework of this project, have contributed to increasing the knowledge and understanding of issues related to the measurement of the MDGs in the region.					
2. The analyses and recommendations provided in the publications have been useful for the production of Millennium Development Goals/MDG indicators in the region.					
3. You use (or have used) knowledge provided by the publications and studies within the framework of this project in your daily work to improve the availability and comparability of MDG indicators.					
4. The publication (s) has (have) helped identify best practices to address challenges related to the measurement of MDG statistics/indicators and increasing their availability and comparability at the national, regional and global levels.					
5. The information, recommendations, or guidelines provided in these publications have contributed to the debate on the MDGs in my country/region.					
6. The information, recommendations, or guidelines provided in these publications have been used as a frame of reference for policy analysis in relation to the MDGs.					
7. As a result of the publications, new measures have been taken to increase the availability and comparability of MDG statistics/indicators/measures in your country.					
8. Best practices identified in these publications/studies have been applied to design or implement policy responses to address challenges related to the measurement and reporting of the MDGs.					

4/ Do you have any recommendations to increase the effectiveness of future publications?

ANNEX 5

Bibliography

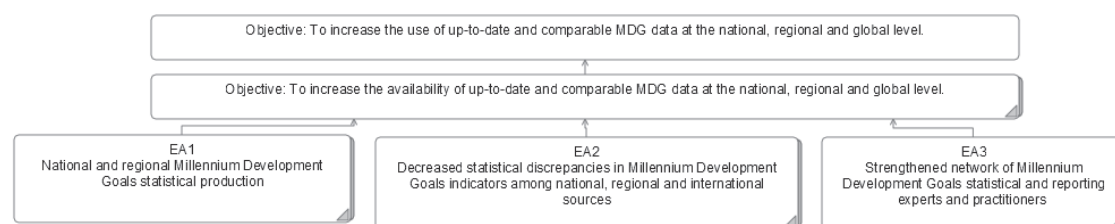
Document Type	Comment / Titles & dates of documents received
Project documents	2
P2527 DA detailed project Project summary	There is no baseline There is not implementing plan or inception report
Budget	
Allotment fund transfers ECE, ECA, ESCAP, ESCWA years 2011-2013	Not information on 2014 Not transfers to ECLAC from HQ
Reporting	
Progress report years 2011-2014	DPPO as quality control DESA as donor Not final Progress report - 2014
Strategies/Operational documents	
Work Plan Tasks	
Reference documents	
Project output publications	
Presentations	
Best practice reports	
Strategy monitoring reports & Coordination	
Interregional MDG Indicators Meeting	
Monitoring/Evaluations/ Reviews	
Surveys	
Information by RC	
Other documents collected by the team (including external ones)	

ANNEX 6

Background of the methodology and findings of the evaluation

1. The intervention

1.1 Project strategy



All regional commissions, UNSD, and different international agencies have been carrying out statistical capacities building workshops and seminars where MDG indicators users and producers get-together. Even these instances have served for sharing experiences in indicators production and have stimulated coordination among actors, emphasis has been given to the need to maintain a more permanent contact between the different actors, as an essential factor to keep on improving MDG statistical production and dissemination.

The network is essential for maintaining a permanent contact among different statistics producers and between MDG indicators producers and users. It aims to improve the inter-institution flow of statistic information, the dissemination of best practices in calculating, monitoring and reporting MDG indicators, and to advance in coordination between the regional and national scale, and among national institutions in charge of the production of statistical information for the MDG monitoring. This is particularly relevant considering the high turnover of workers in National Statistical Offices. Maintaining an MDG inter-regional interface can serve as a Knowledge platform in order to bring new staff up to date in MDG indicators issues. A MDG network is also a necessary instrument for horizontal cooperation among countries.

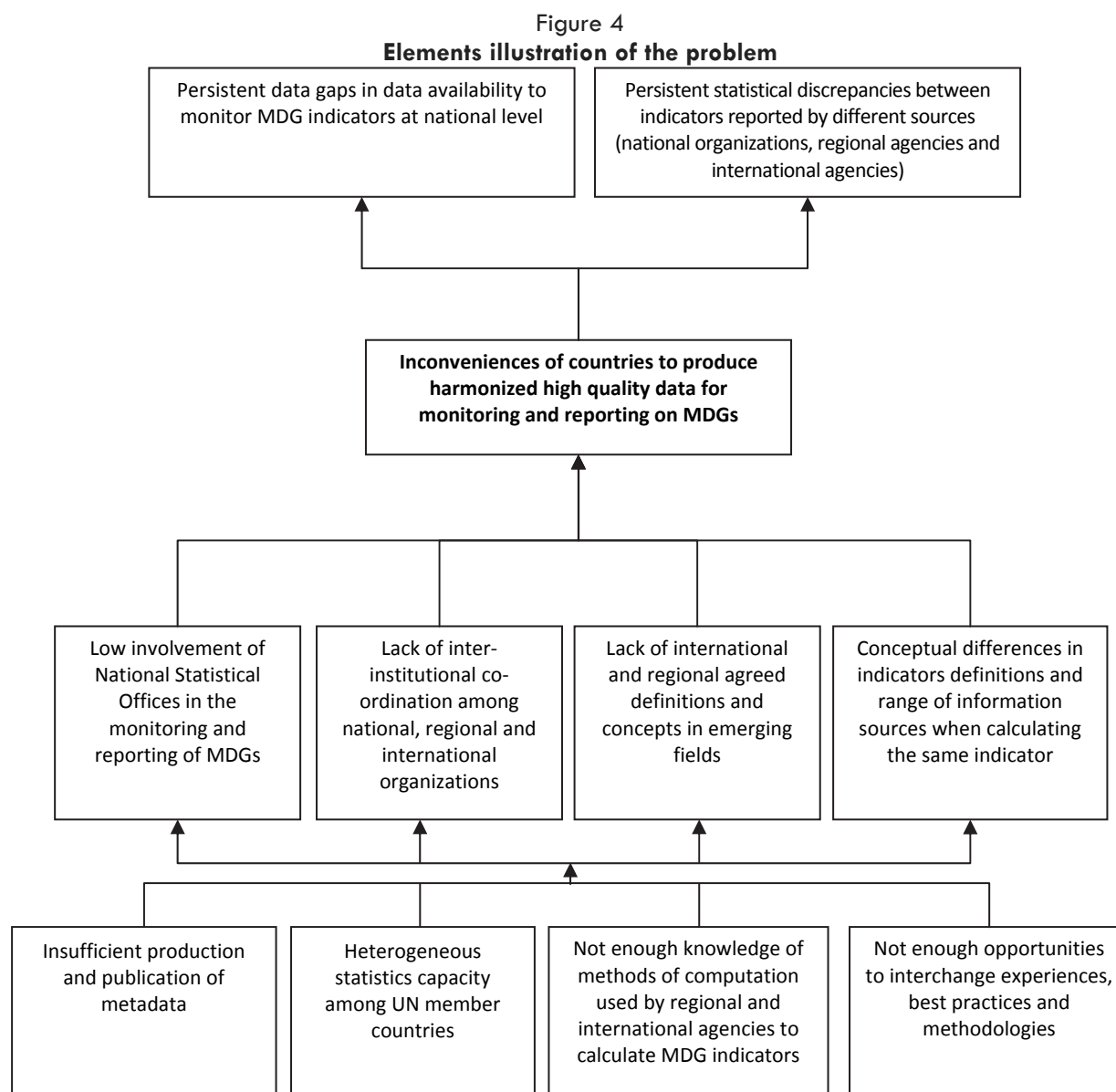
1.2 The complexity of the intervention

This project related to improving the production of statistical information of the MDGs is complex. Several elements of the project as the focus, the management, the consistency, the necessity, the sufficiency, and the trajectory of change are complex.

ELEMENTS OF THE NATURE OF THE PROJECT	Simple	Complicated	Complex	Explanation
<i>Focus</i>			X	<i>Big coverage implies the need to focus</i>
<i>Management</i>		X		<i>Matrix management Horizontal accountability</i>
<i>Consistency (kind of activities and their implementation / between RC)</i>		X		<i>Adaptation to the regions</i>
<i>Necessity (possible alternatives)</i>			X	<i>Multiple alternatives</i>
<i>Suficiency (for obtaining expected results)</i>			X	<i>Not sufficient at all</i>
<i>Traject of change (comprehensible causal relationship- between linear, curvilinear or unpredictable)</i>			X	<i>Low sphere of control, unpredictable traject of change</i>

The implications of the above it is that the project faces changing and unpredictable situations. The project alone as was designed cannot contribute to the expected results, it needs adequate time and quantity inputs, context (or contexts) and committed and proactive stakeholders. Some reasons for this are:

1. **The context** is key to understanding the complexity of this project. The following figure displays some of the contextual elements described around the problematic.



Source: PRODOC, page 8.

2. **Focus:** The project has (1) Objectives (a) at different levels / multi-level (national government, regional and global international organizations) and (b) with their different stakeholders. (2) dynamic / Variable Coverage (various locations, successive phases) and there have been activities that have emerged from emerging form during implementation. (3) also have to analyze the consequences of interaction and different perception of multiple parties and actors with different time frames and expectations.

3. Project management and team:

In the management of the project we have five RCs, that is to say five different organizations, with a mode of financing and management sometimes joint and sometimes parallel.

The staff of the commission has several functions and has to balance between substantive and management functions given the structure of the RC and of their statistical divisions. The RC managers are used to manage multi-actor and multi-region projects. In this project, the project managers reported the need of capacities for management, when the resources of the project were scarce, so it implied high levels of voluntarism. Some managers have worked without pay and acknowledge that at personal level it is not worth to apply for a DA given the charge of extra work and given that the financial administrative management efforts are very high, due to the need to synchronize systems.

The commissions are co responsible for the implementation but there was not real horizontal accountability and it depends on the willingness of the project managers. It was difficult to integrate the technical and financial implementation management requirements as they imply different units.

4. Consistency, need, scope and trajectory of change for the Project:

a. Consistency is the kind of activities that the project should have done and how it should have performed. Although the activities were broadly similar, consistency has been low since the project: (1) had to be adapted to the specificities of regions (2) how to implement the activities has changed between the regions.

b. **Need:** The project was not the only or one of a number of ways to achieve the objectives, had high need but also many other alternatives to meet those needs, given the complexity of the context.

c. **Sufficiency:** adequacy concerns whether the project works in all cases or only in favorable contexts to its execution and if the project worked in conjunction with other actors. The project by itself was not sufficient to produce the desired results.

d. **Trajectory of Change:** The causal relationship of change, the degree of understanding and predictability in the change in the project is between complicated and complex.

The process of change of this intervention is slow, complex and intangible. The main changes of the project are intangible – the processes of increasing awareness, coordination, harmonization, capacities, motivation, leadership and creating opportunities for continuing the changes, are very slow. So, in this project, the measurement of very intangible processes involved in activities, like workshops, publications, technical assistance, database and networking was key.

The particularities of a DA project

In the case of ESCWA working with too many agencies was perceived as complex and made not possible to cover all the indicators. For them it is important responding to the correct persons and clarifying who must attend to the workshops, representatives, experts...For ESCWA involving too many beneficiaries makes impossible responding to their specific needs. The lessons learned is how to make capacity building targeting and with clear guidelines, fewer stakeholders and experts to come, but better selection, more detailed discussion/exchanges and better communication.

1. ECLAC

-the Statistical division / NSOs are on the side of the production of information and the divisions of economic and social / welfare ministries are focused on the side of use

-the Statistical division is transversal at ECLAC.

-For the ECLAC statistical division is important to close the gaps in capabilities with less developed countries but with leverage and horizontal / south-south cooperation. The concept of gradient must be taken into account between countries.

-Because of the coordination of the project. DPPO in ECLAC has a control of previous reports to be sent to DESA.

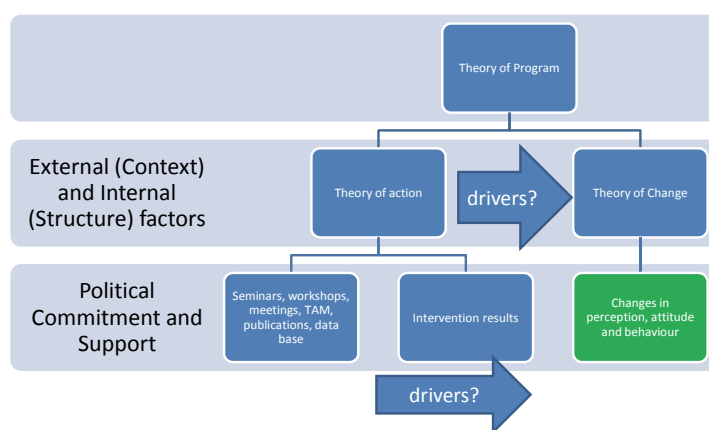
2. ESCWA

- The content of its products have been more directed to the demand side of the information
- The project has contributed to the visibility of a quality information unit -at zero cost-within Statistics Division.
- The Country capacities are weak and also processes of peer review and south-south learning are supported.

6.1.3. The logic of the intervention

As we describe in the part of methodology, in this evaluation we are using a program theory based approach.

Theory of the program (the “story” of the intervention)



The following table describes the intended theory of action of the project. The implemented theory of change and the theory of change will be extensively described in the part related to effectiveness.

	Theory of action of the intervention
OG	Objective: To increase the USE of up-to-date and comparable MDG data at the national, regional and global level.
OE	Objective: To increase the AVAILABILITY of up-to-date and comparable MDG data at the national, regional and global level.
EA1	Improved and increased national and regional Millennium Development Goals statistical production and use, according with both international standards and regional benchmarks, through regional collaborative practices.
	1.1. (A.1) 1 Inter-Regional MDG Indicators Meeting.
	1.2. (A.6) 1 regional MDG capacity building workshop in each of the 5 regions.
	1.3 (A.10) MDG indicators regional databases. Different in each RC
EA2	Decreased statistical discrepancies in Millennium Development Goals indicators among national, regional and international sources, improving Millennium Development Goals monitoring capacities and strengthening inter-institutional coordination, within the countries, and between countries and international agencies, both facilitated by the regional statistical bodies
	2.1. (A.3) Inter-regional MDG’s reports.

	Theory of action of the intervention
	2.2. (A.4) Comparison of data series to identify causes of discrepancies.
	2.3. (A.5) Technical assistance for statistical conciliation
	2.4. (A.8) Best practices reports. Producing and disseminating best practices regional reports related to statistical production and the use of information;
EA3	Strengthened network of Millennium Development Goals statistical and reporting experts and practitioners at the national and regional levels, through increased interchange of experiences, best practices and methodologies.
	3.1. (A.2) Interregional web-based discussion.
	3.2. (A.7) Methodological documents and regional benchmarks
	3.3 (A.9) Expert meetings in ECLAC to strengthen networking.

In the following table we show the different tools that the project intended to implement in the different elements of the theory of action. We can observe that the theory of action uses seminars, workshops and meetings in 3 activities and publications in 4 activities. The understanding of the theory of change behind the implementation of seminars and publications is key in this project.

The theory of action of seminars, publications, TAM has to do with the theory of action of capacity building processes that use to have the following steps-1. Determining needs on statistics in all the MDGs at inter-regional and regional level. 2. Setting specific objectives at inter-regional and regional level. 3. Determining subject content at inter-regional and regional level. 4. Selecting participants at inter-regional and regional level. 5. Determining the best pool of activities to address objectives-seminars, publications, missions or others at inter-regional and regional level. 6. Selecting appropriate articulation and sequencing of the activities at inter-regional and regional level. 7. Selecting appropriate instructors at inter-regional and regional level. 8. Selecting and preparing inter-regional common aids when possible. 9. Coordinating the different activities to produce synergies towards the expected EA.

		workshops and seminars, meetings	Publications	TAM	Data Bases AND WEB
		3	4	1	1
OG	Objective: To increase the USE of up-to-date and comparable MDG data at the national, regional and global level.				
OE	Objective: To increase the AVAILABILITY of up-to-date and comparable MDG data at the national, regional and global level.				
EA1	Improved and increased national and regional Millennium Development Goals statistical production and use, according with both international standards and regional benchmarks, through regional collaborative practices.				
	1.1 . (A.1) 1 Inter-Regional MDG Indicators Meeting.	X			
	1.2. (A.6) 1 regional MDG capacity building workshop in each of the 5 regions.	X			
	1.3 (A.10) MDG indicators regional databases. Different in each RC. Not in ESCAP				X
EA2	Decreased statistical discrepancies in Millennium Development Goals indicators among national, regional and international sources, improving Millennium Development Goals monitoring capacities and strengthening inter-institutional coordination, within the countries, and between countries and international agencies, both facilitated by the regional statistical bodies				
	2.1. (A.3) Inter-regional MDG's reports		X		
	2.2. (A.4) Comparison of data series to identify causes of discrepancies.		X		
	2.3. (A.5) Technical assistance for statistical conciliation			X	
	2.4. (A.8) Best practices reports. Producing and disseminating best practices regional reports related to statistical production and the use of information;		X		
EA3	Strengthened network of Millennium Development Goals statistical and reporting experts and practitioners at the national and regional levels, through increased interchange of experiences, best practices and methodologies.				
	3.1. (A.2) Interregional web-based discussion. NOT IMPLEMENTED AS IN PRODOC				X
	3.2. (A.7) Methodological documents and regional benchmarks		X		
	3.3 (A.9) Expert meetings in ECLAC to strenghten networking.	X			

Date	Cycle of life of the Project
2010 October	Started activities. Intended duration of 2 years until 2011/2012
Jan 2012 2010 Oct-2011 Dec	I Progress Report 2010-2011. Delivery rate 25 percent
	Turnover of staff in some RC produce delays
Jan 2013 2012 Jan-2012 Dec	II Progress Report 2012. Delivery rate 52 per cent
2013 November 4-5	ECLAC organises the II MDG regional seminar Part of the VII Regional Seminar on the MDG
	Extended until December 2014 to ensure the implementation of all planned activities.
Jan 2014 2013 Jan-2013 Dec	II Progress Report 2013. Delivery rate 81 per cent
Jan 2015 2014 Jan-2014 Dec	II Progress Report 2014. Delivery rate
March 2015	Evaluation

Challenges for the implementation of the project

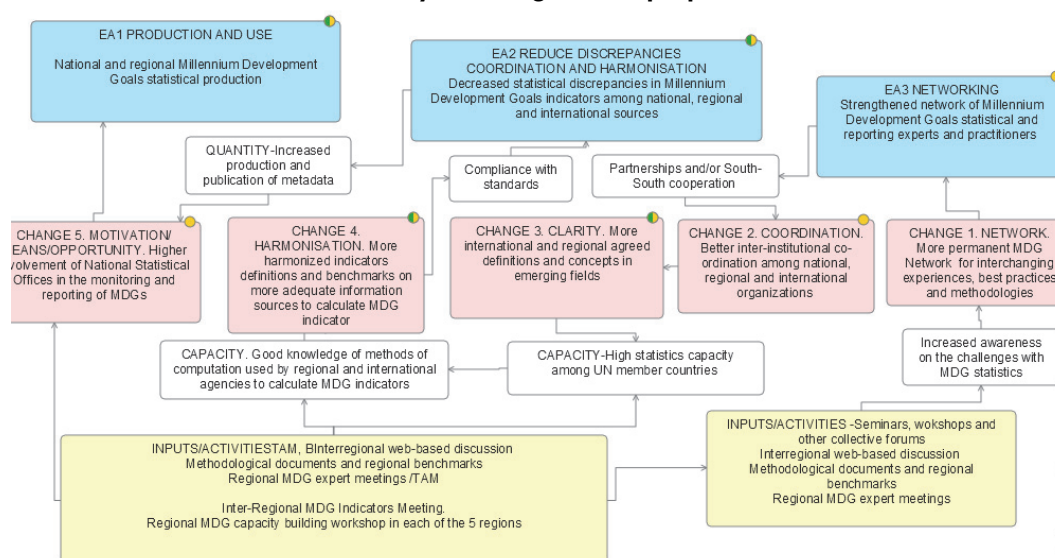
Some of the challenges of the project were related to the ambitious objectives in design, to the weak definition of the contextual drivers of change, to the scarcity of resources for management.

Objective: To increase the availability of up-to-date and comparable MDG data at the national, regional and global level.

The objective was very ambitious for the time -2 years initially- and finance resources of the project. It was focused explicitly only at the production side/level even if in the intervention logic there were implicit mentions to the importance of the users side.

Levels of analysis	Challenges
Design	Ambitious objectives
Context	Not clarity and definition, not SMART indicators nor follow up
Structure	Scarcity of resources
Processes	Not clarity and articulation
Results	Not all the processes implemented as in the intended theory of action

Theory of change of the project



The activities or theory of action of the project were mainly workshops, publications, advisory missions and data base improvements. They were oriented in an integrated way to the following theory of change related to capacity building in MDG indicators production and use. The actions or theory of action of the project, mainly workshops, publications, advisory missions and data base improvements are oriented in an integrated way to the following theory of change.

2. Methodology

2.1. Stakeholder analysis (information sources)

According to the stakeholder mapping conducted, there are several categories of stakeholders:

- (1) Regional commissions: staff involved direct or indirectly in project management and implementation from the five regional commissions contributed to the evaluation process by providing information and opinions from different perspectives on various phases of the project cycle. The evaluation also identified sustainability measures taken with the collaboration of regional commission staff involved in the project.
- (2) Government staff working on MDGs indicators, measurement, management and policymakers: stakeholders of this type were asked about several aspects relating to the relevance, quality and utility of the project activities in which they participated as beneficiaries and of the studies sponsored by the project in relation to international MDG indicators needs and priorities in their respective countries and their role as international MDG information focal points, managers and policymakers.
- (3) other United Nations agencies and other relevant international organizations and other multilateral partners: these stakeholders were asked about the quality and utility of the activities in which they participated as beneficiaries and of the studies sponsored by the project according to the needs of their respective specific areas of work.

2.2. Phases of the evaluation and evaluation tools

Evaluation sources	Number
Regional Commissions	5
Surveys	65
Interviews	52 interviews -28 face to face and 24 remote skype/phone
Focus Groups	2
Workshops	2 Closing workshops, one in each site to be visited
Documents review	Relevant documents

Site visits

2 site visits- ECLAC, ESCWA

1) **Desk review and secondary data collection analysis**, of DA project criteria, the project document, annual reports of advance, workshops and meetings reports and evaluation surveys, other project documentation such as project methodology, country reports, consolidated report, webpage, etc.

- Review of documents related to the project, including the initial project document, progress reports, technical assessments and reports, project monitoring and evaluation documents.
- Review of technical products and other publications used or developed by the project

b) **Self-administered surveys:** the evaluator designed three different questionnaires with the collaboration of PPEU: (1) questionnaire for beneficiaries/government staff; (2) questionnaire for regional commissions; (3) questionnaire for other implementing partners as United Nations agencies and other multilateral partners. PPEU also supported the distribution, collection and processing of the self-administered questionnaires.

a) 53 Surveys to beneficiaries and Member States in the five regions;

b) 3 Surveys to Regional Commission's staff involved in the project, and

c) 9 Surveys to partners and stakeholders within the United Nations and the countries from the five regions participating in the project.

	Emails sent	Unknown recipient	Unknown recipient Rate	Emails efficiently sent	Answered	Implementation Rate
Beneficiaries	310	59	19,0%	251	53	21,1%
Partners	19	1	5,3%	18	3	16,7%
Staff	19	0	0,0%	19	9	47,4%
Total	348	60	19,03%	288	65	22,60%

The implementation rate of the surveys was 22,60%, in the case of the beneficiaries was 21,1%, in the case of the partners 16.7 %and in the case of the staff 47.4 %.

The unknown recipient rate was 19.3%. In the case of the beneficiaries 19%, that is to say 1 out of 5 of the beneficiaries was not possible to be located, due to mistakes in the emails, or turn over.

Initial list of persons to participate in the Surveys

	BENEFICIARIES	STAFF	PARTNERS
ECA	77	4	5
ECE	108	2	3
ECLAC	37	8	5
ESCAP	17	2	4
ESCWA	71	3	2
Tot 349	310	19	19

This is a detail of the emails efficiently sent, the emails answered and the implementation rate.

Regional Commissions	Surveys	Emails sent	Unknown recipient	Emails efficiently sent	Answered	Implementation Rate
ECLAC	Beneficiaries	37	0	37	17	46%
	Partners	5	1	4	1	25%
	Staff	8	0	8	5	63%
ECA	Beneficiaries	77	27	50	7	14%
	Partners	5	0	5	0	0%
	Staff	4	0	4	1	25%
ECE	Beneficiaries	108	14	94	14	15%
	Partners	3	0	3	0	0%
	Staff	2	0	2	1	50%
ESCAP	Beneficiaries	17	3	14	2	14%
	Partners	4	0	4	2	50%
	Staff	2	0	2	1	50%
ESCWA	Beneficiaries	71	15	56	13	23%
	Partners	2	0	2	0	0%
	Staff	3	0	3	1	33%
Total				288	65	22,6%

c) Semi-structured interviews and focus groups to validate and triangulate information and findings from the surveys and the document reviews, semi-structured interviews and focus groups will be organized. There were distance interviews through skype with the Commissions that will not be visited.

	Remote interviews	Face to face interviews	Total interviews
Staff	8	13	21
Beneficiaries	14	14	28
Partners	2	1	3
Tot. interviews	24	28	52

2 Focus group discussions (FDGs), 1 in Argentina and 1 in Jordan.

52 Semi-structured interviews –28 in the modality face to face and 24 in the modality of teleconference: the evaluator designed three different guides based on the information needs described in the ToR for this evaluation, these being tailored as far as possible to the typologies of stakeholder identified: (1) regional commissions' project focal points and other staff involved in the project; (2) beneficiaries/government staff working on MDG statistic; (3) other United Nations agencies and other multilateral partners.

24 Semi-structured interviews in the modality of teleconference with the stakeholders. 29 invitations were sent for a skype/phone interview to beneficiaries and implementing partners. Finally 14 remote skype or phone beneficiaries were interviewed by skype/telephone.

	Beneficiaries remote telephone or skype interviews	Invitations sent
ECA	4	8
ECE	2	6
ECLAC	2	3
ESCAP	2	6
ESCWA	4	6
TOTAL	14	29

	Face to face Interviews with staff	Face to face Interviews with beneficiaries	Focus groups
ECLAC	10	7	1
		1 CH, 6 ARG	ARG
ESCWA	3	7	1
		1 Lib, 6 Jor	JOR
TOTAL	13	14	2

d) **Field visits:** in addition to undertaking data collection efforts in Santiago at ECLAC's headquarters, the evaluator visited ESCWA headquarters, so as to:

-Implement interviews and focus group discussions with key stakeholders (see annex).

(1) The evaluation visit to Santiago, Chile, included: (i) a meeting with the ECLAC Programme Planning and Evaluation Unit (PPEU); (ii) a meeting with the Project Coordination Unit in the Statistics division; (iii) meetings with other ECLAC sectoral divisions or units (iv) interview with INE Chile.

(2) The evaluation visit to Beirut, Liban, included: (i) several meetings with 3 ESCWA Project staff in the Statistics division; (ii) meetings with other ESCWA sectoral divisions or units.

(3) The field mission to Buenos Aires, Beirut and Amman included 2 FGD and interviews with 4 beneficiaries

-Conduct stakeholders' workshops to validate information and data collected through various methods. (see annex). The visits to ECLAC and ESCWA included a briefing/introductory meeting and a debriefing/validation meeting.

e) The use of a program based theory approach that supported the contribution analysis of the design, implementation, context (external factors), structure (internal factors as organisational structure and management) and results of the intervention.

The evaluation desk review took place in March 2015, the Field mission in April/May 2015, and the Reporting phase in May and July 2015.

Purposeful sampling strategy for the field visits:

Taking into consideration all the coverage of the projects and the duration of the field mission, the definitive sites to visit were decided following a purposeful (qualitative) sampling strategy taking into account a mix of criteria with the ECLAC coordination unit that implied the selection of ESCWA as RC to take into account for the field mission and Lebanon and Jordan as countries to visit.

The criteria used to select the countries for the field visits were:

1. the importance, effort, interest shown during the performance, representation or relevance of the commission or the stakeholders of the project;
2. the existence of successful cases OR NOT;
3. special interest in being evaluated;
4. the type of overall performance;
5. the opportunity and accessibility to stakeholders in April related to the project in the commission during the dates of visits.

3. Analysis and findings

3.1. Relevance

3.1.1. Relevancy and Alignment

RC	1. Poverty	1.b. Employment	2. Education	3. Gender	4. Child Mortality	5. Maternal health	6. Health	7. Environment	8. Partnership	CRVS ^a	SDMX	Standardised metadata	Policy-making ^b
ECA	1		1	1						1	1	1	
ECE	1	1	1		1	1	1	1			1		
ECLAC	1												
ESCAP										1			1
ESCWA		1		1							1		1

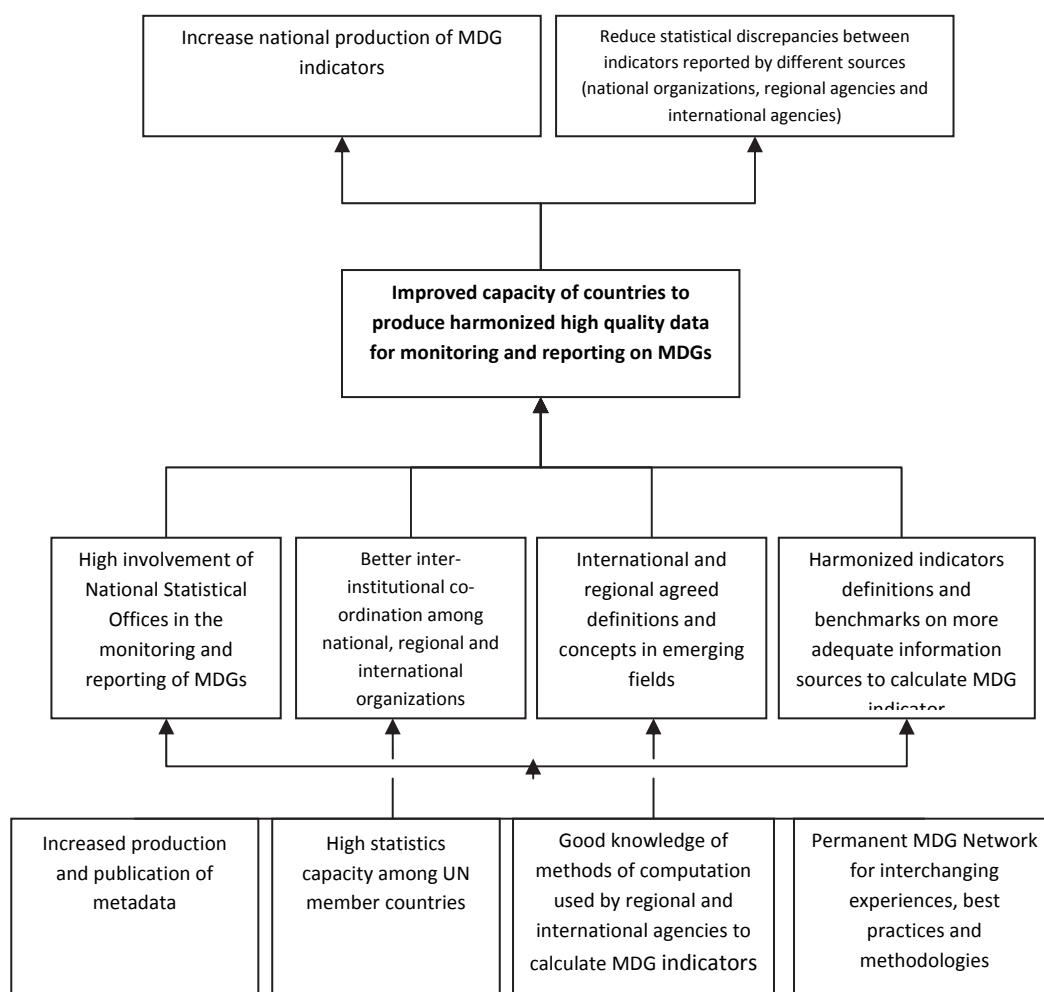
Content of the RC subprogrammes.

Source: Prodoc.

^a Civil registration and vital statistics, population statistics.

^b Producing better statistics for policy-making.

**Figure
Objective Tree**



Source: PRODOC, page 8.

RC Work Programs 2010-2011

ECLAC	<p>The proposal is within ECLAC subprogramme (10). Expected accomplishment: (a) Progress in the implementation of the Strategic Plan 2005-2015 of the Statistical Conference of the Americas (ii) Increased number of countries in the region that make satisfactory progress towards the collection of data and the production of indicators to follow-up on the Millennium Development Goals; and (b) Increased technical capacity of ECLAC Member States to monitor economic, social and environmental trends and to formulate evidence-based policies.</p>
ESCAP	<p>The project contributes to ESCAP subprogramme 7 (Statistics) Expected accomplishment (c) Increased capacity of ESCAP member States to produce comparable and gender-disaggregated data in accordance with internationally agreed standards and good practices.</p>
ECA	<p>The project contributes to ECA subprogramme 9 (Statistics) of programme 14 (Economic and social development in Africa); and subprogramme 5 (Statistics) of programme 7 (Economic and social affairs).</p>

ECE	The project contributes to ECE subprogramme 3 (Statistics). Expected accomplishment: (b) Increased timeliness, comparability, completeness and reliability of macroeconomic, social and demographic statistics, in particular about the less advanced countries of the region and (d) Progress in implementation of international standards and good practices by statistical systems, particularly in less developed countries of the region. This program will particularly focus on countries of South-East Europe and Eastern Europe, Caucasus and Central Asia.
ESCWA	The project contributes to ESCWA subprogramme 5 (Statistics for evidence-based policymaking) Expected accomplishment (b) Enhanced capacity of national statistical offices to produce and disseminate relevant and reliable economic and social statistics, including MDG indicators and gender-disaggregated data on a regular basis. Additionally, in compliance with current international standards and latest recommendations.
DESA	The project contributes to DESA subprogramme 5 (Statistics).

Source: Prodoc page 3.

RC	1. Poverty	1.b.. Employment	2. Education	3. Gender	4. Child Mortality	5. Maternal health	6. Health	7. Environment	8. Partnership	CRVS ^a	SDMX	Standardised metadata	Policy-making ^b
ECA	1		1	1						1	1	1	
ECE	1	1	1		1	1	1	1			1		
ECLAC	1												
ESCAP										1			1
ESCWA		1		1							1		1

Content of the RC subprogrammes

Source: Prodoc.

^a Civil registration and vital statistics, population statistics

^b Producing better statistics for policy-making

Table
Work of the Regional Commissions previous to the project

ECLAC	working with all cross cutting themes contained in the MDGs, monitoring indicators for the LAC region, undertaken data availability and discrepancy studies among national and international MDG data has conducted capacity building activities for strengthening the monitoring capacities of countries to track progress towards the fulfillment of the MDGs, and has identified MDG statistical conciliation strategies.
ESCAP	worked extensively to build national statistical capacity to improve the quality and coverage of MDG indicators, and the documentation, dissemination and archiving of underlying survey and census data sets. To understand the inconsistencies between national and international MDG indicator values, ESCAP organized a consultative workshop in 2006, conducted case studies in 2008, and organized another workshop together with UNSD in 2009.
ECA	improvement of the capacity of its member states to report on progress made towards the monitoring and evaluation of MDGs. These activities include an assessment of discrepancies between national and international estimates, improving the capacity to monitor MDGs at sub national levels. Two major activities were undertaken during the last biennium namely a workshop and two case studies in African countries. The first consisted of a <i>Workshop on Coordination of Reporting Mechanisms and Data Discrepancies in MDG Monitoring</i> held in Kampala, Uganda, from 05 to 08 May 2008. The second activity consisted of an in-depth review of data availability for each MDG indicator at the national level as compared with the information available in the global MDG database; identification of potential sources of discrepancies between the two sources; and proposal for potential remedial measures for the conciliation of national versus international data on MDGs.

ECE	An assessment of the capacity of these countries to produce MDG-relevant indicators highlighted important data gaps in the countries' monitoring systems. Also a comparison of countries' estimates for the MDG indicators with international figures revealed important discrepancies that need to be investigated so as to identify and address the reasons for these discrepancies.
ESCWA	working on various subjects related to improving availability and quality of data and metadata, resolving discrepancies between national and international sources, monitoring and reporting on MDGs. Technical assistance to resolve methodological problems is also being carried out through country missions and capacity building workshops. Use of DevInfo tool to enhance collaboration in exchange of data within the statistical system and through SDMX registers with the UN agencies. ESCWA has also initiated the Arab MDG Network to identify key producers of statistics at the national level, interconnecting them with regional and global focal points in the UN system.

Source: PRODOC, Pages 4-6.

The project was perceived as relevant by the beneficiaries. Even if the project had a top down approach, the beneficiaries in general considered that the project was relevant to their needs as they indicated in interviews and surveys.

B.3/E.8 How relevant were the contents of the seminars and workshops in which you participated to the needs and priorities of your country in relation to international MDG statistics/indicators/measures?

	1. Very Low	2. Low	3. High	4. Very High	Average	Num of responses
ECA	0	0	4	3	3,4	7
ECE	0	0	6	4	3,4	10
ECLAC	0	0	18	5	3,2	23
ESCAP	0	0	0	1	4,0	1
ESCWA	1	1	3	13	3,6	18
SUM AND AVERAGE	1	1	31	26	3,4	59
Percentage on the sum	1,7%	1,7%	52,5%	44,1%		

Perception from the beneficiaries.

As indicated in the previous table, in general the beneficiaries indicated a high or very high relevant seminars and studies. When asked to indicate to How relevant were the contents of the seminars and workshops in which they participated to the needs and priorities of their countries in relation to international MDG statistics/indicators/measures we had 59 responses. On a scale 1 to 4, where 1 is very low and 4 is very high, 96,6 per cent of the beneficiaries reported that the relevancy was high or very high, where 52.5 per cent indicated high and 44.1 per cent indicated very high relevancy. This tendency can be observed in all the Regional Commissions.

The perception from the interviews to beneficiaries went in the same direction, that due to their needs; the content of the workshops was relevant even if some of them indicated that they had not enough consultation on the project or its content.

Relevance of the workshops for the beneficiaries

BP. 2/E.23 How relevant/useful were the publications and studies you are acquainted with relation to the needs and priorities of your country?

Answer Options	1. Not Relevant	2. A Little Relevant	3. Somewhat Relevant	4. Very Relevant	Average	Number
ECA	0	0	0	13	4,0	13
ECE	0	0	4	17	3,8	21
ECLAC	0	1	11	5	3,2	17
ESCWA	0	0	3	11	3,8	14
ESCAP	0	0	0	1	4,0	1
SUM	0	1	18	47	3,7	66
PERCENTAGE	0,0%	1,5%	27,3%	71,2%	98,5%	

How relevant/useful were the publications and studies you are acquainted with relation to the needs and priorities of your country?

As indicated in the previous table, in general the beneficiaries indicated somewhat or very relevant publications and studies. When asked to indicate to How relevant/useful were the publications and studies you are acquainted with relation to the needs and priorities of your country we had 66 responses. On a scale 1 to 4, where 1 is not relevant and 4 is very relevant, 98,5 per cent of the beneficiaries reported that the relevancy was high or very high, where 27.3 per cent indicated somewhat relevant and 71.2 per cent indicated very relevant. This tendency can be observed in all the Regional Commissions.

The majority of the beneficiaries interviewed stated that there is a high need for specific assessment missions due to their specific needs. Some of them indicated that they would have liked more continuity in the advisory mission support but they understood that the regional commissions had not many resources to do so. This implies the need to be selective and strategic in the advisory missions.

BTA.2/E30. How relevant was the technical assistance received to the needs and priorities of your country?

Answer Options	1. Very Low	2. Low	3. High	4. Very High	Average	Num
ECA	0	2	2	2	3,0	6
ECE	0	0	1	3	3,8	4
ECLAC	0	0	0	3	4,0	3
ESCWA	0	0	1	0	3,0	1
ESCAP	0	0	1	0	3,0	1
SUM	0	2	5	8	3,4	15
PERCENTAGE	0,0%	13,3%	33,3%	53,3%	86,7%	

Relevance of the technical assistance for the beneficiaries

As indicated in the previous table, in general the beneficiaries indicated a high or very high relevant technical assistance. When asked to indicate to How relevant was the technical assistance received to the needs and priorities of your country we had 15 responses. On a scale 1 to 4, where 1 is very low and 4 is very high, 86.7 per cent of the beneficiaries reported that the relevancy was high or very high, where 33.3 per cent indicated high and 53.3 per cent indicated very high relevancy. This tendency can be observed in all the Regional Commissions.

The perception from the interviews to beneficiaries went in the same direction, the missions were relevant and useful for their countries, even though they would have liked more support in time and issues supported.

3.1.2. Complementarities

In Africa, the Working Group on Development Indicators of the Statistical Commission for Africa (AGDI) has intended to:

-provide technical and financial assistance to improve national capacities for the collection, processing, analysis and use of data for MDG monitoring. The working group is composed of representatives from fifteen countries, ADB and ECA (Secretariat).

-set up of national MDG Coordination Committees and nominating national MDG focal points.

Actually almost all countries have identified MDG focal points and many of them have established MDG committees.

-to promote better involvement of national political authorities (Government, Parliament, Civil Society and the Private Sector) in MDG monitoring. Furthermore, various regional statistical institutions have also adopted collaborative and harmonized approach in the area of improvement of data on development indicators, through various institutional arrangements.

Among these initiatives we have: The initiative taken by the UNECA, AUC and AfDB in partnership with other regional institutions and UN agencies for the improvement of Civil Registration and vital Statistics in the region and the endorsement of the development of the Africa-Info database by the Joint Meeting of the AU Conference of Ministers of Economy and Finance and UNECA Conference of African Ministers of Finance, Planning and Economic Development.

Source: Interviews and Final progress report

Table
Complementary work of the Regional Commissions

ESCAP	ESCAP's work to support the achievement of the MDGs in Asia and the Pacific, funds of the Development Account (DA) project were combined with those of a tripartite ADB/ESCAP/UNDP project especially to promote the use of existing data for policy decision.
ECA	<p>has combined the DA MDG project fund with the DfID project and has also received funds from the African Capacity Building Foundation (ACBF) to develop a statistical training module and deliver training of trainers.</p> <p>has combined DA project funds with the DfID project to organize a two day training workshop on handbooks and tools developed under the two projects, in November 2011 in Yaoundé, Cameroon, in order to orient statistical officers from a few selected countries and statistical training centres on various aspects of these documents. The handbooks were reviewed and validated by experts just before the orientation.</p> <p>has used different project funds to conduct technical assistance missions on MDG monitoring and reporting in its member states. On the same occasion, participants reviewed the first draft study report on new development indicators that are customized to African realities, needs and priorities beyond 2015; the study is under printing and translation.</p> <p>has a MDG joint program with AfDB and AUC and their joint work with the African Statistical Conference, an intergubernamental body with statistical representatives. They have a WG on MDG indicators.</p>
ECE	<p>funds from a DA Tranche 6 project 'Supporting Millennium Development Goals-based development strategies through integrated regional action' were used for covering the travel and DSA of participants from Armenia and Moldova to the Regional Workshop on Poverty Indicators held in 2011 in Almaty. ILO and World Bank covered the costs of their staff to provide training at this workshop. In addition, funds from the Albania One UN Coherence Fund were used for covering some expenditures of the 'Workshop on Education Indicators for Millennium Development Goals' held in Albania in 2012.</p> <p><u>7th Tranche funds</u> covered the costs of organizing the workshop, including translation and interpretation in English, Albanian and Russian, and the travel costs of one UNECE staff member. Furthermore, the travel and DSA for participation in the workshop and study tour of representatives of six countries was covered by this 7th Tranche project. These funds were also used to cover the costs of a two day capacity building mission an in-depth review of education and population indicators at the Institute of Statistics and the Ministry of Education of Albania (two days preceding the workshop). Travel cost and DSA of one and the DSA of a second staff member from the UNESCO Institute of Statistics were funded from the same funds (the travel of the second staff member was covered by UNESCO).</p>

Source: Final progress report and interviews.

Partners during the implementation of the project

Table
Partners of the RC

		ECA	ECE	ECLAC	ESCAP	ESCWA	Sum
1	ADB				1		1
2	AECID			1			1
3	AFDB	1				1	2
4	AUC	1					1
5	FAO			1			1
6	Health Metric Network (HMN)				1		1
7	ILO		1	1		1	3
8	Metadata Technology Group					1	1
9	PAHO/HMN/WHO			1	1		2
10	Plan International				1		1
11	UNDP		1		1		2
12	UNESCO		1	1			2
13	UNFPA			1	1	1	3
14	UNICEF			1		1	2
15	UNSD			1		1	2
16	UQ HIS Knowledge Hub				1		1
17	WB			1			1
	total	2	3	9	7	6	27

The beneficiaries perceived the existence of complementarities between the project and other national processes as we can see in the following questions-

B2/EB9. How would you assess the complementarities and / or synergies between the seminars/workshops you attended and other ongoing governmental initiatives on MDG statistics/indicators within your country?

Answer Options	1.Very Low	2.Low	3.High	4.Very High	AVERAGE	NUM RESPONSES
ECA	1	0	3	3	3,1	7
ECE	0	0	8	2	3,2	10
ECLAC	0	0	20	3	3,1	23
ESCAP	0	0	0	1	4,0	1
ESCWA	1	0	3	14	3,7	18
SUM	2	0	34	23	3,3	59
PERCENTAGE	3,4%	0,0%	57,6%	39,0%	96,6%	100,0%

Complementarities for the beneficiaries.

Source: Surveys to beneficiaries.

As indicated in the previous table, in general the beneficiaries indicated a high or very high relevant technical assistance. When asked to indicate to *How would you assess the complementarities and / or synergies between the seminars/workshops you attended and other ongoing governmental initiatives on MDG statistics/indicators within your country*, we had 59 responses. On a scale 1 to 4, where 1 is very low and 4 is very high, 96.6 per cent of the beneficiaries reported that the relevancy was high or very high, where 57.6 per cent indicated high and 39 per cent indicated very high relevancy. This tendency can be observed in all the Regional Commissions.

Most of the beneficiaries interviewed stated that there were complementarities between the events they attended and other ongoing initiatives between their governments and other UN agencies or international agencies. Some of the most cited agencies were UNICEF and UNFPA.

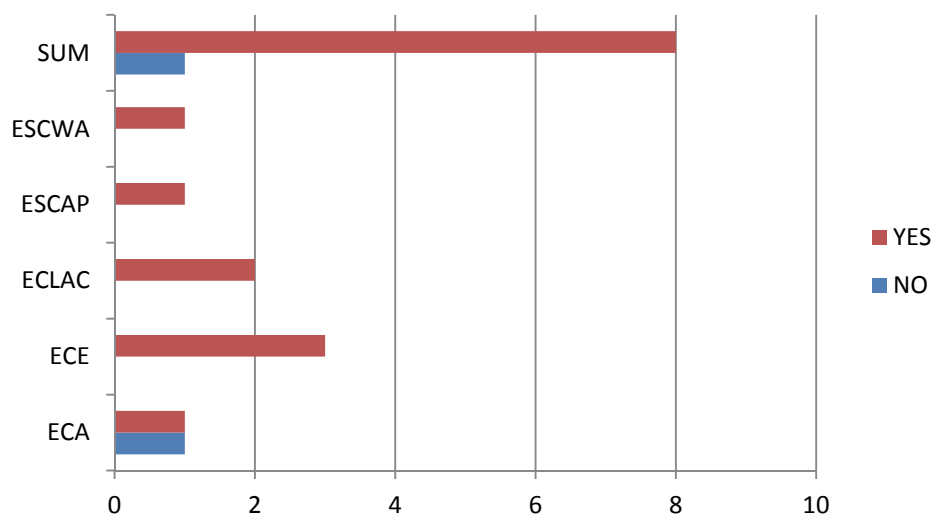
BTA. 4/18. Were there any complementarities or synergies between the technical assistance received, and other ongoing governmental initiatives of your country related to the measurement and reporting of MDG statistics/indicators?

	NO	YES	num
ECA	1	1	2
ECE	0	3	3
ECLAC	0	2	2
ESCAP	0	1	1
ESCWA	0	1	1
SUM	1	8	9

Complementarities or synergies in the technical assistance by the beneficiaries

As indicated in the previous table, in general the beneficiaries indicated a high or very high relevant technical assistance. When asked to indicate to *Were there any complementarities or synergies between the technical assistance received, and other ongoing governmental initiatives of your country related to the measurement and reporting of MDG statistics/indicators?* We had 9 responses. 8 out of 9 responses indicated in an affirmative way.

Most of the beneficiaries interviewed stated that they did not know nor had not many other opportunities to receive technical assistance from other international agencies for similar contents.



Complementarities or synergies in the technical assistance by the beneficiaries

BTA. 5/In case your answer was “yes”, please provide specific examples.

The beneficiaries explained that these complementarities were oriented to improve the data analysis, identify common problems, to collaborate with other departments in charge of MDG, to achieve MDG dis-aggregation at sub national level and to complete MDG data bases.

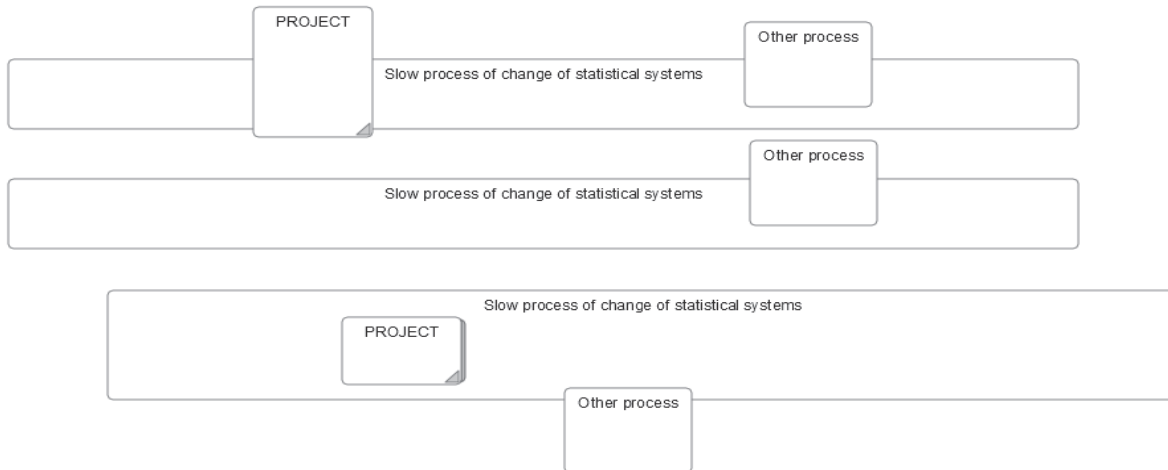
3.2. Effectiveness

1. To what extent did the project achieve the activities, goals and objectives outlined in the project document?

One of the biggest challenges in this kind of projects is being strategic so as to achieve the enough coherence inside the project and with other similar projects, for integrating, focusing and prioritizing. This coherence permits to concentrate all the efforts in the same direction so as to try to accelerate the slow process of change of the statistical systems.



Situation with coherency and strategy



Situation without strategy and coherency

Implemented theory of program of the project

The contribution analysis checks the clarity of definition, articulation, sequencing of the different parts of the intervention logic. We consider the process of implementation of the activities but also the capacities for implementation and the contextual aspects.

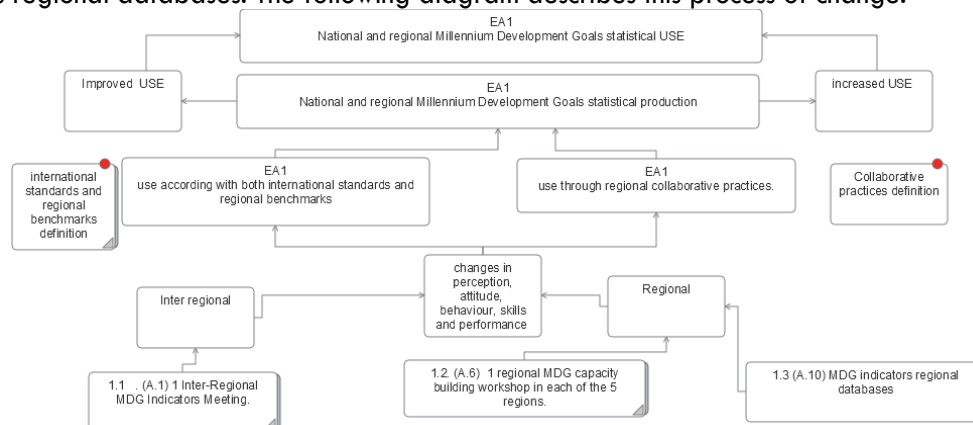
In relation to the contextual aspects we must point out that even if some of them were considered in the Prodoc, when describing the Risks of the project, they have not been systematically considered during project implementation and in the progress reports.

The identified Risks were 1. *Low commitment in the countries with the Millennium Development Goals can entail low production of reliable and relevant MDG information.* and 2. *Lack of political support to statistical activities at the country level can lead to poor data recording, storage and dissemination, making it difficult to produce harmonized statistics.*

The fact of including these aspects as external risks to the project we can observe how the demand side of the use of statistics data is outside of the core of the project and outside of its sphere of control. These risks and assumptions are repeated in all the EAs, but they have not baseline nor SMART indicators and they were not clearly defined and followed up during the process reports.

Intervention logic for Expected Achievement 1/EA1 *Improved and increased national and regional Millennium Development Goals statistical production and use, according with both international standards and regional benchmarks, through regional collaborative practices.*

In this EA the expected change was *Increased production and publication of metadata that permitted higher involvement of National Statistical Offices in the monitoring and reporting of metadata at inter-regional level through 1.1 (A.1) 1 Inter-Regional MDG Indicators Meeting, and at regional level through 1.2. (A.6) 1 regional MDG capacity building workshop in each of the 5 regions and 1.3 (A.10) MDG indicators regional databases.* The following diagram describes this process of change.



The theory of action of this EA is lacking the explicit consideration of ways to mitigate some barriers or contextual elements that could avoid the achievement of the EA. We are referring to explicit approaches to support the demand's side of the use of statistic data, and to increase the *commitment in the countries with the Millennium Development Goals and the political support to statistical activities at the country level.*

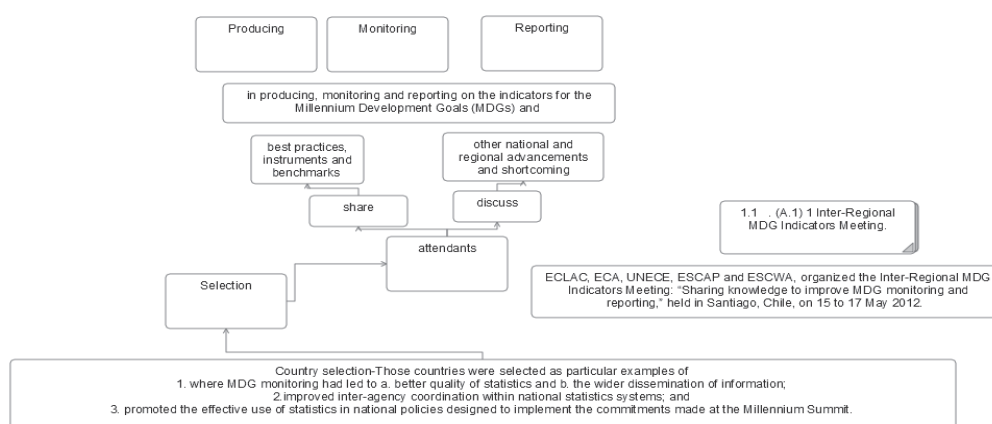
The following was the Indicator-*Increased number of countries and national agencies producing Millennium Development Goals indicators in a regionally coordinated manner, using common statistical definitions, methodologies and metadata format.*

This indicator was quantitative and there was not information on it from the five RCs.

Sources of information: *At the country level: National MDG reports and databases, National Statistical Offices and national organism in charge of producing national progress reports. At the regional level: regional MDG reports and databases. At the international level: international MDG reports and databases. The sources were not clear and repeated for all the indicators.*

1.1 (A.1) 1 Inter-Regional MDG Indicators Meeting. Organizing an interregional Millennium Development Goal indicators meeting to share and discuss best practices, instruments, benchmarks and other national and regional advancements and shortcomings. The meeting was held in ECLAC consecutively with the Millennium Development Goal Inter-Agency Expert Group Meeting taking advantage of the attendance of International Agencies in charge of the global MDG monitoring and of DESA, who coordinates the Group.

We must take into consideration the process of change that started with the selection of attendants, the discussion and sharing of experiences. The following diagram describes this process of change.



The overall perception of the attendants to the meeting was very good. Concerning the substantive contents and the usefulness of it, the meeting was given high scores (only excellent and good). According to the answers the meeting also met the initial expectations at 100%, and 55% of the delegates considered that the subjects presented and discussed during the meeting were very useful for the work of their institution.

As for how to improve the meeting and on suggestions on which topics to be addressed in greater depth, many delegates coincide in the need of addressing the production of metadata, deepen the discussion on the agenda beyond 2015 and extending the analysis on the use of data for policy analysis (including practical examples on how national statistical systems are increasing political will to use data). Additionally, some delegates mentioned the need to expand the discussion on how to make the MDGs achievements visible at the community level and the necessity to address in more detail the development of Databases to disseminate MDG statistics.

In relation to what experiences and best practices were especially important vis-à-vis the attendant's country's needs. The experiences of countries in the dissemination of MDG indicators through implementing and maintaining statistical databases were highlighted by many delegates as very useful. (Devinfo or other software). The experiences of Mexico and Armenia were specifically mentioned. Practices on production and dissemination of metadata were also broadly mentioned as very valuable. Most delegates also mentioned that the experiences in institutional coordination for MDG monitoring and reporting and the practices of cooperation between data users and data producers were very helpful for the work undertaken in their own countries.

Additionally, delegates listed the following practices as the most important for improving their country needs:

- Experiences of some countries in monitoring MDG at sub national level, and particularly the experience of Philippines in implementing the Community based Monitoring System.
- Inclusion of the MDG in National Development Strategies and Sectoral plans.
- Development of strategies to fill up MDG data gaps.
- Advocacy activities to disseminate the MDG among politicians, NGO, academy and the civil society.
- Inclusion of MDG indicators in national periodical publications.
- Public consultation carried up in the African region among countries to enrich a regional post 2015 agenda.

On the organisation of the event, 85% of the participants considered that the duration of the sessions was excellent or good. The infrastructure and the interpretation service were also given high scores. 95% of the delegates stated that the support given by the regional commissions to facilitate their participation in the event was excellent or good.

What worked well and what could be improved.

In general, the participants evaluated the organization of the meeting as excellent.

Regarding the duration of the sessions, some participants believe that the time for discussion should have been longer. It was suggested that the discussion time may have been structured around some key questions in addition to talking about the issues raised in the country presentations.

With respect to the interpretation, one delegate mentioned that there were problems with the Russian –Spanish translation service. Another participant suggested that there should have been translation in French.

Problems with food availability were also mentioned indicating that the cafeteria offered only a small number of choices.

Organizational aspects of the workshop

Even though many delegates coincide in pointing out that presentations were very good, it was also mentioned that it was a pity that some countries miss the point of presenting on the topic of the session and instead gave a general presentation on MDG progress, recurring problem at meetings that involve country reports. He/she suggested that it would be good to continue to explore on how to improve obtaining inputs from country representatives on specific themes.

One participant recommended extending the duration of the meeting.

Other works undertaken by the Regional Commissions**Other technical cooperation activities in the field of MDG monitoring would you suggest that the Regional Commissions undertake in the future?**

The following suggestions were made:

- Regularly provide spaces to exchange information and good practices among countries.
- Carry out training activities to improve country capacities in data reporting and preparing MDG country reports.
- Carry out training activities in Metadata production.
- Carry out training activities in statistical literacy.
- Assist countries in the development of MDG indicators databases and metadata dissemination.
- Host meetings to discuss the designing of the MDGs beyond 2015 agenda.
- Host meetings for strengthening cooperation between data producers and users.
- Continue to carry out regional seminars.
- Help in the translation of documents, handbooks and other relevant materials useful for countries from different regions.
- Carry out assessments of data quality according to international recommendations in the countries.

Most significant outcomes of the workshop/seminar/course

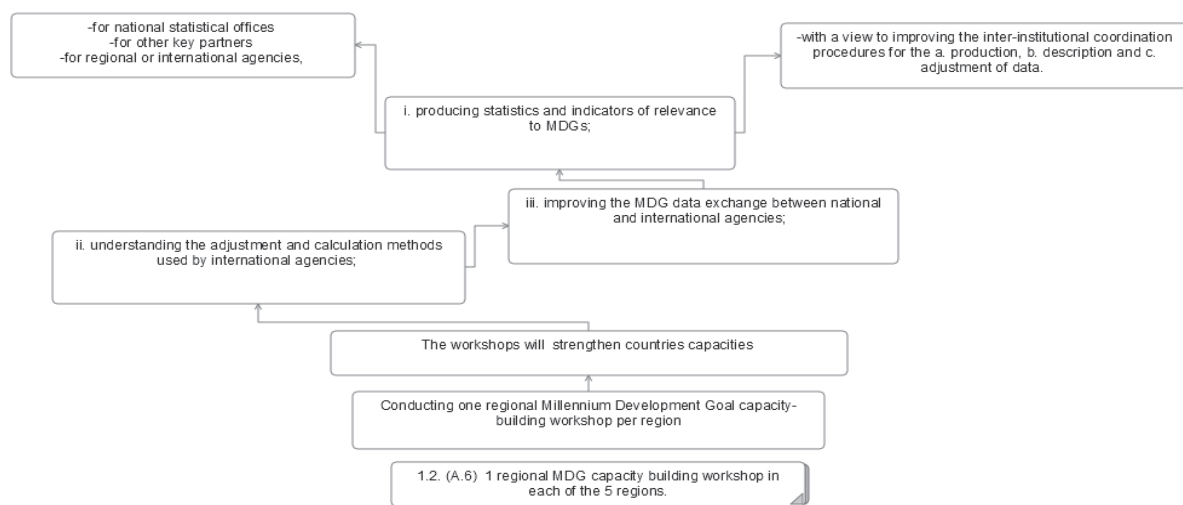
Delegates mostly appreciated the exchange and sharing of information among different regional commissions and countries from diverse regions. Raising awareness on the definition of the Post 2015 monitoring framework process was also pointed out by almost all delegates as a significant outcome of the meeting. Furthermore participants mentioned that learning from standardization of metadata and from the development of databases was very useful. The discussion on creating sustainable statistical capacities in order to continue monitoring the MDGs and addressing how to move forward to improve MDGs production and reporting were also highlighted as relevant results of the meeting.

1.2. (A.6) 1 regional MDG capacity building workshop in each of the 5 regions. It was intended to conduct one regional Millennium Development Goal capacity-building workshop per region, for national statistical offices and other key partners as well as for regional or international agencies, with a view to improving the inter-institutional coordination procedures for the production, description and adjustment of data.

This was one of the main activities of the project, holding regional workshops to strengthen countries' capacity to produce statistics and indicators of relevance to MDGs, understand adjustment and calculation methods used by international agencies, and improve MDG data exchange between national and international agencies.

UNECE, ESCAP and ESCWA organized more events than foreseen in the original project, training experts from a larger number of countries. This was possible through savings from various budget lines, through contributions from member States, and through the establishment of alliances with other actors working in the statistical arena in the region.

The workshops were thereby intended to strengthen countries capacities at three levels: **i. relevant statistics and indicators production**; **ii. adjustment and calculation methods used by international agencies understanding**; **iii. MDG data exchange between national and international agencies**. The following diagram describes this process of change.



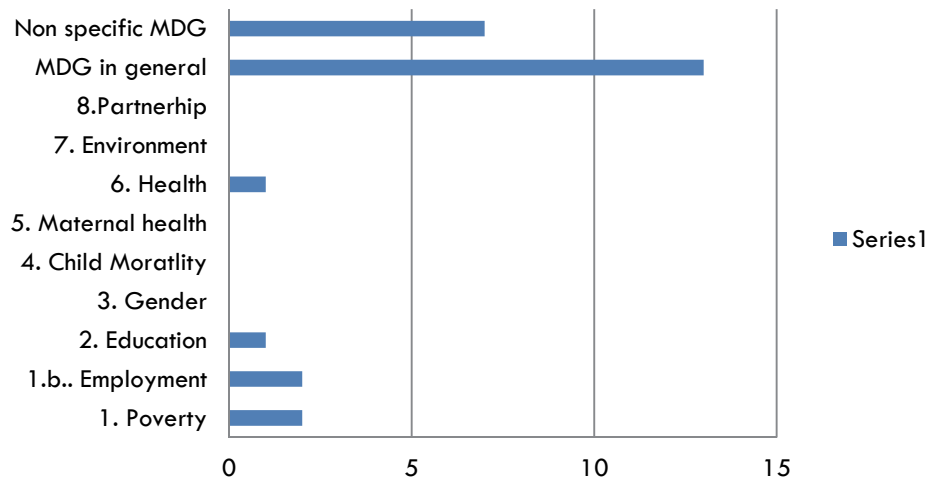
But the implementation of this activity was more focused, in this order, first in the understanding of methods and discrepancies and the data exchanges than second in the support of the production of statistics. This last was more supported through advisory missions.

	ECA	ECE	ECLAC	ESCWA	ESCAP	total
Regional Workshops and seminars	1	3	1	7	3	15

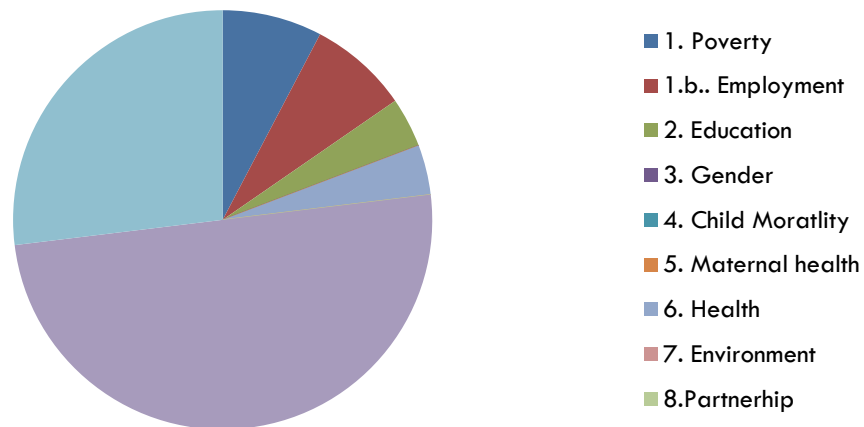
Implem. Partner	N	Place/date	Date	Workshop
UNECA	1	Lusaka, Zambia	July, 2012	Regional capacity building workshop on writing metadata for development indicators
	2	Almaty, Kazakhstan	September, 2011	Regional workshop on poverty and employment indicators of the Millennium Development Goal 1
	3	Tirana, Albania	November, 2012	Workshop on Education Indicators for Millennium Development Goals
UNECE	4	Geneva, Switzerland	December, 2013	Seminar 'The way forward in poverty measurement'
ECLAC	5	San José, Costa Rica	January, 2011	Taller sobre el monitoreo de los ODM en América Latina (In collaboration with UNSD)
	6	Bangkok, Thailand	October, 2011	Workshop "Effective use of statistical data for policy analysis and advocacy in Asia and the Pacific: Building on success"
	7	Thimphu, Bhutan	June, 2012	Training Workshop on Producing disaggregated MDG-related statistics using Bhutan Multiple Indicator Survey (BMIS) micro-data
ESCAP	8	Thimphu, Bhutan	April, 2013	Consultative workshop on Producing disaggregated MDG-related statistics using BMIS micro-data
	9	Amman, Jordan	July, 2011	Workshop: Use of SDMX in DevInfo for MDG Data Reporting
	10	Amman, Jordan	July, 2011	Expert Group Meeting on Data and Metadata Reporting
	11	Beirut, Lebanon	July, 2012	Workshop: MDG Data Reconciliation: Employment Indicators
	12	Amman, Jordan	September, 2012	Workshop: Effective Use of Statistics for Policy
	13	New Delhi, India	July, 2013	Expert Level: Advanced Lab Training and Web/CD Data Presentation Package, DevInfo Training lab
	14	Casablanca, Morocco	December, 2013	Training Workshop on SDMX tools for MDG Data Reporting
ESCWA	15	Cairo, Egypt	December, 2014	Training Workshop on demographic methods for assessing the completeness of death registration

All the existing assessment reports –see the part on Monitoring - indicate a high level of satisfaction of the beneficiaries. An important part of the workshops were not on specific MDGs, but on MDGs in general. When dealing with specific MDGs, We can observe that the content of the workshops did not cover explicitly all the MDGs. They are concentrated in poverty, employment, education and health.

Content of the workshops in relation to MDG thematic

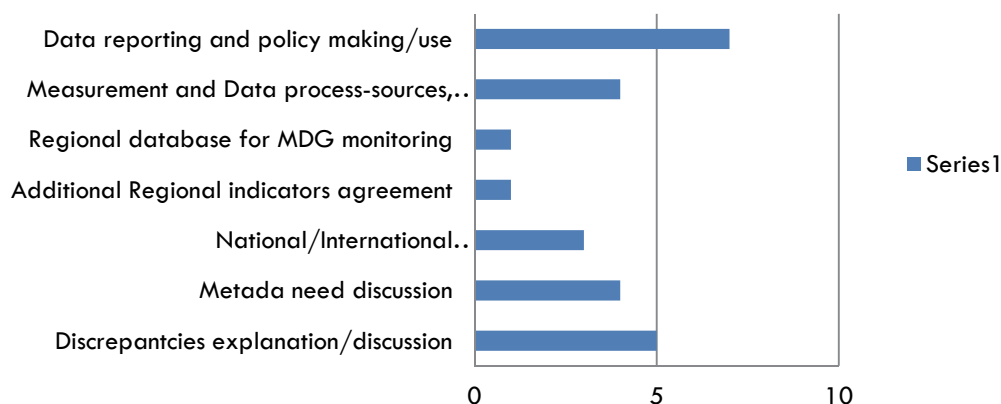


Content of the workshops and seminars in relation to MDGs



The content of the workshops and seminars was, in this order, on 1. Data reporting, 2. Discrepancies, 3. Meta data, 4. Data analysis, 5. National/international exchanges.

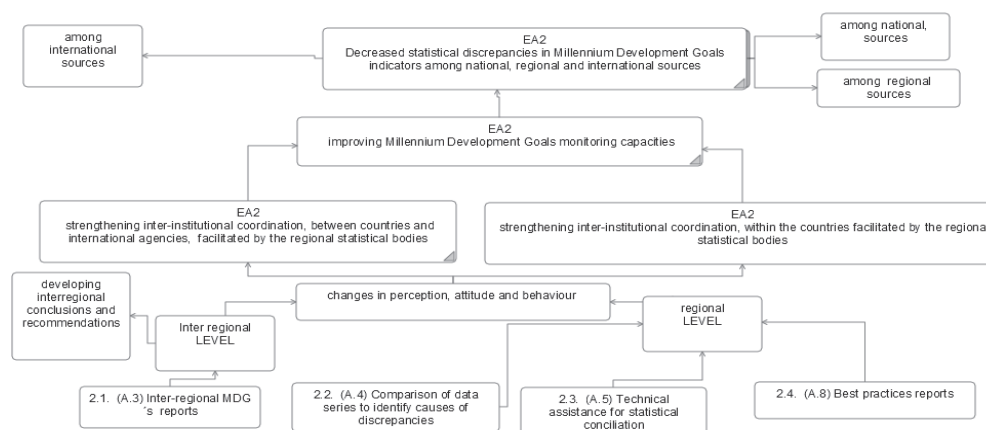
Content of the seminars and workshops



EA2 Decreased statistical discrepancies in Millennium Development Goals indicators among national, regional and international sources, improving Millennium Development Goals monitoring capacities and strengthening inter-institutional coordination, within the countries, and between countries and international agencies, both facilitated by the regional statistical bodies.

This EA2 was oriented to increase capacity to clarify and harmonize data at inter-regional level through 2.1. (A.3) Inter-regional MDG's reports, and at regional level through 2.2. (A.4) Comparison of data series to identify causes of discrepancies and 2.3.(A.5) Technical assistance for statistical conciliation and 2.4 (A.8) Best practice reports. The following diagram describes this process of change.

The following diagram describes this process of change.



The inter-regional processes have not been implemented as expected nor linked to the regional processes. There were not inter-regional conclusions and recommendations. The main processes of this EA at regional level are discrepancies understanding, TAM and best practices. These processes have not been explicitly articulated and sequenced so as to increase the strengthening of the capacities to make possible the reduction of discrepancies. Finally this EA2 has not considered during the implementation the already mentioned external risks.

Resolving discrepancies between national and international data was one of the main objectives of the project and the unique commonalities to all of the RCs. To address this issue, it was intended that i. the RCs undertook comparative data studies to identify the causes of discrepancies, ii. carry out capacity building activities in writing metadata, and iii. promote the use of more efficient methods of data transmission (SDMX). In practice the SDMX was not promoted in all the RCs and the three previous activities were not integrated so as to contribute to the reduction of the discrepancies. For example not all the countries focused some of their capacity building activities to metadata. Furthermore not all the regions undertook advisory field missions to address some indicators in detail and resolve statistical discrepancies.

Improving coordination among different data producers and users was also intended to be encouraged. In practice in 2 of the 5 RCs, some reports with the results of the studies were published, but there was not an inter-regional strategy to improve coordination among different data producers and users.

Furthermore, a variety of activities have been undertaken promoting the production of more MDG statistical metadata with common standards.

	Work on meta data
ECA	developed an African Guide to writing metadata for development indicators and undertook a regional capacity building workshop to build the capacity of countries in writing metadata for the development indicators.
ECE	worked in the production of a Handbook on Metadata for MDGs titled 'Getting the Facts Right' which was launched during a workshop on metadata for MDGs in Baku in Azerbaijan and Tbilisi in Georgia in July 2013.
ESCWA	organized an Expert Group Meeting on Data and Metadata to discuss strategic aspects of statistical metadata, the statistical business process cycle, statistical standards and quality assurance frameworks and published a Handbook on Statistical Metadata for the ESCWA region in 2011.

Indicators EA2 (b) Increased and harmonized Millennium Development Goals data and metadata availability in national, regional and international databases through development of regional benchmarks according to international best practices and recommendations. There was not baseline and the indicator was not SMART and there was not follow up of this indicator but of the following ones:

Indicator EA2/Number 1-Increased metadata availability in national reports and databases. Number of national MDG reports and databases which incorporate methodological appendixes.

EA2	UNECE	ECLAC	ESCWA
2012	15,8%	63,2%	16,0%
2014	26,3%	78,9%	24,0%
COUNTRIES	19	19	24

We can observe an increment of these percentages, but should know the tendency and other contextual elements to determine the causal relation with the project. We can say that the project has contributed to this increment. The Metadata can reduce the discrepancies but it is not sufficient, so there could have existed specific indicators on the discrepancies. There was not reference to the results of other activities of this EA, advisory missions, Best practice reports. Only 3 out of the 5 RC reported on this indicator.

Indicator EA2/Number 2-Number of countries which have implemented MDG online information systems or databases. Only one RC, ECLAC, reported on this indicator.

2012: 12 countries have implemented national MDG information systems, have developed national MDG statistical databases or have included modules of MDG indicators in existing indicators databases.
2014: 13 countries have either implemented national MDG information systems, have developed national MDG statistical databases or have included modules of MDG indicators in existing indicators databases. In addition 1 country significantly improved its database.

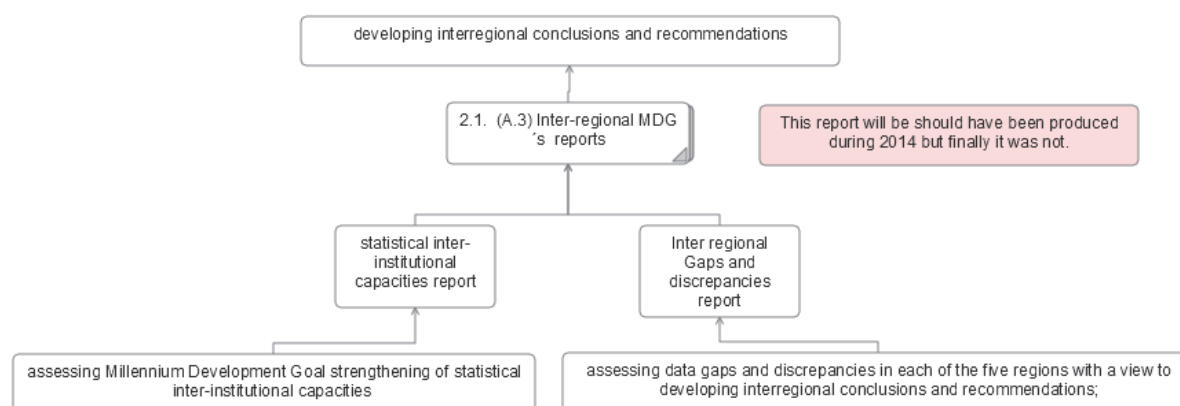
Risks.

Including indicators or following-up on risks and assumptions is not required by the project manager of the DA (DESA), nor is it normally used or requested under UN programme planning, monitoring and evaluation procedures.

- **Low commitment in the countries with the Millennium Development Goals can entail low production of reliable and relevant MDG information.**
- **Lack of political support to statistical activities at the country level can lead to poor data recording, storage and dissemination, making it difficult to produce harmonized statistics.**

These risks and assumptions are repeated in all the EA, they have not baseline not SMART indicators and they were not followed up during the process reports.

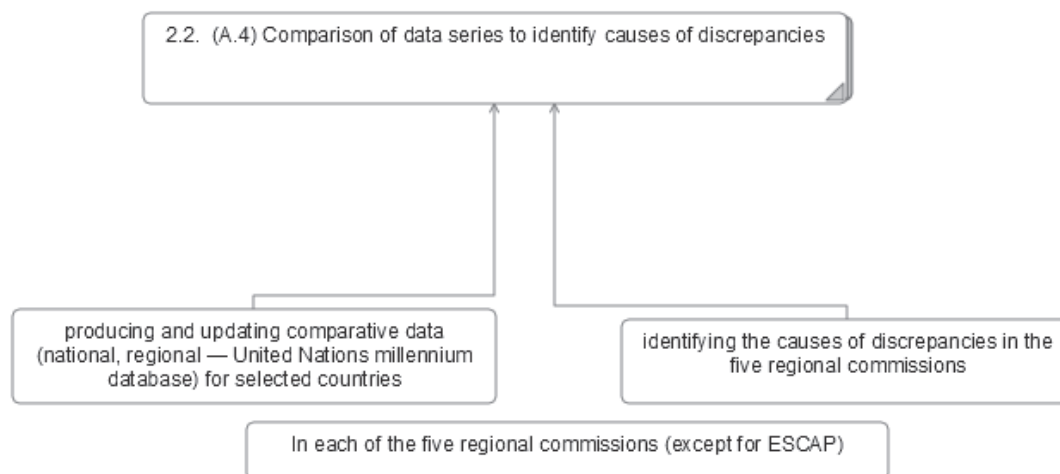
2.1. (A.3) Inter-regional MDG's reports. This activity was oriented to constructing interregional Millennium Development Goals data reports, assessing Millennium Development Goal strengthening of statistical inter-institutional capacities and assessing data gaps and discrepancies in each of the five regions with a view to developing interregional conclusions and recommendations; The following diagram describes this process of change:



This activity was not implemented in this way. As other inter-regional activities the inter-regional considerations were weak and they had nor continuity. Regional Commissions prioritized the production of regional reports focusing on identifying problems and solutions for the countries of each region. More methodological publications were produced (A7), focusing again at regional level and not at inter-regional level.

2.2. (A.4) Comparison of data series to identify causes of discrepancies. In each of the five regional commissions (except for ESCAP), this activity was oriented to producing and updating comparative data (national, regional — United Nations millennium database) for selected countries and identifying the causes of discrepancies in the five regional commissions. After the interviews it was not clear the reason why ESCAP did not participate in this activity.

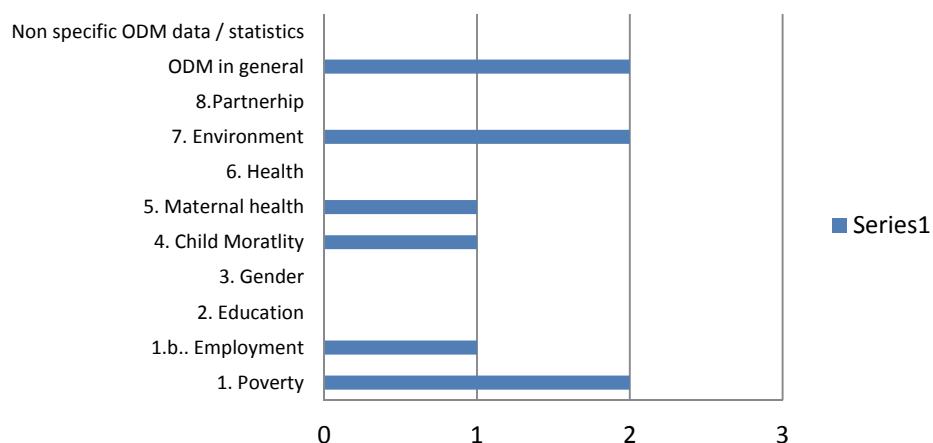
The following diagram describes this process of change:



Four out of five RC have implemented this activity. These reports on discrepancies are appreciated by the beneficiaries that accessed to them and are familiar with them.

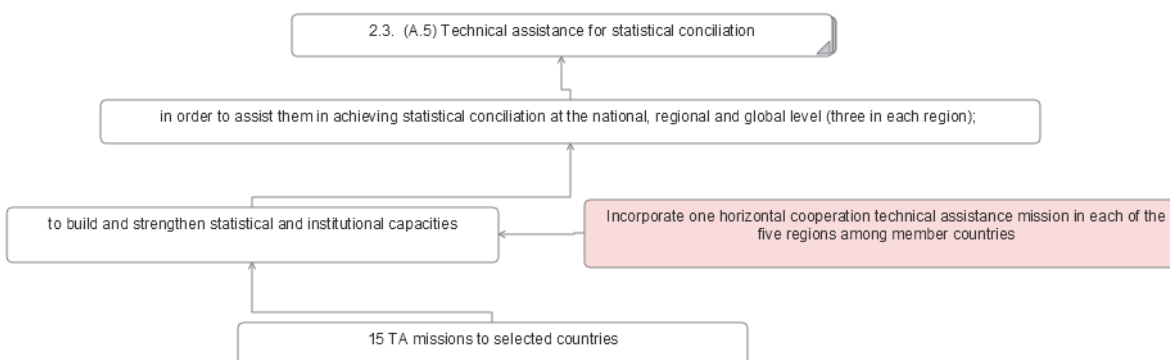
	Publications on discrepancies
ECA	<p><i>Strategies for reducing statistical discrepancies in MDG indicators between national and international sources and between national sources and sub national sources</i></p> <p>- presented at an Expert Group Meeting (EGM) held in November 2011, and at the Third Meeting of the Statistical Commission for Africa (StatCom Africa - III) held in January 2012</p>
ECE	<p><i>"Report on the differences between national and international reporting about MDG 1"</i></p> <p><i>"Report on the differences between national and international data for MDG 7"</i></p>
ECLAC	<p><i>"Types of discrepancy in Millennium Development Goals indicator values and measures for statistical reconciliation: Overall framework and implementation in selected thematic areas and indicators."</i> MDG1: Poverty, Employment, MDG4. Infant Mortality and measles vaccination, MDG5 Maternal Mortality and reproductive health, MDG7 Water and Sanitation.</p>
ESCWA	<p><i>"Millennium Development Goals: data quality and quantity"</i> (E/ESCWA/SD/2012/IG.1/CRP.6).</p>

Content of the publications on discrepancies in relation to the MDG



2.3 (A.5) Technical assistance for statistical conciliation. This activity was oriented to providing technical assistance missions to selected national statistical offices, agencies and sectoral Ministries in order to assist them in achieving statistical conciliation at the national, regional and global levels: It was intended to provide **15 technical assistance missions** to selected countries (NSOs, MDG National Report’s responsible agency and sectoral Ministries) to build and strengthen statistical and institutional capacities, in order to assist them in achieving statistical conciliation at the national, regional and global level (three in each region); Incorporate one horizontal cooperation technical assistance mission in each of the five regions among member countries.).

The following diagram describes this process of change.



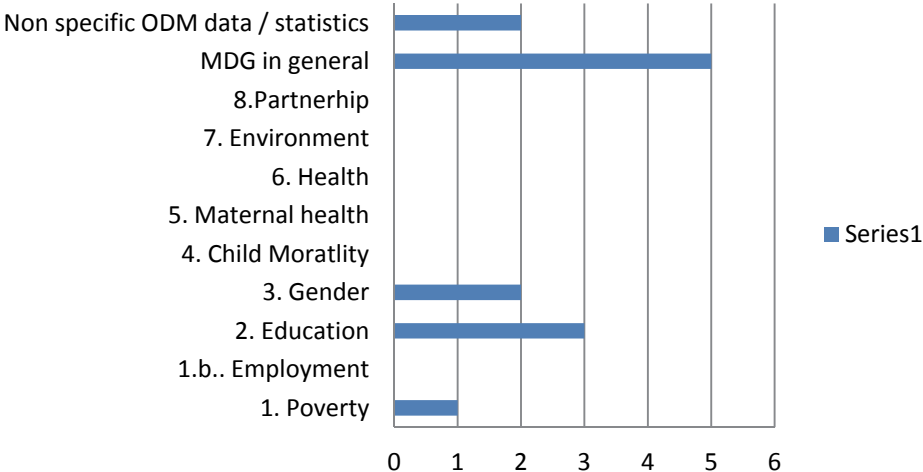
	ECA	ECE	ECLAC	ESCWA	ESCAP	Inter-regional	total
Advisory missions	3	6	5	3	7		24

Three RCs out of five have increased the number of expected TAMs- ESCAP 7, ECE 6 and ECLAC 5 TAMs. The rest of the RCs have implemented 3 advisory missions as expected. There are not any

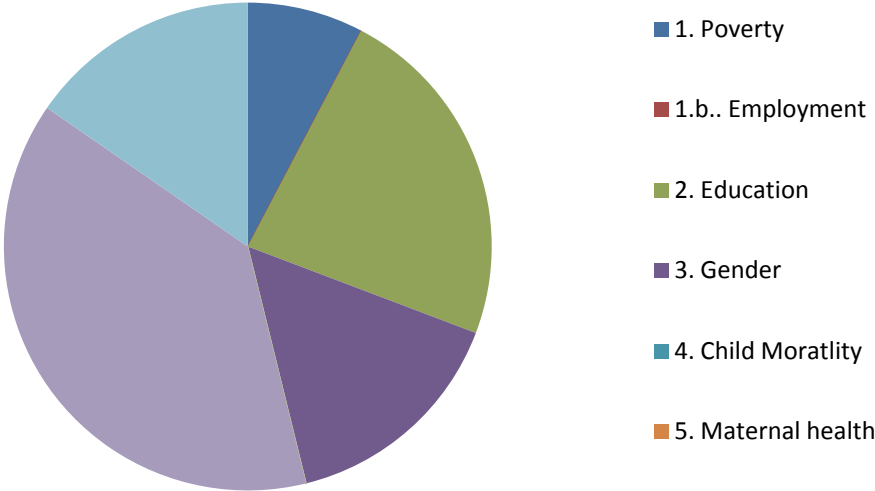
assessments of the advisory missions. Some of the project managers suggested that it was difficult to assess internally the performance of the missions, for two reasons, first, the lack of confidentiality and, second, the always positive feedback from the beneficiaries. There is a room of improvement for the existing assessments of the advisory missions.

Implem. Partner	N°	Country/Date	Type of mission
	1	Tunisia, June 2012	Technical mission on gender statistics and civil registration
	2	Zambia, August 2012	Advisory mission on census and on the Millennium Development Goals indicators
UNECA	3	Senegal, November 2012	Advisory mission on the Millennium Development Goals indicators
UNECA			
UNECE	4	Tirana, November 2012	Technical mission on education indicators (In cooperation with the UNESCO Institute of Statistics)
	5	Armenia, November, 2012	Technical mission on the use of SDMX
ECE			
	6	Armenia, May, 2013	Technical mission on education indicators (In cooperation with the UNESCO Institute of Statistics)
	7	Tajikistan, June 2013	Technical mission on the use of PC-Axis
	8	Azerbaijan, June 2013; Georgia, June 2013.	National capacity building workshops
unece	9	Republic of Azerbaijan, 2014.	Technical assistance mission on education indicators in cooperation with the UNESCO Institute of Statistics.
	10	Mexico, August 2013	Advisory mission on education indicators
	11	Costa Rica, May 2013	Horizontal assistance mission on mortality statistics (In cooperation with PAHO/RELACSIS and INEGI)
	12	Paraguay, September, 2014	Advisory mission on poverty indicators
	13	México, September, 2014	Advisory mission on education indicators
ECLAC	14	Argentina, December, 2014	Advisory mission on the Millennium Development Goals indicators
ECLAC			
	15	Bangladesh, 2011	Technical advisory mission on data collection and dissemination
	16	Nepal, April 2013	Advisory mission on Civil Registration and Vital Statistics
	17	Thimphu, Bhutan, April, 2013	Technical advisory mission on data disaggregation.
	18	Vientiane, Laos, August, 2013	Technical advisory mission on Civil Registration and Vital Statistics
	19	Bhurban, Pakistan, March, 2014	Technical advisory mission on Civil Registration and Vital Statistics
	20	New Delhi, India, June, 2014	Technical advisory mission on Civil Registration and Vital Statistics
ESCAP	21	Pattaya, Thailand, July 2014	Technical advisory mission on Civil Registration and Vital Statistics
ESCAP			
	22	Saudi Arabia, 2012	Advisory mission on the Millennium Development Goals indicators
	23	Egypt, 2013	Advisory mission on the Millennium Development Goals indicators
ESCWA	24	Yemen, 2014	Technical consultation on Millennium Development Goals indicators (via teleconference)

Content of the advisory missions in relation to MDG thematic



Content of the advisory missions in relation to MDG thematic



In the next table we can observe that the TAMs were focused in MDGs in general and specially on MDG 1, 2 and 3.

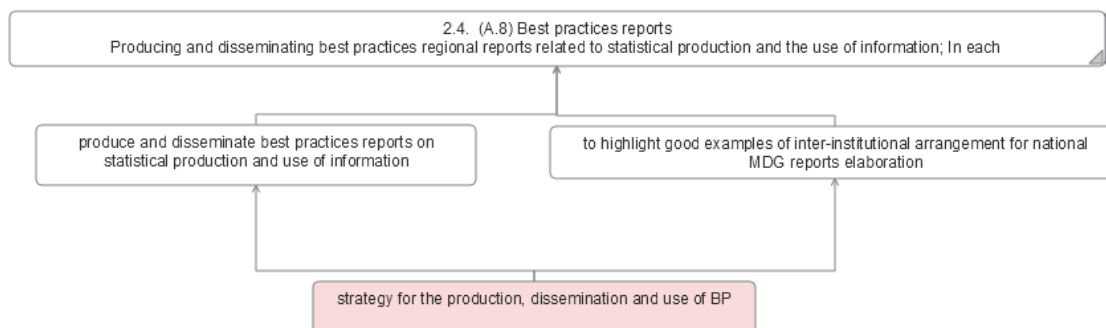
	1. Poverty	1.b. Employment	2. Education	3. Gender	4. Child Mortality	5. Maternal health	6. Health	7. Environment	8. Partnership	MDG in general	No MDG
ECA				X						X	
ECE			X								X
ECLAC	X		X							X	
ESCAP											X
ESCWA										X	

It was intended to incorporate in TAMs a common approach through one horizontal cooperation technical assistance mission in each of the 5 regions.

There is a parallelism between the thematic of the TAM and the thematic of the workshops. Nevertheless, there was not an explicit common approach to i. integrate the TAM with the rest of the activities of this EA and ii. to select the TAM's beneficiaries given the huge needs and the scarcity of resources to implement TAM missions. Finally, 2 out of 24 TAM missions were not directly related to MDGs but to general statistics issues.

2.4. (A.8) Best practices reports. It was intended to produce and disseminate best practices regional reports related to statistical production and the use of information; In each of the 5 regions, produce and disseminate best practices reports related to statistical production and use of information, to highlight good examples of inter-institutional arrangement for national MDG reports elaboration.

The following diagram describes this process of change. It was intended but there was not an inter-regional strategy to produce neither best practices nor a systematization of these reports.

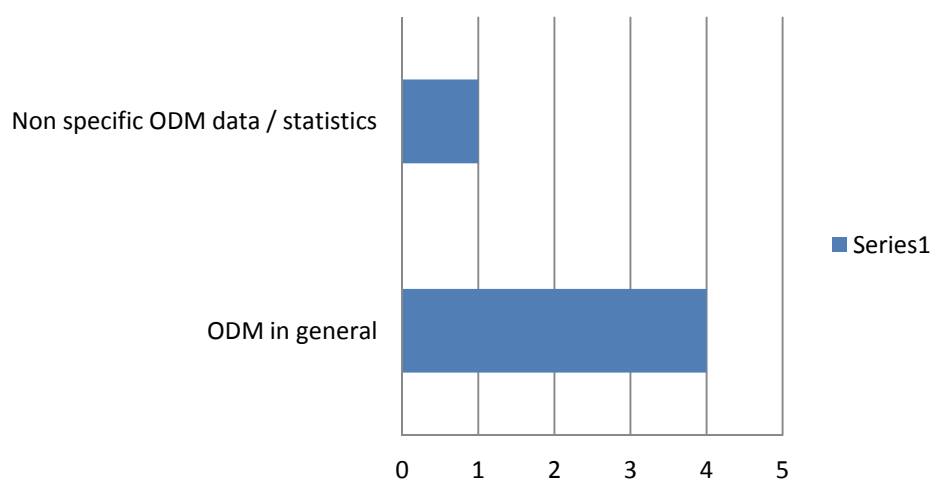


5 BP reports were produced in English and the different regions translated their reports to local languages as Spanish/ECLAC, Russian/ECE, Arabic/ESCWA and French/ECE.

N°	Publication
1	ECA United Nations Economic Commission for Africa. African Centre for Statistics (2011). Best Practices Report on Millennium Development Goals Monitoring and Reporting at National and Sub-National Levels in African Countries. December, 2011.
1	ECE United Nations Economic Commission for Europe (2013). Getting the Facts Right. A guide to presenting metadata with examples on Millennium Development Indicators. Geneva, ECE/CES/29.
3	ECLAC United Nations Economic Commission for Latin America and the Caribbean. Statistics Division (2013). Good practices in monitoring and reporting on the Millennium Development Goals: national lessons from Latin America. Series Statistics LC/L.3564, August 2013.
4	ESCWA Economic and Social Commission for Western Asia (2013). <i>Effective use of statistics in evidence-based policymaking. Conceptual Framework</i> . E/ESCWA/SD/2013/Technical Paper.1. 17 June, 2013. New York.
5	ESCWA Using Devinfo. UNESCWA Edition. A collection on data making a difference (online publication)

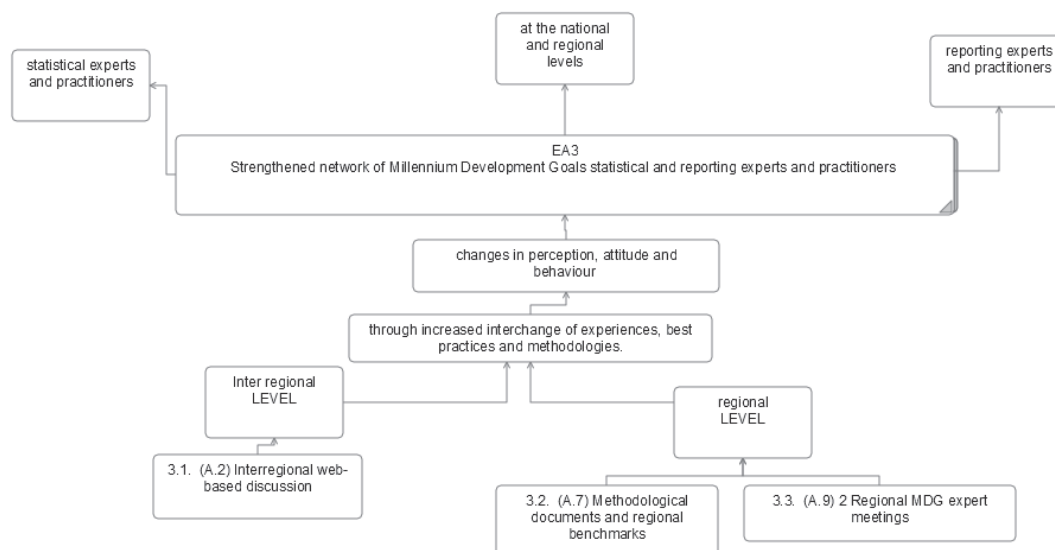
Most of the managers agreed that the Best practice reports were the main publications of the project and that they were the guidelines of other processes, like workshops and advisory missions.

Relation Best practices publications and MDG thematic



EA3 intervention logic. *Strengthened network of Millennium Development Goals statistical and reporting experts and practitioners at the national and regional levels, through increased interchange of experiences, best practices and methodologies.*

The following diagram describes this process of change.



This EA3 was oriented to strengthen the network of Millennium Development Goals statistical and reporting experts and practitioners at the national and regional levels, through increased interchange of experiences, best practices and methodologies. These changes were expected at the inter-regional level through 3.1. (A.2) Interregional web-based discussion, and at regional level through 3.2.(A.7) Methodological documents and regional benchmarks and 3.3. (A.9) 2 Regional MDG expert meetings.

The internal coherence of this EA is low. The relations between the activities and the EA3 are not clear. The network activity was only focused in one RC, the increased interchange activities between RCs were not implemented and the publications were ready but there was not a common strategy of sharing, communication and dissemination.

There were exchanges during the seminars and workshops but apart of the work through the already existing AGDI of ECA- and SCA of ECLAC- there was not a crosscutting strategic approach to strengthen the MDG networking.

EA3 Indicators. (c) *Increased number of Millennium Development Goals indicators users; increased number of institutions participating in the national and regional Millennium Development Goals networks and activities.* (d) *For Latin America and the Caribbean, increased number of national agencies participating in and collaborating with the Millennium Development Goal network and with the Regional Conciliation Strategy.*

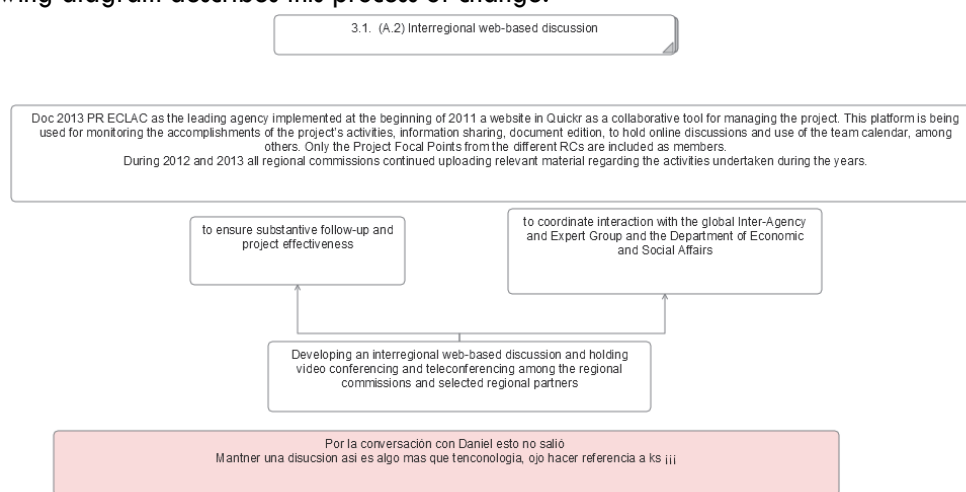
The horizontal relation between the intervention logic EA3 and its Indicators is not clear. The system of indicators do not give complete information to realize if the EA is being achieved as there is not a direct relation between the indicators and the EA. These indicators were not well defined as SMART indicators. There were not baselines and the indicators are mainly numeric for these indicators. This makes difficult to understand the progress and even the meaning of the expected process in relation to 1. the level of interchange of experiences, best practices and methodologies and 2. the level of strengthening of the network of Millennium Development Goals statistical and reporting experts and practitioners at the national and regional levels.

During the implementation similar indicators were used and data was collected from ECLAC but not from all the RC and it is not clear why the EA3 was focused only in ECLAC.

3.1. (A.2) Interregional web-based discussion. *Developing an interregional web-based discussion and holding video conferencing and teleconferencing among the regional commissions and selected regional*

partners, to ensure substantive follow-up and project effectiveness, and to coordinate interaction with the global Inter-Agency and Expert Group and the Department of Economic and Social Affairs;

The following diagram describes this process of change:



This activity was not implemented in this way as the following processes were not implemented- 1. interregional web-based discussion and 2. holding video conferencing and teleconferencing among the regional commissions and selected regional partners, to ensure substantive follow-up and project effectiveness, and to coordinate interaction with the global Inter-Agency and Expert Group and the Department of Economic and Social Affairs;

The substantive follow-up has not been done in a strategic way and is an important room of improvement of the project.

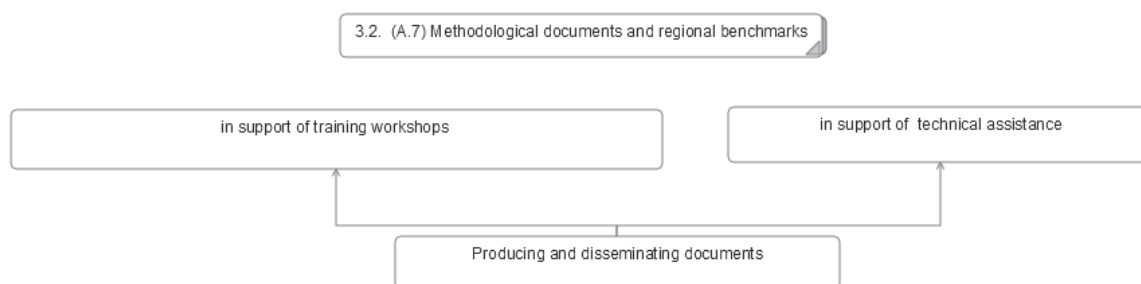
At the beginning of 2011 ECLAC as lead, implemented a website in Quickr as a collaborative tool for managing the project but during the implementation it was not collaboratively used. This platform was intended to be used for 1. monitoring the accomplishments of the project's activities, 2. information and document sharing, 3. to hold online discussions and 4. use of the team calendar. But as commented it was not finally used in this way and the site has served mainly as an ECLAC centralized repository for the project documents. It was focused only in the RC project managers as only the Project Focal Points from the different RCs were included as members.

One of the challenges is that Quick was supposed to support the networking process, but it is not a networking tool but a management tool. The challenges of doing interregional web-based discussion were not considered from the beginning. It was considered more like a technological challenge. We can see that this activity is called MDG inter-regional interface not considering the need to manage, motivate and lead the inter-regional web base discussion. From the beginning, the purpose was not clear.

3.2.(A.7) Methodological documents and regional benchmarks. *Producing and disseminating documents and publications on a regional basis in support of training workshops and technical assistance, including methodologies, best practices and regional benchmarks;*

	ECA	ECE	ECLAC	ESCWA	ESCAP	Inter-regional	total
Methodological Publications and statistical discrepancies studies	3	6	4	5	3		21

The following diagram describes this process of change:



The following are the publications produced by all the RC:

Methodological Publications and statistical discrepancies studies

N°	Publication
1	ECA United Nations Economic Commission for Africa. African Center for Statistics. Regional guidelines on civil registration. Addis Ababa
2	ECA United Nations Economic Commission for Africa. Regional guidelines on preparing vital statistics from civil registration system. Addis Ababa.
3	ECA ECA and AfDB (2013). United Nations Economic Commission for Africa. Registering Death, Assigning and Certifying Cause of Death and Compiling Death Statistics under APAI-CRVS1. PART 1 - Concepts, Approaches and Work Processes on Death Registration. Inception Paper”.
4	ECA United Nations Economic Commission for Africa (2013). African Guide to writing metadata for development indicators Improving the quality of reported statistics”.
5	ECA United Nations Economic Commission for Africa. Handbook on collection, compilation, analysis and use of disaggregated data including those from administrative sources (especially in health and education) in support of advocacy for inclusive policies and programmes and decentralized policy formulation, programme implementation and monitoring.
6	ECE UNECE, Statistical Division. Indicators for Monitoring the Millennium Development Goal 1. Definitions and use in official MDG reports in the UNECE region.
7	ECE UNECE, Statistical Division. Report on definitions adopted by countries for MDG 7
8	ECE UNSD English MDG e-handbook translated into Russian
9	ECLAC Naciones Unidas, Comisión Económica para América Latina y el Caribe (2011). Propuesta de indicadores complementarios para el monitoreo de los ODM: indicadores de acceso a las tecnologías de la información y las comunicaciones. LC/L.3386. CEPAL, Santiago.
10	ECLAC Naciones Unidas, Comisión Económica para América Latina y el Caribe (2013). Indicadores de desigualdad de mediano plazo en América Latina. LC/W.550 CEPAL, Santiago.
11	ECLAC Definición de la Agenda de Desarrollo después de 2015: material de referencia a escala mundial y regional.
12	ESCAP United Nations, Economic Commission for Asia and the Pacific. Promoting the Use of Statistical Data for Policy and Advocacy: Building on Success.
13	18 Improving the quality and use of birth, death and cause-of-death information: guidance for a standards-based review of country practices.
14	ESCAP United Nations, Economic Commission for Asia and the Pacific. Stats Brief, October 2014 (Issue no. 01): Post-2015 sustainable development agenda: Challenges and Opportunities for Statistical Development.
15	ESCWA United Nations, Economic and Social Commission for Western Asia (2013). “e-Metadata Handbook for engendered MDG Arab customized framework “Glsln” (online publication).

Methodological Publications and statistical discrepancies studies

16	ESCWA	United Nations, Economic and Social Commission for Western Asia (2013). "Handbook on Statistical Metadata for the ESCWA region".
17	ESCWA	* United Nations, Economic and Social Commission for Western Asia (2010) Report on Millennium Development Goal and Gender Indicators. E/ESCWA/SD/2010/IG.1/9.
18	ESCWA	UNSD English MDG e-handbook translated into Arabic: "Handbook on Metadata for the ESCWA Region".

This activity was mainly implemented in the designed or desired way, in some cases the publications supported the workshops and in other cases it was the other way round, the workshops produced publications.

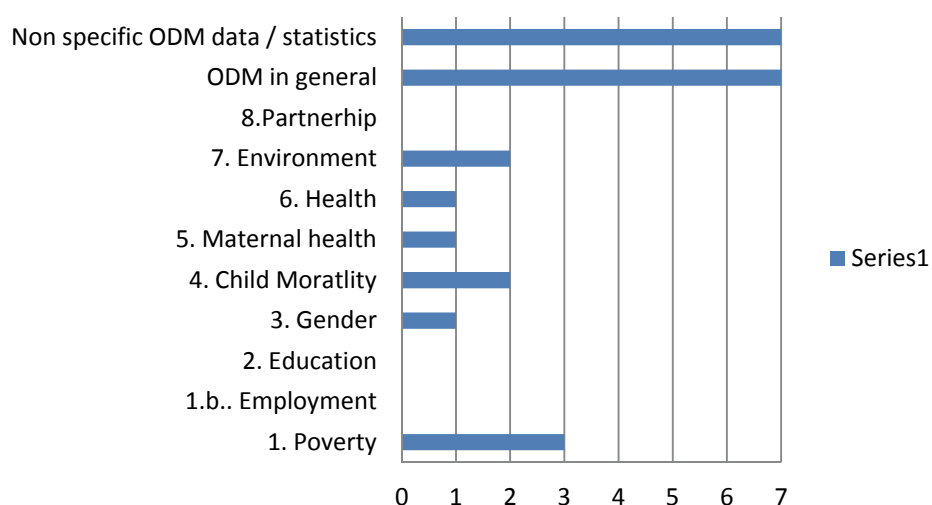
There was not an inter-regional approach for this activity and there was not an inter-regional strategy for dissemination and use of the publications.

The publications were translated to the same language than the BP reports and this is something that was very welcomed by beneficiaries given that the English fluency is not extended.

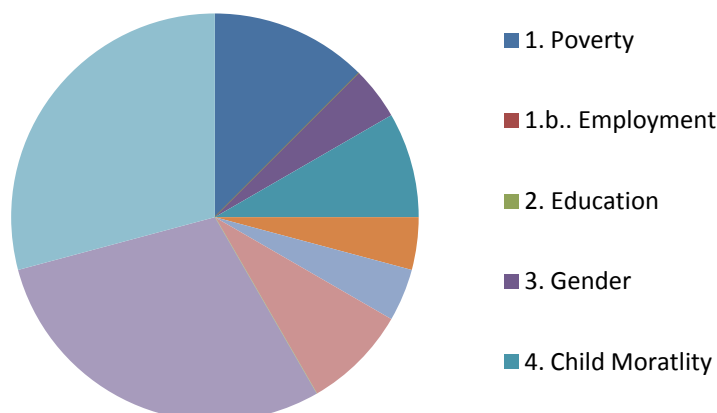
The publications are directly related to the fields of expertise of the RC and there was not an inter-regional strategy for producing, disseminating and using publications even if four out of the nine activities of the project were related to producing publications.

The following four activities were all related to publications' dissemination and use- 2.1. (A.3) Inter-regional MDG's reports. 2.2. (A.4) Comparison of data series to identify causes of discrepancies. 2.4. **(A.8) Best practices reports.** Producing and disseminating best practices regional reports related to statistical production and the use of information; 3.2. **(A.7) Methodological documents and regional benchmarks**

Relation Publications and MDG thematic



Relation Publications and MDG thematic



The perception from the beneficiaries in relation to the utility and quality of the publications is positive although they perceived that their communication, dissemination and follow up is a challenge.

At inter-regional level, there was not enough exchange in relation to crosscutting/ inter-regional methodologies or challenges. At regional level there were challenges in the communication/dissemination of documents, especially if we consider that workshops, publications and missions should be an integrated package. Some of the publications were not specifically related to the MDGs.

3.3. (A.9) 2 Regional MDG expert meetings. *Organizing two regional Millennium Development Goal expert meetings in the ECLAC region in order to extend and strengthen the regional Latin American and Caribbean Millennium Development Goal network, including national networks and international agencies operating in the region;*

This activity permitted ECLAC to continue holding three regional meetings in 2011, 2013 and 2014 with the aim of enhancing interagency coordination within countries and among countries and international bodies.

Some of the seminars were held in the framework of the meetings of the SCA and as part of the of the MDG statistical programme of ECLAC. The meeting brought together over 280 participants from National Statistical Offices and Line Ministries from 59 Latin America countries. Representatives from International Agencies also attended, including UNSD, the World Health Organization, DESA, ILO, FAO, ITU, IDB and UNICEF.

- i. The objective of these meetings was to analyze statistical aspects of MDG indicators - statistical production, use of international standards and statistical conciliation. These seminars served as a follow-up to the annual meetings held on this topic and as a forum for discussion and exchange of ideas on cross-cutting issues relating to the Goals, strengthening national capacities for statistical production and enhancing inter-agency coordination within countries and among countries and international bodies.

The agendas covered the following issues: review of the activities carried out by UNSD-IAEG and ECLAC concerning MDG statistical development; debate statistical discrepancies issues (poverty, employment, child mortality, maternal mortality and water and sanitation); discussion on statistical coordination matters; reflection on the development agenda for the next phase after 2015 in the LAC region.

- ii. The main purpose of these seminars was to share and reflect with the directors and other staff members of the national statistical offices of the region, and with other statistical agencies participating in the SCA, on the progress made at the international and regional levels in MDGs and in designing the post-2015 development agenda and the main challenges in this connection. In addition, the countries had the opportunity to present their own experiences and set forth their expectations and advances regarding the implications for national statistical systems.
- iii. The seminars concluded the cycle of regional MDG meetings started in 2005 and had the overall aim to make a final balance of the activities carried out in recent years in statistical improvement for monitoring the MDGs and focus on the new challenges that will arise with the follow up to United Nations Development Agenda after 2015. The objective of these seminars was to reflect on lessons learned from the MDG monitoring in recent years, its implications for national statistical systems and problems faced in terms of the production of information.

All the presentations, additional material, agenda and list of participants of the three meetings have been uploaded in the following webpage:

México City, México	December, 2011	<i>Sixth Regional Seminar on the Millennium Development Goals in Latin America and the Caribbean</i>
Santiago, Chile	November, 2013	<i>Seventh Regional Seminar on the Millennium Development Goals in Latin America and the Caribbean</i>
Montevideo, Uruguay	November, 2014	<i>Eighth Regional Seminar on the Millennium Development Goals in Latin America and the Caribbean</i>

These seminars were successful according to interviews and surveys, but focusing only in ECLAC reduces the internal coherence of the project. It is not clear the reason why if this is an inter-regional project and the EA3 being an interregional achievement this activity should be inter-regional or extended to all the regions, not only to one region.

EA3. In this EA the project had the challenge of the correct implementation and design. In this EA3 the existing implemented activities, methodological documents and regional benchmarks, were considered as useful and of good quality by beneficiaries. The challenge is the weak internal coherence of this EA3. The relations between the activities and the EA3 are not clear. The network activity was only focused on one RC -ECLAC, the increased exchange activities between RCs were not implemented and the publications were ready but there was not a common/inter-regional strategy of sharing, communication and dissemination.

There were exchanges during the seminars and workshops but apart of the work through the already existing AGDI –ECA- and SCA –ECLAC- there was not a crosscutting strategic approach to strengthen the MDG networking.

2. How satisfied were the project's main beneficiaries with the quality and the utility of the activities they participated (to the extent measurable)? How much more knowledgeable are the participants in workshops and seminars?

The interviews and existing self-assessments at the end of the workshops of the RCs show a high degree of satisfaction. The interview and surveys to beneficiaries show that they are satisfied with the quality of the substantive content/ topics presented and discussed, as well as, the materials used during the activities. The beneficiaries considered useful the substantive content/topics presented and discussed, as well as, the materials used during the activities for the work of their institution. Beneficiaries assess the quality and

analytical rigor of the **publications** and studies they are acquainted with as high. Technical staff participating in the workshops would like longer and more specific events.

The following are some of the examples of change perceived by partners and beneficiaries:

Changes in the behaviors and attitude of the attendants. The beneficiaries in the workshop got involved and afterwards there was a change in the estimation of the data. There was a work of revision of the country data before giving the feedback to participants. Each attendant gave lecture to indicators and sorted out very detailed meta data issues concerning employment indicators...

Some mistakes that were done are not being done again. Some of the attendants recognized that they always had 100 per cent in the indicators as they wrote indicators out of policy.

Less indicators but better indicators. UNESCO had very good series, but had problems with population estimations. Sometimes reviewing data produces better data but weaker time series as some data disappear.

Metada, understanding and harmonizing data is essential and key for the dissemination and sustainability. In some cases attendants did not know explain the metada and when they understood the mistakes in the metadata they sometimes took out the data. For arriving to this point they had to exchange and review a lot of materials with UN agencies.

Good partnership with other UN agencies. ILO. The Mdg framework did not include employment indicators until 2008. Between 200 and 2010 countries did not have time to understand what this required. ILO went through all the indicators and revised them with a selected group of participants.

Knowledge of SDMX as an information exchange mechanism and its benefits together with more countries implementing SDMX. Jordan, Egypt, Yemen are in the process of transferring national data to UNSD-Dfid Country Data through SDMX.

Sustainability. It is important to follow up the dissemination, capacity building or training activities on country. Regional workshops implied exercises that each participant had to do. In spite of the risk of turn out, attendants went back from the training and they did disseminations in their countries, for example in Dev Info. This incentives people as they are being visible. If you conduct a lot of trainings in your country this experience will help to convert yourself in an expert. Some of them were contracted to go to trainings in other countries.

For working in dissemination it is key having a ToT approach and working on eligibility, for choosing the correct and motivated persons, and this should be standardized as part of the workshop.

Perception from the staff and partners on the processes of change.

Advisory missions resolved a lot of question and corrected errors in the data and metadata.

Publications were distributed in hard and electronic copies and translated to different languages to English. Stakeholders, including beneficiaries and UN agencies realized and stopped committing mistakes or using incorrect meta data. Example of UNESCO.

In the evolvement there was a change, UNFPA saw a difference of the level of substantive discussion that was improved in the involvement of the participants and in the quality, directly related to the capacity and having access to information and knowledge. The agencies perceived changes in attitudes, taking the floor commenting issues where before did not comment...they discussed the problems and not only the issues.

Perception from partners of the project on achievements of the project.

The assessment of the events, specially the assessment of the workshops, is extended in all the regional commissions. The use of their own tools permits the RC to make comparisons along the way. In this project these assessment tools were not harmonized, so it is difficult to make comparisons. But it is not clear if it would have been worth to have harmonized tools **only** for this kind of DA exercise. It could be good to have a harmonized assessment tools for all the RC sprocesses. There was not an assessment of other activities like technical advisory missions and publications.

In general in practice there was not a formal follow up of the activities even if in some Regional Commissions there existed follow up tools. Only in some occasions there was some kind of follow up but it was not formal and not systematized. In other occasions, the follow up was part of the continuous relations of the project managers with the beneficiaries. Recommendation.

*B 3/1.1.4/EB10 To what degree did the **seminars or workshops** in which you participated satisfy/live up to your initial expectations in terms of quality of the substantive content/ topics presented and discussed, as well as, the materials used during the seminars and workshops?*

Answer Options	1.Very Low	2.Low	3.High	4.Very High	AVERAGE	NUM
ECA	0	0	4	3	3,4	7
ECE	0	0	6	4	3,4	10
ECLAC	0	0	11	12	3,5	23
ESCAP	0	0	0	1	4,0	1
ESCWA	0	2	5	9	3,4	16
SUM	0	2	26	29	3,5	57
PERCENTAGE	0,0%	3,5%	45,6%	50,9%		

Degree of satisfaction of seminars for the beneficiaries.

As indicated in the previous table, in general the beneficiaries indicated a high or very high. When asked to indicate to *what degree did the **seminars or workshops** in which you participated satisfy/live up to your initial expectations in terms of quality* we had 57 responses. On a scale 1 to 4, where 1 is very low and 4 is very high, 96.5 per cent of the beneficiaries reported that the relevancy was high or very high, where 45.6 per cent indicated high and 50.9 per cent indicated very high relevancy. Only 3.5 per cent, 2 responses, indicated low. This tendency can be observed in the surveys in all the Regional Commissions.

*B. 4/3.2.6.1/EB11. How useful were the substantive content/topics presented and discussed, as well as, the materials used during the **seminars and workshops** for the work of your institution?*

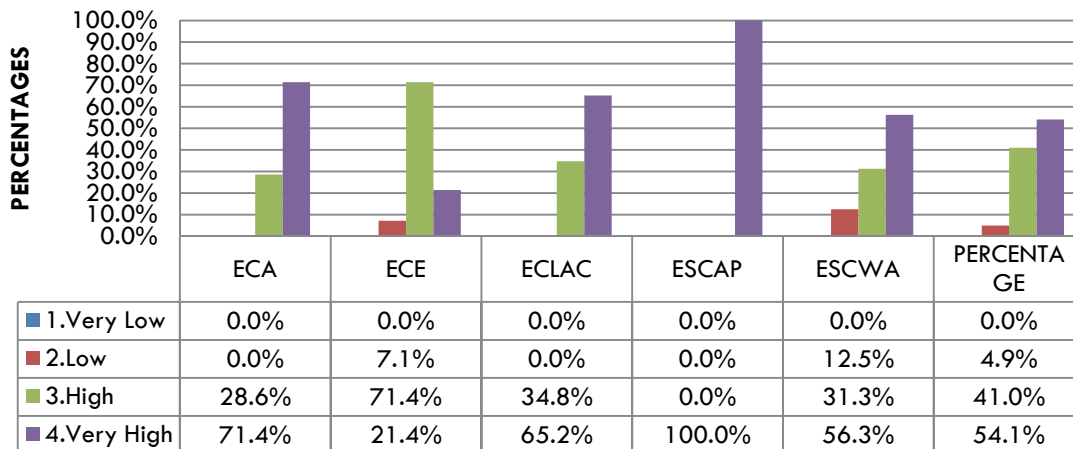
RC	1.Very Low	2.Low	3.High	4.Very High	Average	NUM
ECA	0	0	2	5	3,7	7
ECE	0	1	10	3	3,1	14
ECLAC	0	0	8	15	3,7	23
ESCAP	0	0	0	1	4,0	1
ESCWA	0	2	5	9	3,4	16
SUM	0	3	25	33	3,5	61
PERCENTAGE	0,0%	4,9%	41,0%	54,1%		

Perception of utility of seminars from beneficiaries.

As indicated in the previous table, in general the beneficiaries indicated a high or very high relevant technical assistance. When asked to indicate to *How useful were the substantive content/topics presented and discussed, as well as, the materials used during the **seminars and workshops*** we had 61 responses. On a scale

1 to 4, where 1 is very low and 4 is very high, 95.1 per cent of the beneficiaries reported that the relevancy was high or very high, where 41 per cent indicated high and 54.1 per cent indicated very high relevancy. Only 4.9 per cent, 3 responses, indicated low. This tendency can be observed in the surveys in all the Regional Commissions.

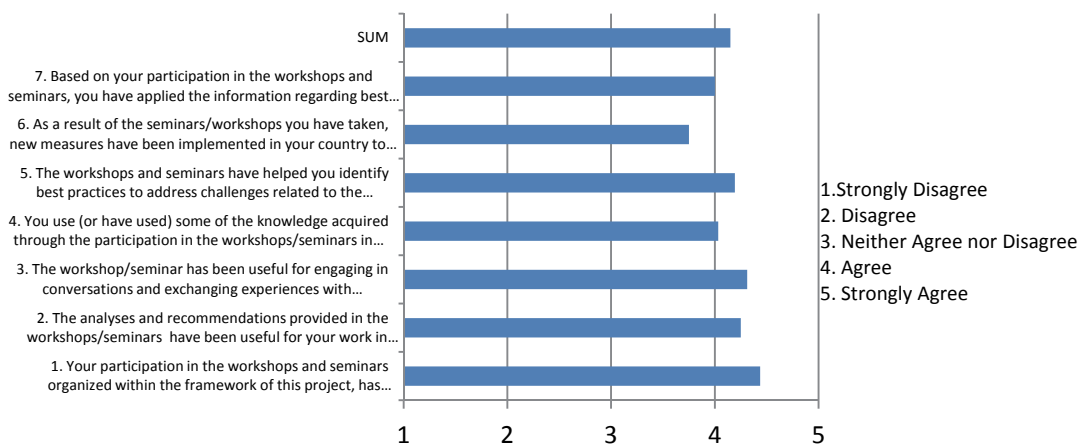
How useful were the substantive content/topics presented and discussed, as well as, the materials used during the seminars and workshops for the work of your institution?



Perception of utility of seminars from beneficiaries.

B. 5/3.3.10/EB12 In relation to the seminars or workshops in which you participated within the framework of this project, please indicate below your level of agreement or disagreement with the following statements:

- In relation to the seminars or workshops in which you participated within the framework of this project, please indicate below your level of agreement or disagreement with the following statements:



Perceptions from the beneficiaries.

Answer Options	1.Strongly Disagree	2. Disagree	3. Neither Agree nor Disagree	4. Agree	5. Strongly Agree	I do not have sufficient information to respond to this question	AVERAGE
	0,0%	6,1%	6,1%	54,2%	33,5%		0,00
1. Your participation in the workshops and seminars organized within the framework of this project, has contributed to increasing your knowledge and understanding of issues related to the measurement of the Millennium Development Goals.	0	1	0	15	16	1	4,44
2. The analyses and recommendations provided in the workshops/seminars have been useful for your work in relation to the production of Millennium Development Goals indicators.	0	2	0	18	12	1	4,25
3. The workshop/seminar has been useful for engaging in conversations and exchanging experiences with representatives of other countries and institutions to improve the availability and comparability of MDGs indicators.	0	1	1	17	13	1	4,31
4. You use (or have used) some of the knowledge acquired through the participation in the workshops/seminars in your daily work to improve the availability and comparability of MDG indicators.	0	2	2	19	7	3	4,03
5. The workshops and seminars have helped you identify best practices to address challenges related to the measurement of MDG statistics/indicators and increasing their availability and comparability at the national, regional and global levels.	0	2	1	17	11	2	4,19
6. As a result of the seminars/workshops you have taken, new measures have been implemented in your country to increase the availability and comparability of MDG statistics/indicators/measures.	0	3	6	14	5	5	3,75
7. Based on your participation in the workshops and seminars, you have applied the information regarding best practices on policy response to address certain challenges related to the measurement and reporting of the MDGs.	0	2	3	15	7	6	4,00
SUM	0	13	13	115	71	19	4,15

Perceptions from the beneficiaries.



Perceptions from the beneficiaries.

As indicated in the previous table, in general the beneficiaries indicated agreement when asked to indicate *In relation to the seminars or workshops in which you participated within the framework of this project, please indicate below your level of agreement or disagreement with the following statements* we had in average 125 responses. On a scale 1 to 5, where 1 is strongly disagree, 3 neither agree nor disagree and 5 is strongly agree, 87.7 per cent of the beneficiaries reported that they agree or strongly agree, where 54.2 per cent indicated agree and 33.5 per cent indicated strongly agree. Only 6.1 per cent, 3 responses, indicated disagree. This tendency can be observed in the surveys in all the Regional Commissions.

The statements where there was more agreement were the following ones in this order from more strong agreement to less strong agreement:

1. Your participation in the workshops and seminars organized within the framework of this project, has contributed to increasing your knowledge and understanding of issues related to the measurement of the Millennium Development Goals.
3. The workshop/seminar has been useful for engaging in conversations and exchanging experiences with representatives of other countries and institutions to improve the availability and comparability of MDGs indicators.
5. The workshops and seminars have helped you identify best practices to address challenges related to the measurement of MDG statistics/indicators and increasing their availability and comparability at the national, regional and global levels.
2. The analyses and recommendations provided in the workshops/seminars have been useful for your work in relation to the production of Millennium Development Goals indicators.

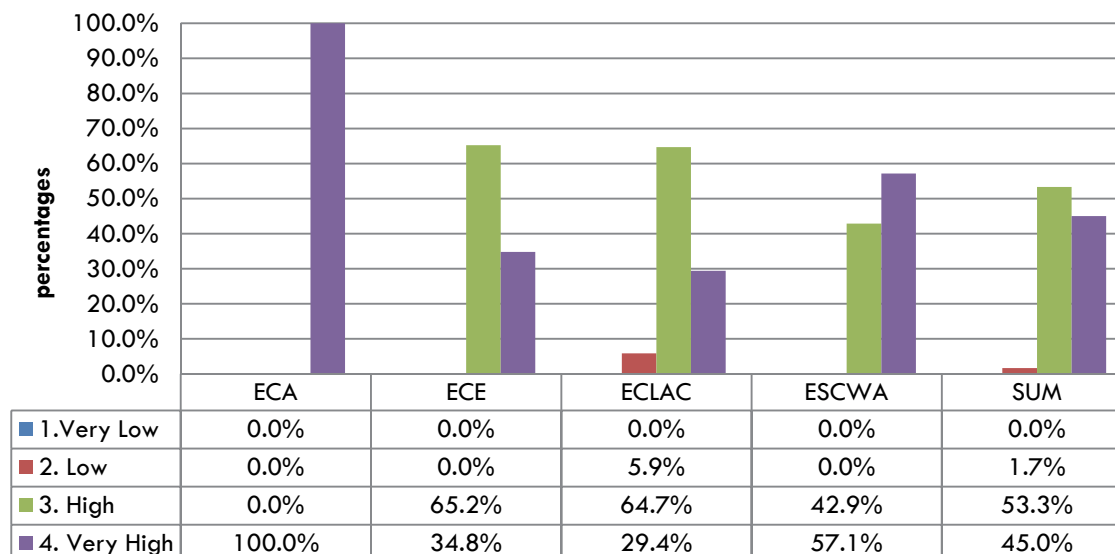
The statements where there was less strong agreement were the following ones in this order from less strong agreement to more strong agreement:

6. As a result of the seminars/workshops you have taken, new measures have been implemented in your country to increase the availability and comparability of MDG statistics/indicators/measures.
7. Based on your participation in the workshops and seminars, you have applied the information regarding best practices on policy response to address certain challenges related to the measurement and reporting of the MDGs.
4. You use (or have used) some of the knowledge acquired through the participation in the workshops/seminars in your daily work to improve the availability and comparability of MDG indicators.

*BP.3/EB24. How would you assess the quality and analytical rigor of the **publications** and studies you are acquainted with?*

RC	1. Very Low	2. Low	3. High	4. Very High	Average	num
ECA	0	0	0	6	4,0	6
ECE	0	0	15	8	3,3	23
ECLAC	0	1	11	5	3,2	17
ESCAP	0	0	0	0		0
ESCWA	0	0	6	8	3,6	14
SUM	0	1	32	27	3,4	60
PERCENTAGE	0,0%	1,7%	53,3%	45,0%		

Perceptions from the beneficiaries.



How would you assess the quality and analytical rigor of the **publications** and studies you are acquainted with?

As indicated in the previous table, in general the beneficiaries indicated a high or very high relevant technical assistance. When asked to indicate to *How would you assess the quality and analytical rigor of the publications and studies you are acquainted with?* We had 60 responses. On a scale 1 to 4, where 1 is very low and 4 is very high, 98.3 per cent of the beneficiaries reported that was high or very high, where 53.3 per cent indicated high and 45 per cent indicated very high. Only 1.7 per cent, 1 response, indicated low. This tendency can be observed in the surveys in all the Regional Commissions.

BP.5/20/EBP26. In relation to the use and application of the above-mentioned **publications and studies**, please indicate below your level of agreement or disagreement with the following statements:

Answer Options	1. Strongly Disagree	2. Disagree	3. Agree	4. Strongly Agree	I do not have sufficient information to respond to this question	average	num
1. The publications and studies produced within the framework of this project, have contributed to increasing your knowledge and understanding of issues related to the measurement of the MDGs.	0	0	12	8	1	3,4	20
2. The analyses and recommendations provided in the publications have been useful for your work in relation to the production of Millennium Development Goals/MDG indicators.	0	1	12	7	1	3,3	20
3. You use (or have used) knowledge provided by the publications and studies within the framework of this project in your daily work to improve the availability and comparability of MDG indicators.	0	0	15	5	1	3,3	20
4. The publication (s) has (have) helped you identify best practices to address challenges related to the measurement of MDG statistics/indicators and increasing their availability and comparability at the national, regional and global levels.	0	0	12	7	2	3,4	19
5. The information, recommendations, or guidelines provided in these publications have contributed to the debate on the MDGs in my country/region.	0	1	14	5	1	3,2	20

Answer Options	1.Strongly Disagree	2. Disagree	3. Agree	4. Strongly Agree	I do not have sufficient information to respond to this question	average	num
6. The information, recommendations, or guidelines provided in these publications have been used as a frame of reference for policy analysis in relation to the MDGs.	0	1	14	4	2	3,2	19
7. As a result of the publications, you have taken new measures to increase the availability and comparability of MDG statistics/indicators/measures in your country.	0	1	12	6	2	3,3	19
8. You have been able to apply best practices identified in these publications/studies to design or implement policy responses to address challenges related to the measurement and reporting of the MDGs.	0	1	12	5	3	3,2	18
SUM	0	5	103	47	13	3,3	155
PERCENTAGE	0,0%	3,2%	66,5%	30,3%			

Perceptions from the beneficiaries.

As indicated in the previous table, in general the beneficiaries indicated agreement. When asked to indicate In relation to the use and application of the above-mentioned **publications and studies**, please indicate below your level of agreement or disagreement with the following statements we had in average 20 responses. On a scale 1 to 4, where 1 is strongly disagree and 4 is strongly agree, 96.8 per cent of the beneficiaries reported that they agree or strongly agree, where 66.5 per cent indicated agree and 30.3 per cent indicated strongly agree. Only 3.2 per cent, 5 responses, indicated disagree. This tendency can be observed in the surveys in all the Regional Commissions

The statements where there was more agreement were the following ones in this order from more strong agreement to less strong agreement.

1. The publications and studies produced within the framework of this project, have contributed to increasing your knowledge and understanding of issues related to the measurement of the MDGs.

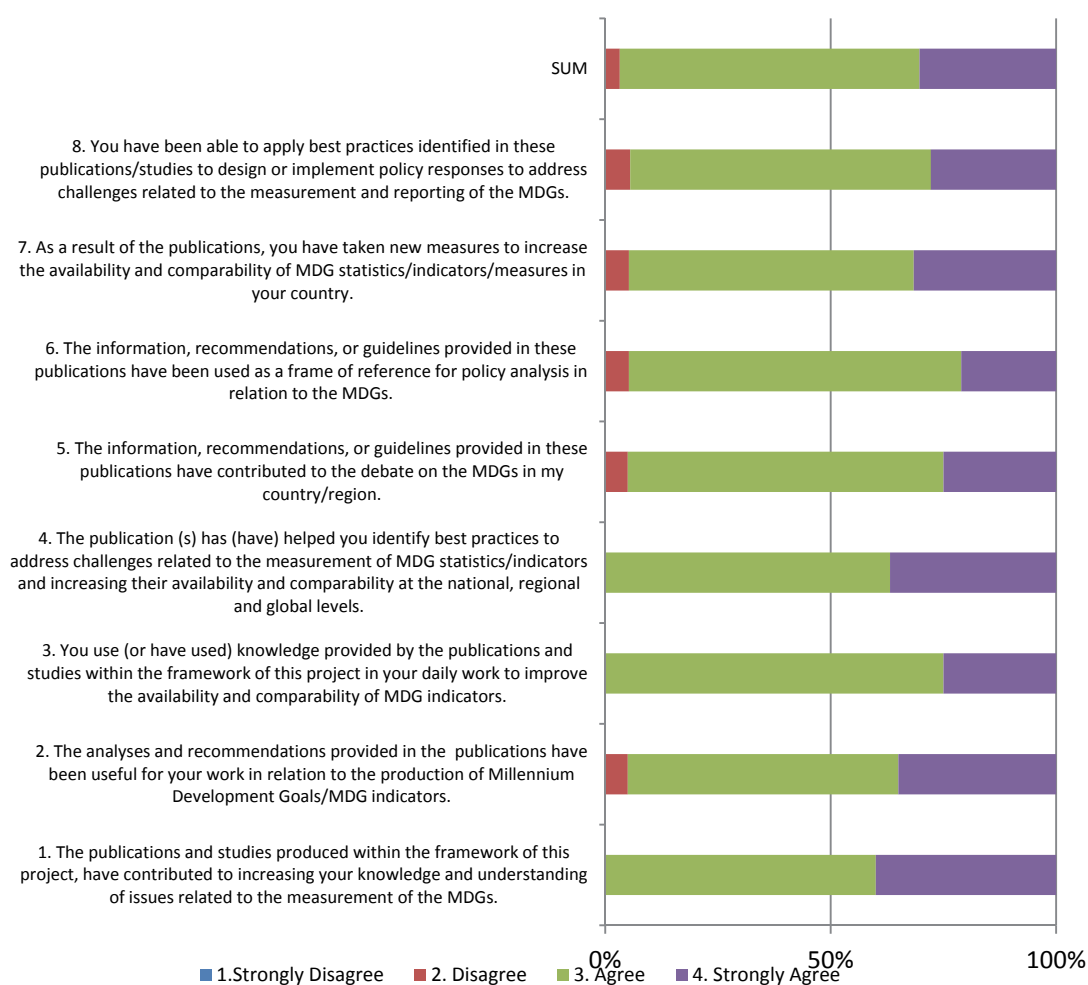
4. The publication (s) has (have) helped you identify best practices to address challenges related to the measurement of MDG statistics/indicators and increasing their availability and comparability at the national, regional and global levels.

EBP25 In relation to the use and application of the above-mentioned publications and studies, please indicate below your level of agreement or disagreement with the following statements:

RC	1.Strongly Disagree	2. Disagree	3. Agree	4. Strongly Agree	I do not have sufficient information to respond to this question	Average	num
1.The publications capture the main trends in the region regarding MDG statistics/indicators.	0	0	10	5	5	3,3	15
2.The publications are useful for understanding the region's problems and challenges related to the monitoring and measurement of the MDGs.	0	1	8	7	3	3,4	16
3.The publications serve as a methodological or statistical reference for measuring MDGs.	0	0	8	7	4	3,5	15

RC	1.Strongly Disagree	2. Disagree	3. Agree	4. Strongly Agree	I do not have sufficient information to respond to this question	Average	num
4. The publications serve as a basis for comparing the indicators and methodologies used to measure the MDGs in different countries.	0	1	8	8	1	3,4	17
SUM	0	2	34	27	13	3,4	63

Perceptions from the beneficiaries of all the RC.



Level of agreement or disagreement with the following statements.

BP.6/22. If you have selected “strongly agree” or “agree” in any of the categories above, please provide specific examples of the use or contribution of the publications in your country or organization.

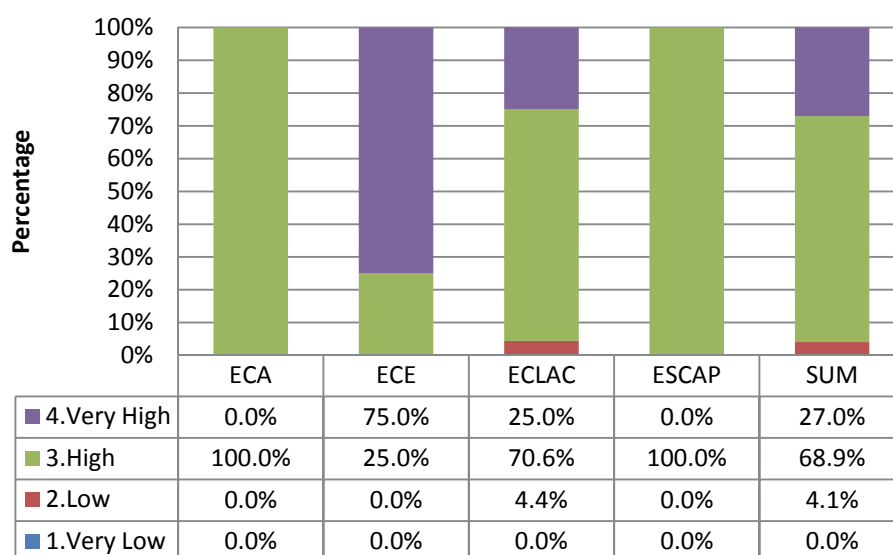
	Use or contribution of the publications in your country or organization.
ECA	Ces Publications nous ont permis non seulement d'avoir des indicateurs comparables aux autres pays mais également d'enrichir le rapport sur les OMD que nous élaborons chaque année
ECE	For analysis country situation in our poverty survey and indicators
ECLAC	Sobre todo para la discusión de temas relevantes En México se hizo un ejercicio sobre las discrepancias entre los indicadores que en su momento tenía la CEPAL y los que son objeto de monitoreo a nivel nacional. Hemos mejorado el cálculo de los indicadores de PPA y los niveles de desagregación de las estadísticas de pobreza y empleo. La Dirección a mi cargo en el INEE de México está a cargo del desarrollo de un sistema de indicadores educativos para apoyar la evaluación de la calidad de la educación obligatoria en México. Sus documentos son referencia obligada en nuestro trabajo. Se han utilizado para análisis en el tema de identificación de brechas sobre desigualdad. Fortalecimiento de procesos de rectoría del Sistema de Estadística Nacional en el tema ODM. Para la equidad de género, se diseñó una norma estadística que regula y obliga a que todos los cuestionarios garanticen la variable sexo en su implementación, y en la erradicación de la pobreza extrema se ha colaborado, desde el INE, se ha colaborado en la identificación geográfica para su atención así como su caracterización. Se han implementados la metodología para intentar construir nuevos indicadores en el marco de los ODM, se realiza a través de mesas de trabajo con los integrantes del Subcomité de Estadísticas Ambientales Por otro lado el INE-Venezuela colabora con los organismos encargados de los informes país y la publicación de la CEPAL nos ha dado orientaciones para la realización de los informes. Se ha trabajado en el cálculo de indicadores requeridos para la actualización de la publicaciones.
ESCWA	TunInfo

BTA. 3/31. How would you assess the quality of the **technical assistance** provided by ECE in terms of the substantive contributions received and their usefulness for your area of work?

Answer Options	1.Very Low	2.Low	3.High	4.Very High	Not Applicable	Average	Num
ECA	0	0	6	0	0	3,0	6
ECE	0	0	1	3	14	3,8	4
ECLAC	0	3	48	17	4	3,2	68
ESCAP	0	0	1	0	6	3,0	1
ESCWA	0	0	1	0	2	3	1
SUM	0	3	51	20	26	3,2	74
PERCENTAGE	0,0%	4,1%	68,9%	27,0%			

Perceptions from the beneficiaries.

As indicated in the previous table, in general the beneficiaries indicated a high or very high. When asked to indicate to How would you assess the quality of the **technical assistance** provided by ECE in terms of the substantive contributions received and their usefulness for your area of work? we had 74 responses. On a scale 1 to 4, where 1 is very low and 4 is very high, 95.9 per cent of the beneficiaries reported that was high or very high, where 68.9 per cent indicated high and 27 per cent indicated very high. Only 4.1 per cent, 3 responseS, indicated low. This tendency can be observed in the surveys in all the Regional Commissions.



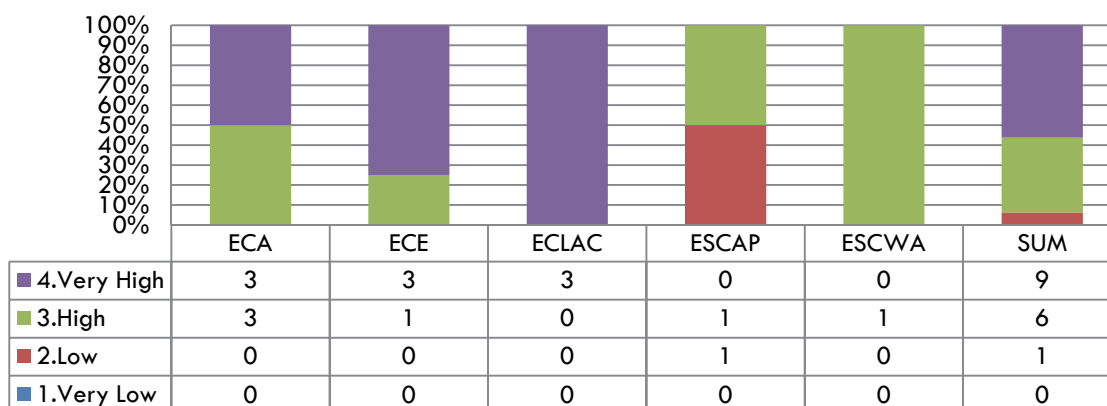
How would you assess the quality of the **technical assistance** provided in terms of the substantive contributions received and their usefulness for your area of work?

BTA. 6/EBTA34. How would you assess the usefulness of the **technical assistance** provided in terms of the substantive contributions to increase the availability of up-to-date and comparable MDG data for your country?

Answer Options	1.Very Low	2.Low	3.High	4.Very High	Not Applicable	Average	Sum	Num	Response Count
ECA	0	0	3	3	0	3,5	21	6	6
ECE	0	0	1	3	14	3,8	15	4	18
ECLAC	0	0	0	3	4	4,0	12	3	7
ESCAP	0	1	1	0	0	2,5	5	2	2
ESCWA	0	0	1	0	2	3,0	3	1	3
SUM	0	1	6	9	20	3,5	35	16	36
Percentage	0,0%	6,3%	37,5%	56,3%					

Perceptions from the beneficiaries.

As indicated in the previous table, in general the beneficiaries indicated a high or very high. When asked to indicate to *How would you assess the usefulness of the **technical assistance** provided by ECE in terms of the substantive contributions to increase the availability of up-to-date and comparable MDG data for your country?* We had 16 responses. On a scale 1 to 4, where 1 is very low and 4 is very high, 93.8 per cent of the beneficiaries reported that was high or very high, where 37.5 per cent indicated high and 56.3 per cent indicated very high. Only 6.3 per cent, 1 response, indicated low. This tendency can be observed in the surveys in all the Regional Commissions.



How would you assess the usefulness of the **technical assistance** provided in terms of the substantive contributions to increase the availability of up-to-date and comparable MDG data for your country?

BTA.7. Please provide any specific examples of how the knowledge acquired from the **technical assistance** received within the framework of this project has been applied to increase the availability of up-to-date and comparable MDG data in your country.

	How the knowledge acquired from the technical assistance received within the framework of this project has been applied
ECA	The use of civil registration for better monitoring development goals Managed to document most of the major surveys and census conducted in my country.
ECE	calculation of new indicators
ECLAC	Sobre todo para salir de importantes dudas metodológicas y técnicas El área a mi cargo ha impulsado el cálculo y formulación de metas adicionales a los ODM hasta 2015. Estos indicadores apuntan a la mayor eficacia en la finalización oportuna de la educación obligatoria así como indicadores de logro educativo.
ESCAP	MDG dis-aggregation at sub national level
ESCWA	EgyMDGsInfo Database.

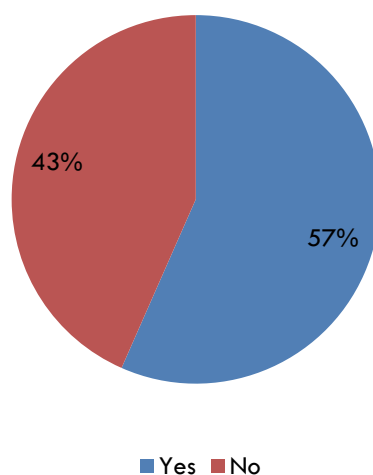
BDB.4/ EBDB4 Are you familiar with your Regional Commission MDG online database?

Answer Options	Response Percent	Response Count	ECA	ECE	ECLAC	ESCWA
Yes	56,6%	30	3	7	11	8
No	43,4%	23	4	7	6	5
answered question		53	7	14	17	13

Perceptions from the beneficiaries.

As indicated in the previous table, when asked to indicate to *Are you familiar with your Regional Commission MDG online database?* We had 53 responses, where 56.6 per cent -30 responses- indicated Yes and 43.4 per cent -23 responses- indicated No. There is an important group of beneficiaries that are not familiar with their *Regional Commission MDG online database*. This tendency can be observed in the surveys in all the Regional Commissions.

Are you familiar with your Regional Commission MDG online database?



Perceptions from the beneficiaries.

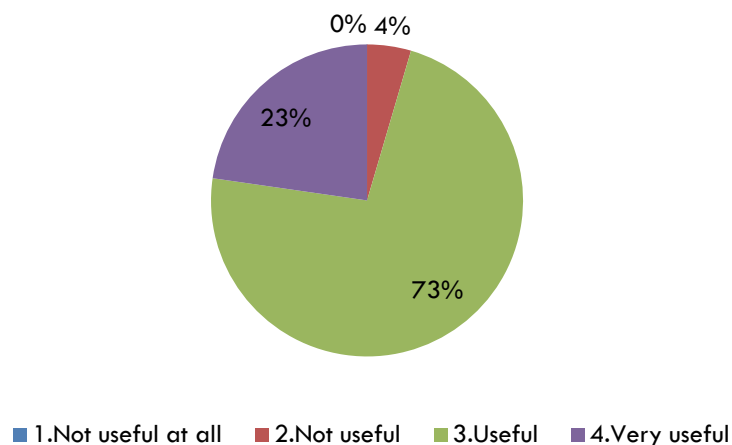
B.5// EBDB5 How useful is this **database** for you for providing a regional picture on the latest status of MDG indicators and progress achieved over the years in selected indicators?

Answer Options	Response Percent	Response Count	ECA	ECE	ECLAC	ESCWA
1.Not useful at all	0,0%	0	0	0	0	0
2.Not useful	4,5%	1	0	0	1	0
3.Useful	72,7%	16	3	0	7	6
4.Very useful	22,7%	5	0	0	3	2
N/A	0,0%	0	0	0	0	0
answered question	100,0%	22				

Perceptions from the beneficiaries.

As indicated in the previous table, in general the beneficiaries indicated a high or very high. When asked to indicate to *How useful is this database for you for providing a regional picture on the latest status of MDG indicators and progress achieved over the years in selected indicators?* We had 22 responses. On a scale 1 to 4, where 1 is not useful at all and 4 is very useful, 95.4 per cent of the beneficiaries reported that was useful or very useful, where 72.7 per cent indicated useful and 22.7 per cent indicated very useful. Only 4.5 per cent, 1 response, indicated not useful. This tendency can be observed in the surveys in all the Regional Commissions.

How useful is this RC database for monitoring regional advances in the fulfillment of the MDGs?



Perceptions from the beneficiaries.

Perception on Effectiveness.

Perception from the beneficiaries.

The following are the responses from the surveys to issues related to effectiveness:

17/ To what extent do you feel that the activities and results will be or have been sustained by the project beneficiaries after the finalization of the project?

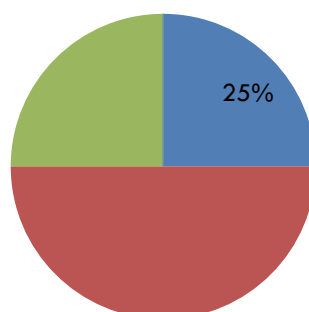
Answer Options	Response Percent	Response Count	ECA	ECE	ECLAC	ESCAP	ESCWA
4.A lot	25,0%	2	1	0	0	1	0
3.A good deal	50,0%	4	0	0	3	0	1
2.A Little	25,0%	2	0	1	1	0	0
1.Not at all	0,0%	0	0	0	0	0	0
I do not have sufficient information to respond to this question		0	0	0	0	0	0
		1	0	0	0	1	0
answered question	100,0%	8	1	1	4	1	1
skipped question	0,0%	1	0	0	1	0	0

Perception from the staff.

As indicated in the previous table, in general the staff indicated a high or very high. When asked to indicate to what extent do you feel that the activities and results will be or have been sustained by the project beneficiaries after the finalization of the project?, we had 8 responses. On a scale 1 to 4, where 1 is not at all and 4 is a lot, 75 per cent of the staff reported a good deal or a lot, where 50 per cent indicated a good deal and 25 per cent indicated a lot. 4.5 per cent, 2 responses, indicated a little.

This tendency is coherent with the interviews that reported that the processes will continue but with some difficulties due to the lack of resources.

To what extent do you feel that the activities and results will be or have been sustained by the project beneficiaries after the finalization of the project?



■ A lot ■ A good deal ■ A little ■ Not at all ■ I do not have sufficient information to respond to this question

Perception from the staff.

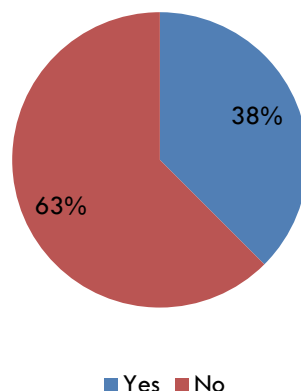
6/3.5.12/EB13 Were there specific new partnerships and/or examples of South-South cooperation developed as a result of the seminars and workshops in which you participated?

Answer Options	Response Percent	Response Count	ECA	ECE	ECLAC	ESCAP	ESCWA
Yes	37,5%	12	2	3	3	0	4
No	62,5%	20	3	7	7	0	3
answered question	100,0%	32	5	10	10	0	7
skipped question		16	2	4	4	0	6

Perception from the beneficiaries.

As indicated in the previous table, the beneficiaries answered No. When asked to indicate to *Were there specific new partnerships and/or examples of South-South cooperation developed as a result of the seminars and workshops in which you participated?* We had 32 responses, where 37.5 per cent -12 responses- indicated Yes and 62.5 per cent -20 responses- indicated No. There is an important group of beneficiaries that indicated that there were not *South-South cooperation process as a result of the seminars and workshops*. This tendency can be observed in the surveys in all the Regional Commissions and also is coherent with the interviews where the beneficiaries and staff reported that apart from the existing commissions there were not specific activities focused in support of south-south mechanisms as a continuation of this project. This last had the exception of ECLAC where specific activities in relation to increasing the networking have been implemented.

Were there specific new partnerships and/or examples of South-South cooperation developed as a result of the seminars and workshops in which you participated?



Perception from the beneficiaries.

7/3.5.12.1/EB14 If your answer was “yes”, could you please provide specific examples of partnerships and/or South-South cooperation?

Most of the responses focused on the exchange and improvement of information so as to identify best practices in monitoring and evaluation, statistic follow up and facing the challenges of measurement. Some of the beneficiaries commented the existence of exchanges, partnership and cooperation between countries-examples 1 about using SDMX Register to exchange the indicator of MDG or about building census information databases, 2. About cooperation with regional bodies like the *Sistema de la Integración Centroamericana (SICA)*, 3. About exchanging on crime statistics and data.

B. 8/3.5.13/EB15 Can you identify any technical aspect, policies/norms/regulations that have benefited from the outcomes of the seminars or workshops in which you participated?

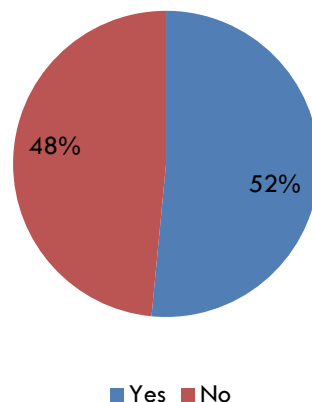
Answer Options	Response Percent	Response Count	ECA	ECE	ECLAC	ESCAP	ESCWA
Yes	51,5%	17	3	5	5	0	4
No	48,5%	16	2	5	5	1	3
answered question	100,0%	33	5	10	10	1	7
skipped question		20	2	4	7	1	6

Perception from the beneficiaries.

As indicated in the previous table when asked to indicate to Can you identify any technical aspect, policies/norms/regulations that have benefited from the outcomes of the seminars or workshops in which you participated? We had 33 responses, where 51.5 per cent -17 responses- indicated Yes and 48.5 per cent -16 responses- indicated No. There is an important group of beneficiaries that could not identify any. This tendency can be observed in the surveys in all the Regional Commissions.

The interviews to staff also pointed out that this project was not designed to produce in the short time changes at policy or normative levels, as these changes took time and it was out of the control of the project designed.

Can you identify any technical aspect, policies/norms/regulations that have benefited from the outcomes of the seminars or workshops in which you participated?



Perception from the beneficiaries.

B.9/3.5.13.1/EB16 If your answer was “yes”, could you please specify which policies/norms/regulations?

	<i>policies/norms/regulations</i> <i>B beneficiaries, S Staff</i>
ECA	<p>The seminars contributed to 1.write metadata of MDG indicators and other country development indicators, 2. Increase the awareness on the a. necessity to elaborate manual of norms, definitions, indicators and concepts for the use of national statistical system, and on the b. need of production of metadata as prerequisite to any data collection as well as data disaggregation</p> <p>In some cases improved norms/regulations of beneficiaries and of partners</p> <p>Knowledge on countries methodologies on poverty measurement</p> <p>The interest in and ability of poverty measurement in countries of Eastern Europe, Caucasus and Central Asia was above expectations and resulted in sub-regional and regional follow-up events on this topic in 2015.</p>
ECE	<p>B</p> <p>Unesco norms/regulations Knowledge on countries methodologies on poverty measurement</p> <p>S</p> <p>The interest in and ability of poverty measurement in countries of Eastern Europe, Caucasus and Central Asia was above expectations and resulted in sub-regional and regional follow-up events on this topic in 2015.</p>
ECLAC	<p>There was not a policy but it was supported a system of MDG indicators, that was incomplete until then, and a better relation between stakeholders.</p> <p>Creation of a information system for the MDG of the Ministry of Planning and of the Ministry of Foreign Affairs.</p>

	<p><i>policies/norms/regulations</i></p> <p><i>B beneficiaries, S Staff</i></p>
ESCAP	<p>S</p> <p>These activities yielded important inputs for the advancements of the three areas of work as mentioned in responses to Question 20</p>
ESCWA	<p>B</p> <p>we use SDMX Registry to dissemination MDG for Egypt through UN's web http://data.un.org/countryData/Data/ShowDetail/EGY Importance of having a proper metadata system for users and institutional memory la formation DevInfo, Hammamet Tunisia 03-06 septembre 2014 la formation des participants sur l'outil de création et de gestion de base de données "DevInfo". Cependant, lors des quatre jours de formations, les participants représentant les différentes structures de DB, se sont entraînés sur le module utilisateur - Desktop - du DevInfo 6, le module utilisateur - Web - du DevInfo 7, ainsi que le module administrateur - Desktop - du DevInfo 7.</p> <p>S</p> <p>Systematic way at improving data qualities through comparison with international datasets and looking thoroughly at the metadata for both national and international work that will continue through our future work. Moreover, documenting the results of research and producing handbooks or guidelines to share with member countries in the region and outside is now part of the norm of our work. Knowing there is an issue of data quality capacity building activities in the future will concentrate on targeting weak areas and intervene at the national and regional level.</p>

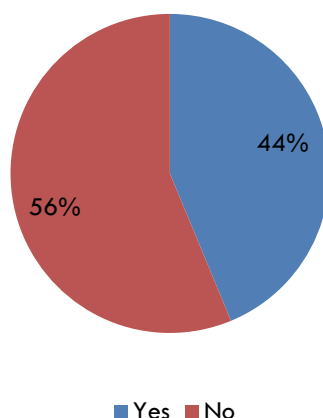
B.10/EB17. Have any activities (workshops, seminars) you attended been in some way replicated in your country?

Answer Options	Response Percent	Response Count	ECA	ECE	ECLAC	ESCAP	ESCWA
Yes	43,8%	14	1	4	6	0	3
No	56,3%	18	4	5	4	1	4
answered question	100,0%	32	5	9	10	1	7
skipped question		21	2	5	7	1	6

Perception from the beneficiaries.

As indicated in the previous table when asked to indicate *to Have any activities (workshops, seminars) you attended been in some way replicated in your country?* We had 32 responses, where 43.8 per cent - 14 responses- indicated Yes and 56.3 per cent -18 responses- indicated No. There is an important group of beneficiaries that indicated that the activities had not been replicated. This tendency can be observed in the surveys in all the Regional Commissions and in the interviews, where some of the beneficiaries reported that without more support from similar projects the activities had not continuity.

Have any activities (workshops, seminars) you attended been replicated in your country?



Perception from the beneficiaries.

B.13/7.2/EP20 Do you have any recommendations for potential future seminars and workshops

	<i>recommendations for potential future seminars and workshops</i>
ECA	<p>B</p> <p>Support of similar projects for the SDG Mid term assessments Compulsory replication and dissemination of the content from the events in the member states Allow time element thorny issues, and give examples to clarify discusses how to overcome the challenges, where he was the wrong time for the amount of supply of the issues have been dealt with in a hurry Yes,I would recommend follow ups of these workshops by the organizers especially ECA,</p> <p>S</p> <p>Need to target according to the needs and priorities of each region</p>
ECE	<p>B</p> <p>It was very short time workshop to share experience and to analyze news To initiate closer cooperation between international statistical organizations (for example between EUROSTAT and CIS-Stat).</p>
ECLAC	<p>B</p> <p>Valorar más como armonizar mejor las estadísticas para obtener mejores comparaciones internacionales y así conocer las realidades de cada uno de los países. Compartir listado de contactos de los participantes con datos actualizados. Muchas veces los institutos de estadística no tienen proximidad a políticas específicas. atención a equilibrar las experiencias compartidas.</p> <p>Seminarios específicos para socializar recomendaciones puntuales y buenas prácticas en la construcción de indicadores estadísticos, estos a su vez acompañados por asistencia técnica de los organismos competentes. Esto con el objetivo de facilitar y guiar la armonización de la construcción de estas mediciones.</p>

	<i>recommendations for potential future seminars and workshops</i>
	<p>Ejemplos específicos de buenas prácticas en el país. Especializar algunos talleres para el nivel directivo de las ONE y otros para el nivel técnico para discusiones metodológicas de mayor profundidad (puede ser virtual) Promover mas la participación en los talleres a que los países participantes presenten sus prácticas en ODM, bien en sistemas de indicadores como políticas publicas directas Considero una mayor participación en estos seminarios ya que son parte importante para el INEC y el país, donde yo laboro en las estadísticas vitales de Panamá., Considerando que para las oficinas estadísticas los ODS pos 2015 representa un reto mayo, será muy pertinente que las metas queden bien definidos en cada objetivo, tanto en su documentación conceptual como en el mecanismo de cálculo.</p>
ESCWA	<ul style="list-style-type: none"> - Must follow up the implementation of recommendations after each workshop with leaders as happens with ESCWA. - Create work teams to integrate and achieve the goals of the workshop. - Follow-up after the end of the workshop and the continued technical support to accomplish the recommendations and objectives of the workshop - Send invitations to attend the workshop in sufficient time and scientific materials to facilitate prepare for attend the workshop. - Activation of some important courses such as 3- DI Monitoring, it is important in the follow-up goals and other workshop like - Training of Trainers for the “Statistical Literacy and Capacity Building for MDG Monitoring at the Country Level - Publishing by DevInfo 7.0 the least version - develop the dashboard -How do use SDMX between Ministries each other at the local level and At the international level> <p>There was no follow-up. UN regional organizations should ensure the participation of the staff in the follow-up seminars/workshops. MDG was not mentioned in our meeting. 1- More training workshops on SDMX tools and DevInfo 7.0. 2- Training workshops on SDGs.</p>

Utilisation of the technical, human and other resources available in developing countries

With the exception of some experts, the project in general utilized the human resources available in developing countries and in the own regional commissions. Language is a challenge at different levels. In some occasions international experts implemented some of the workshops in English and there were challenges for translating them into the local languages.

For some RCs, as ESCWA, the project had important technical components. For example the support in the utilisation of DeV Info had the traditional challenges with the ICT, in relation to capacity building, ownership, continous changes and adaptation preparedness and correct use. There was room to improve the inter-regional exchanges and knowledge sharing, between regional commissions and beneficiaries on these issues.

3.3. Efficiency

2.1. Collaboration and coordination mechanisms between the five Regional Commissions

The following are the responses of the staff to surveys and interviews on collaboration and coordination:

4/ 2.2.1./SE7 Overall, how would you evaluate the coordination between the regional commissions during the project’s design and implementation?

Answer Options	Response Percent	Response Count
1.Very Poor	0,0%	0
2.Poor	12,5%	1
3.Good	50,0%	4
4.Very good	37,5%	3
I do not have sufficient information to answer this question		1
answered question		8

Perception from the staff.

As indicated in the previous table, in general the project managers and the staff of the project agreed in the good coordination of the project. When asked to indicate to *how would you evaluate the coordination between the regional commissions during the project's design and implementation?* We had 8 responses. On a scale 1 to 4, where 1 is very poor and 4 is very good, 87.5 per cent of the beneficiaries reported that was good or very good coordination, where 50 per cent indicated good and 37.5 per cent indicated very good coordination. Only 12,5 per cent -1 response- indicated that it was poor coordination. This tendency can be observed in the interviews were the coordination was object of positive points of view.

During the interviews most of the managers and staff interviewed pointed out the good coordination efforts by ECLAC but also the big challenges for it.

Overall, how would you evaluate the coordination between the regional commissions during the project's design and implementation?



Perception from the RC staff.

5/2.2.2/SE8 Overall, how would you evaluate the collaboration between the regional commissions during the project’s design and implementation?

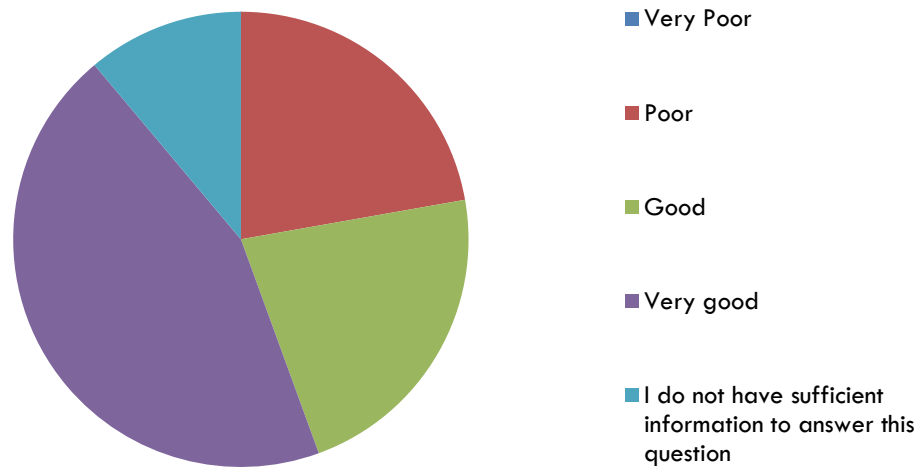
Answer Options	Response Percent	Response Count
1.Very Poor	0,0%	0
2.Poor	25,0%	2
3.Good	25,0%	2
4.Very good	50,0%	4
I do not have sufficient information to answer this question		1
answered question		9
skipped question		0

Perception from the RC staff.

As indicated in the previous table, in general the project managers and the staff of the project were divided on the collaboration of the project. When asked to indicate to *how would you evaluate the collaboration between the regional commissions during the project’s design and implementation?* We had 8 responses. On a scale 1 to 4, where 1 is very poor and 4 is very good, 75 per cent of the beneficiaries reported that was good or very good collaboration, where 25 per cent indicated good and 50 per cent indicated very good collaboration n. Only 25 per cent -2 responses- indicated that it was poor collaboration. This tendency can be observed in the interviews were the collaboration was object of positive points of view, but this collaboration was not in a continuous way.

During the interviews project managers acknowledged that given the regional focus of the project and the weaker inter-regional relations, collaboration was weaker. Some suggested the need of strong common inter-regional outputs as a way of increasing this collaboration.

Overall, how would you evaluate the collaboration between the regional commissions during the project’s design and implementation?



Perception from the RC staff.

ES 9/ How would you evaluate the coordination and collaboration during the design and implementation of the project in the following aspects-

Answer Options	1.Very Challenging	2. Challenging	3.Easy	4.Very Easy	5. NA/NR	Average	Response Count
1. Communication and timeliness in responding to specific questions and requests.	1	2	2	2	2	2,7	7
2.Reporting relationships.	0	2	2	3	2	3,1	7
3. Decision making at strategic level.	1	2	2	2	2	2,7	7
4. Decision making at operational level.	0	3	1	3	2	3,0	7
5. Consideration to the specificities of issues related to the context of each Regional Commission.	1	3	1	3	1	2,8	8
6.Use of Quiccr.	0	1	3	1	4	3,0	5
7. Dealing with differences in organisational cultures or work practices.	0	2	2	3	2	3,1	7
8. Diferencias in lenguaje.	2	1	2	3	1	2,8	8
SUM	5	16	15	20	16	2,9	56
Porcentajes	8,9%	28,6%	26,8%	35,7%			

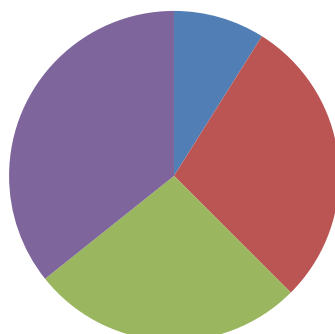
Perception from the RC staff.

As indicated in the previous table, in general the project managers and the staff of the project were divided on the collaboration of the project. When asked to indicate to *how would you evaluate the collaboration between the regional commissions during the project's design and implementation?* We had 56 responses. On a scale 1 to 4, where 1 is challenging and 4 very easy, 62.5 per cent of the staff reported that was easy or very easy, where 27 per cent indicated easy and 36 per cent indicated very easy.

37.5 per cent of the staff reported that was challenging or very challenging, where 29 per cent indicated challenging and 9 per cent indicated very challenging. The most challenging issues were Communication and timeliness in responding to specific questions and requests, Decision making at strategic level and Differences in language. These last challenges can be observed in the interviews too.

This is coherent with the interviews with the project managers that pointed out the challenge of the timeliness, the different languages and of coordinating 5 so different RCs.

How would you evaluate the coordination and collaboration during the design and implementation of the project



■ 1. Very Challenging ■ 2. Challenging ■ 3. Easy ■ 4. Very Easy

Perception from the RC staff.

Perception of the beneficiaries

The following questions report the perception of the project manager around this matter.

7/ES10 In your opinion, to what extent did the procedures and processes established for the project contribute to the effective and efficient implementation of the project?

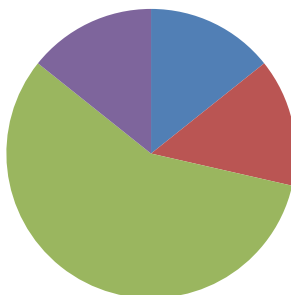
Answer Options	Response Percent	Response Count
1.To a very small extent	14,3%	1
2.To a small extent	14,3%	1
3.To a large extent	57,1%	4
4.To a very large extent	14,3%	1
5.I do not have sufficient information to answer this question		3
Sum	100,0%	7

Perception from the staff.

As indicated in the previous table, in general the project managers and the staff of the project were divided in relation to the establishment of roles and responsibilities. When asked to indicate to what extent did the procedures and processes established for the project contribute to the effective and efficient implementation of the project? We had 7 responses. On a scale 1 to 4, where 1 is a very small extent and 4 is very large extent, 71.4 per cent of the beneficiaries reported that was large or very large extent, where 57.1 per cent indicated high and 14.3 per cent indicated very large extent. But 28.6 per cent indicated that it was to a small or very small extent. This tendency can be observed in the interviews were the degree of implementation was object of positive points of view but it was reported that there were challenges in relation to the procedures during the implementation.

The interviews were coherent with this tendency. Even if the project managers were happy with the efficiency and effectiveness of the project, they acknowledged that some of the procedures could be improved, for example the financial procedures.

In your opinion, to what extent did the procedures and processes established for the project contribute to the effective and efficient implementation of the project?



■ 1.To a very small extent ■ 2.To a small extent
■ 3.To a large extent ■ 4.To a very large extent

Perception from the staff.

8/ES11 To what extent were roles and responsibilities for joint management, implementation, coordination and collaboration clearly established at the beginning of the project?

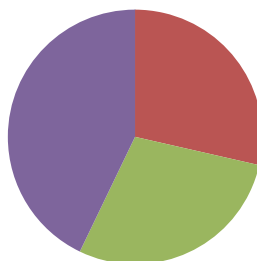
Answer Options	Response Percent	Response Count
1.To a very small extent	0,0%	0
2.To a small extent	28,6%	2
3.To a large extent	28,6%	2
4.To a very large extent	42,9%	3
5.I do not have sufficient information to answer this question		2
sum	100,0%	9

Perception from the staff.

As indicated in the previous table, in general the project managers and the staff of the project were divided in relation to the establishment of roles and responsibilities. When asked to indicate *to what extent were roles and responsibilities for joint management, implementation, coordination and collaboration clearly established at the beginning of the project* we had 7 responses. On a scale 1 to 4, where 1 is a very small extent and 4 is very large extent, 71.4 per cent of the beneficiaries reported that was large or very large extent, where 28.6 per cent indicated high and 42.9 per cent indicated very large extent. But 28.6 per cent, 2 responses, indicated that it was to a small extent.

This tendency can be observed in the interviews were the coordination was object of positive points of view but it was reported that there were not continuous collaboration and coordination.

To what extent were roles and responsibilities for joint management, implementation, coordination and collaboration clearly established at the beginning of the project?



■ 1.To a very small extent ■ 2.To a small extent
■ 3.To a large extent ■ 4.To a very large extent

Perception from the staff.

9/ES12 To what extent do you feel that results based management (RBM) was utilized during project implementation?

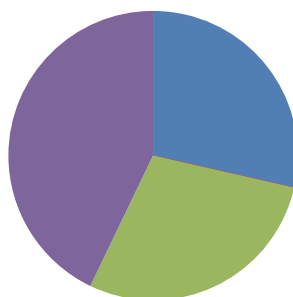
Answer Options	Percentage	Response Count
1.To a very small extent	28,6%	2
2.To a small extent	0,0%	0
3.To a large extent	28,6%	2
4.To a very large extent	42,9%	3
5.I do not have sufficient information to answer this question		2
SUM	100,0%	7

Perception from the staff.

As indicated in the previous table, in general the project managers and the staff of the project were divided in relation to the use of a RBM approach. When asked to indicate to *to what extent were roles and responsibilities for joint management, implementation, coordination and collaboration clearly established at the beginning of the project* we had 7 responses. On a scale 1 to 4, where 1 is a very small extent and 4 is very large extent, 71 per cent of the beneficiaries reported that was large or very large extent, where 29 per cent indicated high and 43 per cent indicated very large extent. But 29 per cent indicated that it was to a very small extent.

This tendency can be observed in the interviews were the coordination was object of positive points of view but it was reported that there was not a RBM approach as the management was more based on activities ABM. This has also been contrasted with the documentation –progress reports.

To what extent do you feel that results based management (RBM) was utilized during project implementation?



- 1.To a very small extent ■ 2.To a small extent
 ■ 3.To a large extent ■ 4.To a very large extent

Perception from the staff.

10/ES13 In your opinion, were the invested resources used in an efficient manner to produce the planned results?

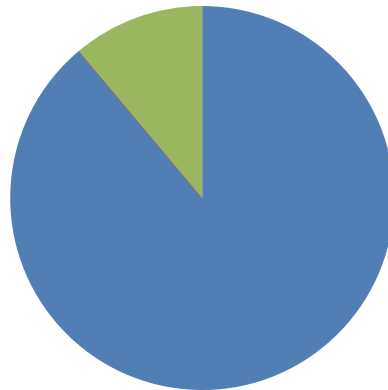
Answer Options	Response Percent	Response Count
Yes	88,9%	8
No	0,0%	0
I do not have sufficient information to answer this question	11,1%	1
answered question	100,0%	8

Perception from the staff.

As indicated in the previous table, in general the project managers and the staff of the project agreed on the efficiency of the project. When asked to indicate to were the invested resources used in an efficient manner to produce the planned results? We had 8 responses. All of them considered the project as efficient.

In the interviews and the surveys the staff reported that there was room for improvement but the funds were used to support priority actions that countries have identified in strengthening their statistics development, that there were more activities undertaken than planned, due to the sharing of cost with other projects or organizations and that in general it was possible taking measures and using different means to ensure that they reached the targeted audience.

In your opinion, were the invested resources used in an efficient manner to produce the planned results?



■ Yes ■ No ■ I do not have sufficient information to answer this question

Perception from the staff.

11/ES14 In your opinion, what factors contributed or impeded to the implementation of project activities as well as to the attainment of expected results?

The respondents reported that factors that **contributed** were 1. The flexibility to integrate and align the activities with overall regional priorities -- the activities that the project funds supported, such as strengthening use of existing data, improving the production of data disaggregation and CRVS, are all priority areas that governments have identified as regional priorities. They are also focal areas of several regional initiatives of statistics development. The project provided welcomed support to these areas, which means that the impacts are likely to be more sustainable since there are other and on-going efforts in these areas of work, 2. The high relevance of the subject has helped to ensure high efficiency and adequate response of the commissions. There have been many products with few resources.

The respondents reported that factors that **impeded** were 1. Some of the procedures were not flexible, 2. The flow of financial information between the different UN entities is difficult, which results in the fact that the project manager had challenges for the information on the actual availability of funds. This does not allow planning properly and reduces efficiency and leads to the underutilization of funds. 3. Limited resources and restriction on budget distribution over the budget lines. 4. The low explicit resources in the DA project for management and the low budget for the ambitious objectives have forced maximizing efficiency and joint work with other divisions, actors and with other funds. 5. The staff turnover and the lack of human resources to manage properly the project in the RCs

3.4. Sustainability

	Ongoing work of the RC in the short term
ECA/ACS	Regional Strategic Framework for Statistical Capacity-Building. African Charter on Statistics designed by the AUC and the Strategy for the Harmonization of Statistics.
ECE	Poverty and vulnerability indicators under the auspices of the Conference of European Statisticians (CES). Post-2015 development agenda; globalization; population, poverty and inequality; promoting modernization of statistical production; and capacity building.
ECLAC	Harmonization in data collection, processing and dissemination.
	To promote the use of statistics by economic agents, social actors and decision-makers and to further strengthen the user producer dialogue, by improving structures and enhancing the roles played by national statistics systems in public life.
ESCAP	Use of statistics for evidence-based decision-making, assisting in the development of demographic, economic, social and environmental statistics. Improving the availability and quality of data for measuring progress in areas such as social inclusion and gender equality. Cooperate closely with other partners.
ESCWA	Statistical capacities in using statistics in policymaking. Collection and dissemination of data, statistical capacity development and coordination of statistical activities with regional and international players in official statistics active in the region. 2. To concentrate on three main roles: collection and dissemination of data, statistical capacity development and coordination of statistical activities with regional and international players in official statistics active in the region. 3. Data collection should focus on gathering data directly from member countries and on sharing them with other partners active in statistical work in the region. 4. Attention should be paid to communicating statistics to the media and the public. 5. Identifying gaps and discrepancies and undertaking capacity-development programmes.

3.5. Crosscutting approaches

3.5.1 Gender

In the project, in view of the dual aspect of women's empowerment —as an end in itself and as a necessary pre-condition for the fulfillment of the other Goals— special emphasis should be put in building national capacities to produce disaggregated indicators by sex. There should be also a strong emphasis on proposing gender complementary or additional indicators for each region, which could help to better illustrate gender inequalities and forms of discrimination prevailing in many countries involved in the project.

Gender is basic for statistics. Most of the indicators' collection and analysis are gender related and we must check the gender differences. For example mortality and under registration of female deaths, we can check that in our region, in rural areas the reporting on female is underreported. This is part of a test to validate statistics.

Box Perception from an interview.

We must point out the metadata handbook of ESCWA The Metadata Handbook is a tool for data producers and aims to build on synergies from ongoing work in the area of gender statistics by forging a common methodological knowledge among stakeholders in order to facilitate the production of comparable statistics for evidence-based policymaking and planning. The Arab Gender MDG framework was revised and updated in 2014 and can be accessed and downloaded on the following link:

Also it is interesting the ECA Gender data base that provides a user interface for disaggregated data on development indicators including MDGs. This is to track progress of key development indicators by various sub-groups of population and unfold the underlying issues with regard to equity in development. Provisions have been made to enter data by province, sex, residence (rural-urban), and wealth quintile of households. There is a provision to obtain a print-out called 'equity sheets' which would provide disaggregated data for various indicators for a given country and disaggregated data for one indicator comparing several countries.

RC	Gender work
ECA	ECA has a glossary on gender. They worked on gender. One missing point with data and statistics is the mainstreaming in gender, it is not only sex. This implies particular issues taking into account and different from a region to another. They must be sure they can be create capacities in gender and statistics to have quality of data in mdg.
ECLAC	<p>Statistics has worked in collaboration with the gender unit. From 2007 there is an observatory on gender and the work with the ECLAC division of statistics is improved, the joint work is a process and not only punctual. In the Statistic Commission of the Americas, there are two groups, one on MDG and other in gender and the technical secretary of both groups are in the CEPAL and both secretaries are in contact.</p> <p>The "Octavo Seminario regional: Indicadores de los Objetivos de Desarrollo del Milenio: Más allá de los ODM: Retos estadísticos para el monitoreo de la agenda de desarrollo después de 2015" Montevideo, Uruguay in November, 2014, gender challenges were treated in a explicit way.</p>
ESCAP	Worked on data disaggregation in poverty indicators, in data collection and use engaging people, maken sure that there is a balance between men and women. Gender is basic in vital statistics and in maternal morality.
ESCWA	<p>Had a gender cross cutting strategy and a metadata handbook with a gender perspective, that was intended to be useful beyond ESCWA.</p> <p>ESCWA (2013). "e-Metadata Handbook for engendered MDG Arab customized framework "GIsIn" (online publication).</p>

In practice, the gender approach has been focused on the MDGs 3 and 5 and there was not exchange on the gender approach between the RCs. Some of the beneficiaries when requested on gender only spoke on numbers and disaggregation and on the importance on balancing between women and men and in general there was not sharing on gender issues and project managers do not know what the others did on gender.

The following questions were asked to the staff / project managers-

22/ES26 How would you assess the level of integration of the gender perspective in the workshops and seminars in which you participated in terms of including gender challenges related to the measurement of MDGs, taking in consideration the following examples:

-MDG data collection disaggregation, making it possible to judge MDG by gender.

-How MDG indicators capture and promote principles of gender, equity and non discrimination and participation.

-Track whether MDGs are being achieved gender equitably.

-How MDGs are closing the gap between men and women in terms of capacities, access to resources and opportunities, and vulnerability to violence and conflict.

-The visualization of MDG evidences of the fact that women's rights and gender equity are fundamental to the achievement of development priorities.

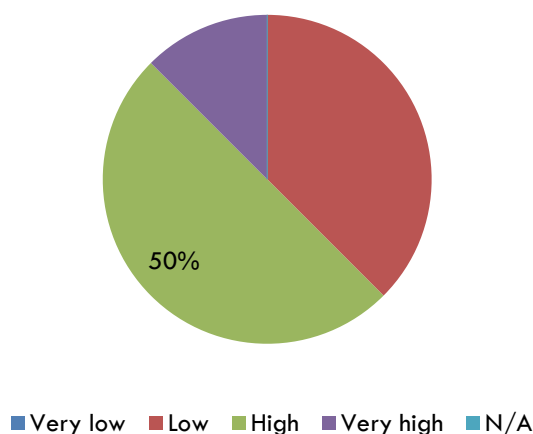
Answer Options	Response Percent	Response Count	ECA	ECE	ECLAC	ESCAP	ESCWA
1.Very low	0,0%	0	0	0	0	0	0
2.Low	37,5%	3	0	1	2	0	0
3.High	50,0%	4	1	0	2	0	1
4.Very high	12,5%	1	0	0	0	1	0
N/A	0,0%	0	0	0	0	0	0
answered question	100,0%	8	1	1	4	1	1
skipped question	0	1	0	0	1	0	0

As indicated in the previous table, when asked to indicate to How would you assess the level of integration of the gender perspective, we had 8 responses. On a scale 1 to 4, where 1 is very low and 4 is very high, 62.5 per cent of the staff reported that was high or very high, where 50 per cent indicated high and 12.5 per cent indicated very high. Only 37.5 per cent, 3 responses, indicated low. An important group of the staff indicated low.

This tendency is coherent with the interviews to the staff, where some of them reported that the gender approach could have been more integrated in the strategy of the project,

Perception from the staff

How would you assess the level of integration of the gender perspective



Perception from the staff.

23/ES27 How would you assess the level of integration of the human rights approach in the contents/topics workshops and seminars in which you participated, taking into consideration the following examples:

-MDG data collection disaggregation, making it possible to judge MDGs by regions/zones/areas of a country, by gender or among groups, including minorities.

-Track whether MDGs are being achieved equitably by gender, by regions of a country or among groups, including minorities.

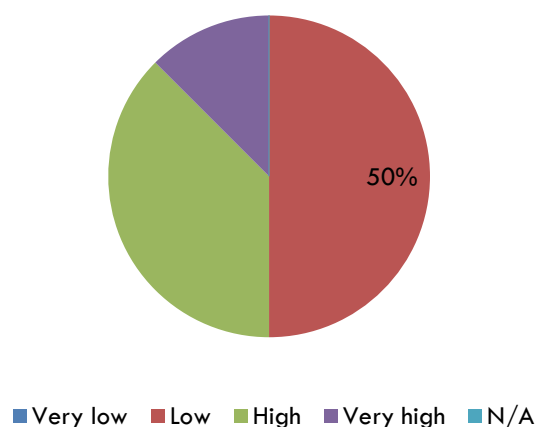
-How MDG indicators capture HR principles, such as the principles of equity and non discrimination, participation, accountability, the rule of law and the indivisibility of rights.

Answer Options	Response Percent	Response Count	ECA	ECE	ECLAC	ESCAP	ESCWA
1.Very low	0,0%	0	0	0	0	0	0
2.Low	50,0%	4	1	1	2	0	0
3.High	37,5%	3	0	0	2	0	1
4.Very high	12,5%	1	0	0	0	1	0
N/A	0,0%	0	0	0	0	0	0
answered question	100,0%	8	1	1	4	1	1
skipped question		1	0	0	1	0	0

Perception from the staff.

As indicated in the previous table, when asked to indicate to How would you assess the level of integration of the human rights approach, we had 8 responses. On a scale 1 to 4, where 1 is very low and 4 is very high, 50 per cent of the staff reported that was high or very high, where 37.5 per cent indicated high and 12.5 per cent indicated very high. 50 per cent, 4 responses, indicated low. A very important group of the staff indicated low.

How would you assess the level of integration of the human rights approach in the contents/topics workshops and seminars in which you participated



Perception from the staff.

3.5.2. Quality of the Monitoring, Evaluation and Knowledge management system

DA offered its own formats for the identification, planning and monitoring of the project. The RCs have their own internal M&E systems and in some cases the DA progress reports were seen as an additional bureaucracy. The project managers agreed that the progress reports have not captured all the achievements. There was information, processes and outputs that were not captured. Many of the information from the assessments was not introduced in the progress reports. These reports and assessments were even not known by the ECLAC as lead of the project, because they were not shared to be included in the progress report. In the progress reports there are not references to this information obtained from the assessment of the workshops.

In fact, there is a general perception that each RC was more concentrated in its own activities even if every RC acknowledged that there was useful learning to be shared with the others RCs. For the annual reporting it was a challenging the lack of continuity and turnover of the staff.

All the workshops count on a final assessment, in the form of a report or of a specific assessment report. The structure of the assessment of the workshops is different between the RCs.

The following table takes into consideration the workshops that were object of final assessment.

Implem. Partner	N	Workshop	Final assessment	Structure
INTER-REGIONAL	1	<i>Inter-regional MDG indicators Meeting: Sharing knowledge to improve MDG monitoring and reporting</i>	1	1
UNECA	2	<i>Regional capacity building workshop on writing metadata for development indicators</i>	1	
UNECE	3	<i>Regional workshop on poverty and employment indicators of the Millennium Development Goal 1</i>	1	
	4	<i>Workshop on Education Indicators for Millennium Development Goals</i>	1	
	5	<i>Seminar 'The way forward in poverty measurement'</i>		
ECLAC	6	<i>Taller sobre el monitoreo de los ODM en América Latina (In collaboration with UNSD)</i>	1	1
ESCAP	7	<i>Workshop "Effective use of statistical data for policy analysis and advocacy in Asia and the Pacific: Building on success"</i>	1	
	8	<i>Training Workshop on Producing disaggregated MDG-related statistics using Bhutan Multiple Indicator Survey (BMIS) micro-data</i>		
	9	<i>Consultative workshop on Producing disaggregated MDG-related statistics using BMIS micro-data</i>	1	1
ESCWA	10	<i>Workshop: Use of SDMX in DevInfo for MDG Data Reporting</i>	1	
	11	<i>Expert Group Meeting on Data and Metadata Reporting</i>	1	
	12	<i>Workshop: MDG Data Reconciliation: Employment Indicators</i>	1	
	13	<i>Workshop: Effective Use of Statistics for Policy</i>	1	
	14	<i>Expert Level: Advanced Lab Training and Web/CD Data Presentation Package, DevInfo Training lab</i>	1	
	15	<i>Training Workshop on SDMX tools for MDG Data Reporting</i>	1	
	16	<i>Training Workshop on demographic methods for assessing the completeness of death registration</i>	1	

According to the interviews, during the implementation there was not clarity between the project managers on what could be changed/adapted from the LFA. In general all the regions tried to follow the original indicators. There were big differences between regions on the availability of national and regional indicators and ECLAC was the region that more information obtained according to the original indicators. Other aspect that became clear after the interviews is that during the implementation –or after the progress reports delivery to DESA- there was not a lot of exchanges between DESA and the project managers so as to clarify aspects, solve doubts or arriving to agreements on interpretation. Even if there was not clarity on the capacity to adapt the project during the implementation, in practice there were adaptations, like the introduction of the SDGs.

The ECLAC project managers perceive the big complexity of the management of the 5 RCs and the lack of resources to do a better monitoring during the implementation. Also there was the challenge of the project being designed by people different to those that were in charge of the coordination during the implementation.

There was not a monitoring strategy, neither a baseline nor an implementation plan after the prodoc. There were no formal events with the project managers during the implementation on its own implementation and ongoing learning. The administrative following up took too much time –clarifying the correct budgetary lines to charge the expenditures. There was an initial work plan, and the original budget was by activities but all the budget negotiation with the HQ is not by activities but by budgetary lines. The RCs in principle were happy with this as they had freedom to make changes in case of budgetary needs. Internally there was a financial follow up by activities but there was not an external financial accountability by activities.

Each activity of the project, seminar, workshop or advisory mission, was different so it had to be adapted/customized to measure the effects. The first point of the implementation plan should have been clarifying expectations so as to customize each one of the activities.

DA accountability is top down and should have been adapted during the implementations. One example is the indicator- *The number of data points/indicators produced*, when producing more data points did not imply better but worse data.

The top down approach is dominant and the accountability towards the regional statistical commissions could be improved. There was room to improve the peer interaction in the project, something customized and more accurate and more feedback on how much participants benefited from the activities. The secretariat of the RCs could be more accountable. The reality is that the regional statistical commissions have scarcity of resources and the communication/information does not flow properly at all the levels.

Perception from the beneficiaries.

There is a high variability between the format of the different assessments of workshops between the RCs. Some of them are very sophisticated and based in harmonized guidelines and others are very simple or without analysis.

Presence of protocols and practices to ascertain that good practices and lessons learned are recognized and integrated into work practices.

We are talking about good practices or lessons learned resulting from the normal work of the RCs and specific Divisions participating in the project, implementation and/or evaluation of previous projects, etc. covering all areas of work of the project, both substantively and project management related.

There were not specific activities related to knowledge sharing even if these should have been an important part of the design of the project. The title of the project pointed out the importance of *interregional cooperation and **knowledge-sharing***.

We did not find guidelines, protocols and practices to ascertain that good practices and lessons learned are recognized and integrated into work practices. We did not find a formal management structure between the Commissions to guarantee the implementation, follow up and control of these kinds of guidelines, protocols and practices.

ANNEX 7




Evaluator's revision matrix

A. COMMENTS ERG

ECLAC - STATISTICS DIVISION

SPECIFIC COMMENTS		
PARAGRAPH NUMBER	COMMENTS ERG	EVALUATOR'S RESPONSE
Table 4. Page 11	Is it RC <i>statistical</i> sub-programmes? If yes, It should include Employment, Child mortality, Maternal Health, Environment, and Partnership for ECLAC.	Corrected
4.1.2. Page 13 2 nd paragraph	Use divisions instead departments.	Changed
4.1.2. Page 13 3 rd paragraph	Add ECLAC.	No clear the meaning
4.2.1. Page 15 1 st paragraph	Add Caribbean after Latin America.	Added
Table 6. Page 18. Data transfer mechanisms	DevInfo is not a data transfer mechanism. SDMX is not officially implemented to transfer data between countries and Agencies.	Corrected
Table 6. Page 18. Data dissemination tools	Most of RC have done many web applications using modern ICT to disseminate MDG regional statistical information within the project. I do not agree dissemination still remain as a challenge.	Dissemination is not only about ICT
Table 9. Page 21. EA3	What does it mean "coherent approach"?	Explained in EA3
Table 9. Page 21. EA3. 3.2. (A.2)	Avoid capital and bold letters. What is the intention? In particular, this is not totally true for such emphasis. Even in Table 3 page6.	this is not totally true for such emphasis
3.3. (A.9) 2 nd paragraph	Add UNESCO.	Corrected
3.3. (A.9) Bullet 4.ii. page 28	Regional NSOs? It has no sense. National Statistical Offices aren't regional.	Corrected
Page 33 paragraph 1 and 2	"provided by ECE"? Should this reference be eliminated?	Corrected
Table 10. Page 35. Point 3.	Add MDG regional/national profiles (ECLAC).	Corrected
Page 40	Box is repeated.	Corrected
Page 42.	2 nd and 3 rd question are the same.	Corrected
Page 49. ECLAC's paragraph	Add after (SCA) in the 1 st sentence "with emphasis on the new SDG agenda".	Corrected
Page 51. Perceptions. 2 nd paragraph	A very important group of the staff... Why in bold?	Corrected

ECA - AFRICAN CENTER FOR STATISTICS

SPECIFIC COMMENTS		
PARAGRAPH NUMBER	COMMENTS ERG	EVALUATOR'S RESPONSE
Page 1, 1 st paragraph “...The project was approved under the DA Tranche 7 and covered a period of...”	Could you tell us how did you obtained the list of these contents.	This is the list of RCs and the number of the tranche
Page 19, Table 7 Number of outputs of the project Section “Workshops and seminars “	ECA undertook 3 workshops and seminars: 1 - Experts' Meeting for the Draft 2009 Report on Assessing Progress Towards Attaining the MDGs 10-11 March 2011, Kampala, Uganda. 2 - Expert Group Meeting and Meeting of the African Group on Statistical training and Human Resources (AGROST) 21 – 26 November 2011, Yaoundé, Cameroun. 3 - The Regional capacity building workshop on writing metadata for development indicators Lusaka, Zambia 30 July - 3 August 2012.  Report on the  Expert MDGs  Mission Report Regional capacity building meeting 10-11 March Uganda workshop on	Included
Page 19, Table 7 Number of outputs of the project Section “Beneficiary countries “	ECA has 54 member states (south Soudan is the new member).	corrected
Page 25, 3 rd paragraph, “Five (5) BP reports were...”	Add ECA in the following sentence “.... Five (5) BP reports were produced in English and the different regions translated their reports to local languages as Spanish/ECLAC, Russian/ECE, Arabic/ESCWA and French/ECE, ECA...”	corrected

ECE - STATISTICS DIVISION

GENERAL COMMENTS		
PARAGRAPH NUMBER	COMMENTS ERG	EVALUATOR'S RESPONSE
	I do not have any comment that needs to be addressed. It was useful to read the evaluation and hope it will lead to even better project outcomes in the future. Only a small editorial, ECE and UNECE are both used in the report. The Executive Secretary has decided recently that only UNECE will be used and not anymore ECE (as mandated earlier by the UN editorial guidelines).	Corrected UNECE

B. COMMENTS PPOD

GENERAL COMMENTS		
PARAGRAPH NUMBER	PARAGRAPH NUMBER	PARAGRAPH NUMBER
Resumen Ejecutivo	Hace falta incluir esta sección. Favor asegurarse que sea incluida en la siguiente versión para su revisión.	Incluida
	Para facilitar la revisión de las versiones sucesivas del informe y los comentarios, se solicita enumerar cada párrafo del informe.	Se enumeran las líneas por página
	Favor enumerar y poner título a todos los cuadros y gráficos e incluirlos en el índice. No todos lo tienen.	Se ha revisado
General	En términos generales se considera que el informe dista mucho de ser un informe final. Se siguen encontrando deficiencias ya comentadas a informes anteriores, como ser la dispersión y falta de un orden establecido en la presentación de las ideas, lo cual dificulta grandemente la lectura del mismo y sobre todo entender de manera clara y precisa cuales son los hallazgos principales de la evaluación, sus conclusiones y principales recomendaciones. Debido a esta falta de ordenamiento lógico y al hecho de que hasta ahora lo que se presentan son una serie de datos o información de manera dispersa muchas veces sin un hilo conductor que las una y un análisis que permita resaltar los mensajes principales, se encuentra mucha información repetida una y otra vez a lo largo del informe, lo que influye en que se mucho más largo de lo que debiese ser y se pierde la oportunidad de lograr un impacto real de aprendizaje en el lector a través de la transmisión de un número limitado pero bien estructurado y sustentado de ideas principales que lleven a unas buenas conclusiones y recomendaciones. Como ya se ha hecho en comentarios anteriores, se solicita trabajar más en la estructura y orden del informe, y en presentar un texto mucho más analítico, que se entienda será apoyado por las evidencias pero no que se limite a presentar solamente datos.	Se ha hecho esta revisión general
Hallazgos preliminares	Siguiendo en línea con el comentario anterior, y resaltando comentarios ya hecho al preliminary findings report, se solicita re-estructurar esta sección del informe de la siguiente manera: Criterio 1 Breve análisis del criterio de forma más general Hallazgo 1 (resaltado en negritas como titular) - Explicación del hallazgo y presentación de evidencias no más de 3-4 párrafos por hallazgos Hallazgo 2 Explicación y evidencia Criterio 2	Se ha hecho esta revisión

GENERAL COMMENTS		
PARAGRAPH NUMBER	PARAGRAPH NUMBER	PARAGRAPH NUMBER
	<p>Y así sucesivamente.....</p> <p>Nuevamente, en esta sección se espera que no se presenten una serie de datos de manera independiente, sino más bien que se presenten un número más reducido de hallazgos bien estructurados y basados en evidencias, que permitan, articular mucha de la información que se presenta ahora de manera más dispersa, en un grupo concreto de hallazgos, que sean el resultado del trabajo analítico del evaluador en base a toda la información y datos recopilados durante el proceso evaluativo a través de los distintos medios de recolección de datos.</p>	
Conclusiones	<p>Actualmente lo que se presenta en conclusiones son repeticiones de la información presentada en la sección de hallazgos (y, muchas veces, coinciden efectivamente con hallazgos relevantes de la evaluación), pero no representan conclusiones en si mismas. Estas deben ser reducidas, a unas diez conclusiones como máximo, deben de construirse en base a los hallazgos pero no ser repeticiones de los mismos, deben añadir valor a los hallazgos y reflejar el punto de vista y juicio del evaluador. Asimismo, las conclusiones deben responder a las “grandes” preguntas de la evaluación.</p>	Se ha hecho esta revisión
Lessons Learned and best practices	<p>Favor revisar esta sección, ya que para empezar no incluye identificación de best practices, (Si es que no hubo ninguna en la implementación del proyecto, favor confirmar) y adicionalmente representan una repetición de lo ya presentado como hallazgos y como conclusiones, sin diferenciar las unas de las otras claramente. Es decir, se repite muchas veces la misma información en las tres secciones, por lo que se solicita diferenciar mejor. Esta sección como la de recomendaciones, no tiene porque ir estructurada alrededor de cada criterio, lo cual muchas veces ocasiona que la información sea repetitiva.</p>	Se ha hecho esta revisión
Recomendaciones	<p>Al igual que el resto del informe, las recomendaciones se deben de presentar de manera más articulada, reduciendo su número a un número mínimo, para así asegurarnos de la utilidad de las mismas, aumentar las posibilidades de que efectivamente sean implementadas y facilitar su seguimiento. 39 recomendaciones es considerado un número excesivo de recomendaciones, que resulta realmente de la falta de articulación de las mismas. Existen muchas recomendaciones que giran alrededor de un mismo aspecto pero que se presentan de manera desordenada e independiente, cuando pudiesen agruparse en un número limitado de “grandes” recomendaciones que giren alrededor de los siguientes aspectos (solo se presentan algunas ideas a manera de</p>	Se ha hecho esta revisión

GENERAL COMMENTS		
PARAGRAPH NUMBER	PARAGRAPH NUMBER	PARAGRAPH NUMBER
	<p>ejemplos, el consultor, deberá analizar el resto de las recomendaciones y decidir como estructurarlas):</p> <ol style="list-style-type: none"> 1) Mejorar el diseño de los proyectos 2) Elaborar planes de implementación, y monitores más claros y eficientes. 3) Mejora en los procesos de monitoreo y reporting 4) etc. <p>Se recomienda utilizar la siguiente estructura:</p> <p>Recomendación 1: XXXXXXXXXXXX (detallar cuáles son los hallazgos y conclusiones que lo sustentan al hacer referencia al número del (los) hallazgo (s) y conclusión(es) de donde emanan). Prioridad XXXXX. A quien está dirigida, es decir quien deberá implementarla.</p> <p>Breve explicación de la recomendación y acciones específicas que se proponen para su evaluación (aquí se presentarían de manera articulada muchas de las acciones que actualmente se presentan de manera dispersa e independiente bajo el marco de una sola recomendación.</p> <p>En la siguiente sección se incluyen asimismo, comentarios específicos a algunas de las recomendaciones presentadas, que deberán ser tomados en cuenta al momento de re-estructurar esta sección.</p>	
	Favor utilizar más representaciones gráficas para presentar resultados de las encuestas para así facilitar su comprensión.	Incluir más gráficas implicaría aumentar la extensión del documento
	Se siguen encontrando muchos errores ortográficos y gramaticales, incluso oraciones cuyo sentido no se puede entender. Se solicita revisar el informe detalladamente antes de enviarlo para nuestra revisión para asegurarse que este tipo de errores sean corregidos previamente. Asegurarse que siempre que se utilicen las siglas para Regional Commissions, se incluya la "s" al final- RCs.	Se ha hecho esta revisión
SPECIFIC COMMENTS		
PARAGRAPH NUMBER	PARAGRAPH NUMBER	PARAGRAPH NUMBER
Página 11, párrafo 1, línea 9	Frase incompleta, favor corregir: The fact that the inter-regional agenda is ever present, still it cannot be fully implemented.	Even if the inter-regional agenda present, still it is not being fully implemented

GENERAL COMMENTS		
PARAGRAPH NUMBER	PARAGRAPH NUMBER	PARAGRAPH NUMBER
Página 16. “Box” al final de la página	No se entiende el por qué se incluye este recuadro en esta sección ya que no guarda ninguna relación con el texto o información presentada. Favor mover al lugar correcto o contextualizarlo. Adicionalmente, no se comprende el objetivo de presentar una actividad separada en un recuadro, habiendo muchas otras similares. Probablemente esto se deba a que se incluyó sin contextualizarla.	El párrafo anterior señalamos que hay una inter relación y retroalimentación entre talleres y publicaciones. En el cuadro damos un ejemplo, pero no debe estar suficientemente claro. Se hace una clarificación al principio gracias.
Página 20, Párrafo 3, última línea	Finally although the networking component was not executed according to the initial design of the PRODOC, the project achieved the promotion of networking in an emergent way. - Podría por favor explicar cuál fue el “emergent way” en que se hizo el networking o presentar ejemplos.	Se refiere a que no se hizo de forma planificada y se creó red a base de trabajar conjuntamente en el proyecto, pero no porque hubiera actividades explícitas para ello.
Página 24, párrafo 7, dos primeras líneas	Many of the TAMs were related to MDGs in general. Impliedly, these TAMs were generic not specific. At MDG level, the content of some of the TAMs was focused on education, gender and poverty. - No sé si es por la manera en que se redactaron, pero actualmente pareciese que las oraciones 1 y 2 son contradictorias con la tercera. Favor revisar y corregir o explicar de mejor manera.	Many of the TAMs were related to MDGs in general. Impliedly, these TAMs were generic not specific. The few cases that the TAMs were specific, at MDG level, the content of some of the TAMs were focused on education, gender and poverty.
Página 25, párrafo 4	Best Practice reports were well considered by the beneficiaries as pointed out by the following facts generated from the surveys: - 90 % of the beneficiaries agreed or strongly agreed that the workshops and seminars have helped identify best practices to address challenges related to the measurement of MDG statistics/indicators and increased their availability and comparability at the national, regional and global levels. - 71 % of the beneficiaries agreed or strongly agreed that based on their participation in the workshops and seminars, they have applied the information regarding best practices on policy response to address certain challenges related to the measurement and reporting of the MDGs. Favor revisar ya que los datos que se presentan hacen referencia a las evaluaciones de los seminarios y workshops y no a los best practices reports mencionados como encabezado, y aunque las preguntas se relacionan a mejores prácticas y su aplicación, no se refieren necesariamente a los reportes, ya que en los seminarios y cursos pudiesen haberse difundido dichas buenas prácticas de otras maneras que no son los reportes en sí.	Se han analizado respuestas sobre best practice documents en particular Introducido que esa referencia es a las best practices en general

GENERAL COMMENTS		
PARAGRAPH NUMBER	PARAGRAPH NUMBER	PARAGRAPH NUMBER
Página 27, párrafo 5, línea 4	En este párrafo se hace la siguiente mención: The meeting brought together over two hundred eighty (280) participants from National Statistical Offices and Line Ministries from fifty nine (59) Latin American countries. Favor revisar, no sé si se refiere a 59 INEs y ministerios, ya que en AL no tenemos 59 países.	Corregido
Página 28, párrafo 3, línea 2	All the presentations, additional material, agenda and list of participants of the three meetings have been uploaded in the following webpage. Favor incluir link a la webpage, ya que no se incluye.	Corregido
Página 29, párrafo 3, líneas 4 y 5	Corregir el siguiente texto ya que la consulta se refiere a satisfacción, no a relevancia: On a scale 1 to 4, where 1 is very low and 4 is very high, 96.5 % of the beneficiaries reported that the relevancy was high or very high, i.e. 45.6% indicated high and 50.9% indicated very high relevancy. Only 3.5% or two (2) responses indicated low.	corregido On a scale 1 to 4, where 1 is very low and 4 is very high, 96.5 % of the beneficiaries reported that the satisfaction was high or very high, i.e. 45.6% indicated high and 50.9% indicated very high satisfaction. Only 3.5% or two (2) responses indicated low. This trend can be observed in the surveys in all the Regional Commissions
Página 29, último párrafo, línea 4 y 5	Corregir el siguiente texto ya que la consulta se refiere a utilidad, no a relevancia: On a scale 1 to 4, where 1 is very low and 4 is very high, 95.1 % of the beneficiaries reported that the relevancy was high or very high, i.e. 41% indicated high and 54.1% indicated very high relevancy.	Corregido. Se refiere a utility más que a satisfaction como se sugiere a la izquierda. Gracias.
Página 32, texto después del gráfico Página 37 Página 38	En varias otras secciones del informe, se presentan listados de las respuestas incluidas por los encuestados a las preguntas abiertas. Agradeceremos que no se presente información de esta manera, sino que se articule dentro de un párrafo narrativo donde se explique las tendencias y respuestas que mejor ejemplifican lo que el evaluador quiere destacar como resultado de dicha pregunta.	Revisado
Página 36, recuadro después del primer párrafo	Corregir el texto, ya que se supone que en el cuadro se hace referencia a efectividad, cuando el texto que la antecede pareciera más bien referirse al tema de sostenibilidad: The following are the responses from the surveys to issues related to effectiveness Asimismo, favor revisar los datos que se presentan a continuación, donde hay una mezcla de aspectos relacionados a efectividad y sostenibilidad de manera desordenada. Explicar bien si se está hablando de efectividad e impactos o posibilidad de sostenibilidad de actividades y tareas.	Corregido

GENERAL COMMENTS		
PARAGRAPH NUMBER	PARAGRAPH NUMBER	PARAGRAPH NUMBER
Página 40	En esta página se presenta la misma información en dos recuadros distintos. Favor corregir.	Corregido
Página 45, párrafo 5, línea 5	En el párrafo se menciona que hubieron resultado “divididos” sobre si los procesos y procedimientos establecidos contribuyeron a una eficaz y eficiente implementación del mismo. Sin embargo, como evidencia, se menciona que el 71% de los encuestados (Project managers) contestó que si a esta pregunta, lo cual todavía representa una mayoría. A nuestro criterio un resultado “dividido” andaría más cerca del 50%-60%.	Corregido
Página 46, párrafo 4, línea 4	Favor cambiar la referencia a CEPAL como Project manager por otra lead entity, ya que en realidad, todas las CRs eran Project managers.	Cambiado a project leader
Página 47, párrafo 2, línea 1-2	Oración incompleta, favor completarla: At regional level the coordination was good so a certain degree of sustainability	Corregido
Página 47, párrafo 2, línea 2-3	Oración/idea incompleta, favor completarla: It was weak at the intra-regional coordination between the RCs and UN institutions and on the other side, the inter-regional coordination with some of the UN main stakeholders that were working with them in several regions –case of UNICEF, ILO, and UNFPA.	Corregido
Página 52, párrafo 3	Favor revisar el siguiente texto, ya que no se entiende que es lo que el evaluador quiere decir: Also there were no formal events with the project managers for its own implementation and ongoing learning.	Corregido
Página 52, Recuadro	Favor explicar a que se refiere el evaluador con la siguiente frase y asegurarse de que la idea quede claramente reflejada y sustentada en el informe, ya que actualmente no se comprende: The secretariat of the RCs could be more accountable.	Corregido
Página 54, párrafo 6	Oración incompleta, favor completarla: Again as pointed out, as a consequence of the design of the project, the room for better inter-regional implementation, better inter relation and coherency of the activities, and the room for more inter regional involvement in this kind of projects by the regional statistical commissions and bodies of the member states.	Corregido
Página 55, párrafo 3, línea 6	Favor explicar a que se refiere con “Project commission” en la siguiente oración: An initial approach could have been the listing of common areas of interest and a decentralized implementation of certain activities by the project commission.	RC CORREGIDO
Página 56, 3 ítem de abajo para arriba	Favor explicar a que se refiere con “explicit strategy” en la siguiente oración: There should be an explicit strategy and a knowledge management strategy at regional and inter-regional level.	Explicit strategy se refiere a algo formal y por escrito, no informal y/o tácito – en la cabeza de la gente

GENERAL COMMENTS		
PARAGRAPH NUMBER	PARAGRAPH NUMBER	PARAGRAPH NUMBER
Página 57, sección sobre Monitoring and Knowledge Management	Revisar ítems 1 y 3, ya que son repetitivos y hablan sobre el mismo tema, los progress reports, por lo que deberían de consolidarse en un solo comentario. En el ítem 3, la segunda y tercera línea son repetitivas. Favor corregir.	Revisado
Página 58, sección Programme Design, ítem 2	Favor revisar el texto, ya que no se comprende el mensaje que se pretende transmitir.	Revisado
Página 58	El punto 1 de Programme design y el punto 1 de relevance podrían unirse en una sola conclusión ya que son muy relacionados entre sí.	Revisado
Página 58, Relevance	Favor revisar el texto del ítem 2, ya que no se comprende.	Revisado
Página 58, efficiency	Favor revisar el ítem/numeral 1 ya que no se comprende.	Revisado
Página 58, sustainability, ítem 1	Favor especificar a qué exactamente hace referencia la palabra “this” en la siguiente oración: There is a high probability that the RCs will be confronted with similar inter regional projects in the future, hence this must be explicit in the project design from the beginning.	Corregido
Página 58, sustainability, ítem 3	Texto repetido textualmente de la sección de conclusiones.	Corregido
Página 59, 7. Recommendations. 1.	Favor explicar el por qué de la recomendación de elaborar la teoría de programa después del inception phase, no sería más apropiado hacerlo durante el proceso de selección, definición y diseño del programa o proyecto en sí, ya que es justamente esta teoría de programa la que sirve de contexto y justificación para el programa en sí, sus objetivos y actividades, y definirá como se deberá de diseñar el mismo para asegurar su relevancia, eficacia y resultados.	Corregido
Página 59, 7. Recommendations. 1.	Favor revisar el texto, ya que no se comprende bien que es lo que el evaluador está recomendando en este punto.	Corregido
Página 59, Efficiency, ítem 1	Favor explicar a que exactamente se refiere con “hacer más fácil” la gestión de financiera entre CRs y de qué manera cree que esto podría hacerse.	Corregido, en la evaluación se llega a describir las dificultades con detalle. Dado el contexto, la manera más concreta de superar dichas dificultades corresponde a la gestión. Desde la evaluación es complejo determinar las alternativas administrativas existentes

GENERAL COMMENTS		
PARAGRAPH NUMBER	PARAGRAPH NUMBER	PARAGRAPH NUMBER
Página 60, ítem 6	Tal y como está redactada esta recomendación pareciera mas una lección aprendida que una recomendación. Para traducirla una recomendación en sí, habría que detallar un poco más sobre a qué exactamente se refiere el evaluador con la palabra “considerar”. Es decir, de qué manera se deben considerar estos elementos al diseñar un proyecto, qué se debiese hacer diferente, etc.	Corregido
Página 60, Effectiveness, ítem 3	No se entiende la razón por la que el evaluador utiliza el término “concern” en este párrafo. Favor revisar el texto y buscar una palabra más adecuada, ya que lo que se detalla a continuación no son realmente concerns.	Corregido
Página 61, Cross-cutting approaches-Gender, ítem 1	Favor elaborar mas esta recomendación, detallando como se deben hacer más explícitos y estratégicos.	Se ha desarrollado
Página 61, Cross-cutting Monitoring and knowledge management-Gender, ítem 1	Esta recomendación guarda relación con el diseño del proyecto en sí, no se considera un cross-cutting issue.	Se tiene en cuenta, en la evaluación el seguimiento se observa como algo transversal a toda la intervención